



Camden Council

Attachments

Ordinary Council Meeting
25 February 2014

Camden Civic Centre
Oxley Street
Camden



ORDINARY COUNCIL

ATTACHMENTS - ORDINARY COUNCIL

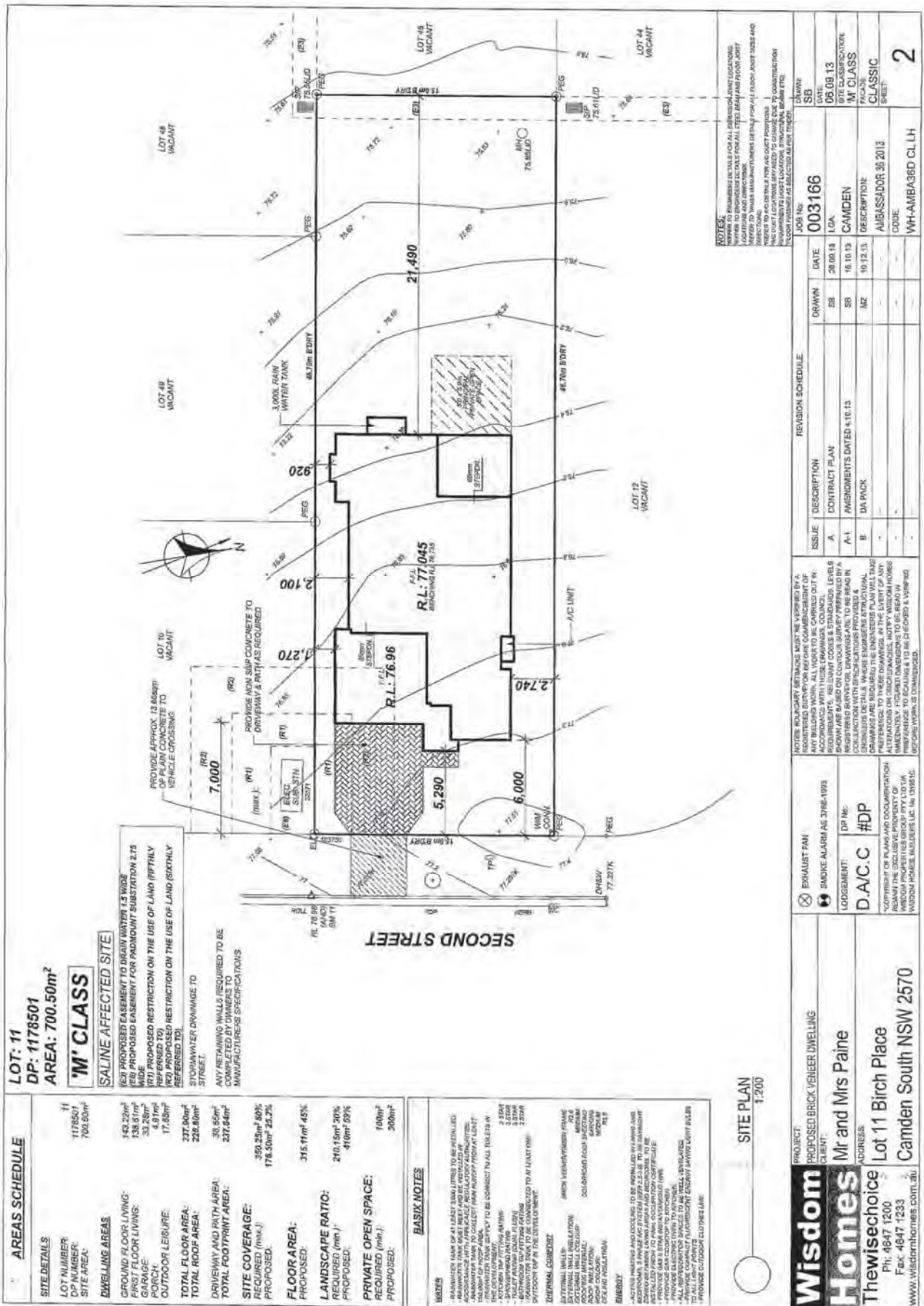
ORD01	Construction Of A Two Storey Dwelling At 3 Frank Brooking Close, Camden South	
	Attachment 1: Proposed plans	5
	Attachment 2: Shadow diagrams.....	8
ORD02	Adoption Of Draft Road Naming Policy And List Of Preferred Road Names	
	Attachment 1: Draft Policy - Road Naming.....	9
	Attachment 2: Preferred Road Names List.....	12
ORD04	Spring Farm School Site And Associated Dcp Amendments - Post Exhibition Report	
	Attachment 1: Attachment1 Submission Evaluation Table(2)	15
	Attachment 2: Attachment 2 Figure C18 Spring Farm Master Plan	19
	Attachment 3: Attachment 3 Spring Farm Draft amended DCP maps.....	20
ORD05	East Leppington Voluntary Planning Agreement	
	Attachment 1: East Leppington draft VPA 27/11/2013 FINAL.....	25
ORD06	Delivery Program 6 Month Report July - December 2013	
	Attachment 1: Attachment Delivery Program 6 Month Report July to December 2013(2)	88
ORD08	Investment Monies - January 2014	



Attachment 1: January 2014 Investment Report 229

ORD10 Draft Lake Annan Specific Area Plan Of Management

Attachment 1: Draft Lake Annan Specific Area Plan of Management 239



AREAS SCHEDULE	
SITE DETAILS	
LOT NUMBER:	1178501
DP NUMBER:	1178501
SITE AREA:	700.50m ²
DWELLING AREAS	
GROUND FLOOR LIVING:	143.22m ²
FIRST FLOOR LIVING:	138.87m ²
GARAGE:	33.67m ²
PORCH:	4.97m ²
OUTDOOR LEISURE:	17.58m ²
TOTAL FLOOR AREA:	377.90m²
TOTAL ROOF AREA:	228.80m²
DRIVEWAY AND BIRTH AREA:	38.56m²
TOTAL FOOTPRINT AREA:	277.94m²
SITE COVERAGE:	
REQUIRED (min.):	350.25m ² 80%
PROPOSED:	176.50m ² 25.2%
FLOOR AREA:	
PROPOSED:	315.11m ² 45%
LANDSCAPE RATIO:	
REQUIRED (min.):	210.15m ² 30%
PROPOSED:	410m ² 59%
PRIVATE OPEN SPACE:	
REQUIRED (min.):	100m ²
PROPOSED:	200m ²

BASIC NOTES

1. MAINVIEW RANGE OF AT LEAST 200LITRES TO BE INSTALLED ACCORDING TO THE MANUFACTURER'S INSTRUCTIONS.

2. PROVIDE APPROX 13 800LTP OF PLAIN CONCRETE TO VEHICLE CROSSING.

3. PROVIDE NON-SLIP CONCRETE TO DRIVEWAY & PATH AS REQUIRED.

4. PROVIDE APPROX 3000LTP OF RAIN WATER TANK.

5. PROVIDE APPROX 13 800LTP OF PLAIN CONCRETE TO VEHICLE CROSSING.

6. PROVIDE APPROX 13 800LTP OF PLAIN CONCRETE TO VEHICLE CROSSING.

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19. PROVIDE APPROX 13 800LTP OF PLAIN CONCRETE TO VEHICLE CROSSING.

20. PROVIDE APPROX 13 800LTP OF PLAIN CONCRETE TO VEHICLE CROSSING.

Wisdom Homes
 Thewisechoice
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 www.wisdomhomes.com.au

PROJECT: PROPOSED BRICK VENEER DWELLING
CLIENT: Mr and Mrs Paine
ADDRESS: Lot 11 Birch Place
 Camden South NSW 2570

REVISION SCHEDULE			
ISSUE	DESCRIPTION	DRAWN	DATE
A	CONTRACT PLAN	SB	28.08.13
A-1	AMENDMENTS DATED 4.10.13	SB	16.10.13
B	DA PICK	IZZ	10.12.13

JOB No:	003166
DATE:	06.09.13
SITE CLASSIFICATION:	'M' CLASS
DESCRIPTION:	AMBASSADOR 38 2013
CODE:	WH-AMBA38D CL LH

NOTES:

1. PROVIDE APPROX 13 800LTP OF PLAIN CONCRETE TO VEHICLE CROSSING.

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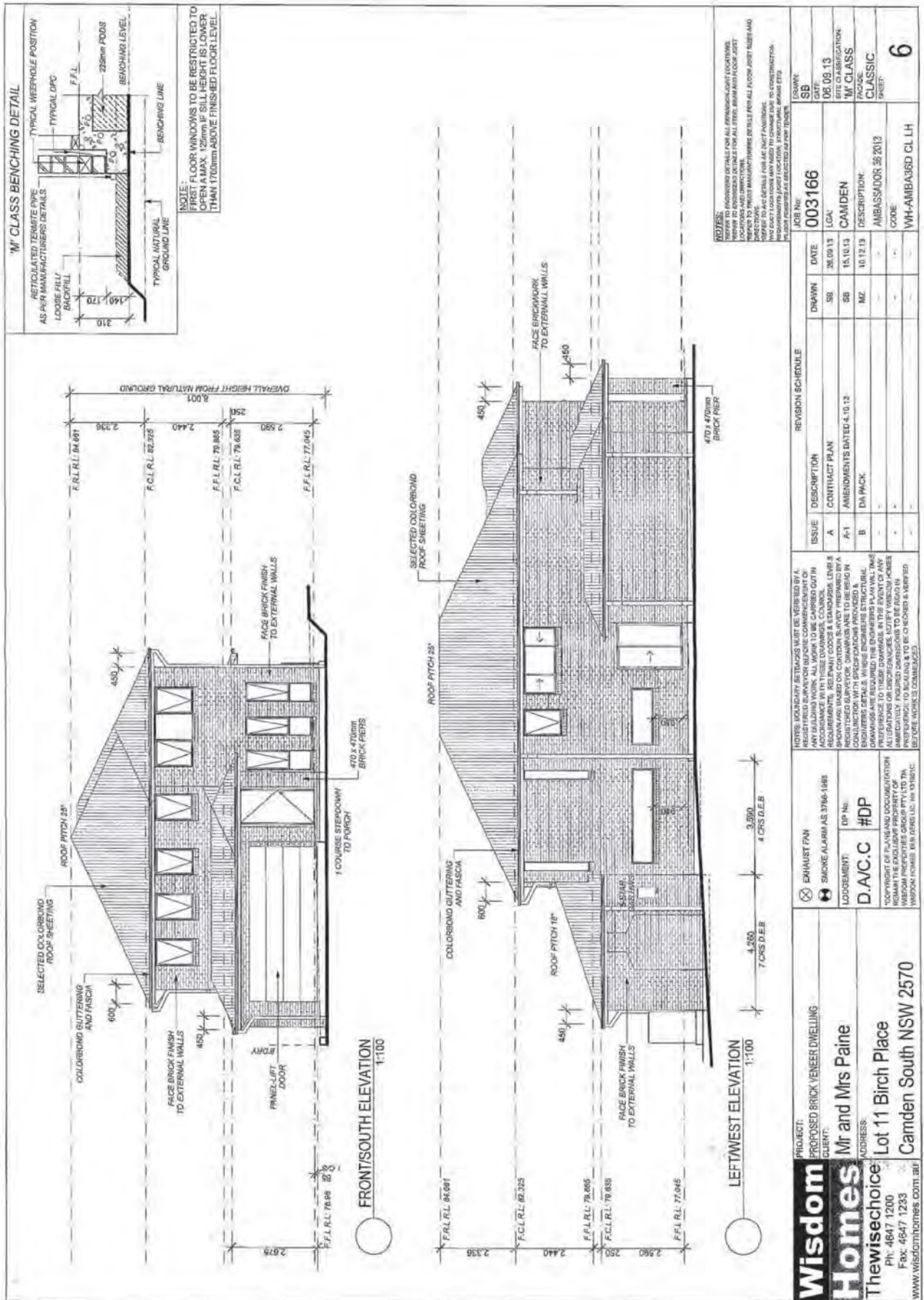
20. PROVIDE APPROX 13 800LTP OF PLAIN CONCRETE TO VEHICLE CROSSING.

Attachment 1

ORD01

ORD01

Attachment 1



NOTES:
REFER TO REVISIONS DETAIL FOR ALL DIMENSIONS AND LOCATIONS AND DIRECTIONS.
WORK TO BE COMPLETED IN ACCORDANCE WITH THE SPECIFICATIONS AND CONDITIONS OF CONTRACT.
REFER TO ACT DETAILS FOR ALL PART FINISHES.
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JOB No:	003166	DATE:	08.08.13
ISSUE:	A CONTRACT PLAN	DRAWN:	SB
DESCRIPTION:	AMENDMENTS DATED 4.10.13	DATE:	15.10.13
REVISION:	B DRAWING	DATE:	10.12.13
DESCRIPTION:	AMBSAS/DOOR 38 2013	DATE:	-
CODE:	-	DATE:	-
PROJECT:	WH-AMBSAS6D CL LH	DATE:	-

PROJECT:	PROPOSED BRICK VENEER DWELLING
CLIENT:	Mr and Mrs Paine
ADDRESS:	Lot 11 Birch Place Camden South NSW 2570
EXHAUST FAN:	SMOKE ALARMS 3766-1583
LODGE/MENT:	D.A.C.C #DP
COMPANY:	WISDOM HOMES PTY LTD
CONTACT:	13 13 13

ISSUE:	REVISION SCHEDULE
DESCRIPTION:	AMENDMENTS DATED 4.10.13
DATE:	10.12.13
DESCRIPTION:	AMBSAS/DOOR 38 2013
DATE:	-
DESCRIPTION:	WH-AMBSAS6D CL LH
DATE:	-

NOTES:
MORTAR SETTING MUST BE VERIFIED BY A REGISTERED SURVEYOR.
ALL WORK TO BE CARRIED OUT IN ACCORDANCE WITH THE DRAWINGS, CONDITIONS OF CONTRACT AND THE REQUIREMENTS OF THE BUILDING REGULATIONS.
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION A-1
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION B
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION C
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION D
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION E
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION F
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION G
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION H
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION I
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION J
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION K
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION L
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION M
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION N
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION O
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION P
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION Q
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION R
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION S
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION T
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION U
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION V
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION W
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION X
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION Y
REGISTERED SURVEYOR: DRAWINGS TO BE REVISION Z

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ROAD NAMING POLICY

DRAFT

PART 1 - INTRODUCTION

1. OBJECTIVE

- 1.1 To provide consistent guidelines for Developers, the Community and Council when allocating new road names, or changing the name of existing roads.
- 1.2 To ensure road names are appropriate, will stand the test of time and preferably are of local or historical significance.
- 1.3 To adopt the Geographical Names Board (GNB) of NSW road naming guidelines as the basis for considering road names.
- 1.4 To establish a list of names for new roads within the local area in consultation with the community.

2. SCOPE

- 2.1 Council is the authority responsible for the naming or re-naming of public roads for which it is the roads authority.
- 2.2 Council's naming authority refers to any road under the control of Council including public roads or a road that is to be dedicated to Council by way of a subdivision of land but excludes roads under the control of any State Government Authority or private road.

PART 2 - POLICY STATEMENT

3. Guidelines for Assigning Road Names

- 3.1 The key principles adopted by Council when determining Road Names are:
 - 3.1.1 Council's preferred source of road naming includes names from local history, including early explorers, settlers and other eminent local persons;
 - 3.1.2 Names should be appropriate to the physical, historical or cultural character of the area concerned;
 - 3.1.3 Thematic names will be considered where the theme relates to that area;
 - 3.1.4 The local Aboriginal Land Council must be consulted when using Aboriginal names;
 - 3.1.5 Names of living persons should be avoided;
 - 3.1.6 Names which are offensive or likely to give offence, out of place or commercial in nature (including estate marketing names) will not be supported;
 - 3.1.7 Council's preferred road naming list should wherever possible be used.
- 3.2 When developers proposed road names they must provide supporting information to justify that their names comply with this policy.

4. Process of Road Naming

- 4.1 The following procedure is adopted by Council when considering road naming proposals:
 - 4.1.1 A proposal shall demonstrate how they satisfy Council's Road Naming Policy, in particular the guidelines and the GNB Road Naming Policy.
 - 4.1.2 The proposal shall wherever possible use names sourced from Council's Preferred Road Naming List.

4.1.3 The procedure outlined by the GNB will be followed.

* * *

NEXT REVIEW DATE: March 2015



List of Preferred Road Names

(Current at 25/2/14)

Notes:

- * The below road names generally relate to Camden's early pioneers and settlement and are subject to formal approval from Council and the GNB
- * Other themes relating to Camden's local history are also encouraged.
- * This document is a work in progress and additional names and themes will be added over time
- * All names proposed to be added to this list must be in accordance with Council's Road Naming Policy and the GNB's Road Naming Guidelines.

Road Name	Suggested Suburbs	Historical Context and Meaning
Barracks	Camden	The Camden Police Barracks were built in 1878. Earlier, the Police presence was maintained with a timber lock-up and adjoining residence (c.1844) for the Chief Constable on the site of the present courthouse.
Beeston	Leppington	John Beeston was the first Station Master at Menangle when the line opened in 1863. His daughter married Samuel Hutthance, also of the railway staff. Mr. and Mrs. Samuel Hutthance had a daughter (Mrs. Hodge) and sons (John and Albert Hutthance). There may also have been other siblings.
Bibb Bliffin	Cobbitty Camden, Camden South	St Paul's church at Cobbitty is built of stone and was designed by colonial Architects John Verge and John Bibb. Aaron Bliffin began wheat farming in the Camden district in 1842 and was the first to introduce the threshing machine into the district in the 1850's. Aaron's son John was a threshing contractor and his grandson was W.A.E. Bliffin.
Binhinny		Before Belgenny Farm became part of the original land grant to Macarthur, Aborigines occupied the area. They called it 'Binhinny' and 'Benkennie', meaning high, dry land. This was later interpreted by Europeans as Belgenny.
Blacksmith		The buildings of Belgenny Farm include a blacksmith's shop, stables, creamery, smokehouse, slaughter house and the farm cottage where John Macarthur spent the last few years of his life.
Blattman	Camden, Camden South	Michael Blattman came to Camden Park from the Rhine River area of Germany in the early 1840's as a viticulturalist. After 4 years he joined John Wild at Vanderville, The Oaks. 3 years later he purchased land at Lacey's Creek, Bimlow and Burragorang. His wife Catherine was a bush nurse to the Lower Burragorang, sometimes crossing swollen rivers on horse back to deliver a baby or to set a broken limb.
Blaxwell	Leppington	G. Blaxwell took up the property called "Raby" of 3000 acres in 1828, on Cowpastures Road.
Blondell	Camden, Camden South	Thomas Blondell had a home in the Cawdor area in 1850's.
Boardman	Camden, Camden South	William Boardman arrived from England in 1838 and worked on Camden Park. In 1841 he took up the property known as "Lynn Farm" and raised a large family.
Brunsdon Clifton	Camden, Camden South Cobbitty	John Brunsdon was an early businessman in Argyle Street, Camden, near the present post office. Henry Clifton came to the district in 1837 to work for the Hessian family. He took up a clearing lease in 1842 with Henry Bensley and William Rolfe, now "Costorphine" (University Farms). Clifton's grandson and great grandsons founded the Clifton Bros. store in Argyle Street.
Coggins	Bringelly	James Coggins came to the Bringelly district in early 1840's. He had a large family of 16 and died at the age of 93.
Crank	Camden, Camden South	Henry Crank was born in the colony in 1801 and was a shoemaker working at the Camden Park estate in 1828 and 1838.
Dabinett Llewella Davies	Camden, Camden South Camden, Camden South	John Dabinett settled at Cawdor in 1855. His daughter was Mrs S. Kelloway (senior). Miss Llewella Davies was very community minded, so much so, she was awarded an OAM (Order of Australia Medal) in 1981 for Community Service. Camden Town Farm was a property originally owned by the family of Miss Davies, one of Camden's more stalwart figures. Davies bequeathed the property to the people of Camden, to be used as a working farm.
Dunk	Camden, Camden South	Thomas Dunk was the younger brother of William Dunk and selected land at Cawdor and Westbrook on a road running between these two areas. It is claimed that he grew the first wheat in this area supplied by Witham Macarthur. This wheat won first prize at a great exhibition in London in 1851.
Egan Fairholme	Cobbitty, Grasmere Elderslie, Narrailan	George Egan was a Burragorang Valley pioneer. Richard J. Fairholme was a settler at Elderslie in the latter half of the 19th century. His property's name was "Fairholme".
Gill	Cobbitty	Silas Gill emigrated from Sussex to Cobbitty in 1838 and was an active Methodist lay preacher in the district. He moved to the North Coast in 1845.
Goodluck/Goodlucke	Camden, Camden South	Joseph T. Goodluck(e) was a proprietor of the "Camden Inn" on the corner of Argyle and Elizabeth Streets. He was the first licensee on 21 June 1842. This hotel is now known as the "Menno Tavern". In 1838 he was the general overseer on Camden Park Estate. He was a trustee responsible for the building of St. Johns church.
Gorman	Cobbitty, Grasmere	Maurice Gorman was a Burragorang Valley pioneer. His father Luke came to the colony on "Daphne" in 1819 and was employed by Hugh Byrne.
Grundy	Cobbitty, Grasmere	John Grundy came to Australia in 1840 and worked for Macleays at Browntow Hill. Fifteen years later he settled at "Happy Home" at Burragorang.
Kemp Kinghorne	Camden, Camden South Gledswood Hills	Charles Kemp was a blacksmith on the corner of Argyle and View Streets, Camden in the 1840's and early 1850's. James Chisholm (later Sir James, M.L.C.) came into the possession of "Gledswood" in 1829 at the age of 23. Wheat farming was extensive there until 1861. Chisholm married Elizabeth Kinghorne and their son, James Kinghorne, was very prominent in Camden public life and organisations.
Le Fevre	Camden, Camden South	John Le Fevre was a carpenter and joiner who designed and constructed the roof of St. John's Church. Le Fevre made all the joinery for the church, post office and hotel in the 1840's and also made coffins at 3 pounds each. He lived at the western top end of Sheathers Lane (Le Fevre's Corner). His business was located in Argyle Street between the Crown Hotel and Oxley Street.
Macdonald	Cobbitty, Grasmere	James Macdonald settled in the Cox's River area. He married the widow of George Seymour and his son William lived at The Oaks.
McEvoy	Camden, Camden South	James McEvoy came to Australia with his parents in 1853 and first settled in the Razorback district in the wheat growing years. They moved to the Vanderville Estate to work for John Wild. James married a daughter of James Flynn of Burragorang, where she was born.
Winn	Camden, Camden South	Shirley Winn was a Camden Councillor for two terms from 1995-1999 and 1999-2004, and was deputy Mayor for 2001-2002. She died on 10 May 2010.
Wiventoe	Kirkham, Cobbitty	Wiventoe is situated on part of the original grant of land made to the Cowper family by Governor Macquarie in 1812.

Attachment 1

Spring Farm Master Plan Review – Submission Evaluation Table

No.	Issue	Staff comment
1.	<p>Spring Farm Planning Framework and Section 94</p> <p>The former school site was recognised for residential development in the exhibited draft DCP amendment and has approximately 3,500m² located in zone E2 Environmental Conservation as well as half road land and half road construction in the DCP.</p> <p>The developer requests an adjustment to the Section 94 Plan to equitably address the acquisition of the E2 Environmental Conservation land as well as the half road land and half road construction.</p> <p>Development Potential and Subdivision Design</p> <p>The draft DCP nominates new access roads on the former school site to service the land for residential development.</p> <p>The extent of land made available for the residential development of the site is limited. The site depth would only facilitate two rows of residential dwellings. Such a development outcome would be well under the target density. This is unlikely to be remedied even if a multi dwelling housing solution is pursued. The two options considered reasonable in addressing this design issue include:</p> <ul style="list-style-type: none"> a) Relocate the access road further north within the E2 zoned land, subject to addressing any environmental constraints; or b) Allow flexibility in the location of the proposed road within this site, which could include a central road and APZ area being incorporated in the rear of lots backing onto the bush corridor. This outcome would be particularly relevant if Council doesn't remedy the Section 94 issue. Any required asset protection zone (APZ) could be included as part of the rear gardens for lots along this boundary to be maintained by these residents to address bushfire issues. 	<p>Half road construction of bush corridor edge roads have been historically funded in Council's Section 94 Plan, however this site was previously earmarked for a school and a permitter road was previously not identified.</p> <p>The issues identified in relation to the former school site will require further investigation by Council staff and consultation with developers. It is proposed to defer this matter and report back to Council at a later date.</p> <p>Further investigation is required to determine the asset protection zone requirements and environmental implications of relocating the access road further north within the E2 zoned land.</p> <p>It is proposed to defer this matter and report back to Council at a later date.</p>
	<p>Access Road Design</p> <p>The proposed street network and design map identifies the 13m access road around the</p>	<p>As per previous comment.</p>

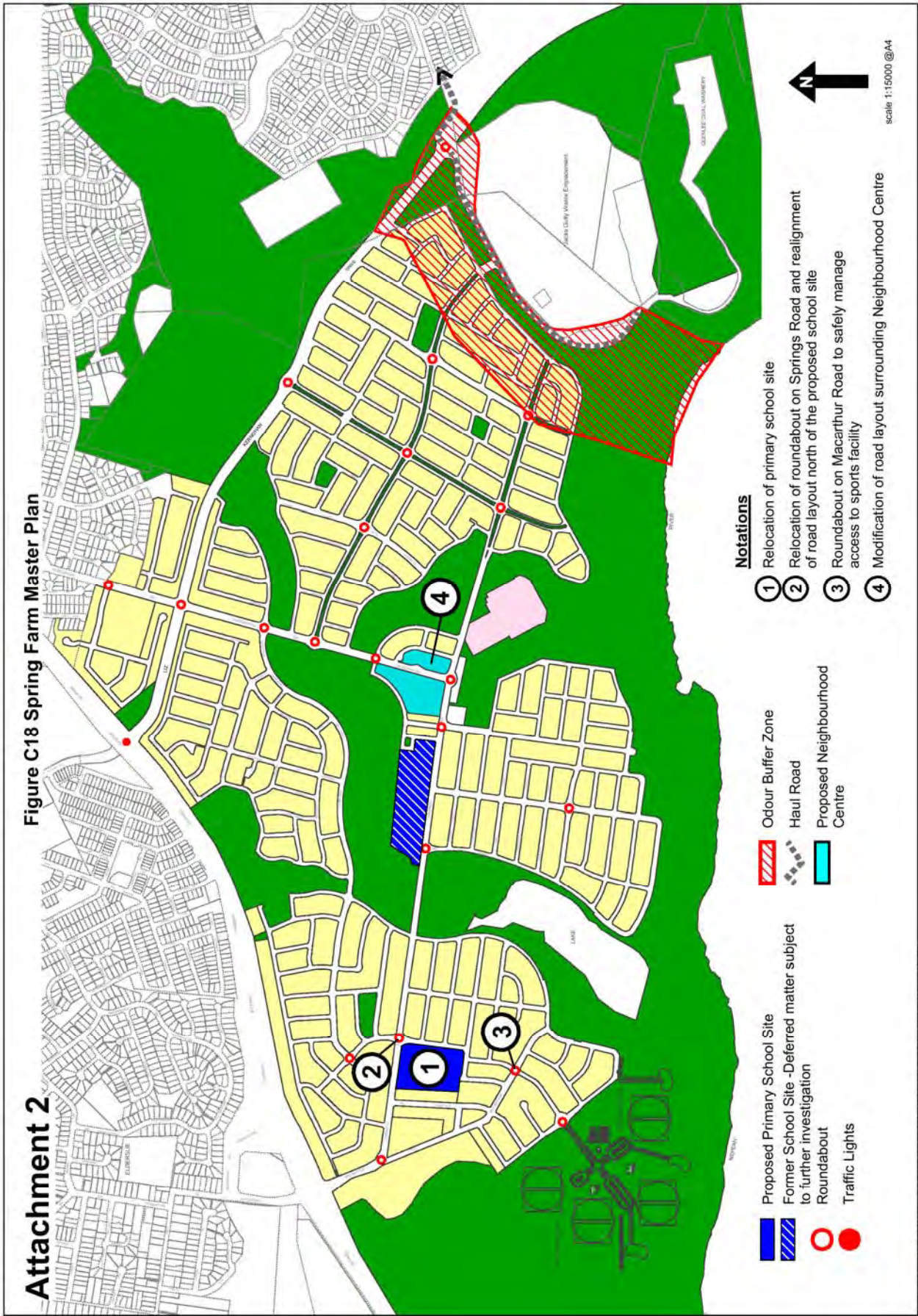
No.	Issue	Staff comment
	<p>perimeter of the former school site. The design in the DCP includes additional footpath and varying verge requirements assumed to be for bio-swales outside of the specified road reserve.</p> <p>The design requirements outside of the 13m road reserve would not obviously apply to the north-south component of the access road situated off the roundabout along Springs Road as it does not abut a bush corridor. This should be clarified as part of any amendments made to the DCP. However a wider road reservation should not be sought as the north south access road location already significantly constrains or possibly sterilises land to the west.</p>	
	<p><u>Dwelling Density</u></p> <p>The proposed density range for the former school site (40-50 dwellings). Given the location of this site to the shopping centre and open space and to address in some part the depth to produce an efficient development outcome based on conventional product, Council should consider increasing the density to 50 to 60 dwellings for the site which may generate a different and more efficient design response for the land.</p>	As per previous comment.
2.	<p><u>Local Road north of first round-a-bout west of Richardson/Springs Road Intersection</u></p> <p>During the reconstruction of Springs Road, this round-a-bout was designed and constructed with the full intent of a three way intersection with Springs Road and a southern local road. The design of the road incorporates associated infrastructure such as stormwater, electricity, NBN, etc. Whilst most of the infrastructure within the verge is not dependent on grade, Stormwater must have fall to operate in a fashion so as to not impact on the wider network. The proposed intersection of the local road to the north enters the round-a-bout in the approximate location of three newly constructed stormwater pits. It is appreciated that the local road provides access to the future residential accommodation, however, consideration should be afforded to the relocation of the road to avoid the redesign and on-costs associated with the alterations of the stormwater network that the exhibited DCP amendment will require.</p>	<p>The design of the roundabout west of the intersection with Richardson Road and Springs Road is based on access required to the south only. Similar conditions exist in the roundabout further to the west on Springs Road. The drainage through these roundabouts have therefore been designed and constructed accordingly.</p> <p>The former school site, including the subject roundabouts, will be subject to further investigation by Council staff and will be reported back to Council at a later date.</p>
	<p>The open space adjacent to the western boundary of the core business area of the Spring Farm Neighbourhood Centre has been tripled in size in comparison to the adopted DCP. The Section 94 Contributions Plan does not collect for the proposed open space (adopted or proposed). This presents a financial shortfall within the Contributions plan, with risk that Council will not have funding to construct such a facility. It is</p>	<p>The increase in size of the open space west of the Spring Farm Neighbourhood Centre is a mapping anomaly and has been rectified in the revised plans. The current configuration and size of the open space is currently being reviewed and will be reported back to Council at a later date</p>

No.	Issue	Staff comment
3.	<p>considered that the open space to the west of the Spring Farm Neighbourhood Centre is not necessary and should be removed from the proposed Master Plan.</p> <p>Concern have been raised about the location of the proposed school site as it is in close proximity to the extension of the Spring Farm sand mine. The associated health risks of sand-mining, particularly dust, should be considered. There is also an issue with trucks from the mining activities.</p>	<p>as part of ongoing investigations associated with the former school site.</p> <p>The Spring Farm Quarry extension (DA 75/256 Mod 3) was approved by the Minister for Planning and Infrastructure in October 2012 under Part 3A; this Determination includes conditions for air quality monitoring. Further, operations must be accordance with the Environmental Protection License issued under the <i>Protection of the Environment Operations Act 1997</i>.</p> <p>In order to proceed with the development of a school, DEC will be required to lodge a development application with Council which must include a Statement of Environmental Effects with consideration of surrounding uses.</p> <p>In addition, Council is required to refer any Development Application in land identified by the Deemed State Environmental Planning Policy No 9 – Extractive Industry to the Department of Trade and Investment (DTI) for comment. The SEPP also requires Council to consider potential impacts such as noise, dust and vibration on the proposed development from sand quarries before it can determine a DA.</p> <p>The proposed haul road will help address the issues with trucks.</p>
4.	<p>DEC supports amending the Spring Farm Development Control Plan to assist in the delivery of Spring Farm Public School.</p> <p>DEC note that they do not receive funding for local infrastructure works in its State education budget. DEC recommend that the DCP be supported by Council's local S.94 funding plan or conditions of consent on developer subdivision applications to ensure the delivery of all local infrastructure.</p> <p>DEC note that their position is consistent with NSW Department of Planning and Infrastructure's Circular D6 "Crown Development Applications and Conditions of Consent" and the draft "Local Development Contributions Guidelines".</p>	<p>It is considered unreasonable for Council to amend the current S.94 Plan to accommodate infrastructure works associated with the development of a school. This issue can be addressed at the development assessment stage with consideration of appropriate conditions of consent.</p>
5.	<p>There is a strong need for a clear and direct 18.5m wide 'Collector Road' to be located along the eastern side of the proposed school site, joining the proposed roundabouts on Springs Road and Macarthur Road. This connection should then be continued through to the district playing fields, to provide better access for residents living in Riverside (Cornish) and East Village (Urban Growth NSW). This access would also be more suitable for buses and off-road pedestrian/ cycle paths.</p>	<p>The road identified on the eastern side of the proposed school site has been incorrectly labelled as a Collector Road. The width of the carriageway is wider to accommodate parking lanes on either side (rather than to serve the function of a collector road). In this regard, it is proposed to re-name this road type to 'school boundary road'. Wider roads are needed to accommodate the anticipated additional traffic volumes and bus movements associated with the use of the site as a school.</p> <p>While the collector road proposed in the submission may improve traffic circulation and be more suitable for buses and off-road pedestrian and cycle paths, the road is not subject to the current</p>

Attachment 1

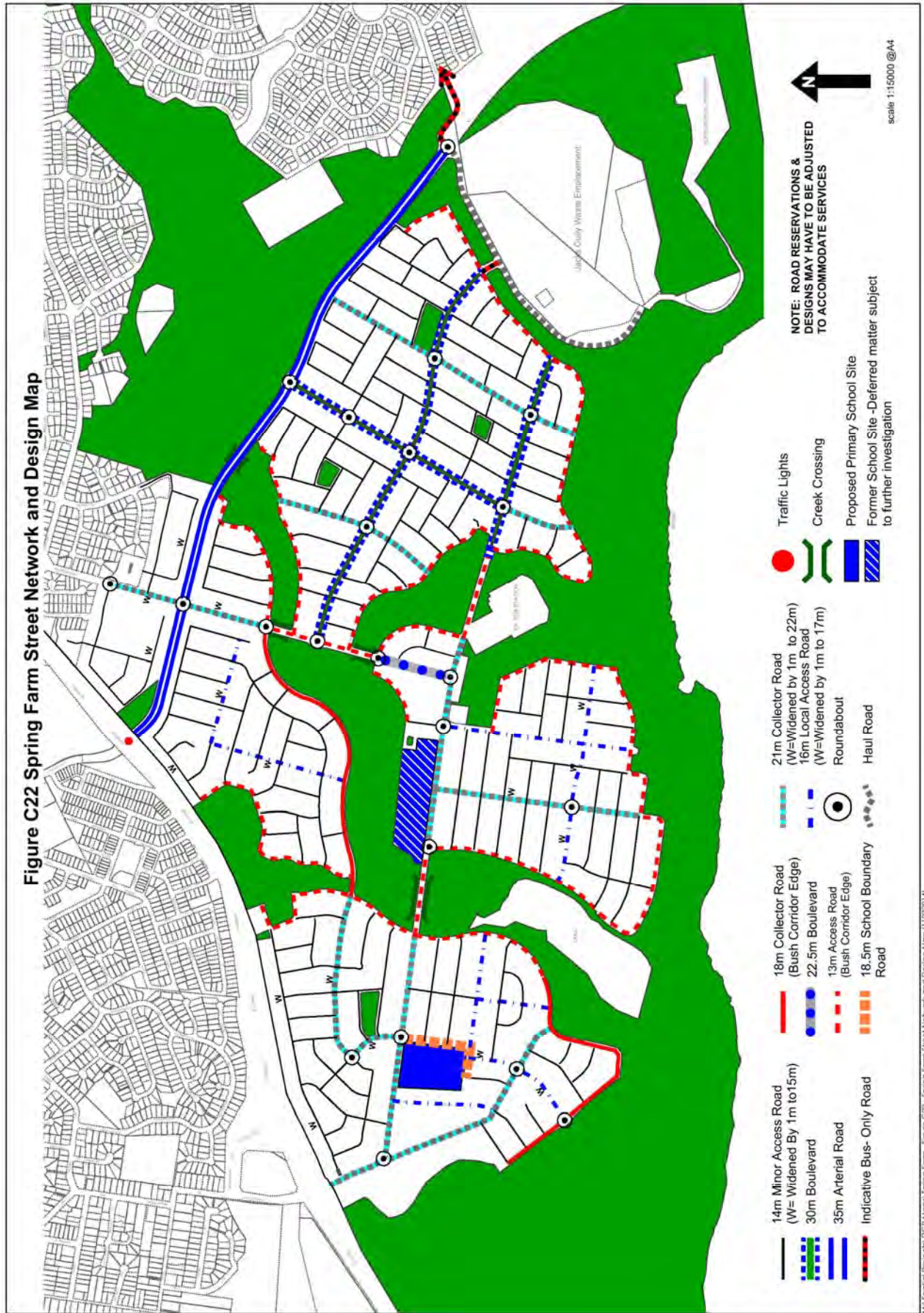
ORD04

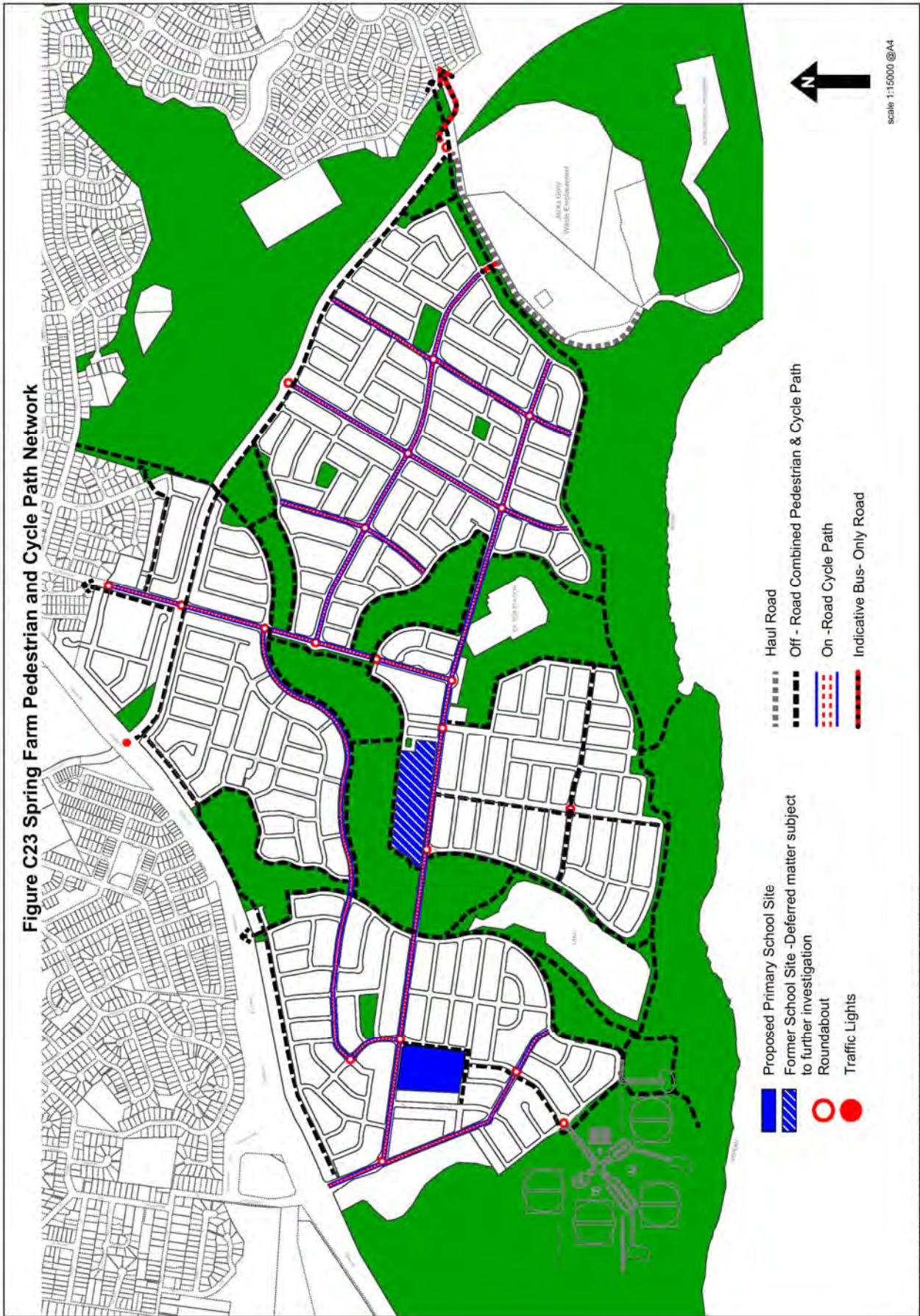
No.	Issue	Staff comment
	<p>DCP amendment and there is currently no funding mechanism to facilitate a collector road in that location.</p>	
	<p>The proposed roundabout on Liz Kernohan Drive, the Industrial Haul Road and the Mount Aman bus-only link is located further westwards on land owned by Council, as opposed to the current location on privately owned land by SITA Australia.</p>	<p>The draft Spring Farm DCP maps have been amended accordingly.</p>
	<p>The proposed Industrial Haul Road runs parallel to the boundary of Macarthur Regional Resource Recovery Park and does not cross over into that private landholding. This road will be utilised by industrial traffic from the Glenlee Precinct – not just buses. There will be bus-only devices to connect the Industrial Haul Road with East Village as well as Liz Kernohan Drive with Swansona Avenue in Mount Aman.</p>	<p>The draft Spring Farm DCP maps have been amended accordingly.</p>
	<p>There is insufficient information on the proposed Industrial Haul Road. The proposed Industrial Haul Road should be shown on all plans, confirming the intentions for all existing industrial traffic from the Glenlee Precinct to be redirected away from Richardson Road and Springs Road, to a purpose built industrial road connecting directly to Liz Kernohan Drive. This road is a major and fundamental aspect of increasing the amenity of the Spring Farm Release Area.</p>	<p>The draft Spring Farm DCP maps have been amended accordingly.</p>
	<p>As part of the construction of Liz Kernohan Drive, a 2.5m wide off-road combined pedestrian and cycle path is being built along the southern side of the road between Camden Bypass and the proposed Industrial Haul Road. This path will link many of the other similar paths that are shown on C23 – but are currently shown as unlinked.</p>	<p>The draft Spring Farm DCP maps have been amended accordingly.</p>
6.	<p>Should any road widening occur as part of school proposal, the widening should occur within the school site and should not encroach the adjacent property located at 235 Macarthur Road, Spring Farm.</p>	<p>Should adjacent land be required to facilitate road widening, DEC will need to negotiate the matter with the land owner. It should be noted that any development application will require land owners consent.</p>
7.	<p>Concern has been raised about inconsistent setback controls for dwellings on collector roads. The 5.5m setbacks to collector roads contradict the 4.5m setback for complying development.</p>	<p>In order to improve consistency with the exempt and complying development SEPP, it is proposed to amend Part D2.3.2 (Spring Farm Release Area) of the Camden DCP to amend the minimum 5.5m setback on collector roads to a minimum 4.5m which is consistent with the provisions of the overriding SEPP.</p> <p>All other setbacks remain unchanged.</p>



ORD04

Attachment 3



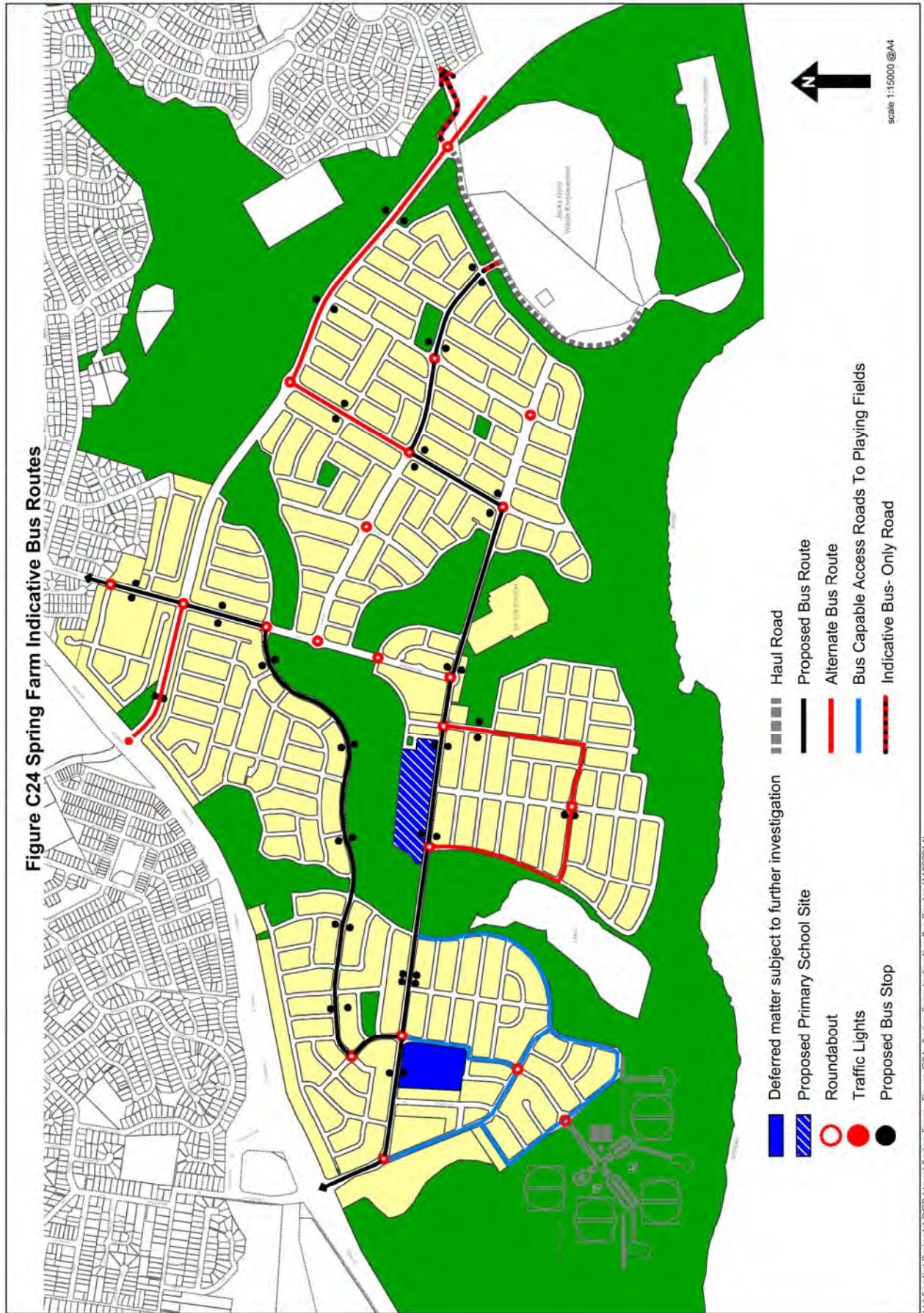


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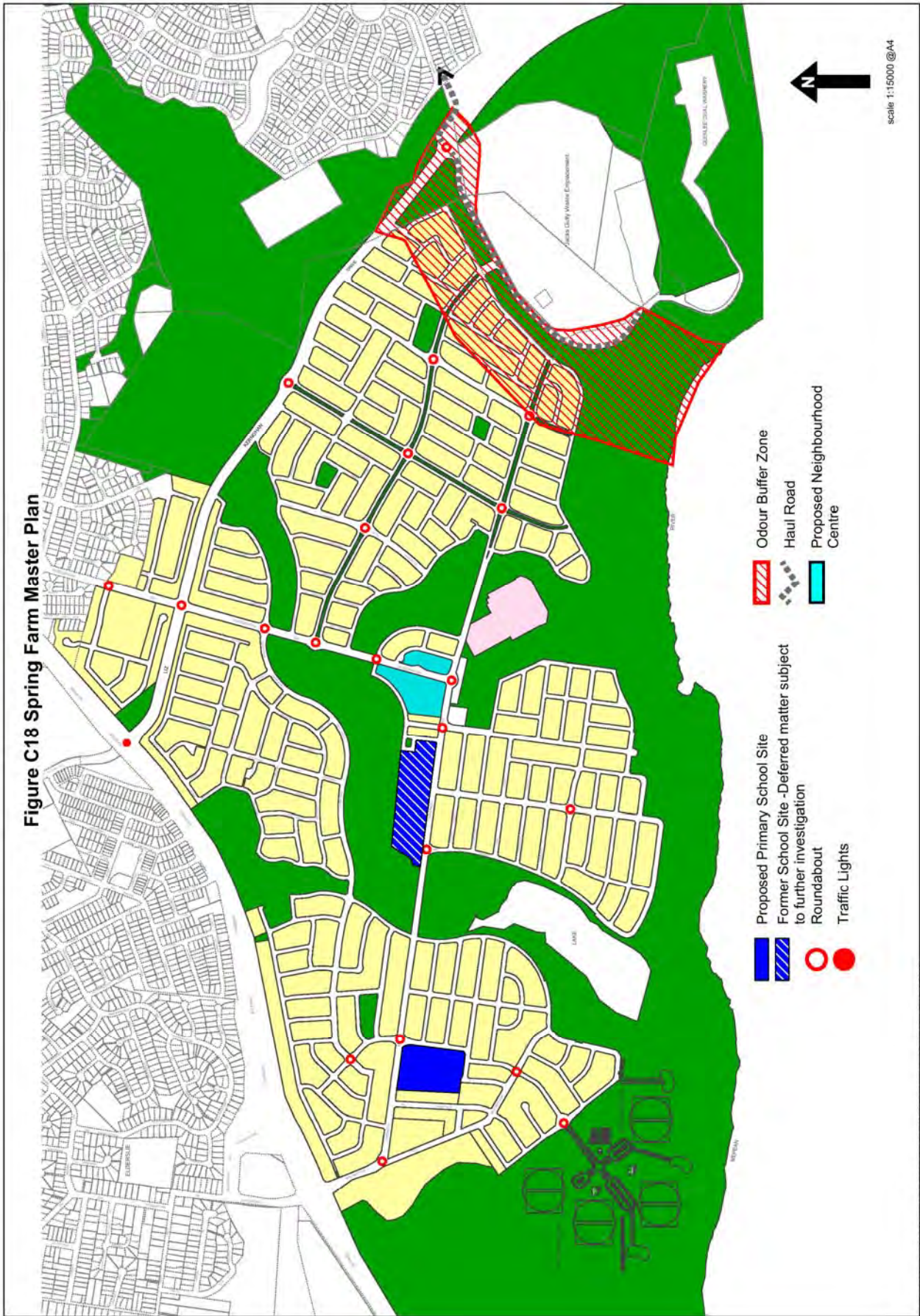
Attachment 3

ORD04

Attachment 3



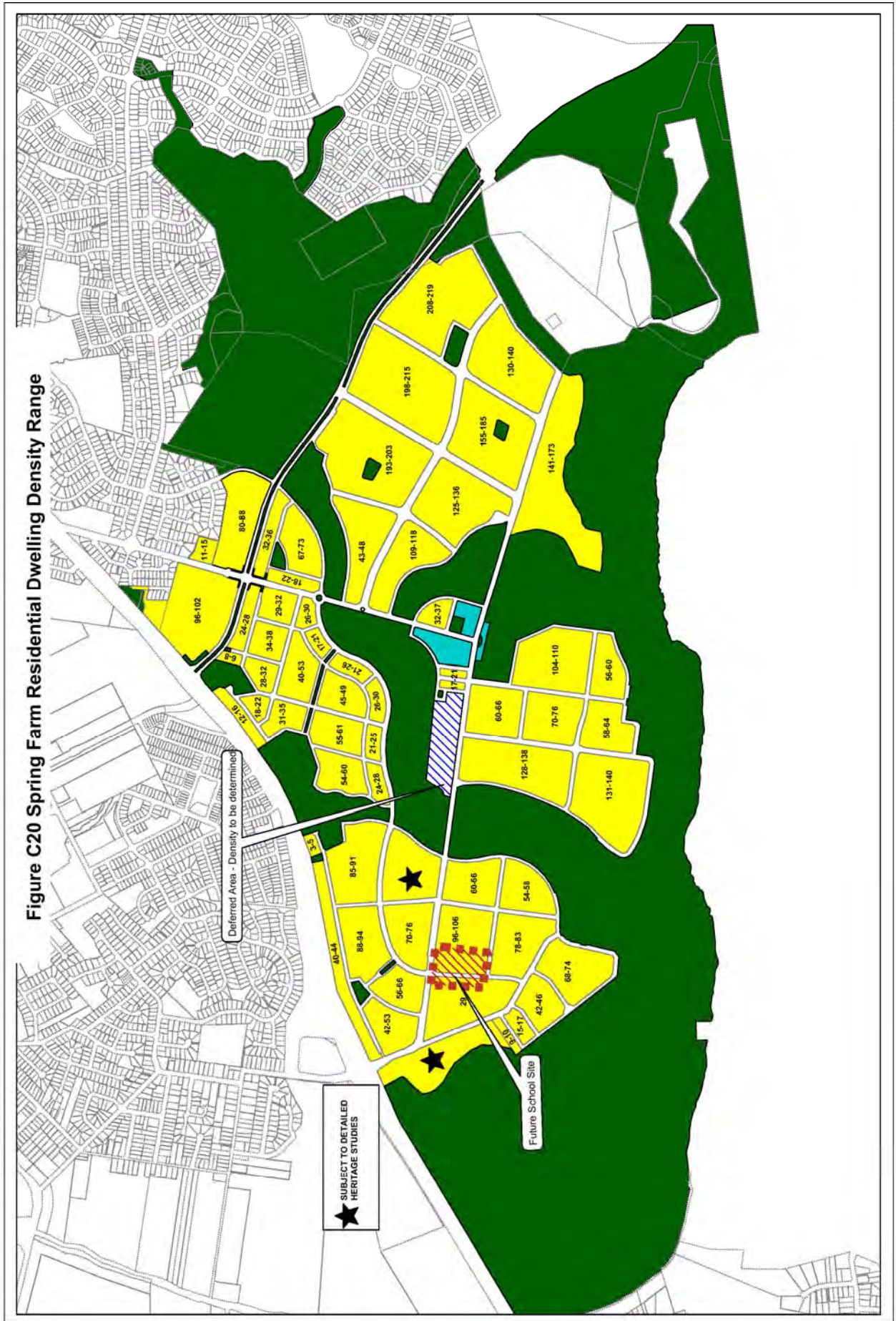
M:\Spatial Projects\DCP Maps\Spring Farm...Figure C24 - Spring Farm Indicative Bus Routes; (1102201.4)



M:\Spatial Projects\DCP Maps\Spring Farm - Figure C18 - Spring Farm Master Plan (11/02/2014)

ORD04

Attachment 3



Deed

East Leppington
Planning Agreement

Under s93F of the *Environmental Planning and Assessment Act 1979*

Camden Council
Stockland Development Pty Limited
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

[Insert Date]

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ORD05

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

East Leppington Planning Agreement

Table of Contents

Summary Sheet	4
Parties	6
Background	6
Operative provisions	6
Part 1 - Preliminary	6
1 Interpretation.....	6
2 Status of this Deed	11
3 Commencement	11
4 Application of this Deed	11
5 Warranties	11
6 Further agreements	11
7 Surrender of right of appeal, etc.	11
8 Application of s94, s94A and s94EF of the Act to the Development.....	11
Part 2 – Development Contributions	12
9 Provision of Development Contributions	12
10 Payment of monetary Development Contributions	12
11 Dedication of land	13
12 Carrying out of Work.....	13
14 Variation to Work	15
17 Council's obligations relating to Work.....	17
18 Protection of people, property & utilities	17
19 Repair of damage	17
20 Completion of Work	17
21 Rectification of defects.....	18
22 Works-As-Executed-Plan.....	18
23 Removal of Equipment	18
Part 3 – Dispute Resolution	18
24 Dispute resolution – expert determination	18
25 Dispute Resolution - mediation.....	19
Part 4 – Enforcement	20
26 Security for performance of obligations	20

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

27	Acquisition of land required to be dedicated.....	21
28	Breach of obligations	21
29	Enforcement in a court of competent jurisdiction	22
Part 5 – Registration & Restriction on Dealings.....		23
30	Registration of this Deed	23
31	Restriction on dealings	23
Part 6 – Indemnities & Insurance.....		24
32	Risk.....	24
33	Release.....	24
34	Indemnity	24
35	Insurance	25
Part 7 – Other Provisions.....		25
36	Annual report by Developer.....	25
37	Review of Deed	25
38	Notices	26
39	Approvals and Consent	27
40	Costs.....	27
41	Entire Deed.....	27
42	Further Acts	27
43	Governing Law and Jurisdiction	27
44	No Fetter.....	28
45	Illegality.....	28
46	Severability	28
47	Amendment	28
48	Waiver.....	28
49	GST.....	28
50	Explanatory Note	30
Schedule 1		31
Schedule 2.....		45
Execution.....		49
Appendix		51

ORD05

Attachment 1

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

East Leppington Planning Agreement

Summary Sheet

Council:

Name: Camden Council
Address: 37 John Street, Camden NSW 2570
Telephone: (02) 4654 7777
Facsimile: (02) 4564 7829
Email: mail@camden.nsw.gov.au
Representative: The General Manager

Landowner and Developer:

Name: Stockland Development Pty Ltd
Address: Level 25, 133 Castlereagh Street, Sydney, NSW, 2000
Telephone: (02) 9035 2000
Facsimile: (02) 8988 2000
Email: Edward.Krushka@stockland.com.au
Representative: General Manager, Residential Development, NSW

Landowner and Developer:

Name: Cornish Group No. Two Pty Limited
Address: 7 Ferncreek Court, Kellyville NSW 2155
Telephone: (02) 9819 6966
Facsimile: (02) 9819 6977
Email: brett@cornishgroup.com.au
Representative: Brett Cornish

Landowner:

Name: Leppington Park Pastoral Pty Limited
Address: PO Box 501, Casula, NSW 2170
Telephone: (02) 4773 4291

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

Facsimile: (02) 9602 7234

Email: [Insert Details]

Representative: The Directors

Land:

See definition of *Land* in clause 1.1.

Development:

See definition of *Development* in clause 1.1.

Development Contributions:

See Clause 9 and Schedule 1.

Application of s94, s94A and s94EF of the Act:

See clause 8.

Security:

See Part 4.

Registration:

See clause 30.

Restriction on dealings:

See clause 31.

Dispute Resolution:

See Part 3.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

East Leppington Planning Deed

Under s93F of the *Environmental Planning and Assessment Act 1979*

Parties

Camden Council ABN 31 117 341 764 of 37 John Street, Camden NSW 2570
(Council)

and

Stockland Development Pty Ltd ACN 000 064 835 of Level 25, 133
Castlereagh Street, Sydney, NSW 2000 (Stockland)

and

Leppington Park Pastoral Pty Limited ABN 33 080 266 048 of PO Box
501, Casula, NSW 2170 (LPP)

and

Cornish Group No. Two Pty Limited ACN 153 422 381 of 7 Ferncreek
Court, Kellyville NSW 2155 (Cornish Group)

Background

- A The Landowner is the owner of the Land.
- B The Developer is prepared to make Development Contributions in connection with the carrying out of the Development in accordance with this Deed.

Operative provisions

Part 1 - Preliminary

1 Interpretation

- 1.1 In this Deed the following definitions apply:

Act means the *Environmental Planning and Assessment Act 1979* (NSW).

Deed means this Deed and includes any schedules, annexures and appendices to this Deed.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Approval includes approval, consent, licence, permission or the like.

Authority means the Commonwealth or New South Wales government, a Minister of the Crown, a government department, a public authority established by or under any Act, a council or county council constituted under the *Local Government Act 1993*, or a person or body exercising functions under any Act including a commission, panel, court, tribunal and the like.

Bank Guarantee means an irrevocable and unconditional undertaking without any expiry or end date in favour of the Council to pay an amount or amounts of money to the Council on demand issued by:

- (a) one of the following trading banks:
 - (i) Australia and New Zealand Banking Group Limited,
 - (ii) Commonwealth Bank of Australia,
 - (iii) Macquarie Bank Limited,
 - (iv) National Australia Bank Limited,
 - (iv) St George Bank Limited,
 - (v) Westpac Banking Corporation, or
- (b) any other financial institution approved by the Council in its absolute discretion.

Business Day means a day on which the banks are open for general banking business in Sydney (not being a Saturday, Sunday or public holiday).

Claim includes a claim, demand, remedy, suit, injury, damage, loss, Cost, liability, action, proceeding or right of action.

Cornish Group means Cornish Group No. Two Pty Limited (ACN 153 422 381).

Contribution Value means the \$ amount agreed between the Parties as the value of a Development Contribution made under this Deed as set out in Column 7 of Schedule 1.

Cost means a cost, charge, expense, outgoing, payment, fee and other expenditure of any nature.

Defect means anything that adversely affects, or is likely to adversely affect, the appearance, structural integrity, functionality or use or enjoyment of a Work or any part of a Work.

Defects Liability Period means the period of 1 year commencing on the day immediately after a Work is completed for the purposes of this Deed (not including any Maintenance Period).

Developer in relation to Development on:

- (a) that part of the Land in respect of which Stockland or LPP is the registered proprietor. means Stockland;
- (b) that part of the Land in respect of which Cornish Group is the registered proprietor, means Cornish Group..

Development means the development of the Land for urban purposes in accordance with the Indicative Layout Plan involving subdivision to accommodate approximately 615 dwellings, establishment of a road, utilities and stormwater management network, provision of open space and recreation areas and construction of dwellings and a maximum FLA of approximately 34 hectares.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Development Application has the same meaning as in the Act.

Development Consent has the same meaning as in the Act.

Development Contribution means a monetary contribution, the dedication of land free of cost, the carrying out of work, or the provision of any other material public benefit, or any combination of them, to be used for, or applied towards a public purpose, but does not include any Security or other benefit provided by a Party to the Council to secure the enforcement of that Party's obligations under this Deed for the purposes of s93F(3)(g) of the Act.

Dispute means a dispute or difference between the Parties under or in relation to this Deed.

Equipment means any equipment, apparatus, vehicle or other equipment or thing to be used by or on behalf of the Developers in connection with the performance of their obligations under this Deed.

Final Lot means a lot created in the Development for separate residential occupation and disposition or a lot of a kind or created for a purpose that is otherwise agreed by the Parties, not being a lot created by a subdivision of the Land:

- (a) that is to be dedicated or otherwise transferred to the Council, or
- (b) on which is situated a dwelling-house that was in existence on the date of this Deed.

Final Lot Area (FLA) means the area of the ground (measured in hectares or fractions thereof) in Final Lots for which Subdivision Certificates have been issued.

FLA Stage A means 16.82 hectares.

FLA Stage B means 16.76 hectares.

GST has the same meaning as in the GST Law.

GST Law has the same meaning as in *A New Tax System (Goods and Services Tax) Act 1999* (Cth) and any other Act or regulation relating to the imposition or administration of the GST.

Indicative Layout Plan means sheet 1 of the Map.

Item means a Development Contribution specified in Column 1 of Schedule 1.

Just Terms Act means the *Land Acquisition (Just Terms Compensation) Act 1991*.

Land means all of the land in the East Leppington Precinct that is within the area of the Council as shown on Sheet 2 of the Map and comprising Part Lots 1 – 2 and Part Lot 3 in DP 1185269, Lot 1 in DP 1181417 and Lot 72 in DP 706546.

Landowner means the registered proprietor of the relevant part of the Land.

LG Act means the *Local Government Act 1993*.

Maintain, in relation to a Work, means keep in a good state of repair and working order, and includes repair of any damage to the Work whether as a result of adverse weather, other act of God or otherwise.

Maintenance Period for a Work means the period of years specified in Column 8 of Schedule 1 in respect of that Item of Work calculated from the date of completion of that Work under clause 19.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Map means Sheets 1 - 4 in Schedule 2.

Option Land means Part Lot 3 DP 1185269 forming part of the Land.

Option Land Security means \$566,265

Party means a party to this Deed.

Permitted Encumbrance means easements in favour of utility service providers or required by any Authority or as otherwise agreed in writing by the Council.

Plan of Management has the same meaning as in the s36 of the LG Act.

Rectification Notice means a notice in writing:

- (a) identifying the nature and extent of a Defect,
- (b) specifying the works or actions that are required to Rectify the Defect,
- (c) specifying the date by which or the period within which the Defect is to be rectified.

Rectify means rectify, remedy or correct.

Registration Land means Lot 1 DP1185269, Lot 1 DP 1181417, Lot 72 DP 706546.

Regulation means the *Environmental Planning and Assessment Regulation 2000*.

Security means a Bank Guarantee or a bond indexed annually in accordance with the annual movements in the Consumer Price Index (All Groups Sydney) published by the Australian Bureau of Statistics on and from the date of this Deed.

Stage means a stage of the Development approved by a Development Consent or otherwise approved in writing by the Council for the purposes of this Deed.

Subdivision Certificate means a subdivision certificate within the meaning of the Act or a strata certificate within the meaning of the *Strata Schemes (Freehold Development) Act 1973* or in any other case, any other form of certificate which, on registration, authorises the creation of a new lot.

Vegetation Management Plan (VMP) means a document prepared by a suitably qualified person in relation to a Work and which includes, without limitation, the following:

- (a) the criteria for the establishment, protection and management of existing and new plants, grasses, trees, shrubs, other habitat and landscape features;
- (b) the establishment of all protective measures required to ensure the immediate safety and ongoing viability of existing vegetation on the land; and
- (c) an estimate of the actual maintenance costs of implementing the VMP over the Maintenance Period of the Work;
- (d) an estimate of annual maintenance costs following dedication to the Council of the land upon which the Work is located itemised in relation to the following matters:
 - a. materials,
 - b. labour for maintenance, monitoring, review and reporting,
 - c. irrigation,
 - d. damage caused by possible storm events,

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- e. plant loss replacement
- f. other
- g. total.

Work means those works identified in Items 1 – 9 of Schedule 1 and includes the physical result of any building, engineering or construction work in, on, over or under land.

- 1.2 In the interpretation of this Deed, the following provisions apply unless the context otherwise requires:
- 1.2.1 Headings are inserted for convenience only and do not affect the interpretation of this Deed.
 - 1.2.2 A reference in this Deed to a business day means a day other than a Saturday or Sunday on which banks are open for business generally in Sydney.
 - 1.2.3 If the day on which any act, matter or thing is to be done under this Deed is not a business day, the act, matter or thing must be done on the next business day.
 - 1.2.4 A reference in this Deed to dollars or \$ means Australian dollars and all amounts payable under this Deed are payable in Australian dollars.
 - 1.2.5 A reference in this Deed to a \$ value relating to a Development Contribution is a reference to the value exclusive of GST.
 - 1.2.6 A reference in this Deed to any law, legislation or legislative provision includes any statutory modification, amendment or re-enactment, and any subordinate legislation or regulations issued under that legislation or legislative provision.
 - 1.2.7 A reference in this Deed to any agreement, deed or document is to that agreement, deed or document as amended, novated, supplemented or replaced.
 - 1.2.8 A reference to a clause, part, schedule or attachment is a reference to a clause, part, schedule or attachment of or to this Deed.
 - 1.2.9 An expression importing a natural person includes any company, trust, partnership, joint venture, association, body corporate or governmental agency.
 - 1.2.10 Where a word or phrase is given a defined meaning, another part of speech or other grammatical form in respect of that word or phrase has a corresponding meaning.
 - 1.2.11 A word which denotes the singular denotes the plural, a word which denotes the plural denotes the singular, and a reference to any gender denotes the other genders.
 - 1.2.12 References to the word 'include' or 'including' are to be construed without limitation.
 - 1.2.13 A reference to this Deed includes the agreement recorded in this Deed.
 - 1.2.14 A reference to a Party to this Deed includes a reference to the servants, agents and contractors of the Party, the Party's successors, and assigns.
 - 1.2.15 A reference to 'dedicate' or 'dedication' in relation to land is a reference to dedicate or dedication free of cost.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

1.2.16 Any schedules, appendices and attachments form part of this Deed.

2 Status of this Deed

2.1 This Deed is a planning agreement within the meaning of s93F(1) of the Act.

3 Commencement

3.1 This Deed takes effect on the date when all Parties have executed one counterpart of this Deed.

3.2 The Party who executes this Deed last is to insert on the front page the date they did so and provide a copy of the fully executed and dated Deed to any other person who is a Party.

4 Application of this Deed

4.1 This Deed applies to the Land and to the Development.

5 Warranties

5.1 The Parties warrant to each other that they:

5.1.1 have full capacity to enter into this Deed; and

5.1.2 are able to fully comply with their obligations under this Deed.

6 Further agreements

6.1 The Parties may, at any time and from time to time, enter into agreements relating to the subject-matter of this Deed that are not inconsistent with this Deed for the purpose of implementing this Deed.

7 Surrender of right of appeal, etc.

7.1 The Developers are not to commence or maintain, or to cause or procure the commencement or maintenance, of any proceedings in any court or tribunal or similar body appealing against, or questioning the validity of this Deed, or the validity of an Approval relating to the Development in so far as the subject-matter of the proceedings relates to this Deed.

8 Application of s94, s94A and s94EF of the Act to the Development

8.1 This Deed excludes the application of s94 of the Act to the Development.

8.2 This Deed excludes the application of s94A of the Act to the Development.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 8.3 This Deed does not exclude the application of s94EF of the Act to the Development.
- 8.4 For the avoidance of doubt, clauses 7.1 and 7.2 do not exclude the application of s94 or s94A of the Act to the development of Final Lots although in that eventuality, the benefits provided under this Deed referable to the Final Lot may be taken into consideration in determining a development contribution under section 94 of the Act.

Part 2 – Development Contributions

9 Provision of Development Contributions

- 9.1 The Developers are to make (or procure to be made) Development Contributions to the Council in accordance with Schedule 1 and any other provision of this Deed relating to the making of Development Contributions
- 9.2 Except in relation to Item 18 and 19 of Schedule 1, any Contribution Value specified in this Deed in relation to a Development Contribution does not serve to define the extent of the Developers' obligations to make the Development Contributions and:
 - 9.2.1 in the event that the costs of the relevant Works or land dedication exceed the Contribution Value, the Developers are responsible for that exceedance in costs; and
 - 9.2.2 in the event that the costs of the relevant Works or land dedication do not exceed the Contribution Value, the Developers are not required to make any additional contributions to the Council to make up for any difference between the actual cost and the amount identified in Schedule 1.
- 9.3 The Council is to apply each Development Contribution made by the Developers under this Deed towards the public purpose for which it is made and otherwise in accordance with this Deed.
- 9.4 Despite clause 9.3, the Council may apply a Development Contribution made under this Deed towards a public purpose other than the public purpose specified in this Deed if the Council reasonably considers that the public interest would be better served by applying the Development Contribution towards that other purpose rather than the purpose so specified.
- 9.5 A monetary Development Contribution specified in column 7 of Items 18 and 19 of Schedule 1 is to be indexed from the date of this Deed to the date of payment in accordance with the quarterly movements of the Consumer Price Index (All Groups Sydney) published by the Australian Bureau of Statistics.

10 Payment of monetary Development Contributions

- 10.1 A monetary Development Contribution is made for the purposes of this Deed when the Council receives the full amount of the contribution payable under this Deed in cash or by unendorsed bank cheque or by the deposit by means of electronic funds transfer of cleared funds into a bank account nominated by the Council.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

11 Dedication of land

- 11.1 A Development Contribution comprising the dedication of land is made for the purposes of this Deed when:
- 11.1.1 a deposited plan is registered in the register of plans held with the Registrar-General that dedicates land as a public road (including a temporary public road) under the *Roads Act 1993* or creates a public reserve or drainage reserve under the *Local Government Act 1993*, or
- 11.1.2 the Council is given:
- (a) an instrument in registrable form under the *Real Property Act 1900* duly executed by the Developers (including where relevant, procuring LPP to do all things that LPP may reasonably be required to do) as transferor that is effective to transfer the title to the land to the Council when executed by the Council as transferee and registered,
 - (b) the written consent to the registration of the transfer of any person whose consent is required to that registration, and
 - (c) a written undertaking from any person holding the certificate of title to the production of the certificate of title for the purposes of registration of the transfer.
- 11.2 The Developers are to do all things reasonably necessary (including, where relevant, procuring LPP to do all things which LPP may reasonably be required to do) to enable registration of the instrument of transfer to occur.
- 11.3 The Developers are to do all things reasonably necessary (and where relevant procure that LPP does all things which LPP may reasonably be required to do) to ensure that land dedicated to the Council under this Deed is free of all encumbrances and affectations (whether registered or unregistered and including without limitation any charge or liability for rates, taxes and charges) except for the Permitted Encumbrances.
- 11.4 If, having used all reasonable endeavours, the Developers cannot ensure that land to be dedicated to the Council under this Deed is free from all encumbrances and affectations other than the Permitted Encumbrances, the Developers may request that Council agree to accept the land subject to those encumbrances and affectations, but the Council may withhold its agreement in its absolute discretion.

12 Carrying out of Work

- 12.1 Without limiting any other provision of this Deed, any Work that is required to be carried out by the Developers under this Deed is to be carried out in accordance with any design or specification specified or approved by the Council, any relevant Approval and any other applicable law.
- 12.2 The Developer at its own cost, is to comply with any reasonable direction given to it by the Council to prepare or modify a design or specification relating to a Work that the Developer is required to carry out under this Deed.
- 12.3 Notwithstanding the generality of clause 12.1 or clause 13.1, prior to commencing a Work for which a Maintenance Period applies, the Developers must provide, and the Council must have earlier approved:

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 12.3.1 a draft Plan of Management for the land on which the Work is to be carried out; and
- 12.3.2 a suitable maintenance regime for the Work, and costings, prepared by a suitably qualified person, for the carrying out of the maintenance regime.

13 Approval of design of Works

- 13.1 Council must approve the design and specifications for each Work unless otherwise agreed in writing by the Council in relation to any particular Work.
- 13.2 Prior to commencing design of a Work, the Developer must request that the Council provide the Developer with its requirements for the location (generally as shown on the Map if at all), design, materials and specifications for the provision of the Work.
- 13.3 When requesting Council's requirements under clause 13.2, the Developer may provide a proposal, including preliminary concept designs to assist Council in preparing its requirements.
- 13.4 Once the Developer receives the Council's requirements for the Work under clause 13.2, the Developer is to provide the initial design for the Work to Council for the Council's approval.
- 13.5 The initial design for the Work is to include or be accompanied by such information as is required for the making of a Development Application for the Work including:
 - 13.5.1 a draft Plan of Management for the land on which the Work is to be located on its dedication to the Council, if that land will be classified as community land within the meaning of the LG Act; and
 - 13.5.2 a draft Vegetation Management Plan for the land on which the Work is to be located, if the Council has advised the Developer that a Vegetation Management Plan is required; and
 - 13.5.3 a detailed maintenance regime for the Work, and detailed costings, prepared by a suitably qualified person, for the carrying out of the maintenance regime.
- 13.6 The Council is to advise the Developer in writing whether it approves of the initial design of the Work within 2 months of receiving the initial design from the Developer.
- 13.7 The Developer will make any change to the initial design for the Work required by the Council.
- 13.8 The Developer is not to lodge any Development Application for a Work unless the Council has first approved the initial design for the Work and provided its written certification that the Development Application is consistent with the approved initial design of the Work.
- 13.9 The Council is to provide the written certification referred to in clause 13.8 within 14 days of being provided with a copy of the proposed Development Application by the Developer, unless the Council forms the view that the proposed Development Application is not consistent with the approved initial design of the Work.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 13.10 A Development Application for a Work is to be accompanied by the written certification referred to in clause 13.9 when lodged with the Council, as the consent authority.
- 13.11 The Developer is to bear all costs associated with obtaining the Council's approval to the initial design of a Work in Schedule 1 of this Deed under this clause.
- 13.12 Following Development Consent being issued for a Work, the Developer shall work with Council in the preparation of the detailed design for it and submit the detailed design to the Council for its approval.
- 13.13 The Developer is not to lodge any application for a Construction Certificate for a Work, with any Principal Certifying Authority, unless the Council has first approved the detailed design for the Work, and provided its written certification that the application for a Construction Certificate is consistent with the approved detailed design of the Work.
- 13.14 The Council is to provide the written certification referred to in Clause 13.13 within 14 days of being provided with a copy of the application for a Construction Certificate by the Developer, unless the Council forms the view that the application is not consistent with the approved detailed design of the Work.
- 13.15 Council's written certification outlined in clause 13.14 shall specify any particular milestones of construction of a Work and if so, the Developer is to provide the Council with a minimum of 24 hours notice prior to commencing a particular milestone and allow the Council access to the relevant land to inspect the Work.
- 13.16 An application for a Construction Certificate for a Work is to be accompanied by the written certification referred to in clause 13.14 when lodged with the Council, as the consent authority.
- 13.17 For the avoidance of doubt, nothing in the clause shall fetter the Council's discretion, as consent authority, in determining any Development Application for the Work.

14 Variation to Work

- 14.1 The design or specification of any Work that is required to be carried out by the Developers under this Deed may be varied by agreement in writing between the Parties, acting reasonably, without the necessity for an amendment to this Deed.
- 14.2 Without limiting clause 14.1, the Developers may make a written request to the Council to approve a variation to the design or specification of a Work in order to enable it to comply with the requirements of any Authority imposed in connection with any Approval relating to the carrying out of the Work.
- 14.3 The Council is not to unreasonably delay or withhold its approval to a request made by the Developers under clause 14.2.
- 14.4 The Council, acting reasonably and subject to clause 14.6, may from time to time give a written direction to the Developers requiring them to vary the design or specification of a Work before the Work is carried out in a specified manner and submit the variation to the Council for approval.
- 14.5 The Developers are to comply promptly with a direction referred to in clause 14.4 at its own cost.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 14.6 The Council, when approving a request under clause 14.2 or directing the Developers to vary the design under clause 14.4, must act in good faith towards the Developers and use its best endeavours to comply with the spirit and intention of this Agreement.

15 Deferral of Work

- 15.1 Notwithstanding any other provision of this Deed, if the Developers forms the view at any time, that they are unable to make a Development Contribution comprising a Work by the time specified in column 6 of Schedule 1, then:
- 15.1.1 the Developers must provide written notice to the Council to that effect;
- 15.1.2 the Developers must provide the Council with Security in an amount being 100% of the value of the uncompleted part of the Work (calculated with reference to and not exceeding the Contribution Value of the Work) before the date on which the application for the relevant Subdivision Certificate is made;
- 15.1.3 the Developers must provide to Council, for Council's approval, a revised completion date for the Work;
- 15.1.4 Council can approve, or not approve a revised completion date in its discretion, and if the Council does not approve the Developer's revised completion date for the Work, the Council and Developers must negotiate in good faith and agree upon a revised completion date for the Work; and
- 15.1.5 the time for completion of the Work under this Deed will be taken to be the revised completion date approved by the Council under clause 14.1.4.
- 15.2 If the Developers comply with clause 14.1, then:
- 15.2.1 it will not be considered to be in breach of this Deed as a result of a failure to complete a Work by the time for completion of the Work specified in Column 6 of Schedule 2; and
- 15.2.2 if applicable, any relevant Subdivision Certificate may be issued if the time for compliance for the completion of a Work is required prior to the issue of a Subdivision Certificate in Column 6 of Schedule 1.
- 15.3 If the Work is not completed by the revised date for completion of the Work agreed under clause 14.1.4, then the Council may call on the Security to meet any of its reasonable costs incurred under this Deed in respect of the failure to complete the Work by the revised date for completion.
- 15.4 The Developers are to ensure that the Security held by the Council at all times equals the amount of the Security as indexed.

16 Access to the Land

- 16.1 The Landowner and the Developers are to permit the Council, its officers, employees, agents and contractors to enter the Land or any other land at any time, upon giving reasonable prior notice, in order to inspect, examine or test any Work or to remedy any breach by the Developer relating to the carrying out of a Work.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

- 16.2 The Council is to permit the Developers to enter and occupy any land owned or controlled by the Council for the purpose of enabling the Developers to carry out any Work under this Deed that is required to be carried out on such land or to perform any other obligation imposed on the Developers by or under this Deed.

17 Council's obligations relating to Work

- 17.1 The Council is not to unreasonably delay, hinder or otherwise interfere with the performance by the Developers of their obligations under this Deed, and is to use its reasonable endeavours to ensure third parties unrelated to the Developers do not unreasonably delay, hinder or otherwise interfere with the performance of those obligations.

18 Protection of people, property & utilities

- 18.1 The Developers (and the Landowner, only in relation to clause 18.1.2) are to ensure to the fullest extent reasonably practicable in relation to the performance of their obligations under this Deed that:
- 18.1.1 all necessary measures are taken to protect people and property,
 - 18.1.2 unnecessary interference with the passage of people and vehicles is avoided, and
 - 18.1.3 nuisances and unreasonable noise and disturbances are prevented.
- 18.2 Without limiting clause 18.1, the Developers are not to obstruct, interfere with, impair or damage any public road, public footpath, public cycleway or other public thoroughfare, or any pipe, conduit, drain, watercourse or other public utility or service on any land except as authorised by an Approval or in writing by the Council or any relevant Authority.

19 Repair of damage

- 19.1 The Developers are to Maintain any Work required to be carried out by the Developers under this Deed until the Work is completed for the purposes of this Deed or if applicable, during the Maintenance Period.
- 19.2 The Developers are to carry out their obligation under clause 19.1 at their own cost and to the satisfaction of the Council.

20 Completion of Work

- 20.1 The Developers are to give the Council written notice of the date on which they will complete Work required to be carried out under this Deed.
- 20.2 The Council is to inspect the Work the subject of the notice referred to in clause 20.1 within 14 days of the date specified in the notice for completion of the Work.
- 20.3 Work required to be carried out by the Developers under this Deed, is completed for the purposes of this Deed when the Council, acting reasonably, gives a written notice to the Developers to that effect.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 20.4 If the Council is the owner of the land on which Work the subject of a notice referred to in clause 20.3 is issued, the Council assumes responsibility for the Work upon the issuing of the notice, but if it is not the owner at that time, it assumes that responsibility when it later becomes the owner.
- 20.5 Before the Council gives the Developers a notice referred to in clause 20.3, it may give the Developers a written direction to complete, rectify or repair any specified part of the Work to the reasonable satisfaction of the Council.
- 20.6 The Developers, at their own cost, are to promptly comply with a direction referred to in clause 20.5
- 20.7 The Developers will Maintain Items 2 to 8 during the Maintenance Period.

21 Rectification of defects

- 21.1 The Council may give the Developers a Rectification Notice during the Defects Liability Period.
- 21.2 The Developers, at their own cost, are to comply with a Rectification Notice according to its terms and to the reasonable satisfaction of the Council.
- 21.3 The Council is to do such things as are reasonably necessary to enable the Developers to comply with a Rectification Notice that has been given to it under clause 21.1

22 Works-As-Executed-Plan

- 22.1 No later than 60 days after Work is completed for the purposes of this Deed, the Developers are to submit to the Council a full works-as-executed-plan in respect of the Work.
- 22.2 The Developers, warrant that they are the licensee of the copyright in the plan referred to in clause 22.1, and are to procure for the Council by the time of submission a non-exclusive sub-licence to use the copyright in the plans for the purposes of this Deed and use of the Work.

23 Removal of Equipment

- 23.1 When Work on any Council owned or controlled land is completed for the purposes of this Deed, the Developers, without delay, are to:
 - 23.1.1 remove any Equipment from the land and make good any damage or disturbance to the land as a result of that removal; and
 - 23.1.2 leave the land in a neat and tidy state, clean and free of rubbish.

Part 3 – Dispute Resolution

24 Dispute resolution – expert determination

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 24.1 This clause applies to a Dispute between any of the Parties to this Deed concerning a matter arising in connection with this Deed that can be determined by an appropriately qualified expert if:
- 24.1.1 the Parties to the Dispute agree that it can be so determined, or
- 24.1.2 the Chief Executive Officer of the professional body that represents persons who appear to have the relevant expertise to determine the Dispute gives a written opinion that the Dispute can be determined by a member of that body.
- 24.2 A Dispute to which this clause applies is taken to arise if one Party gives another Party a notice in writing specifying particulars of the Dispute.
- 24.3 If a notice is given under clause 24.2, the Parties are to meet within 14 days of the notice in an attempt to resolve the Dispute.
- 24.4 If the Dispute is not resolved within a further 28 days, the Dispute is to be referred to the President of the NSW Law Society to appoint an expert for expert determination.
- 24.5 The expert determination is binding on the Parties except in the case of fraud or misfeasance by the expert.
- 24.6 Each Party is to bear its own costs arising from or in connection with the appointment of the expert and the expert determination.
- 24.7 The Parties are to share equally the costs of the President, the expert, and the expert determination.

25 Dispute Resolution - mediation

- 25.1 This clause applies to any Dispute arising in connection with this Deed other than a Dispute to which clause 24 applies.
- 25.2 Such a Dispute is taken to arise if one Party gives another Party a notice in writing specifying particulars of the Dispute.
- 25.3 If a notice is given under clause 25.2, the Parties are to meet within 14 days of the notice in an attempt to resolve the Dispute.
- 25.4 If the Dispute is not resolved within a further 28 days, the Parties are to mediate the Dispute in accordance with the Mediation Rules of the Law Society of New South Wales published from time to time and are to request the President of the Law Society to select a mediator.
- 25.5 If the Dispute is not resolved by mediation within a further 28 days, or such longer period as may be necessary to allow any mediation process which has been commenced to be completed, then the Parties may exercise their legal rights in relation to the Dispute, including by the commencement of legal proceedings in a court of competent jurisdiction in New South Wales.
- 25.6 Each Party is to bear its own costs arising from or in connection with the appointment of a mediator and the mediation.
- 25.7 The Parties are to share equally the costs of the President, the mediator, and the mediation.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Part 4 – Enforcement

26 Security for performance of obligations

26.1 In this clause 26 the following definitions apply:

FLA Subdivision Certificate means a Subdivision Certificate that:

- (a) authorises the registration of a plan of subdivision or strata plan which, on registration, will create additional Final Lot Area; and
- (b) is able to be issued because a Development Consent for the Development is in force with respect to the proposed subdivision.

Security Amount means:

- (a) Security to the value of:
 - (i) \$TCSV/FLA per hectare or part thereof of Final Lot Area the subject of all previous FLA Subdivision Certificates and a proposed new FLA Subdivision Certificate; or
- (b) Security to the value of such other amount as the Developer and the Council agree in writing.

Security Party means the Developer from time to time who is seeking the issue of an FLA Subdivision Certificate.

TCSV means the sum of the Contribution Values of Item Nos 1 to 9 in Schedule 1 except those Items that have been completed in accordance with this Deed and are the responsibility of the Council.

FLA means the maximum Final Lot Area to be created as part of the Development, being 33.58 hectares.

- 26.2 Prior to the issuing of a FLA Subdivision Certificate, the Security Party is to provide the Council with a Security for the difference between the value of Security Amount and the Security already held (if any) in relation to the performance of the Security Party's obligations under this Deed.
- 26.3 The Council, in its absolute discretion and despite clause 15, may refuse to allow the Security Party to enter, occupy or use any land owned or controlled by the Council or refuse to provide the Security Party with any plant, Equipment, facilities or assistance relating to the carrying out of the Development if the Security Party has not provided the Security to the Council in accordance with this Deed.
- 26.4 The Council may call-up and apply the Security in accordance with clause 28 to remedy any breach of this Deed notwithstanding any other remedy it may have under this Deed, under any Act or otherwise at law or in equity.
- 26.5 The Council is to release and return the Security or any unused part of it to the Security Party within 14 days of completion of the obligation to which the Security relates.
- 26.6 The Security Party may at any time provide the Council with a replacement Security.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 26.7 On receipt of a replacement Security, the Council is to release and return the Security that has been replaced to the Security Party.
- 26.8 If the Council calls-up the Security or any portion of it, it may, by written notice to the Security Party, require the Security Party to provide a further or replacement Security to ensure that the amount of Security held by the Council equals the amount it is entitled to hold under this Deed.
- 26.9 The Security Party is to ensure that the Security provided to the Council is at all times maintained to the full current indexed value.

27 Acquisition of land required to be dedicated

- 27.1 If the Developers (or where relevant in its capacity as a Landowner, LPP) do not dedicate land required to be dedicated under this Deed at the time at which it is required to be dedicated, the Developers (or where relevant in its capacity as a Landowner, LPP) consent to the Council compulsorily acquiring the land for compensation in the amount of \$1 without having to follow the pre-acquisition procedure under the Just Terms Act.
- 27.2 The Council is to only acquire land pursuant to clause 27.1 if it considers it reasonable to do so having regard to the circumstances surrounding the failure by the Developers (or where relevant in its capacity as a Landowner, LPP) to dedicate the land required to be dedicated under this Deed.
- 27.3 Clause 27.1 constitutes an agreement for the purposes of s30 of the Just Terms Act.
- 27.4 If, as a result of the acquisition referred to in clause 27.1, the Council is required to pay compensation to any person other than the Landowner, the Developers are to reimburse the Council that amount, upon a written request being made by the Council, or the Council can call on any Security provided under clause 26.
- 27.5 The Developers (or where relevant in its capacity as a Landowner, LPP) are to promptly do all things necessary, and consent to the Council doing all things necessary, to give effect to this clause 27, including without limitation:
 - 27.5.1 signing any documents or forms,
 - 27.5.2 giving land owner's consent for lodgement of any Development Application,
 - 27.5.3 producing certificates of title to the Registrar-General under the *Real Property Act 1900*; and
 - 27.5.4 paying the Council's costs arising under this clause 27.

28 Breach of obligations

- 28.1 If the Council reasonably considers that either of the Landowner or Developers (**Breaching Party**) is in breach of any obligation under this Deed, it may give a written notice to the Breaching Party:
 - 28.1.1 specifying the nature and extent of the breach,

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

28.1.2 requiring the Breaching Party to:

- (a) rectify the breach if it reasonably considers it is capable of rectification; or
- (b) pay compensation to the reasonable satisfaction of the Council in lieu of rectifying the breach if it reasonably considers the breach is not capable of rectification,

28.1.3 specifying the period within which the breach is to be rectified or compensation paid, being a period that is reasonable in the circumstances.

28.2 Subject to clause 28.7, if the Breaching Party fails to fully comply with a notice referred to in clause 28.1, the Council may, without further notice to the Breaching Party, call-up the Security provided by the Breaching Party under this Deed and apply it to remedy the breach.

28.3 If the Breaching Party fails to comply with a notice given under clause 28.1 relating to the carrying out of Work under this Deed, the Council may step-in and remedy the breach and may enter, occupy and use any land owned or controlled by the Breaching Party and any Equipment on such land for that purpose.

28.4 Any costs incurred by the Council in remedying a breach in accordance with clause 28.2 or clause 28.3 may be recovered by the Council by either or a combination of the following means:

28.4.1 by calling-up and applying the Security provided by the Breaching Party under this Deed, or

28.4.2 as a debt due in a court of competent jurisdiction.

28.5 For the purpose of clause 28.4, the Council's costs of remedying a breach the subject of a notice given under clause 28.1 include, but are not limited to:

28.5.1 the costs of the Council's servants, agents and contractors reasonably incurred for that purpose,

28.5.2 all fees and charges necessarily or reasonably incurred by the Council in remedying the breach, and

28.5.3 all legal costs and expenses reasonably incurred by the Council, by reason of the breach.

28.6 Nothing in this clause 28 prevents the Council from exercising any rights it may have at law or in equity in relation to a breach of this Deed by the Breaching Party, including but not limited to seeking relief in an appropriate court.

28.7 In exercising its rights under this clause 28, Council must act reasonably by seeking to minimise the cost of remedying a breach.

29 Enforcement in a court of competent jurisdiction

29.1 Without limiting any other provision of this Deed, the Parties may enforce this Deed in any court of competent jurisdiction.

29.2 For the avoidance of doubt, nothing in this Deed prevents:

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 29.2.1 a Party from bringing proceedings in the Land and Environment Court to enforce any aspect of this Deed or any matter to which this Deed relates; or
- 29.2.2 the Council from exercising any function under the Act or any other Act or law relating to the enforcement of any aspect of this Deed or any matter to which this Deed relates.

Part 5 – Registration & Restriction on Dealings

30 Registration of this Deed

- 30.1 The Parties agree to register this Deed on the Registration Land for the purposes of s93H(1) of the Act.
- 30.2 The Parties further agree that this Deed may be registered over the Option Land.
- 30.3 If this Deed is not registered over the Option Land, Stockland must provide the Council with an additional Security in the amount of the Option Land Security as security for the completion of all Items located on comprising any part of the Option Land.
- 30.4 The additional Security is to be provided prior to the issuing of the first construction certificate in respect of the Development and the provisions of clause 26 and 28 of this Deed apply in relation to that Security as relevant.
- 30.5 A Security provided under clause 30.3 is to be returned to Stockland as specified in clause 26 or sooner if this Deed becomes registered on the LPP Option Land.
- 30.6 On execution, the Landowner and the Developer are to provide to the Council in registrable form:
- 30.6.1 an instrument requesting registration of this Deed on the title to the relevant Land duly executed by the Landowner, and
- 30.6.2 the written irrevocable consent of each person referred to in s93H(1) of the Act to that registration.
- 30.7 The Landowner and the Developer are to do such other things as are reasonably necessary to enable registration of this Deed to occur.
- 30.8 The Parties are to do such things as are reasonably necessary to promptly remove any notation relating to this Deed from the title to any part of the Land:
- 30.8.1 in so far as the part of the Land concerned is a Final Lot,
- 30.8.2 in relation to any other part of the Land, once the Developer has completed its obligations under this Deed [to the reasonable satisfaction of the Council] or this Deed is terminated or otherwise comes to an end for any other reason.

31 Restriction on dealings

- 31.1 The Landowner and the Developers are not to:

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 31.1.1 sell or transfer the Land (or part), other than a Final Lot, or
- 31.1.2 assign their rights or obligations under this Deed, or novate this Deed, to any person unless:
 - 31.1.3 they have, at no cost to the Council, first procured the execution by the person to whom the Land or part is to be sold or transferred or the Landowner's or Developer's rights or obligations under this Deed are to be assigned or novated, of a deed in favour of the Council on terms reasonably satisfactory to the Council, and
 - 31.1.4 the Council has given written notice to the Landowner or Developer stating that it reasonably considers that the purchaser, transferee, assignee or novatee, is reasonably capable of performing its obligations under this Deed, and
 - 31.1.5 the Landowner and Developer are not in breach of this Deed, and
 - 31.1.6 the Council otherwise consents to the transfer, assignment or novation, such consent not to be unreasonably withheld.
- 31.2 Clause 31.1.1 does not apply in relation to any sale or transfer of the Land:
 - 31.2.1 if this Deed is registered on the title to the Land at the time of the sale; or
 - 31.2.2 any sale or transfer of the Land (or part) from LPP to Stockland;
 - 31.2.3 the Developers have completed all of their obligations under this Deed to the reasonable satisfaction of the Council.;
 - 31.2.4 as required by an Authority or an Approval issued by an Authority.

Part 6 – Indemnities & Insurance

32 Risk

- 32.1 The Developers and the Landowner are to perform their obligations under this Deed at their own risk and at their own cost.

33 Release

- 33.1 The Developers and the Landowner release the Council from any Claim they may have against the Council arising in connection with the performance of the Developer's obligations under this Deed except if, and to the extent that, the Claim arises because of the Council's negligence or default.

34 Indemnity

- 34.1 The Developers indemnify the Council from and against all Claims that may be sustained, suffered, recovered or made against the Council arising in connection with a breach of this Deed by the Developers or the performance of the Landowner or the Developer's obligations under this Deed except if,

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

and to the extent that, the Claim arises because of the Council's negligence or default.

35 Insurance

- 35.1 Each Developer is to take out or procure its contractor to take out and keep current to the satisfaction of the Council the following insurances in relation to Work required to be carried out by the relevant Developers under this Deed up until the Work is taken to have been completed and is the responsibility of the Council in accordance with this Deed:
- 35.1.1 contract works insurance, noting the Council as an interested party, for the full replacement value of the Works (including the cost of demolition and removal of debris, consultants' fees and authorities' fees), to cover the Developers' and/or their contractor's liability in respect of damage to or destruction of the Works;
 - 35.1.2 public liability insurance for at least \$20,000,000.00 for a single occurrence, which notes the interest of the Council; and covers the Developers' and the Council's liability to any third party,
 - 35.1.3 workers compensation insurance as required by law; and
 - 35.1.4 any other insurance required by law.
- 35.2 If the Developers fail to comply with clause 35.1, the Council may effect and keep in force such insurances and pay such premiums as may be necessary for that purpose and the amount so paid shall be a debt due from the Developers to the Council and may be recovered by the Council as it deems appropriate including:
- 35.2.1 by calling upon the Security provided by the Developers to the Council under this Deed, or
 - 35.2.2 recovery as a debt due in a court of competent jurisdiction.
- 35.3 The Developers are not to commence to carry out any Work unless they have first provided to the Council satisfactory written evidence of all of the insurances specified in clause 35.1.

Part 7 – Other Provisions

36 Annual report by Developer

- 36.1 The Developers are to provide to the Council by not later than each anniversary of the date on which this Deed is entered into a report detailing the performance of their obligations under this Deed.
- 36.2 The report referred is to be in such a form and to address such matters as required by the Council from time to time.

37 Review of Deed

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 37.1 The Parties agree to review this Deed annually, and otherwise if either Party is of the opinion that any change of circumstance has occurred, or is imminent, that materially affects the operation of this Deed.
- 37.2 For the purposes of clause 37.1, the relevant changes include (but are not limited to) any change to a law that restricts or prohibits or enables the Council or any other planning authority to restrict or prohibit any aspect of the Development.
- 37.3 For the purposes of addressing any matter arising from a review of this Deed referred to in clause 37.1, the Parties are to use all reasonable endeavours to agree on and implement appropriate amendments to this Deed.
- 37.4 If this Deed becomes illegal, unenforceable or invalid as a result of any change to a law, the Parties agree to do all things necessary to ensure that an enforceable agreement of the same or similar effect to this Deed is entered into.
- 37.5 A failure by a Party to agree to take action requested by the other Party as a consequence of a review referred to in clause 37.1 (but not 37.4) is not a Dispute for the purposes of this Deed and is not a breach of this Deed.

38 Notices

- 38.1 Any notice, consent, information, application or request that is to or may be given or made to a Party under this Deed is only given or made if it is in writing and sent in one of the following ways:
 - 38.1.1 delivered or posted to that Party at its address set out in the Summary Sheet,
 - 38.1.2 faxed to that Party at its fax number set out in the Summary Sheet, or
 - 38.1.3 emailed to that Party at its email address set out in the Summary Sheet.
- 38.2 If a Party gives the other Party 3 business days' notice of a change of its address, fax number or email, any notice, consent, information, application or request is only given or made by that other Party if it is delivered, posted, faxed or emailed to the latest address or fax number.
- 38.3 Any notice, consent, information, application or request is to be treated as given or made if it is:
 - 38.3.1 delivered, when it is left at the relevant address,
 - 38.3.2 sent by post, 2 business days after it is posted,
 - 38.3.3 sent by fax, as soon as the sender receives from the sender's fax machine a report of an error free transmission to the correct fax number, or
 - 38.3.4 sent by email and the sender does not receive a delivery failure message from the sender's internet service provider within a period of 24 hours of the email being sent.
- 38.4 If any notice, consent, information, application or request is delivered, or an error free transmission report in relation to it is received, on a day that is not a business day, or if on a business day, after 5pm on that day in the place of the Party to whom it is sent, it is to be treated as having been given or made at the beginning of the next business day.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

39 Approvals and Consent

- 39.1 Except as otherwise set out in this Deed, and subject to any statutory obligations, a Party may give or withhold an approval or consent to be given under this Deed in that Party's absolute discretion and subject to any conditions determined by the Party.
- 39.2 A Party is not obliged to give its reasons for giving or withholding consent or for giving consent subject to conditions.

40 Costs

- 40.1 The Developers are to pay to the Council the Council's costs of preparing, negotiating, executing and stamping this Deed, and any document related to this Deed within 30 days of a written demand by the Council for such payment.
- 40.2 The Developers are also to pay to the Council the Council's reasonable costs of enforcing this Deed within 7 days of a written demand by the Council for such payment.

41 Entire Deed

- 41.1 This Deed contains everything to which the Parties have agreed in relation to the matters it deals with.
- 41.2 No Party can rely on an earlier document, or anything said or done by another Party, or by a director, officer, agent or employee of that Party, before this Deed was executed, except as permitted by law.

42 Further Acts

- 42.1 Each Party must promptly execute all documents and do all things that another Party from time to time reasonably requests to effect, perfect or complete this Deed and all transactions incidental to it.

43 Governing Law and Jurisdiction

- 43.1 This Deed is governed by the law of New South Wales.
- 43.2 The Parties submit to the non-exclusive jurisdiction of its courts and courts of appeal from them.
- 43.3 The Parties are not to object to the exercise of jurisdiction by those courts on any basis.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

44 No Fetter

- 44.1 Nothing in this Deed shall be construed as requiring Council to do anything that would cause it to be in breach of any of its obligations at law, and without limitation, nothing shall be construed as limiting or fettering in any way the exercise of any statutory discretion or duty.

45 Illegality

- 45.1 If this Deed or any part of it becomes illegal, unenforceable or invalid as a result of any change to a law, the Parties are to co-operate and do all things necessary (as far as is lawfully possible) to ensure that an enforceable agreement of the same or similar effect to this Deed is entered into.

46 Severability

- 46.1 If a clause or part of a clause of this Deed can be read in a way that makes it illegal, unenforceable or invalid, but can also be read in a way that makes it legal, enforceable and valid, it must be read in the latter way.
- 46.2 If any clause or part of a clause is illegal, unenforceable or invalid, that clause or part is to be treated as removed from this Deed, but the rest of this Deed is not affected.

47 Amendment

- 47.1 No amendment of this Deed will be of any force or effect unless it is in writing and signed by the Parties to this Deed in accordance with clause 25D of the Regulation.

48 Waiver

- 48.1 The fact that a Party fails to do, or delays in doing, something the Party is entitled to do under this Deed, does not amount to a waiver of any obligation of, or breach of obligation by, another Party.
- 48.2 A waiver by a Party is only effective if it is in writing.
- 48.3 A written waiver by a Party is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

49 GST

- 49.1 In this clause:
Adjustment Event, Adjustment Note, Consideration, GST, GST Group, Margin Scheme, Money, Recipient, Supply and Tax Invoice have the meaning given by the GST Law.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- GST Amount** means in relation to a Taxable Supply the amount of GST payable in respect of the Taxable Supply.
- GST Law** has the meaning given by the *A New Tax System (Goods and Services Tax) Act 1999* (Cth).
- Input Tax Credit** has the meaning given by the GST Law and a reference to an Input Tax Credit entitlement of a party includes an Input Tax Credit for an acquisition made by that party but to which another member of the same GST Group is entitled under the GST Law.
- Supplier** means in relation to a Taxable Supply, the entity which made the Taxable Supply.
- Taxable Supply** has the meaning given by the GST Law excluding (except where expressly agreed otherwise) a supply in respect of which the supplier chooses to apply the Margin Scheme in working out the amount of GST on that supply.
- 49.2 Without limiting the operation of this clause 49, as at the date of this Deed, the Parties intend that:
- 49.2.1 Divisions 81 and 82 of the GST Law apply to the supplies made under and in connection with this Deed;
- 49.2.2 No tax invoices will be exchanged between the Parties in respect of the supplies to which Divisions 81 and 82 of the GST Law apply; and
- 49.2.3 No additional amount will be payable to the Supplier (as defined in clause 49.3 below) on account of GST.
- 49.3 Subject to clause 49.5, if GST is payable by a Party (**Supplier**) on a Taxable Supply made under, by reference to or in connection with this Deed, the Party providing the Consideration for that Taxable Supply must also pay the GST Amount as additional Consideration.
- 49.4 Clause 49.3 does not apply to the extent that the Consideration for the Taxable Supply is expressly stated in this Deed to be GST inclusive.
- 49.5 No additional amount shall be payable by the Council under clause 49.3 unless, and only to the extent that, the Council is entitled to an Input Tax Credit for its acquisition of the Taxable Supply giving rise to the liability to pay GST.
- 49.6 If there are Supplies for Consideration which is not Consideration expressed as an amount of Money under this Deed by one Party to the other Party that are not subject to Division 81 or Division 82 of the *A New Tax System (Goods and Services Tax) Act 1999*, the Parties agree:
- 49.6.1 to negotiate in good faith to agree the GST inclusive market value of those Supplies prior to issuing Tax Invoices in respect of those Supplies;
- 49.6.2 that any amounts payable by the Parties in accordance with clause 49.3 (as limited by clause 49.5) to each other in respect of those Supplies will be set off against each other to the extent that they are equivalent in amount.
- 49.7 No payment of any amount pursuant to this clause 49, and no payment of the GST Amount where the Consideration for the Taxable Supply is expressly agreed to be GST inclusive, is required until the supplier has provided a Tax Invoice or Adjustment Note as the case may be to the recipient.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

- 49.8 If an Adjustment Event arises in respect of a Taxable Supply made by a Supplier under this Deed, the GST Amount payable under clause 49.3 will be recalculated to reflect the Adjustment Event and a payment will be made by the Recipient to the Supplier or by the Supplier to the Recipient as the case requires.
- 49.9 Any reference in the calculation of Consideration or of any indemnity, reimbursement or similar amount to a cost, expense or other liability incurred by a party, must exclude the amount of any Input Tax Credit entitlement of that party in relation to the relevant cost, expense or other liability.
- 49.10 This clause continues to apply after expiration or termination of this Deed.

Attachment 1

50 Explanatory Note

- 50.1 The Appendix contains the Explanatory Note relating to this Deed required by clause 25E of the Regulation.
- 50.2 Pursuant to clause 25E(7) of the Regulation, the Parties agree that the Explanatory Note is not to be used to assist in construing this Planning Deed.

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Schedule 1

(Clause 9)

Development Contributions

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
Carrying Out of Work							
1	A	TM1	Transport Management	310 linear metres of pedestrian paths and cycle ways.	Immediately prior to the issue of a Subdivision Certificate for the creation of Final	\$40,300	1 year

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
2	B	OS1/MM1	Passive Open Space/Water Management	9,890sqm of multipurpose drainage/open space.	Lots within Stage A which will take the Final Lot Area within that Stage in respect to which Subdivision Certificates have been issued to 90% or more of FLA Stage A. Immediately prior to the issue of a Subdivision Certificate for the creation of Final Lots within Stage B which will take the Final Lot Area within that Stage in respect to which	\$145,362	1 year

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
3	B	RP1	Riparian Corridor protection and embellishment	5,480sqm of embellished riparian corridor.	Subdivision Certificates have been issued to 90% or more of FLA Stage B. Immediately prior to the issue of a Subdivision Certificate for the creation of Final Lots within Stage B which will take the Final Lot Area within that Stage in respect to which Subdivision Certificates have been issued to 90% or more of FLA Stage B.	\$196,304	5 years

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
4	B	OS2	Active Open Space and Recreation	6,611sqm of community park with <ul style="list-style-type: none"> 1 x Local Picnic Shelters/facilities (similar in standard to Narellan Urban Forest, Elyard Street, Narellan) including a stainless steel electric BBQ with shelter. 1 x Playground to be similar in standard and value as that provided at Sedgwick Reserve, Currans Hill including fencing. 	Immediately prior to the issue of a Subdivision Certificate for the creation of Final Lots within Stage B which will take the Final Lot Area within that Stage in respect to which Subdivision Certificates have been issued to 70% or more of FLA Stage B.	\$760,265	1 year

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
				seating and concrete edging otherwise to Council's specifications. <ul style="list-style-type: none"> Landscaping and informal "kick-around" area to the requirements of Council. Pathways Bollards in appropriate locations to prevent vehicle ingress Seating and Bins to Council's requirements 2 x Bubblers 			

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
5	B	WM2	Water Management	<ul style="list-style-type: none"> 1 x Toilet facilities of masonry/brick construction featuring two cubicles which are family/disabled appropriate. 	Immediately prior to the issue of a Subdivision Certificate for the creation of Final Lots within Stage B, but only to the extent as is necessary for the Final Lots concerned to be	\$483,489	1 year

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
6	B	OS3	Passive Open Space	11,800sqm of riparian style embellishment.	serviced by the system. Immediately prior to the issue of a Subdivision Certificate for the creation of Final Lots within Stage B which will take the Final Lot Area within that Stage in respect to which Subdivision Certificates have been issued to 90% or more of FLA Stage B.	\$413,000	5 years
7	B	TM2	Traffic	226m of collector	Immediately prior	\$443,750	

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

Attachment 1

ORD05

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
8	B	TM3	Management	road and shared pathway.	to the issue of a Subdivision Certificate for the creation of Final Lots within Stage B which will take the Final Lot Area within that Stage in respect to which Subdivision Certificates have been issued to 30% or more of FLA Stage B.	\$280,800	
				143m of collector road and shared pathway.	Immediately prior to the issue of a Subdivision Certificate for the creation of Final Lots within Stage		

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
9	B	OS4	Active Open Space	Approximately 8000sqm of mini playing fields which form part of the major playing fields in the Campbelltown LGA.	B which will take the Final Lot Area within that Stage in respect to which Subdivision Certificates have been issued to 50% or more of FLA Stage B. Immediately prior to the issue of a Subdivision Certificate for the creation of the 2000 th Final Lot in the Campbelltown LGA	\$653,000	1 year

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
Dedication of Land							
10	A	TM1	Transport Management	Dedication of 310 linear metres of pedestrian paths and cycle ways.	Within 28 days of the completion of Item 1 or at a later date agreed between the Parties.	\$93,000	
11	B	OS1/MM1	Passive Open Space/Water Management	Dedication of 9,890sqm site on which Item 2 is located.	On the expiration of the Maintenance Period for Item 2 or at a date agreed between the Parties.	\$62,298	
12	B	RP1	Riparian Corridor protection and	Dedication of 5,480sqm site on which Item 3 is	On the expiration of the Maintenance	\$56,087	

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
			embellishment	located.	Period for Item 3 or at a date agreed between the Parties.		
13	B	OS2	Active Open Space and Recreation	Dedication of 6,611sqm site on which Item 4 is located.	On the expiration of the Maintenance Period for Item 4 or at a date agreed between the Parties.	\$727,210	
14	B	WM2	Water Management	Dedication of 6,220sqm site on which Item 5 is located.	Within 28 days of the completion of Item 5 or at a later date agreed between the Parties.	\$60,436	
15	B	OS3	Passive Open	Dedication of	On the expiration	\$1,298,000	

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
			Space	11,800sqm site on which Item 6 is located.	of the Maintenance Period for Item 6 or at a date agreed between the Parties.		
16	B	TM2	Traffic Management	Dedication of 4,520sqm site on which Item 7 is located.	Within 28 days of the completion of Item 7 or at a later date agreed between the Parties.	\$611,104	
17	B	TM3	Traffic Management	Dedication of 2,860sqm site on which Item 8 is located.	Within 28 days of the completion of Item 8 or at a later date agreed between the Parties.	\$386,672	

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
Monetary Contributions							
18	B	N/A	Community Facility	Contribution towards community facilities at Leppington Town Centre per hectare of Final Lot Area.	Prior to the issue of a Subdivision Certificate for the creation of a Final Lot.	\$9,910.45 per hectare	

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

Attachment 1

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Column 1 Item No.	Column 2 Relevant Stage	Column 3 Identifier on Indicative Staging Plan	Column 4 Public Purpose	Column 5 Nature / Extent	Column 6 Timing	Column 7 Contribution Value	Column 8 Maintenance Period (if applicable)
19	N/A	N/A	Administration	Contribution towards the administration of this Deed.	Prior to the issue of a Subdivision Certificate for the creation of a Final Lot.	\$883.30 per hectare	

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

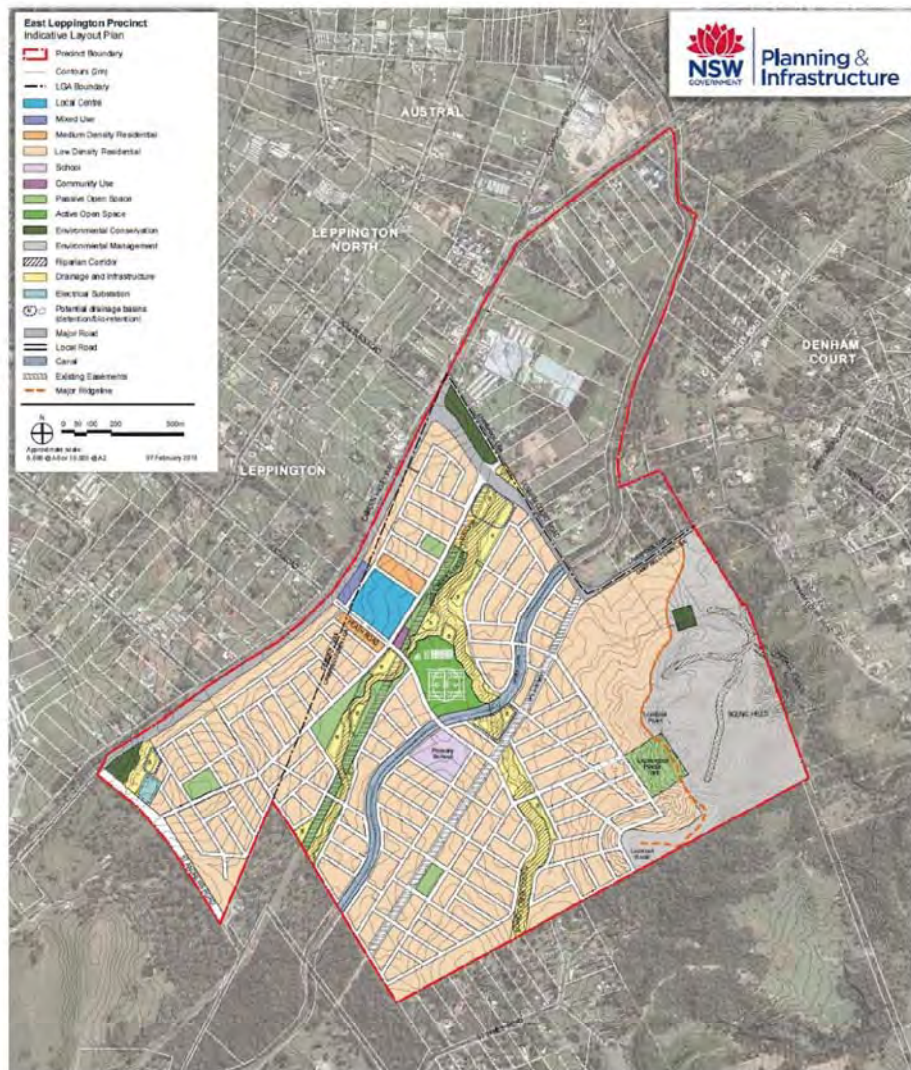
East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

ORD05

Schedule 2

(Clause 1.1)

Map – Sheet 1



Attachment 1

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

Map

Sheet 2

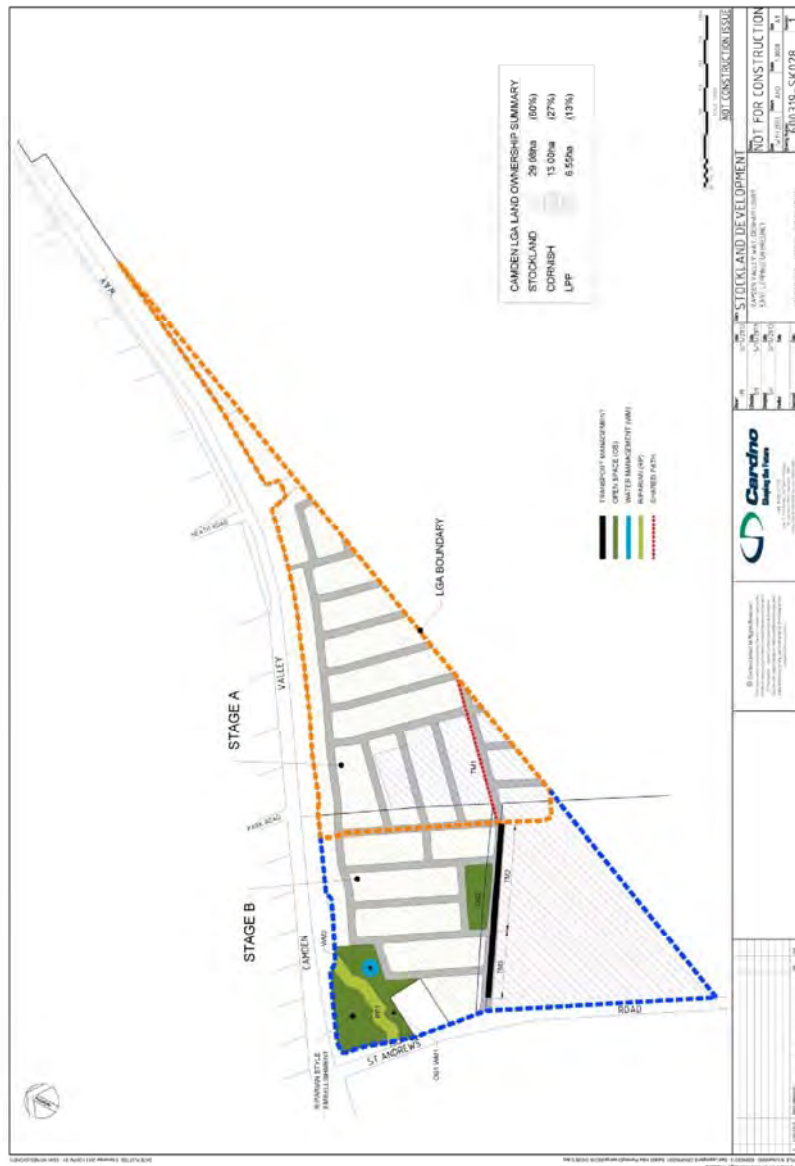
Attachment 1

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Map

Sheet 3



DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

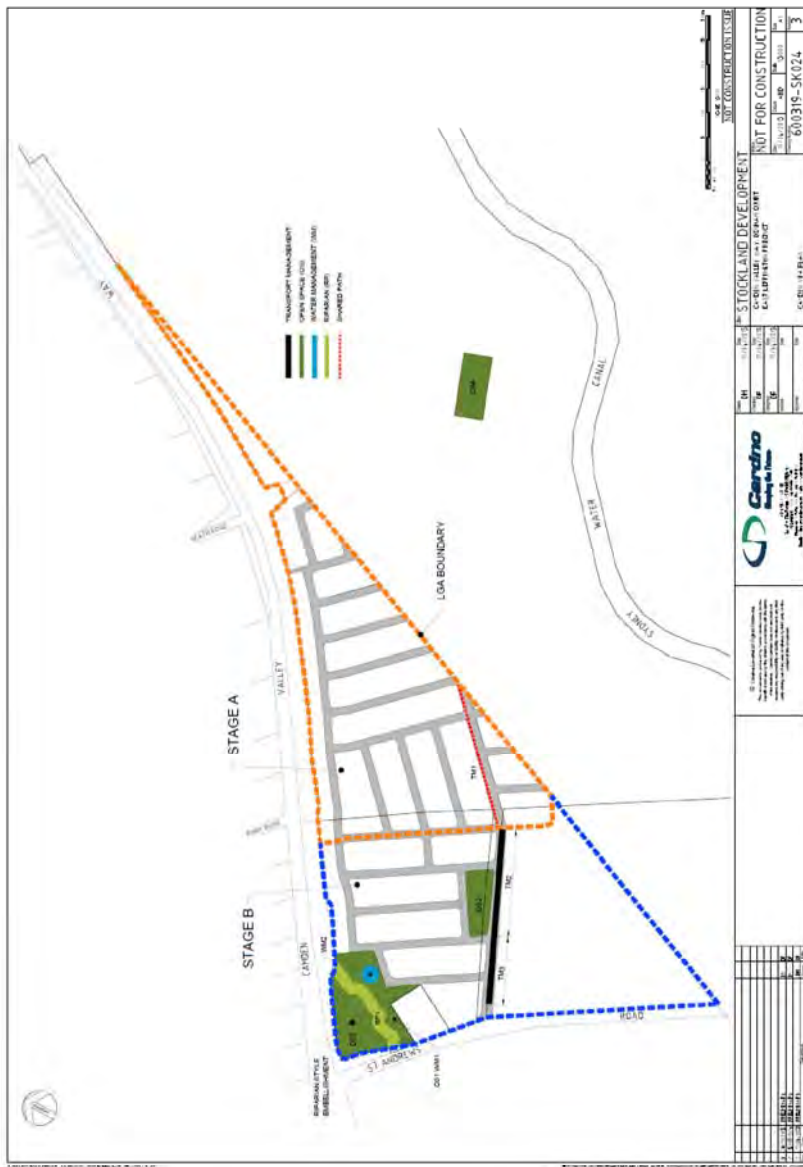
ORD05

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Map

Sheet 4

Attachment 1



DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
 Camden Council
 Stockland Development Pty Ltd
 Leppington Park Pastoral Pty Limited
 Cornish Group No. Two Pty Limited

Execution

Executed as a Deed

Dated:

Executed on behalf of the Council

General Manager

Witness

Mayor

Witness

Executed on behalf of Stockland Development Pty Limited (ACN 000 064 835) by its attorney pursuant to power of attorney registered Book No. _____ who states that no notice of revocation of the power of attorney has been received in the presence of

Attorney

Witness

Executed by Cornish Group No. Two Pty Limited in accordance with s127(1) of the Corporations Act (Cth) 2001

Name/Position

Name/Position

ORD05

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

Executed by Leppington Park Pastoral Pty Limited (ACN 080 266 048)
in accordance with s127(1) of the Corporations Act (Cth) 2001

Name/Position

Name/Position

Attachment 1

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

East Leppington Planning Agreement
Camden Council
Stockland Development Pty Ltd
Leppington Park Pastoral Pty Limited
Cornish Group No. Two Pty Limited

Appendix

(Clause 54)

Environmental Planning and Assessment Regulation 2000

(Clause 25E)

Explanatory Note

DRAFT EAST LEPPINGTON VPA 27 NOVEMBER 2013

ORD05

East Leppington Planning Agreement

Explanatory Note

Attachment 1

Prepared by:

Camden Council
Stockland Development Pty Limited
Leppington Pastoral Company Pty Limited
Cornish Group No. Two Pty Limited

East Leppington Planning Agreement Explanatory Note

Contents

	Page Number
Executive summary	ii
1. Introduction	3
2. Objectives of the planning agreement	4
3. Nature and effect of the planning agreement	5
3.1 Summary	5
3.2 Land and works contributions	5
3.3 Monetary contributions	6
4. Merits of the planning agreement	7
4.1 Promotion of the public interest	7
4.2 Promotion of the Council's charter	8
4.3 Planning purposes and the objects of the EP&A Act	10
4.4 Conformity with Council's works program	11
4.5 Requirements to be complied with before a certificate is issued	11

Executive summary

Stockland Development Pty Limited (**Stockland**) and Cornish Group No. Two Pty Limited (**Cornish Group**) are developing the portion of the East Leppington site which is located in the Camden LGA.

When completed, the Camden portion of East Leppington will be home to approximately 2000 people, and include 615 dwellings, a local shopping centre and community and recreation facilities.

Stockland, the Cornish Group, Leppington Park Pastoral Pty Limited (**LPP**) who own part of the land, and Camden Council (**Council**) propose to enter into a planning agreement under section 93F of the Environmental Planning and Assessment Act 1979 (**EP&A Act**) to facilitate the provision of local infrastructure to meet the East Leppington development.

In summary, the proposed planning agreement requires the developer and land owner to:

- dedicate land to the Council and construct works and facilities required to serve the future residents of East Leppington;
- make 'settle-up' and 'project management' monetary contributions to the Council that can then be used by the Council to deliver other regional infrastructure included in Draft Camden Section 94 Contributions Plan 2012 (Leppington North Precinct); and
- embellish and dedicate to the Council over 4.3 hectares of active and passive open space land and riparian corridor land.

There are considered to be many public benefits that would accrue as a result of the proposed planning agreement, some of which include:

- utilisation of the developers' expertise in infrastructure provision;
- timely completion of infrastructure items through the developer delivering the infrastructure at the same time as land is subdivided and developed;
- shifting the infrastructure project risk from Council to the land developer;
- allowing the Council to concentrate its planning effort on other parts of the LGA that will need a more proactive approach to infrastructure provision;
- streamlining contributions arrangements and minimising the resources required by Council to manage development contributions over the life of the development; and
- clarity for the Council and the community on the future development and management of riparian corridors located within the East Leppington development.

There are not considered to be any negative impacts of the proposed planning agreement.

1. Introduction

Stockland, the Cornish Group and LPP own the East Leppington site. Stockland and the Cornish Group are the developers of the East Leppington development.

The Camden portion of the East Leppington development is bound by Camden Valley Way, St Andrews Road and the LGA boundary between Camden and Campbelltown Councils. To the north of the site is the Campbelltown portion of the East Leppington site, and to the south of the site is the proposed Emerald Hills rezoning. To the west of the site are the Leppington and Leppington North Growth Centre Precincts. The Leppington North precinct was rezoned in March 2013 whilst the Leppington precinct is currently undergoing the precinct planning process.

The Camden portion of East Leppington will be home to approximately 2000 people, and include 615 dwellings.

There is a significant amount of local infrastructure that is required to be provided to meet the demands of the urban development expected in the East Leppington development. Stockland, the Cornish Group, LPP and Council propose to enter into a planning agreement under section 93F of the EP&A Act to provide public purposes.

The proposed planning agreement will be the mechanism for Stockland and the Cornish Group to provide all of the onsite infrastructure, works and facilities required by the East Leppington development. In addition, Stockland and the Cornish Group will make monetary contributions towards off-site infrastructure under the Draft Camden Section 94 Contributions Plan 2012 (Leppington North Precinct). The proposed agreement will also establish how riparian corridors on East Leppington site will be managed.

This document (the **Explanatory Note**) has been prepared to assist in the public's understanding of the proposed agreement and its impacts, and has been prepared to meet the requirements of Environmental Planning and Assessment Regulation 2000 (**EP&A Regulation**).

2. Objectives of the planning agreement

(This matter is required under clause 25E(1)(a) of the EP&A Regulation to be addressed in the Explanatory Note)

The objectives of the proposed planning agreement are as follows:

- To deliver the local infrastructure required as a result of the urbanisation of the East Leppington site.
- To ensure that local infrastructure is delivered in a timely manner, harmonising the delivery of public assets with the delivery of subdivided lots for sale.
- To maximise provision efficiencies by supporting the delivery of local infrastructure by the developer at or around the same time as land is subdivided and developed.
- To minimise the potential exposure to Council of infrastructure cost overruns which may have occurred if Council was required to provide infrastructure under a section 94 contributions plan, and to remove the need for piecemeal and incremental calculation of section 94 contributions with every affected development application involving the East Leppington site if a section 94 contributions plan was adopted.
- To lock-in the infrastructure program for the entire East Leppington development, thereby allowing the Council to concentrate its planning effort on those parts of the Camden LGA that will need a more proactive approach to infrastructure provision (i.e. smaller landholdings and fragmented ownership areas).
- To provide clarity on the future development and management of the riparian corridors and electricity transmission easements located within the East Leppington site.

3. Nature and effect of the planning agreement

(This matter is required under clause 25E(1)(a) of the EP&A Regulation to be addressed in the Explanatory Note)

3.1 Summary

The proposed agreement imposes the following obligations on Stockland, the Cornish Group and LPP:

- Dedicate land and undertake all of the works required to facilitate the urbanisation of the East Leppington site.
- Make a cash contribution to the Council in accordance with the rates identified regional facilities under the Draft Camden Section 94 Contributions Plan 2012 (Leppington North Precinct).
- Make a cash contribution to the Council for the purposes of planning agreement implementation. The contribution amount will be 1% of the total monetary value of the open space and recreation, community and transport management facilities to be provided under this agreement.
- Restore and / or embellish riparian corridor land situated within the East Leppington site, and dedicate that land to the Council.

3.2 Land and works contributions

Type of provision	Details
Open space and recreation (land and works)	<ul style="list-style-type: none"> • One community park • Embellished passive open space • A total active and passive open space provision of 3.8 hectares in the Camden portion of the East Leppington site • The provision of 0.8 hectares of mini playing fields which form part of the major playing fields in the Campbelltown portion of the East Leppington site.
Transport management facilities	<ul style="list-style-type: none"> • 679 linear metres of shared pedestrian and cycle paths • 369 linear metres of collector road
Water cycle management facilities	Approximately 1 hectare of detention and bio-retention facilities that serve the entire development.
Embellished riparian corridor land (land and works)	A total of 0.54 hectares of riparian corridor land embellished and handed over to Council in accordance with its requirements.

Details regarding the staging of these contributions are included in Schedule 1 to the proposed planning agreement.

Maps showing the extent and staging of proposed land and works are shown in Schedule 2 of the proposed planning agreement.

3.3 Monetary contributions

There is no existing section 94 contributions plan applying to the East Leppington site, therefore the proposed planning agreement is to be the sole development contributions mechanism for the East Leppington site. A section 94 contributions plan may be adopted in future, however any such contributions plan will have no effect upon land where the proposed planning agreement applies.

However, the Draft Camden Section 94 Contributions Plan 2012 (Leppington North Precinct) identifies regional facilities which will service the East Leppington development.

In addition, it is a policy of Camden Council to require the payment of a 'project management' cash contribution which is the equivalent of 1% of the total value of all works relating to the development.

Accordingly, Stockland and the Cornish Group are offering to make cash contributions as shown in Items 18 and 19 of Schedule 1 to the agreement, and may be summarised as follows:

- A total 'settle-up' amount of \$9,910.45 per hectare of final lot area . This contribution has been determined by multiplying the 'per lot' rate for regional facilities in the Draft Camden Section 94 Contributions Plan 2012 (Leppington North Precinct) by 615 (which is the approximate number of lots to be developed at East Leppington).
- A total 'VPA implementation' amount of \$30,032 which is 1% of the value of all works to be undertaken by Stockland and the Cornish Group and provided to the Council.

These amounts have been indexed to CPI as at March 2013.

Both settle-up and VPA implementation cash contributions will be used by the Council to deliver the off-site infrastructure envisaged by the Draft Camden Section 94 Contributions Plan 2012 (Leppington North Precinct) and to administer the planning agreement.

Details regarding the staging of the payment of these amounts are included in Schedule 1 to the agreement.

4. Merits of the planning agreement

(This matter is required under clause 25E(1)(b) of the EP&A Regulation to be addressed in the Explanatory Note)

The merits of the proposed planning agreement are evident in:

- its promotion of the public interest (Part 4.1 of the Explanatory Note);
- its promotion of the Council's charter (Part 4.2);
- its delivery of planning purposes (Part 4.3);
- its delivery of Council's works program (Part 4.4); and
- its provisions require developer commitments to be provided prior to the issue of certificates (Part 4.5).

4.1 Promotion of the public interest

(This matter is required under clause 25E(2)(a) of the EP&A Regulation to be addressed in the Explanatory Note)

The public benefits to be secured by this planning agreement will flow from the achievement of the planning agreements' objectives (refer to Part 2 of the Explanatory Note).

Significant efficiencies will be achieved through the agreement by allowing Stockland and the Cornish Group both:

- greater involvement in the timing and scope of the Contributions Plan infrastructure items that affect their development; and
- the ability to coordinate the concurrent roll-out of urban lots and local infrastructure.

The expected efficiencies, together with anticipated public benefits of the proposed agreement, are described below:

- The agreement relieves Council of the project risk associated with the provision of local infrastructure on the East Leppington site. Any cost overruns, rather than being met by the Council, would be met by Stockland and the Cornish Group.
- The agreement is likely to result in, over the development life, a significant reduction in the resources required by the parties to calculate and administer development contributions associated with the development.
- The agreement allows the Council to concentrate its planning effort on those parts of the Precinct that will need a proactive approach to infrastructure provision. By entering into the agreement Council is relieved of the obligation of delivering infrastructure in East Leppington (which is more ably delivered by the developers) and can instead focus on providing infrastructure in locations where it is less likely that developers would directly provide that infrastructure.
- The East Leppington riparian corridor land comprises significant environmental value and is also integral to the achievement of the development's water cycle management planning objectives. Appropriate arrangements for the sustainable ongoing management of the riparian corridors are therefore in the interests of the wider community. The planning agreement addresses these matters.

There are various provisions in the proposed planning agreement relating to the implementation of the agreement that protect and uphold the public interest. These include the following:

- Under clause 9.4 of the agreement the Council has discretion in the way it may apply contributions it receives under the agreement.
- Provisions (including clauses 19 and 21) requiring the developer to repair and make good works or rectify defects in works provided under the agreement.
- Under clause 36 of the agreement, Stockland and the Cornish Group are required to prepare, at least annually, a report detailing the performance of their obligations under this Agreement; and the Council is to keep a written register of the development contributions made by Stockland and the Cornish Group under the agreement.
- Various provisions relating to security including:
 - (i) Where the developer proposes a deferral of work (clause 15 of the agreement);
 - (ii) Provision of a security amount covering the outstanding contributions obligations under the agreement (clause 26);
 - (iii) Compulsory acquisition of land by Council for a nominal amount in the event the land is not dedicated at the time required under the agreement (clause 27); and
 - (iv) The registration of the VPA on the title of the land owned by Stockland and the Cornish Group, and the provision of monetary security for the full value of works and land located within the LPP in lieu of registering the VPA on the title of this land. Such security will not be required (or if already paid, will be refunded) if the VPA is registered on the title of the LPP land in future (clause 30).

4.2 Promotion of the Council's charter

(This matter is required under clause 25E(2)(d) of the EP&A Regulation to be addressed in the Explanatory Note)

A planning agreement should promote elements of the Council's charter, which is established under section 8 of the Local Government Act 1993.

It is considered that the proposed planning agreement would further a number of elements of the charter, as shown below:

Element of the Council's charter (section 8 of the Local Government Act 1993)	How does the agreement promote the element?
To provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.	<p>This element is embedded in the purposes and objectives of the proposed planning agreement. That is:</p> <ul style="list-style-type: none"> • the proposed agreement will be the subject of community input prior to its consideration by the Council; • the services and facilities to be provided reflect the objectives of the Contributions Plan and the Council's Dedication of Riparian Corridors Policy; and • the proposed agreement includes arrangements for the staged handover of completed facilities following a developer-sponsored maintenance period.
To exercise community leadership.	<p>The proposed agreement:</p> <ul style="list-style-type: none"> • Secures the means of providing local infrastructure to meet the needs of a major development in one of Camden's key growth areas. • Taps into and applies the expertise offered by land

Element of the Council's charter (section 8 of the Local Government Act 1993)	How does the agreement promote the element?
To promote and to provide and plan for the needs of children.	<p>developers towards providing substantial public benefits for the future East Leppington community.</p> <ul style="list-style-type: none"> • Together with other similar agreements that have been negotiated, establishes Camden Council as an innovative facilitator of greenfield urban development schemes.
To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.	<p>The proposed agreement provides for the delivery of various facilities focused on the needs of children, including various sports facilities, cycleways, and natural areas for exploring.</p> <p>The development site's more significant natural areas include its extensive riparian corridors. It is considered the optimum long term management regime for most of the riparian corridor land will be achieved if the land is embellished and dedicated to Camden Council in accordance with its standards, specifications and policies.</p> <p>As a result, over 0.54 hectares of the development site's riparian corridor lands are proposed to become public assets under the proposed agreement.</p> <p>Response to ESD principles:</p> <ul style="list-style-type: none"> • The precautionary principle, inter-generational equity; and conservation of biological diversity and ecological integrity: Proposed agreement supports natural areas being retained, protected and integrated into the development scheme. • Improved valuation, pricing and incentive mechanisms: Proposed agreement establishes a framework whereby infrastructure users are accountable for the provision of that infrastructure; allows earlier provision of the infrastructure (by the developer) than would be the case with 'business as usual'; and allows the most efficient means of delivering that infrastructure (i.e. by the developer).
To have regard to the long term and cumulative effects of its decisions.	<p>The development has a life of at least 5 years. The proposed agreement sets out a framework for the efficient delivery and sustainable ongoing management of a substantial amount of public infrastructure on the development site.</p> <p>The agreement would relieve Council of the project risk associated with the provision of local infrastructure on the development site and allows the Council to concentrate its planning effort on other parts of the Camden LGA that will need a proactive approach to infrastructure provision.</p>
To bear in mind that it is the custodian and trustee of public assets and to effectively plan for, account for and manage the assets for which it is responsible.	<p>The proposed agreement includes provisions placing asset maintenance obligations on the developers for a period after the works are completed.</p> <p>The proposed agreement also includes appropriate</p>

Element of the Council's charter (section 8 of the Local Government Act 1993)	How does the agreement promote the element?
	asset handover and defects liability provisions.
To engage in long-term strategic planning on behalf of the local community.	The proposed agreement spans at least a 5 year time frame, assuring the long-term provision and management of public assets and infrastructure.
To exercise its functions in a manner that is consistent with and promotes social justice principles of equity, access, participation and rights.	The proposed agreement creates spaces and places for public interaction and provides facilities for the delivery of public services to the local community.
To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.	The proposed agreement includes the payment of monetary contributions to the Council for its management of infrastructure projects and for the provision of other district level infrastructure in Leppington North not proposed to be delivered under this agreement. The monetary contribution amounts reflect the total value of the balance of the infrastructure needs that will not be provided directly by the developer.

4.3 Planning purposes and the objects of the EP&A Act

(This matter is required under clause 25E(2)(a), (c) and (e) of the EP&A Regulation to be addressed in the Explanatory Note)

The planning purposes served by the planning agreement can best be addressed by reference to the objects of the EP&A Act.

It is considered that this planning agreement would further each of the following objectives of the EP&A Act:

Objective of the EP&A Act (section 5)	How does the agreement promote the objective?
To encourage the proper management, development and conservation of natural and artificial resources, including agricultural land, natural areas, forests, minerals, water, cities, towns and villages for the purpose of promoting the social and economic welfare of the community and a better environment.	The proposed agreement provides a basis for the comprehensive management of the delivery of the local infrastructure requirements of the East Leppington development. The proposed agreement also establishes land use management arrangements for the site's riparian corridor lands.
To encourage the promotion and co-ordination of the orderly and economic use and development of land.	Orderly development of land is encouraged by (through the agreement) establishing a basis whereby local infrastructure is delivered at or around the same time as surrounding development.
To encourage the provision of land for public purposes.	The proposed agreement includes provision of around 3.8 hectares of land for public purposes.
To encourage the provision and co-ordination of community services and facilities.	The proposed agreement will sustain provision and coordination of local infrastructure (which includes, community, open space, recreation, transport

Objective of the EP&A Act (section 5)	How does the agreement promote the objective?
To encourage the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats.	management and water cycle management facilities) delivered at or around the same time as surrounding development. Additionally, the proposed agreement would result in some of the facilities planned for the East Leppington precinct (for example, the community park) occurring sooner than would have been achieved with a business-as-usual approach.
To encourage ecologically sustainable development	Refer to comments on ecologically sustainable development in Part 4.1.2.
To encourage ecologically sustainable development	Refer to comments on ecologically sustainable development in Part 4.1.2.

4.4 Conformity with Council’s works program

(This matter is required under clause 25E(2)(f) of the EP&A Regulation to be addressed in the Explanatory Note)

The proposed agreement is a vehicle for Stockland and the Cornish Group to complete all of the works required by the East Leppington development in a more timely and efficient fashion than if Council were to be required to deliver these works via a s94 contributions plan and via Council’s works program.

4.5 Requirements to be complied with before a certificate is issued

(This matter is required under clause 25E(2)(g) of the EP&A Regulation to be addressed in the Explanatory Note)

Schedule 1 of the agreement contains details of when contributions of land, works or money are to be met by the developers.

The Schedule states that land will be required to be dedicated, works will be required to be completed, and cash contributions will be required to be paid before the issue of a Subdivision Certificate for stages of development. If the developer seeks the issue of a Subdivision Certificate prior to the completion of these works, Clause 15 of the planning agreement requires the payment of security against the value of the incomplete works within the relevant stage.

Attachment 1 ORD06

camden council

Camden 2040 Delivery Program
Six Month Report July to December 2013

*Transforming Community
Vision into Action*

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Introduction

Council's Delivery Program details the range of activities that Council undertakes in order to deliver its part of *Camden 2040* – the long term strategic vision and plan for the Camden area.

Council is required to report its performance in these activities to the community on a six-monthly basis – January to June, and then July to December of each year.

Council measures its performance in these activities through the use of indicators, which provide a snapshot of Councils progress towards achieving its stated objectives, and where further attention is required.

The intention of the 6 Month Delivery Program report is to provide both the elected Council and the wider community detailed commentary around Council activities.

When reading this report, it is important to note that there will be some activities that do not have previous commentary to compare between periods, this is a result of Council commencing a new 4 Year Delivery Program adopted by Council on 25 June 2013. Those activities that are ongoing will have 2 periods to compare, those activities that are part of the new Delivery Program will have their first status update in this report.

Also, in late 2013, Council undertook an extensive review of its Delivery Program Success Indicators. This review was conducted in conjunction with the commencement of the new 4 Year Delivery Project with a view to introducing new indicators, the removal of existing indicators that were no longer useful / meaningful and to enhance and strengthen those indicators that could be improved.

The use of these indicators serve as a health-check to Council in how we are tracking against the long term community priorities within the Camden LGA.

Enquiries regarding this report can be directed to Council's Corporate Strategy Team on 4654 7777.

Integrated Planning and Reporting

Integrated Planning and Reporting is the term applied to the planning framework where long term community aspirations and goals are identified and addressed through relevant resources and actions. Local Government and various community stakeholders then develop supporting plans and strategies to deliver on these aspirations. Councils are then required to report the progress in implementing these plans to the Community.

The Integrated Planning and Reporting (IP&R) Framework is made up of four main elements:

1. **The Community Strategic Plan:** *Camden 2040* is the long term Community Plan for the Camden LGA. This plan identifies community priorities and their vision for the future. The IP&R guidelines prescribe that a ten year minimum is given to the Community Strategic Plan. Camden's plan is on a thirty year timeframe to align with the roll-out of the South West Growth Centre. The Community Strategic plan is a dynamic document that is reviewed every four years, which involves extensive Community Involvement and Engagement, it is then adopted by each newly elected Council.

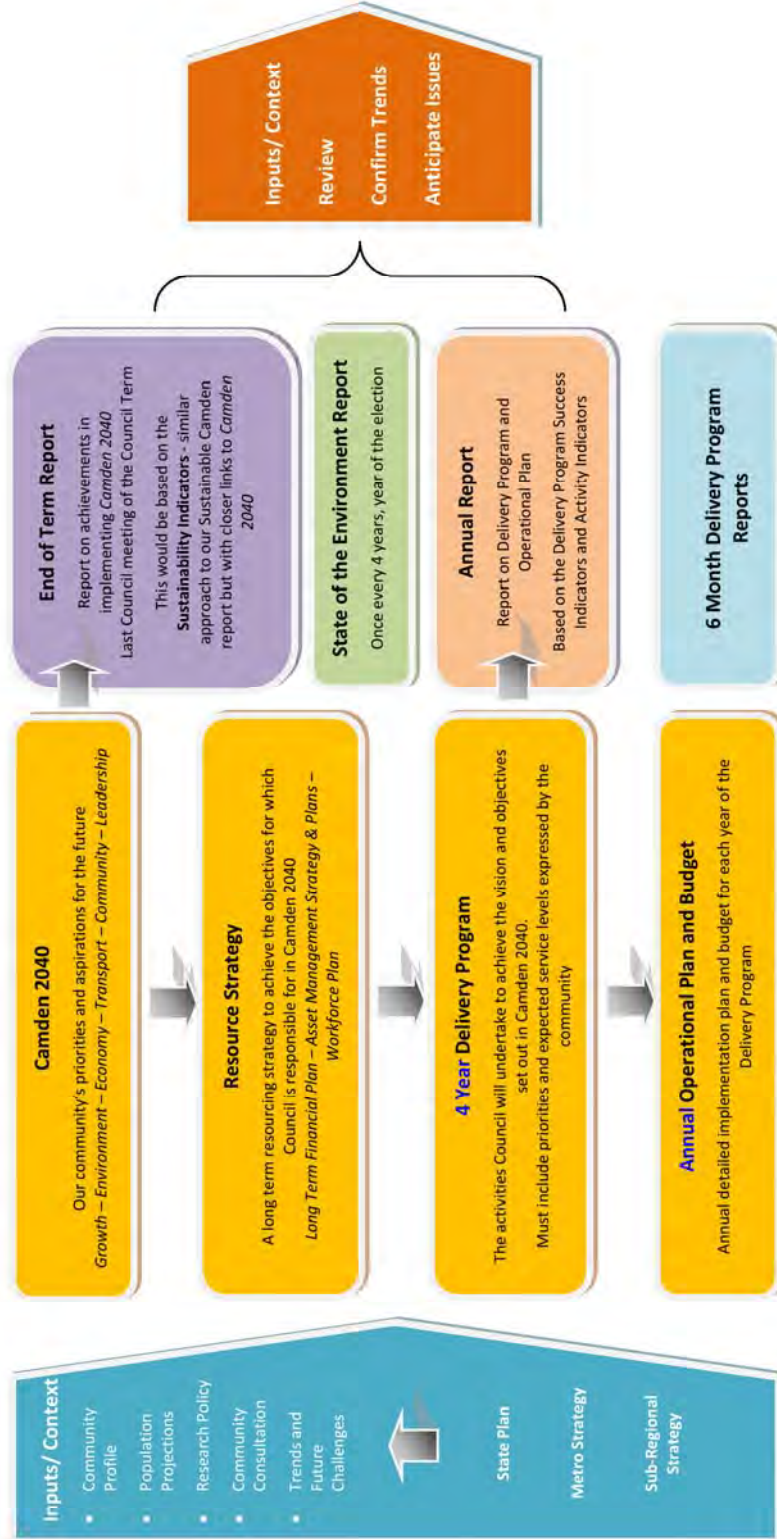
2. **The Resourcing Strategy:** In order to facilitate the community's aspirations, Councils are required to identify and plan for the resources required to practically achieve the objectives set out in the Community Strategic Plan. The Resourcing Strategy is comprised of **Asset Management Plans** (the assets required and their associated ongoing costs), a **Workforce Plan** (the people and skills required) and a **Long Term Financial Plan** (the money required).
3. **4 Year Delivery Program and Annual Operational Plan / Budget** (supporting the Delivery Program, the Annual Operational Plan and Budget provides a snapshot of the service delivery targets, specific tasks and major capital works that Council manage throughout the financial year). The Delivery Program aims to implement the objectives set out in *Camden 2040*, and addresses the priorities expressed by the community.

It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measurable. The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.
4. **Reporting Framework** (6 Month DP Reports, Annual Report, End of Term Report (to the last meeting of the outgoing Council) and State of the Environment Report (the year of the election).

Camden Council Integrated Planning Framework

In essence, this document is all about ensuring the plans, programs and budgets (the yellow boxes) are integrated, consistent with each other and make progress towards our community goals that is then reflected in the Sustainability Indicators.



Delivery Program Overview

In order to understand how the plans fit together in a practical way, Council have assigned six key directions or areas of focus that we believe are a priority in achieving the long term sustainability of Camden's future. Within these key directions sit the 30 local services and the supporting activities that Council proposes to undertake over the four year period of the Delivery Program. The above diagram shows how the tiers within *Camden 2040* and the Delivery Program fit together.

By taking this approach, the aspirations of the Community actually become the foundation of the activities of Council so valuable resources are not focussed in areas that will fail to deliver on the long term strategic needs of the community.







How to Read this Report

This report is structured in the same way as Council's Delivery Program, based on the 30 Local Services that Council delivers.

Each Local Service within the Delivery Program has two sets of indicators.

1. **Delivery Program Success Indicators** - these are indicators which give an idea of how the service is performing as a whole in meeting its objectives outlined in the Delivery Program.

These indicators have targets assigned to them, which is a quick and simple way to understand which areas Council is performing well in, and those which need further attention. This report includes a trend indication, based on comparison with the results from the previous period.

	Target met or exceeded
	Progress made towards target
	Requires attention
	No data currently available

Comment is provided following each set of indicators where a result is "red" and/or where the trend from the previous period has improved to meet target or declined away from the target.

2. **Activities Indicators** - these report on progress of activities that are detailed within each of Council's 30 Local Services in the Delivery Program. These measure the various work, programs, tasks and projects that Council undertakes within each service area.

The performance and progress in these indicators is provided in an explanatory, or text, format.

Annual Telephone Survey and Resident Satisfaction Scores

The majority of Delivery Program Local Services have an indicator that measures community satisfaction with the service. This is measured through a bi-annual telephone survey of residents, who are asked to rate their satisfaction with each service on a scale of 0 to 10, from most dissatisfied to most satisfied.

Due to the frequency of this survey it means that these indicators are only updated once every 2 years. The most recent telephone survey was conducted in 2013, therefore, these indicators have been updated in this report.

The telephone survey is conducted on a random survey of the Camden LGA population over the age of 18 years, with a demographic spread across age, gender and suburb that attempts to match the proportions across the area. It is based on a sample size that is sufficient to be statistically significant – this means that should the survey be conducted again with a different group the results would be the same with only a small error rate.

It is important to note a number of considerations and cautions when reviewing services which have seen a change in mean satisfaction scores. Firstly, it is difficult to “get behind” these raw scores given the nature of the survey, which is long in nature and therefore difficult to retain participant interest beyond the current length. Therefore at present participants are only asked to provide more detail for their satisfaction rating if they give it a score between 0 and 2 (which is dissatisfied).

Secondly, even though the satisfaction scores are obtained once every two years, they should not necessarily be considered reflective of the two-year period. Rather, they are a snapshot in time, which can mean that a range of external influences may impact on a satisfaction score when the survey is undertaken, which does not take into account the remainder of the period.

Thirdly, indicators should generally not be considered in isolation. This means that they need to be considered:

- alongside other indicators measuring performance in a service;
- relative to other Local Services; and
- over time.

For example, whilst Library Services saw a decrease in mean (average) satisfaction scores between 2011 and 2013, they remain the second highest Service in terms of satisfaction. In addition, both Library Services and Community Events saw significant increases between 2009 and 2011, so are technically stable over the past four years. Significant decreases in mean satisfaction scores should generally only be cause for concern when a sustained trend arises over a period of time.

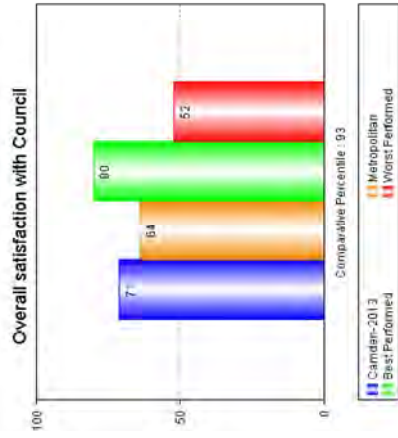
Highlights

Community Satisfaction with Council

In July 2013, Council conducted its bi-annual phone survey of residents to understand the community's satisfaction with Council and its services. When asked to rate Council's overall performance, 75% of residents indicated that they were highly satisfied. This resulted in a mean score of 7.13 out of 10, which has not changed since 2009.

Camden continues to perform well in terms of its community satisfaction ratings compared to other councils throughout Sydney and NSW, as evident in the graph to the right. These benchmark groupings are councils who use the same research company and where the same overall satisfaction question is asked. The metropolitan grouping includes 20 councils, and the best and worst performed are ranked out of 35 councils.

The next community satisfaction survey will be conducted in 2015.



Growth in the Period July to December 2013

- Council assessed a total value of approximately \$273 million worth of development
- Domestic waste services increased 1.03% in the period, a decrease from the previous period (3.1%).
- Council's staffing numbers (full time equivalent) remained stable in the reporting period, remaining at 309.
- The total number of rate assessments in the Camden Local Government Area increased by 778 in total, which demonstrates steady growth in the Camden LGA. The total number of rate assessments is slightly down from the number of rate assessments in the previous reporting period (1,035 in total).

Summary – Performance Against Targets Over the Period

1. All Indicators



There are 110 Success Indicators in total contained in the Delivery Program. The following table provides a breakdown of these indicators by their status for the period of July to December 2013.

	January to June 2013	July to December 2013
 Target met or exceeded	70%	67%
 Progress made towards target	14%	5%
 Requires attention	13%	14%
 No data currently available	3%	14%

It is difficult to make an overall statement as to performance between the two periods as the increase in the grey indicators is due to the revision of the indicators and the commencement of the new Delivery Program period. As previously reported it is worthwhile to note that the majority of the grey indicators were redistributed to green indicators from the last period (14 out of 21). Within the next reporting period it is expected that majority of grey indicators will be redistributed.

2. Movement Towards or Away from Target

Based on our results in the previous reporting period (January to June 2013), a number of Delivery Program Success Indicators moved either *towards and achieved the target*, or *away from the target where the target had previously been achieved*. This means that the indicator changed in the second six month period. The following table is a snapshot of the indicators that have moved in either of these ways in the July to December 2013 period.

Indicators that Moved To Achieve the Target 	Indicators that Moved Away from the Target 
<ul style="list-style-type: none"> Companion animals are appropriately identified The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces The value of event sponsorship stays the same or increases 	<ul style="list-style-type: none"> Onsite sewage management systems are operating satisfactorily The community is generating less waste Seasonal bookings of Sportsfields – Number of bookings

Attachment 1

ORD06

Indicators that Moved To Achieve the Target 	Indicators that Moved Away from the Target 
<ul style="list-style-type: none"> • Council's library facilities and programs are well attended • Council's resources are well protected through careful risk management processes – Property Claims 	<ul style="list-style-type: none"> • Council's resources are well protected through careful risk management processes – Motor Vehicle Claims

Whilst it is not possible to draw conclusions from changes between single reporting periods, these movements are highlighted so that performance can be monitored over time.

It is important to note that there will be indicators that appear red in this reporting period, and will continue to appear this way until 2015. This is due to the frequency in which the data is available for these indicators are available (the telephone survey measures satisfaction with Council services every 2 years). Outside of the Community satisfaction scores, only 3 indicators remained red across the two periods. These were:

- Number of non-complying premises are decreasing (food and skin penetration)
- Water quality in Rivers and Waterways is maintained or improved
- Council's resources are well protected – Liability Claims

Red indicators serve as a flag for potential areas of concern, however, there are sometimes influences that will give a red result that is not necessarily reflective as a permanent move away from sustainability.

Those areas that have remained red have been acknowledged and addressed in this report:

- Instances of food borne illnesses tend to fluctuate between periods, so it is important to consider any trend over time. Council is monitoring the increase in the number of improvement notices that are issued to food and skin penetration premises. Given the increase in the number of notifications issued, Council will continue to monitor this trend.
- Limited testing has been undertaken for the Nepean River during the reporting period. Results indicate there have been departures from acceptable parameters. The Narellan River Catchment water quality testing for 2013/14 is currently underway and a report will be finalised by June 30 2014. This is the first time that water quality data has been reported for the Nepean River. The departures from acceptable parameters are around Turbidity and Clarity. These departures suggest that the result of urban development is having an impact on the quality of the water in the Nepean River. Council will be reviewing this closely.
- Council have identified an increase in the number of claims made in the reporting period and will be monitoring these areas closely in the next reporting period.

Snapshot - Key Activities and Achievements

Actively Managing Council's Growth

- Council has continued to reduce the turnaround time for the issuing of construction certificates, seeing the processing average decrease from 18 day average in the previous reporting period, to a 16 day average in this reporting period, ensuring service levels are met and maintained.
- Council has completed the revision of its Bushfire Maps, in order to manage the changing vegetation within the local area. The bushfire map has been certified within the reporting period and has been implemented.
- Catherine Fields Part Precinct was rezoned on 20 December 2013.

Healthy Urban and Natural Environments

- With the increase in residential dwellings in the local area, Council continue to meet service levels in the management of waste, completing 99.9% of weekly collection of household waste.
- Council has formed a new "Companion Animals Advisory Committee" specifically aimed at educating residents on responsible pet ownership.
- Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (1.4ha), John Peat Reserve (6.8ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council. This is up from 6.88% in the previous reporting period.
- During the reporting period, Council participated in the 'Macarthur Nature Photography Competition'. 55 of the 240 entries were from the Camden LGA with 9 of the 18 winners from the Camden LGA.
- Council continues to undertake Environmental Awareness and education program launching the 'Wood Smoke Reduction' campaign which sought to educate residents on the effects of wood smoke on the environment and their health. In addition to this campaign, planning has commenced for the 'Love Food, Hate Waste' program. This project aims to reduce the amount of food waste disposed.

A Prosperous Economy

- Visitor numbers continue to increase to the local area, with the Tourism Information Centre recording an increase of 29% within the reporting period, up from 21% in the previous reporting period.
- During the reporting period, Macarthur.com.au website has seen a 42% increase in web traffic, well up since the previous reporting period.
- Council's Economic Development Officer continues to facilitate the implementation of the Economic Development Strategy with a view to increasing opportunities for local residents to actively participate in the growth of the local economy.

Camden Council Delivery Program Six Month Report July to December 2013

12

Effective and Sustainable Transport

- The number of recorded road accidents (fatal and non-fatal) per 1000 population fell from 4.44 per 1000 to 4.16 per 1000 between 2011 and 2012.¹
- The 'Macarthur Young Drivers Assistance Program' concluded with all participating learner drivers completing mandatory lessons and successfully obtaining their provisional (P1) drivers licence.
- Council through direct works and developer driven works has significantly increased the number of cycle ways and paths constructed in the LGA. Approximately 1.4km of shared path has been constructed by Council in the reporting period that facilitates greater pedestrian access.
- Council continues to conduct ongoing liaison with both the Camden Valley Way Upgrade and the South West Rail Link contractors to ensure that major infrastructure delivery projects are progressing and are in line with the needs of local residents.

Enriched and Connected Community

- Council continues to support community organisations and individuals through the Community Assistance Program; 24 organisations received funding for community funding under the Community Small Grants Program, 24 individuals received funding under the Special Achievers Program and 12 organisations received funding under the Donations for Charitable Purposes program for the 2012/13 period.
- The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue. Approximately 106,752 visitors attended the Civic Centre within the reporting period.
- Council continue to provide quality Family Day Care with 55 registered educators and 427 children currently enrolled. The service is steadily growing in line with the increase in population.
- Council's library services saw an increase in the number of visitors from 115,7874 in the previous reporting period, to 144,409 in this reporting period (24%) and an increase in the number of people attending library programs from 13,548 in the previous reporting period to 15,152 in the current reporting period (12%).
- The Disability Action Plan (2013 – 2017) was adopted by Council on 23 July 2013, the plan details Council's commitment in ensuring accessible and equitable services and facilities to all Camden LGA residents and visitors to the Camden LGA.

Strong Local Leadership

- Council attended the LGNSW Conference held in Sydney in October 2013. Council strongly advocated its position on a number of matters, in particular by way of the submission of strategic issues on waste (asbestos / clean up provisions for unhealthy / unsafe properties) to be considered and debated by those delegates in attendance.
- Council achieved 4 out of 5 'green' results in the management of Council finances with all results well above industry benchmarks.

¹ Road accident data is publicly available 12 months after the end of the period being recorded to ensure thorough investigations are carried out and the accuracy of the data is ensured.

- Council has developed a process that assists in responding to all resident enquiries to Councillors in a timely and appropriate fashion. This is the initial stage in developing a formalised system moving forward.
- Council's active promotion of activities, community information and services via Council websites, *Lets Connect* and the use of social media. Council currently have 2,103 'likes' on the Camden Council Facebook page.

Key Direction 1 – Actively Managing Camden’s Growth

What is Actively Managing Camden’s Growth?

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 Camden 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 tension and 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.

To manage this growth Council has identified three key principal services that will play an important role in managing this growth over the next four years. These are Development Control, Heritage Protection, and Urban and Rural Planning.

Local Service 1.1 – Development Control

What is Development Control?

Development Control aims to provide development consent assessment and certification services for building construction, occupation and subdivision.

Report on Delivery Program Success Indicators

Local Service 1.1 : Development Control						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council’s Role in Development Control	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Development Control was 6.11 out of 10, which has remained stable since 2011.		The mean satisfaction score for Development Control was 6.11 out of 10, which has remained stable since 2011.

Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less	●	28 Day Average. This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.	27 Day Average. This result is particularly pleasing given the development pressures currently being experienced within the Camden LGA.
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less	●	18 Day Average. This result represents an improved performance from the last period and is well within the target.	16 Day Average. This result represents a continued improvement and well within the target.

Report on Delivery Program Activities

Local Service 1.1: Development Control					
Activity	Council's Role	Performance Measure		January to June 2013	July to December 2013
Development Applications	Assessment of proposals put forward by developers and the public for the construction of buildings, subdivision of land and use of land against Council and State Government controls.	Processing timeframes		28 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.	27 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.
	Additional processing resources to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications			The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.
Construction Certificates	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes		18 Day Average - This result represents an improved performance from the last period and is well within the target	16 Day Average - This result represents a continued improvement and well within the target.
	Additional processing staff to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications			The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.

Occupation Certificates	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	33 Day Average - This result is a slowing in the timeframe, and improvement will be sought during the next 6 month period.	25 Day Average - This result is an improvement on the previous 6 month period.
Subdivision Certificates	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Conditions of Development Consent and Engineering Specification.	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Conditions of Development Consent and Engineering Specification.
Inspection	The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent	Inspections are carried out in a timely fashion	Inspections are booked by customers on a daily basis. Council staff carry out these inspections on the day and time requested by the customer.	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.
Building Certificates	Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies	Assessments occur in a timely fashion	32 Day Average - This result is consistent with the previous 6 months. The time frame will depend on the level of compliance of the particular building.	8 Day Average - This is a significant improvement but we have seen a drop in requests for these sort of certificates.
Fire Safety	Ensure commercial and industrial buildings comply with fire safety standards	Number of inspections	Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified.	Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified.
Swimming Pool Audit	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool fencing	Number of swimming pools inspected	17 swimming pools inspected. Work is currently occurring in developing a swimming pool audit program required to be in place by 28 October 2013.	Council has recently adopted a Swimming Pool Audit Program. The program requires additional staff. This recruitment will soon commence.
Road/Suburb/ Reserve Naming	Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board	Consultation undertaken	Consultation with the Geographical Names Board occurs with every application along with the community.	Consultation with the Geographical Names Board occurs with every application along with the community.

<p>Section 149 Planning Certificates</p>	<p>Produce Planning Certificates for the community as required that outlines the controls that relate to land. They are used in sale contracts when people buy and sell land</p>	<p>Section 149 Certificates produced in a timely fashion</p>	<p>Almost all of Council's 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the ever increasing applications Council receives due to urban land releases in the LGA.</p>
<p>Geographical and Land Information</p>	<p>Inputting of ownership and mapping details for properties and maintaining the data</p>	<p>Land information is current</p>	<p>Council constantly updates its geographical and land information to ensure that all land information is current and correct.</p>
<p>Landscape Assessments</p>	<p>Undertake a review of mapping software utilised in Council</p>	<p>Review Completed</p>	<p>Council is currently seeking expressions of interest for a consultant to undertake the review on Council's behalf.</p>
<p>Tree Preservation</p>	<p>Assessing landscape proposals on large developments during development application process</p>	<p>Assessments undertaken in a timely fashion</p>	<p>Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 27 days.</p>
<p>Investigating Development Compliance on Private Property</p>	<p>Assessment of applications to remove trees within private property</p>	<p>Assessments undertaken in a timely fashion</p>	<p>16 Day Average – Whilst an increase from the previous period, is still a positive result.</p>
<p>Public Road Activities</p>	<p>Investigate complaints received from the general public in relation to concerns about development on private property</p>	<p>Investigations undertaken in a timely fashion</p>	<p>Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.</p>
<p>Public Road Activities</p>	<p>Determination of works within the public road that is associated with development that includes driveways</p>	<p>Determination completed in a timely fashion</p>	<p>10 Day Average – Whilst an increase, this is as a direct result of increased development currently being experienced</p>
<p>Public Road Activities</p>	<p>Determination of works within the public road that is associated with development that includes driveways</p>	<p>Determination completed in a timely fashion</p>	<p>3 Day Average - This result is particularly pleasing given the development pressures, and is consistent with the timeframe for the previous 6 months.</p>

Attachment 1

ORD06

Review of Council's Engineering Specifications	A need to review the Specifications has been required to keep up to date with policies and include new technologies.	Review completed	Review has been completed and will soon be considered by Council.	Review still being refined prior to being reported to Council, likely next reporting period.
Review of Contamination, Noise, Salinity and Wastewater Policies	A need to review the contamination, noise, salinity and wastewater policies has come about because of changes in legislation and keep pace with best practice.	Review completed	Review has been completed and will soon be considered by Council.	Council has received advice from an external consultant, and will be implemented in the next reporting period.
Review of Development Assessment Conditions	A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues.	Review completed	Review has been completed with the number of conditions significantly reduced and standardised.	Refinement is currently occurring in relation to conditions to have a set of adopted standard conditions.
Review of Council's Bushfire Maps	A need has been identified to review the bushfire map so that it keeps pace with the changing vegetation within the local government area as development occurs.	Review completed	Review has been completed.	A new bushfire map has been certified and implemented in the past period.
Review of Building Surveying Team checklists, templates and procedures	Standardisation of the checklists, templates and procedures used by the Building Surveying Team is necessary to keep pace with legislation and best practice.	Review completed		This work is likely to be refined using a new process and procedure template during the next period.
Review of Subdivision Certificate checklists	A review Council's existing Subdivision Certificate checklists is necessary to ensure they comply with relevant legislation and best practice.	Review completed		This work is likely to be refined using a new process and procedure template during the next period.
Review of Development Consent and Refusal Notice Templates	A review Council's existing Development Consent and Refusal Notice templates is necessary to ensure they comply with relevant legislation and best practice.	Review completed		This work has been completed and implemented.
Review of Section 149 Planning Certificates templates	A review Council's existing Section 149 Planning Certificate templates is necessary to ensure they comply with relevant legislation and best practice.	Review completed		This work is almost finalised with a new Process and procedure being developed. It is expected that this will be implemented in the next period.
Review of Development Information on Council's website	A need to review the development information on Council's website is necessary to ensure that it is relevant, up to date and complies with best practice.	Review completed		Work has commenced with the purchasing of an upgrade of Masterview which will allow plans and information relating to DA's to be available on Council's website. It is expected that this will be rolled out in the next period.

Local Service 1.2 – Heritage Protection

What is Heritage Protection?

This service aims to protect Camden’s heritage through management of development, education for property owners, and conservation of heritage properties. This will include exploring a range of adaptive reuse opportunities and unique conservation strategies.

Report on Delivery Program Success Indicators

Local Service 1.2: Heritage Protection						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Heritage Protection was 6.87 out of 10, which has remained stable since 2011.		The mean satisfaction score for Heritage Protection was 6.87 out of 10, which has remained stable since 2011.
Significant Camden sites are under active protection/management	Properties of heritage significance listed in LEP	Stays the same or increases		There have been no new items of heritage significance listed in Council's LEP.		There have been no new items of heritage significance listed in Council's LEP.

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Advice and Assistance	Provide advice and assistance both internal and external on heritage related matters	Number of times advice provided	<p>Advice provide on:</p> <ul style="list-style-type: none"> • 16 simple, single issue heritage enquiries • 21 medium level heritage issues, requiring multiple advice • 1 complex heritage issue requiring negotiation 	<p>Advice provided on :</p> <ul style="list-style-type: none"> • 7 simple single issue heritage enquiries • 23 medium level heritage issues; and • 1 complex heritage issue.
	Engage the services of Council's heritage advisor as necessary	Number of times advisor services required and costs incurred	<p>Heritage advisor provided advice on works to 5 heritage items including appropriate alterations to the Camden Courthouse, a colonial barn in Cobbitty and a Victorian house in Hill St Camden.</p> <p>Conservation advice provided on the Rotunda in Macarthur Park and conservation works to Macquarie Grove House in Cobbitty.</p>	<p>7 heritage items including appropriate alterations to conservation works on Wivenhoe, 30+32 Hill Street, and 11 Broughton Street Camden.</p> <p>Macquarie Grove House, Camden Showgrounds (fencing), Macaria and the Camden Town Farm.</p>
DA Referral	Attend pre DA meetings and provide advice on DA referrals on heritage matters	Number of meetings attended and number of referrals made	<p>DA and Planning Proposal advice provide on:</p> <ul style="list-style-type: none"> • 7 simple, single issue heritage referrals • 23 medium level heritage referrals, requiring multiple advice • 3 complex heritage referrals requiring negotiation. 	<p>DA and Planning Proposal advice provide on:</p> <ul style="list-style-type: none"> • 9 simple single issue heritage referrals • 28 medium level heritage referrals, requiring multiple advice ; and • 6 complex heritage referrals requiring negotiation.
	Assist owners of heritage listed properties in the preparation of CMPs as appropriate in order to identify development opportunities and long term conservation outcomes	Assistance provided to owners of heritage listed properties	<p>Advice was provided on the CMP for Cobbitty Anglican Church, Raby and Gledswood homesteads.</p>	<p>Work has commenced on development of a CMP register.</p> <p>Advice provided on the CMP for Cobbitty Church and Wivenhoe</p>
Conservation Management Plans				

<p>Information and promotion of heritage issues</p>	<p>Multiple heritage studies were made available for public use in the Camden library.</p> <p>Let's Connect article on the completion of conservation works to the heritage item at 10 Barsden St, Camden was written for publication.</p>	<p>Heritage will be updated once Council's new webpage is finalised.</p>
	<p>Number of publications provided</p>	<p>Let's Connect article on Oran Park House, and Glediswood.</p> <p>Review has commenced on Strategic Planning Heritage Library.</p>
	<p>Make relevant and current information readily available to staff and community</p>	<p>Information in the Heritage Question and Answer link on the website was updated.</p>
	<p>Facilitate staff workshops on relevant heritage matters</p>	<p>Information is current</p>
	<p>Work with external organisations as appropriate to promote heritage issues</p>	<p>No staff workshops were held during the reporting period.</p>
	<p>Number of staff workshops held</p>	<p>Regular contact with Heritage of Western Sydney group and Historical Society/Library partnership meeting continued.</p>
	<p>Number of contacts made with external organisations</p>	<p>Contact is ongoing with Heritage of Western Sydney Group and Camden Historical Society.</p>

Local Service 1.3 – Urban and Rural Planning

What is Urban and Rural Planning?

This service aims to plan for and manage new growth areas and existing land uses. This includes assessing and funding impact of growth through development contributions plans.

Report on Delivery Program Success Indicators

Local Service 1.3: Urban and Rural Planning						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Urban and Rural Planning was 5.93 in 2013 which has remained stable since 2011.		The mean satisfaction score for Urban and Rural Planning was 5.93 in 2013 which has remained stable since 2011.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed		Following exhibition, submissions were processed and a report was prepared for Council meeting 9 July 2013. Camden DCP Amendment No. 11 was prepared and reported to Council 25 June 2013 with exhibition to occur in July 2013.		A number of amendments have been processed for both the Camden LEP and DCP to ensure both instruments remain current. <ul style="list-style-type: none"> Woodfired Heaters Amendment 25 finalised in November of 2013. DCP amendment 11 finalised July 2013.
Timely delivery of infrastructure included in developer agreements	Developer compliance with Voluntary Planning Agreements	100%		This is a new indicator, data was not collected for the previous reporting period.		Oran Park PCG has been operating to manage the delivery of works under the Oran Park VPA.

Report on Delivery Program Activities

Local Service 1.3: Urban and Rural Planning			
Activity	Council's Role	Performance Measure	July to December 2013
New Release Areas Planning	<p>Coordinate the rezoning process for the following precincts:</p> <ul style="list-style-type: none"> Austral/Leppington North precinct East Leppington precinct Leppington Urban Release Area Catherine Field South precinct Emerald Hills 	<p>State Government time frames met</p>	<p>The planning for Leppington Precinct continues in line with State Government timeframes. Exhibition is likely in the first quarter of 2014.</p> <p>Catherine Fields (Part) Precinct was rezoned on 20 December 2013. A Contributions Plan has been adopted by the Council for this precinct.</p> <p>Emerald Hills planning package was publicly exhibited Nov/Dec 2013 with some submissions received.</p>
	<p>Manage and respond to emerging strategic planning issues within rezoned precincts:</p> <ul style="list-style-type: none"> Oran Park precinct Turner Road precinct Spring Farm precinct Elderslie precinct Harrington Grove precinct Mater Dei precinct El Caballo Blanco / Gledswood precincts 	<p>Relevant stakeholders engaged</p>	<p>Austral/Leppington North and East Leppington precincts are now rezoned.</p> <p>Catherine Fields South (Part) Precinct is nearing completion with only minor matters to be finalised. Expected to be gazetted in the near future.</p> <p>The planning for Leppington Precinct continues in line with State Government timeframes.</p>
			<p>Council continues to manage and respond to issues within the Growth Centre Precincts through forums such as Development Working Groups. In Austral/Leppington North and East Leppington, Council staff have liaised with other adjoining Councils in the rollout of development on the ground.</p>
	<p>Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities, and undertake annual review.</p>	<p>Strategy complete</p>	<p>The Draft Infrastructure Delivery Strategy has been reviewed and requires further work. A program for delivering the IDS is being worked through</p>

<p>New Release Areas Planning</p>	<p>Undertake the infrastructure initiatives as identified in the Infrastructure Delivery Program.</p>	<p>Initiatives implemented as programmed</p>	<p>A number of initiatives are being implemented including:</p> <ul style="list-style-type: none"> • Rickard Road strategic alignment • Raby Road strategic alignment • Narellan Sports Complex Strategy
<p>Additional resources to facilitate Strategic Planning in Growth Centre areas.</p>	<p>Workforce increase</p>	<p>Workforce increase</p>	<p>A Precinct Acceleration Protocol submission for Lowes Creek/Maryland has been received by the State Government. Subject to its approval, additional planning resources will be required to facilitate the planning process.</p>
<p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p>	<p>Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy & Procedure Manual.</p>	<p>75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt</p>	<p>No new VPAs received in the last 6 months. A variation to the Gregory Hills VPA was completed within the timeframe.</p> <p>All WIKAs received in the last 6 months have been finalised within the 6 month timeframe target.</p> <p>There are 6 VPAs under negotiation:</p> <ul style="list-style-type: none"> • East Leppington – Stockland • Emerald Hills – Macarthur Developments • Spring Farm – Cornish Group • Spring Farm – Urban Growth NSW • Denbigh (Oran Park) – AV Jennings • Narellan Town Centre <p>The Cornish and Urban Growth NSW proposed VPAs have significant policy issues that are taking time to resolve. All other VPAs are on track to be completed within the target time.</p> <p>There are no Works in Kind Agreements (WIKAs) currently under negotiation.</p>

<p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p>	<p>Monitor Voluntary Planning Agreements.</p> <p>Regular Monitoring is Conducted</p>	<p>Review and monitoring of VPAs continues in accordance with the terms of each VPA.</p>	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource.</p> <p>A PCG operates to monitor the implementation of the Oran Park VPA (GDC).</p>
<p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancy.</p>	<p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt.</p>	<p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt.</p>	<p>The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.</p>
<p>Complete policy and procedures Manual.</p>	<p>Policy and Procedure manual completed</p>	<p>There are currently 14 planning proposals relating to LEP amendments and 1 DCP amendment being dealt with in the statutory time frames.</p> <p>Harrington Grove (8)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. <p>Mater Dei (5)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. 	<p>This Policy and Procedure Manual is not complete due to position vacancy and competing priorities.</p>
<p>Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate</p>	<p>Advice provided in a timely manner</p> <p>Amendments gazetted</p>	<p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p>LEP Amendments</p> <p>Amendment 26 - Mapping Anomalies (16 August 2013)</p> <p>Amendment 25 – Woodfired Heaters (1 November 2013)</p> <p>Amendment 28- ECBG Minimum lot size (29 November 2013)</p>	<p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p>LEP Amendments</p> <p>Amendment 26 - Mapping Anomalies (16 August 2013)</p> <p>Amendment 25 – Woodfired Heaters (1 November 2013)</p> <p>Amendment 28- ECBG Minimum lot size (29 November 2013)</p>

Land Use and Planning	Amendments gazetted	Elyard Gardens (11) <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. Spring Farm South & West (7) <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. El Caballo Blanco/Gledswood minimum lots size Planning Proposal – Amendment 28 <ul style="list-style-type: none"> Proposal to insert a new Clause into Camden LEP 2010 – ' Clause 4.1C Exception to minimum lot size' in zones RE2 Private Recreation and SP3 Tourist. A resolution to seek Gateway Determination is being sought from Council at its meeting of 23 July 13. This is a minor proposal and the plan is expected to be made 6 months after Gateway Determination. Struggletown (2 and 4 Sharmon Close and 1a Stewart Street) – Amendment 24 <ul style="list-style-type: none"> Proposal to insert additional permitted uses on the subject site. This proposal was sent for Gateway Determination on 2 July 13. This is a minor proposal and the plan is expected to be made 6 months after Gateway Determination. Gregory Hills (190 Raby Road, Gledswood Hills) – Amendment 21 <ul style="list-style-type: none"> Proposal is to rezone subject land from RU2 Rural Landscape to a range of residential zones for approx. 260 residential lots This proposal was sent for Gateway Determination on 2 July 13. This is a major proposal and the plan is expected to be made 18 months from the time of Gateway Determination. 	DCP Amendments DCP Amendment No 11 – Review (4 September 2013) Camden Development Control Plan Amendment No 12 – Woodfired Heaters (18 September 2013). Other LEP Amendments (In Progress) Housekeeping Amendment 14- Currently underway Amendment 15 – Glenlee- Rezoning for industrial purposes Gledswood Hills – RU2 to General Residential approx. 260 lots Amendment 27 – 121 Raby Road Amendment 16 – Carrington – Expansion of Carrington Seniors Facility.
Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate			

DCP Harrington Grove		This DCP amendment came into force on 30 January 2013		Comprehensive reports and submissions were developed by Council and submitted to the White Paper Exhibition period. A comprehensive review in light of changes is proposed to commence in February 2014.
Review of Camden LEP and DCP resulting from the White Paper and the EPA amendment Bill	Appropriate amendments undertaken within agreed timeframe	Council resolved to support the planning proposal at its meeting of 23 April 2013. The matter was then referred to the Department of Planning and Infrastructure for Gateway Determination which is expected in July 2013.		Gateway determination for the Glenlee Rezoning was received on 3rd July 2013. Council are currently coordinating with the proponent and Campbelltown Council detailed technical studies for the proposed rezoning to industrial lands.
Coordinate the rezoning process for the Glenlee industrial area	Completed within 2 years of receipt	The report on the outcomes of the public exhibition was reported to Council on 26 March 2013, where the planning proposal was adopted and forwarded to the Department of Planning and Infrastructure. The plan was subsequently published on 21 June 2013. Now that the land has been rezoned it is expected that a development application for the first stage of the redevelopment of the Narellan Town Centre will be lodged in the second half of 2013.		This was completed in previous reporting period.
Coordinate the planning proposal process to amend Camden LEP to facilitate expansion of the Narellan Town Shopping Centre on the Landturn site and prepare development controls	Major Planning proposals completed within 2 years of receipt	A revised planning proposal was submitted on 18 February 2013. Further negotiations are progressing with the Office of Environment & Heritage. Public exhibition is not expected until the second half of 2013.		Detailed technical studies are currently being prepared as required by the gateway determination. Negotiations are ongoing with the Office of Environment and Heritage. Extension for rezoning received until 16th July 2014
Coordinate the planning proposal process to amend Camden LEP to facilitate the expansion of the Carrington seniors living development	Mirror Planning proposals completed within 12 months of receipt	Review of Elderslie Masterplan commenced in the later half of 2013. Consolidation of comments and feedback is expected to be reported to Council in the first half of 2014.		A revision to the Spring Farm Masterplan was exhibited in November of 2013, in
Elderslie/Spring Farm urban release areas	Undertake review of existing controls and indicative layout plans to ensure relevance			

Land Use Planning

Attachment 1

ORD06

				associated with the relocation of the school site. This will be reported back to Council in early 2014
	Mater Dei/Harrington Grove urban release areas	Ensure strategic planning issues are dealt with in a timely manner		Council continue to work with the proponents on Mater Dei and Harrington Grove to resolve ongoing issues.
	El Caballo Blanco/Gledswood release area	Ensure strategic planning issues are dealt with in a timely manner		Council continue to work with the proponents on both the ECBG and Gledswood sites. To identify and remedy emerging planning issues.
Land Use Planning	Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system	Lot projections are current	Council's lot and populations projections programs are being maintained.	Draft lot projections have been identified for some new release areas.
		Tracking System developed	The single source lot production information has been developed and is in use.	An improved system to collect data and a finalised lot/population projection will be investigated in the first half of 2014.
	Process Planning Proposals as submitted	Receipt acknowledged and preliminary feedback provided within 3 weeks of receipt		All received planning are acknowledged within 3 weeks of receipt.
		Planning Proposal processed within timeframe provided by Gateway		1 extension of gateway timeframes was sought during the reporting period for the Carrington Planning Proposal. All other proposals continue to operate within gateway deadlines.
	Undertake an Urban Design Audit of Residential Release Areas	Urban design Audit completed		This activity will commence in 2014, update is expected in the next reporting period.
	Undertake an Employment Lands Strategy	Employment Lands Strategy completed		This activity will commence in 2014, update is expected in the next reporting period.

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, wellbeing 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 healthily.

Local Service 2.1 – Waste Services

What is Waste Services?

This service aims to provide waste collection and disposal services for domestic and commercial waste along with and organic and recycling services to the community of Camden

Report on Delivery Program Success Indicators

Local Service 2.1, Waste Services						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Waste Services was 8.53 in 2013 which has remained stable since 2011.		The mean satisfaction score for Waste Services was 8.53 in 2013 which has remained stable since 2011.
Waste diverted from landfill	Percentage waste diverted from landfill	Exceeds 66%		Currently at 76%		Currently at 73%

Report on Delivery Program Activities

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Collection of Household Waste	Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin)	99.8% of bins are collected on the scheduled day	Currently 99.8% of bins are collected on the scheduled day	99.9% of bins are collected on the scheduled day
Kerbside Collections of Hardwaste	Collection of hardwaste that is not able to be disposed through the weekly bin collections. Residents can use the service twice per annum.	All conforming services are rendered on the agreed day and within 3 weeks of their request.	The current waiting period for a kerbside collection is 1 to 2 weeks. Traditionally we get less services during the colder months.	The waiting period before December was 2-3 weeks. Over December and January it has increased to 3-4 weeks. December to January is traditionally our busiest period. We are also reaching our collection capacity and will be purchasing an additional collection truck in the next financial year.
Collection of Commercial Waste	Removal of recycling and general waste from commercial premises	99.8% of bins are collected on the scheduled day and waste is conveyed to the receipt facility.	Commercial services are collected on their scheduled service days.	99.2% of bins are collected on the scheduled day. We do not have separate data for commercial customers.
Waste Education	The community is educated to encourage households to manage their waste in order to minimise waste generation and divert waste from landfill into recycling. Council's target is to have 66% diversion from landfill by 2014.	66% of the total of all waste streams will be diverted from landfill by the year 2014.	Current diversion rate at 76% The new resident Welcome Pack is also being upgraded.	Our current diversion rate is 73%. Welcome packs for new residents in our new estates are being finalised. We are reviewing the service we deliver to our new release areas to ensure we are providing an appropriate service.
Continuing Service Expansion to Meet Needs of Growing Population	Additional collection services required in new urban areas and the associated assets and workforce implications	99.8% of bins are collected on the scheduled day	Currently meeting service rates however additional resources are required to meet the ongoing demand level.	Currently meeting all service requirements and capacity. We are reviewing our truck capacity and additional purchases to ensure we continue to meet the growing needs of our new release areas.

<p>Bin Lid Repairs</p>	<p>Bin lid repairs to be conducted en route by drivers as a more proactive, cost-effective and productive service.</p>	<p>Bin lid repairs conducted en route</p>	<p>We are now using a fleet management system (Wastedge) that is fitted to our waste management vehicles which pushes information back to our operations room in real time to proactively repair bins on site without residents needing to call in the first instance. Otherwise any resident that does make a bin repair request can expect that their service request will be carried out within 24 hours.</p>	<p>Currently around 117 repairs are carried out each month. Our waste management software allows our drivers to report damaged bins while carrying out collections. Lids and bins are then repaired by our purpose built Bin Maintenance truck which is stocked with all the required parts for bin repairs. This new truck allows repairs to be carried out quickly and efficiently as all parts are already on board the vehicle. This then allows our collection vehicles to continue carrying out collections.</p>
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Local Service 2.2 – Regulating the Use of Public Areas

What is Regulating the Use of Public Areas?

This service aims to regulate and manage the private use of public areas, parking, street vendors, signage, illegal dumping, cats and dogs

Report on Delivery Program Success Indicators

Local Service 2.2 : Regulating the Use of Public Areas					
Indicator	Measure	Target	Result 1/1 to 30/6/13	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved			The mean satisfaction score for Regulating the Use of Public Areas was 6.77 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing			<p>Dogs entering the pound: in this reporting period 57% of dogs were microchipped compared to 61% in the last reporting period. Cats entering the pound: in this reporting period 6% of cats were microchipped compared to 10% last reporting period. Council have completed 6 Microchipping days that saw 145 dogs microchipped and 98 cats. The impact this program has on this result will be seen in the next Delivery Program Report.</p> <p>The number of dogs entering the pound microchipped has increased to 69% compared to 57% last reporting period. The number of cats entering the pound microchipped has not changed since last reporting period being at 6%.</p> <p>These results show a 12% increase in the number of dogs entering the pound being microchipped which could be a direct result of Councils advertising on the importance of microchipping and free microchipping days.</p>

<p>Incidents of dog attacks, nuisance and stray dogs</p>	<p>Number of incidents</p>	<p>Stays the same or decreases</p>	<p>This is a new indicator, data was not collected for the previous reporting period.</p>		<p>Dog Attacks – Council has been notified of 32 dog attacks during the reporting period. Nuisance Dogs – Council has investigated 19 complaints of Nuisance dogs. Stray dogs - Council has received 155 complaints in regards to dogs straying. From this 80 were contained and 75 reported as roaming.</p>
<p>Incidents of illegal dumping</p>	<p>Number of incidents</p>	<p>Stays the same or decreases</p>	<p>This is a new indicator, data was not collected for the previous reporting period.</p>		<p>Council has investigated 225 Illegal Dumping's within the reporting period. Council Rangers have identified 40% of the illegal dumping's through proactivity.</p>

Comment

Whilst we see a decrease in satisfaction for Regulating the Use of Public Areas, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas			
Activity	Council's Role	Performance Measure	July to December 2013
Monitoring and Enforcement of Car Parking	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	<p>Council has seen an increase in the number of parking complaints received. Council received 99 parking complaints during the reporting period up from 74 last reporting period. That is an increase of 33%. This increase relates to residential and heavy vehicle complaints.</p> <p>School Zones – Has seen a decrease with only 8 complaints received in comparison to 11 last reporting period. Parking patrols have been undertaken and enforcement programs in conjunction with the Police appear to have assisted with the decrease in complaints.</p> <p>Parking Public Land – 67</p> <p>Heavy Vehicles – 24</p> <p>Council has been placing illegal parking messages through the media but an increase in enforcement is required to reduce this increase.</p>
Investigate Illegal Dumping of Waste on Public Land	Investigation and removal of unauthorised dumping of waste on public land	Investigation initiated within the allocated service standard	<p>Council received 74 parking complaints which were all investigated within the service standards. Council investigated 11 School Zone complaints within the allocated service standard. Rangers enforce school zones to a minimum 2 per week and have also been involved in the school education program at Elderslie Primary School and Narellan Vale Primary School.</p> <p>Council has investigated 225 Illegal Dumping's within the reporting period. Council Rangers identified and initiated 40% of these reports through proactivity. Of the 225 incidents 135 have been reported by the public which is an increase of 40%. A majority of these dumping's were not witnessed and did not contain any identification.</p>

<p>Monitoring and Enforcement of Unauthorised Activities in a Public Place</p>	<p>Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)</p>	<p>Activities are addressed by Council rangers as they are detected</p>	<p>A total of 57 complaints were received regarding unauthorised activities in a public place. 61% of these were for abandoned vehicles which is a decrease from 75% in the last report. Complaints for Activity of Public Land were at 29% with the remaining comprising of illegal signage, roadside trading and trail bikes. Rangers are pro-active in removing any illegal signage when placed on poles, roundabouts and warning letters are sent to owners of Garage Sale signs.</p>	<p>A total of 125 reports have been made during the reporting period but a large portion of these complaints are generated through Officers proactivity.</p> <p>Abandoned Vehicles - A total of 70 complaints have been investigated compared to 35 last reporting period. From this 41 complaints were received from members of the public compared to 35 last reporting period. Officers Proactivity located 29 vehicles that were not registered and parked on the road.</p> <p>From the 70 vehicles detected only 3 vehicles required to be impounded by Officers.</p> <p>Unauthorised Land Use – A total of 21 complaints investigated compared to 17 last reporting period. From this figure Council only received 18 Complaints from residents while 3 reports were initiated by Officers proactivity.</p> <p>Illegal Signage - A total of 34 reports have been made with 13 of those being generated from members of the community. A review shows that the majority of the reported complaints about signage is from competitor businesses and electoral signs that were not removed after the election. Officers are very proactive in the removal of signs and are in the process of reviewing its Policy.</p> <p>There have been no significant changes to the reporting of Roadside Trading and Trail Bikes Activity.</p>
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<p>Impounding of Stock</p>	<p>Given its rural areas, instances arise where stock escape onto public roads and Council officers attempt to return that stock to the owner but sometimes must remove and impound stock.</p>	<p>Investigation initiated within the allocated service standard</p>	<p>Council have seen a decrease in the number of complaints received, with a total of 14, a 57% reduction. All requests were investigated within the service standard. 42% of the requests attended resulted in Rangers impounding the animal.</p>	<p>Council has seen an increase in the number of complaints received, with a total of 28 complaints received. Council impounded stock on 4 occasions. 53% of the time when Officers attended Stock could not be located in a public place. Officers have taken extensive action on one property by issuing fencing orders and a General Penalty Notice. All requests were investigated within the service standard.</p>
<p>Respond to instances of dog attacks, nuisance and stray dogs on public lands</p>	<p>Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places</p>	<p>Investigation initiated within the allocated service standard</p>	<p>All customer requests for dog attacks and stray animal pick ups were actioned within the allocated service standard.</p>	<p>All customer requests for dog attacks and stray animal pick ups were actioned within the allocated service standard. Dog attacks: Officers have taken the following action: - 4 x under investigation, 6 x surrendered, 2 x warnings issued, 7 General Penalty Notices issued, 1 x Notice of Intention to Declare Menacing issued, 2 x Notice of intention to Nuisance issued, 10 No further action. Nuisance dogs: 9 x received roaming letters, 3 x received warning letters, 1 x referred to another Council and 6 no further action taken due to insufficient evidence. Stray dogs: From this 170 dogs have been seized with 18 Return to Owners and 152 impounded.</p>

Local Service 2.3 – Public Health

What is Public Health?

This service aims to provide the community with protection from infectious disease by carrying out safety inspections for food preparation and sale areas, skin penetration businesses and carry out onsite air-conditioning inspections, sewerage management, septic tank inspection and noise investigation.

Report on Delivery Program Success Indicators

Local Service 2.3: Public Health						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Public Health was 7.32 in 2013 which has remained stable since 2011.		The mean satisfaction score for Public Health was 7.32 in 2013 which has remained stable since 2011.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing		Council has issued 7 Improvement Notices to Food Premises during the reporting period.		Council has issued 9 Improvement Notices to Food Premises during the reporting period.
Onsite sewage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing		There were 50 Approvals to Operate issued for this reporting period. This represents a decrease of 40% compared to the previous reporting period, however, is 200% above the same reporting period in 2012.		There were 23 Approvals to Operate issued for this reporting period.

Comment

Instances of food borne illnesses tend to fluctuate between periods, so it is important to consider any trend over time. Council is monitoring the increase in the number of improvement notices that are issued to food and skin penetration premises. Given the increase in the number of notifications issued, Council will continue to monitor this trend.

The reduction in the number of approvals to operate is due to limited resources within the reporting period. Council will continue to monitor this area of the Delivery Program.

ORD06

Attachment 1

Report on Delivery Program Activities

Local Service 2.3: Public Health				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Swimming pool Inspection and Testing	Council officers inspect and monitor the performance of swimming pools that are open to the public to minimise the spread of disease	All public swimming pools are inspected on an annual basis	There are a total of 9 public swimming pools of which 100% were inspected at least once between 1/1/2013 and 30/6/2013.	There were a total of 12 public swimming pools registered during the reporting period. Of these swimming pools 100% were inspected at least once between 1/7/13 and 31/12/13.
Microbial Control - Water Cooling Towers	Council officers inspect and monitor the performance of water cooling towers that may cause the spread of Legionnaires disease	All premises with cooling towers are inspected on an annual basis	Council has 3 Cooling towers registered. The towers were inspected during the previous reporting period.	There were a total of 4 cooling towers registered. Due to lack of staff resources none of these have been inspected during this reporting period.
Food Shop Inspections	Council officers inspect and monitor the performance of food outlets under the provisions of the Food Act (including Temporary vendors) to ensure the service of safe food and to prevent the spread of food borne illness	All food premises are inspected on an annual basis	Council has 280 registered Food Premises. 100% of high risk premises have had at least one inspection during the reporting period. 69% of medium risk businesses have had at least one inspection over the reporting period, resulting in 100% of medium risk premises inspected at least once over the past 12 months.	Council has 293 registered Food Premises. 42% of high risk food premises have had at least one inspection during the reporting period. 37% of medium risk food premises have had at least one inspection during the reporting period.
Skin Penetration and Hairdressing Premises	Council officers inspect and monitor the performance of skin penetration and hairdressing premises to prevent the spread of disease	All skin penetration premises are inspected on an annual basis	A total of 72 Hairdressing and Skin Penetration inspections were conducted out of 100 operating premises, giving an inspection percentage of 72% for the past 12 months	96 Hairdresser and Skin Penetration premises were registered with Council. 5 of these are licensed under AHPRA. Of those inspected by Council, 81% of hairdressers and 32% of skin penetration premises had at least one inspection over the reporting period.
On-site Sewage Management	Approve, inspect and certify on-site sewerage disposal systems	Number of approvals to operate	There were 50 Approvals to Operate issued for this reporting period.	There were 23 Approvals to Operate issued for this reporting period.

<p>Conduct regular inspections of both private and Council owned lands and address through action or regulation</p>	<p>Declared noxious weeds on Council lands are treated or removed</p>	<p>Council's Noxious Weeds Officer inspected 738ha of private land, 308ha of development land, and 90.6km of rivers creeks and waterways within Camden Councils LGA. Council's Noxious Weeds Officer engaged in on-farm education with land owners/ occupiers in relation to the identification and control of Serrated Tussock. An intensive inspection and enforcement program has also commenced in the Leppington area focusing on Noxious Aquatic Weeds.</p>	<p>Councils Noxious Weeds Officer conducted inspections on private land. These inspections were targeted to specific issues i.e. 1,2 & 3 Noxious Weeds, declared aquatic Noxious Weeds and new incursions of both noxious weeds and other invasive plants. The private property inspections involved mentoring occupiers of land about noxious weed control and in some instances enforcement in the way of Noxious Weed Control orders. Areas of public land were targeted for inspections i.e. Nepean river and various other waterways and water bodies around the LGA. This ensures that any potential aquatic weed outbreak is detected and controlled accordingly. Roadsides and high risk areas were also targeted for declared invasive grass weeds impacting on our LGA.</p>
<p>Planned program of spraying identified weeds in the Nepean River – currently twice per year</p>	<p>Enforcement action is taken to address noxious weeds identified on private land</p>	<p>To date all projects have had positive results with ongoing monitoring and control required. With the recent significant rainfall events there is substantial chance that the weed has spread as a result of localised flooding. The full effects of this have not yet been assessed.</p>	<p>Numerous private property inspections have been undertaken. Positive results from previous inspections in the southern LGA are evident as landholders can now ID Serrated Tussock and are actively controlling this weed. Numerous property inspections were undertaken in the North Eastern Portion of the LGA with a strong focus on Aquatic weeds. Numerous properties were issued with Section 18A Notices under the Noxious Weeds Act. The response to the notices was positive but ongoing monitoring is required. Some areas have been inspected after last years flood event. No significant issues have been detected to date.</p>
<p>Noxious Weed Control</p>	<p></p>	<p>Council's Noxious Weeds Officer managed three noxious weed control projects. The final rounds of Herbicide treatment were completed for the Nepean River Alligator Weed project and Harrington Park Alligator Weed Project. In addition to this the Salvinia removal project was also managed by Council's Noxious Weeds Officer.</p>	<p>Councils Noxious Weeds Officer has commenced works on various control programs throughout the LGA. The first round of herbicide treatment for Alligator Weed has been completed along the Nepean River and Harrington park lake system. Ludwigia Longifolia has also been hand removed from the creek at Stockman's Drift Mt Annan.</p>

ORD06

Attachment 1

Noxious Weed Control	Increase Council resources towards weed control	Increase in weed control activities	Increase in weed control activities is programmed for next year using additional specialist staff.	This activity has not yet commenced, commencement is pending the establishment of a natural areas team.
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Local Service 2.4 – Protection of the Natural Environment

What is Protection of the Natural Environment?

This service aims to protect the natural environment by assessing development applications, managing natural areas and waterways and enforcing fire protection zones.

Report on Delivery Program Success Indicators

Local Service 2.4: Protection of the Natural Environment						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Protection of the Natural Environment was 6.77 in 2013 which has remained stable since 2011.		The mean satisfaction score for Protection of the Natural Environment was 6.77 in 2013 which has remained stable since 2011.
Water quality in rivers and waterways is maintained or improved	Water quality is maintained or improved	Maintained or improved		The water quality testing for 2012/13 was completed according to the program. A final report detailing results and analysis comparing the previous years results to this years results indicates that generally water quality at each of the 16 sites tested was poor when compared against ANZECC (2000) guidelines.		Limited testing has been undertaken for the Nepean River during the reporting period. Results indicate there have been departures from acceptable parameters. The Narellan Creek Catchment water quality testing for 2013/14 is currently underway and a report will be finalised by June 30 2014.
Bushland under active management	Hectares of natural areas within Council's ownership that are being actively managed	Increasing		During the reporting period Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha) and John Peat Reserve (1.4ha) with the assistance of Bushcare Volunteers. This represents 6.88% of the natural areas within the Camden LGA. In addition, Council has commenced preparations for National Tree Day at Ron Dine Memorial Reserve Camden South. It is envisaged that this area will be		During the reporting period, Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha), John Peat Reserve (1.4ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council.

Attachment 1

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Bushland under active management	Number of volunteer bushcare hours	Stays the same or increases	planted with approximately 1500 plants.	During the reporting period, volunteers contributed 407 hours protecting and enhancing Kings Bush and Sickles Creek Reserve.
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Comment

This is the first time that water quality data has been reported for the Nepean River. The departures from acceptable parameters are around Turbidity and Clarity. These departures suggest that the result of urban development is having an impact on the quality of the water in the Nepean River. Council will be reviewing this closely.

Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Stormwater Management	Community education and awareness about stormwater issues	Education campaigns conducted	During the reporting period environmental education workshops, themed around 'water' or 'catchment' were delivered to over 800 students and teachers from seven local schools.	During the reporting period Council participated in the Macarthur Nature Photography Competition. 55 of the 240 entries were from the Camden LGA with 9 of the 18 winners from the Camden LGA. Planning for the delivery of environmental workshops around catchment and litter was also commenced for 2014
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	The water quality testing for 2012/13 was completed according to the program. A final report detailing results and analysis comparing the previous years results to this years results has been received.	The water quality testing for 2013/14 is continuing according to the program. A final report detailing the results and analysis for 2013/14 will be completed by 30 June 2014. Results and data have been received for each of the 16 sites within the Narellan Creek catchment.
	Undertake a flood risk management study for South Creek including a framework for flood risk management	Risk management study completed	A consultant has been engaged and the project is running according to schedule.	The Draft Floodplain Risk Management Study and Plan has been completed.
	Nepean River and Narellan Creek flood study	Completion of mapping	A consultant has been engaged and the	The model calibration for the Nepean River Flood Study has been completed and the Project is running ahead of the

Stormwater Management		Project schedule. The Draft Flood Study has been completed for the Narellan Creek Flood Study and the Project is running according to the Project schedule.	project is running according to schedule.
Increase technical resources in drainage design	Increased resources in place	During the reporting period Council employed a Stormwater and Floodplain Engineer	A consultant has been engaged and the project is running according to schedule.
Project management of design and construction of selected stormwater related projects	Facilities provided to Council's requirements within agreed timeframes and budgets	During this reporting period, Council have actively project managed the Lake Annan Gross Pollutant Retrofit.	Design is 90% complete with construction scheduled within the 13/14 financial year.
Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	Council has carried out additional geotechnical investigation. Due to this additional scoping, design has not yet been completed. Quotation is currently awaiting design finalisation.	83% of the program was completed and the remaining 17% was covering the sweeping of leaves from gutters.
Maintenance and reconstruction of stormwater assets to ensure effective useful life	100% of program completed	Road drainage and street sweeping are ahead of program.	Condition ratings are unable to be reported as these are dependent on new data being collected during the reporting period. New data is unavailable this time.
Increase Council resources are required to effectively maintain the drainage network	Condition rating stays the same or improves	Storm water program is currently meeting program requirements	Additional maintenance was done as demand was higher due to the more frequent wet weather experienced during this period.
Additional Gross Pollutant Trap maintenance due to increase in assets	More maintenance is undertaken	No additional maintenance undertaken due to drying conditions; below average rainfall	18% of GPT cleaning could not be completed due to wet weather conditions.
Increase Council's fleet to effectively manage overflow of the drainage network	Maintenance increases in line with assets	50% of GPT cleaning program completed.	Gross Pollutant Traps are serviced regularly
Drainage Infrastructure – Asset renewal to ensure Stormwater Management is not compromised	Gross Pollutant Traps are serviced regularly	New plant has yet to be purchased.	Assets renewed
		No renewals were required during the reporting period, all assets currently suitable to ensure effective Stormwater Management.	

Attachment 1

ORD06

Stormwater Management	Continued expansion of the drainage network in Elderslie, Spring Farm, infill areas and the South West Growth Corridor	Projects completed on time and to budget	Ongoing WIKA and planning agreements are in place to deliver drainage assets within the identified area. Council is also reviewing the design of portions of the trunk drainage in Elderslie. These works are scheduled for construction in the 13/14 budget.	Design of sections of the Elderslie Trunk Drainage were completed in Dec 2013. Council will be going to tender and commencing construction of these works in 2013/14 financial year. Ongoing WIKA and planning agreements are also in place to deliver drainage assets within the identified area.
Bushfire Hazard Reduction	Narellan Drainage Channel Improvements Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Completion of project on time and within budget Program completed	Removal of gross pollutants and sediment from the concrete channel has been completed. Testing of sediment across the sand filter has been completed. Removal of sediment will be done in the 13/14 financial year. Mowing and rural road slashing program were completed as required to aid in minimising potential bushfire hazards.	Removal of the sediment from the sand filter will be completed in the later part of the 2013/14 This program is currently up to date and ongoing works will be carried out where needed.
Maintenance of Riparian Lands	Rural Road Hazard Reduction Program Coordinate bushcare program at Kings Bush and Sickles Creek	Program completed Program completed to time and budget	Works were completed in Cut Hill Road Cobbitty during the reporting period. During the reporting period volunteers contributed 314 hours protecting and enhancing Kings Bush and Sickles Creek.	Works planned to occur in next period. During the reporting period volunteers contributed 407 hours protecting and enhancing Kings Bush and Sickles Creek.
Maintenance of Wetlands, Lakes and Dams	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas Regular inspections, maintenance, and repair/renovation work to ensure the systems function well & the dam structures are in a safe state	Program completed Program completed	Some work was postponed pending completion of a wetland management plan due in June 2013. Some work was postponed pending completion of wetland management plan due in June 2013.	Litter removal has been undertaken to schedule. Additional works to be completed with establishment of Natural areas maintenance team. Regular dam inspection being undertaken as per program Additional works to be undertaken with establishment of Natural areas Team.
	Conduct bushcare maintenance activities to	Program completed to time and	To date this program is done through utilisation of volunteers. Next year Council will set an annual program and	Bushcare Maintenance activities are currently being completed with the

Bushcare Protection and Maintenance	preserve and restore natural bushland	budget	employ full-time staff to do the tasks and gradually increase both the scope of the program and staff level.	assistance of Bushcare volunteers.	
	Support and facilitate volunteers of bush care groups	Level of support provided to groups	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 3 Bushcare related training workshops were provided for volunteers.	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 3 Bushcare related training workshops were provided for volunteers.	
	Increase in bushcare maintenance activities in line with community expectations	Bushcare activities increased		As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.	
	Additional Plant Requirements – Bushcare Management Truck and Trailer	Plant operational		Additional plant is expected to be purchased within the next reporting period.	
	Implementation of Plans of Management for Natural Areas	Plans of Management are in place	Resources were not available in the reporting period. It is proposed the plans will be reviewed in the first period of 2013/14 and then implemented based on priority.	A review of the Natural Areas Plan of Management has commenced. It is anticipated that the review of the Natural Areas Plan of Management will be completed in September 2014.	
	Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve	Plan of Management are in place	Resources were not available in the reporting period. It is proposed the plans will be reviewed in the first period of 2013/14 and then implemented based on priority.	The preparation of a Plan of Management for Rheinberger's Hill Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.	
	Implementation of Plan of Management for Kirkham Reserve	Implementation commenced as per program	Resources were not available in the reporting period. It is proposed the plans will be reviewed in the first period of 2013/14 and then implemented based on priority.	The preparation of a Plan of Management for Kirkham Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.	
	Undertake community education programs	Number of programs conducted	During the reporting period environmental education workshops, themed around 'water' or 'catchment' were delivered to over 800 students and teachers from seven local schools.	During the reporting period, the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo were held.	
	Bushcare Protection and Maintenance				

	Additional resources to respond to the protection and maintenance of natural areas	Area of bushcare management increased	Work is progressing to employ two Bush Regenerators
Native Tree Events	Conduct National Tree Day event	Number of volunteers	80 volunteers participated in National Tree Day at Ron Dine Memorial Reserve Camden South on 28 July 2013. In addition, 13 local schools received 20 native plants for their school grounds.
	Conduct annual tree giveaway to residents	Number of trees given away	2000 native plants were given away to local residents at the Annual Tree Giveaway conducted at the inaugural Picnic in the Park on 8 September 2013.
Ibis and Myna Bird Management	Management of Ibis and Myna Birds within the LGA	Management of bird population	During the reporting period Council continued to implement actions identified in the Management Plan for AWI.

Local Service 2.5 – Parks and Playgrounds

What is Parks and Playgrounds?

This service plans and constructs new parks and playgrounds and ensures parks and playgrounds are clean and safe for the community of Camden.

Report on Delivery Program Success Indicators

Local Service 2.5: Parks and Playgrounds						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Parks and Playgrounds was 6.90 in 2013 which has remained stable since 2011.		The mean satisfaction score for Parks and Playgrounds was 6.90 in 2013 which has remained stable since 2011.
There are places to play	Hectares of parks and playgrounds per 1000 children	Stays the same or increases		This is a new indicator; data was not collected for the previous reporting period.		Information still not available. Anecdotal information indicates levels are being maintained, however, significant mapping is needed to ascertain land sizes. As a part of Council's 4 Year Delivery Program one of the main initiatives if the review of the existing mapping software currently utilised.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment		Some improvements in condition of parks and playgrounds were achieved from additional asset replacement/renewal through the on-going Community Infrastructure Renewal Program		Council has maintained its condition rating during this reporting period.

ORD06

Attachment 1

Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Strategic Planning of Parks and Playgrounds	Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community	Community Satisfaction	Specifications for sports field construction were developed to provide a guide to construction of new fields.	Draft Sportsground Strategy completed and placed on public exhibition. Playground replacements ordered for 3 sites. A report will go to Council in February 2014.
	Provide input, comments and advice on strategic documents related to new subdivisions and new release areas	Input provided	Comments provided on proposed Emerald Green subdivision, as well as detailed design of proposed passive open space in Springfield Park and Oran Park.	Comment provided on the design of sportsgrounds in Oran Park and the design of amenities buildings provided. Comment also provided on IPART's Costs of Infrastructure Benchmarks.
	Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems	Database updated	Work progressing. Developers of Oran Park have been advised to follow the process to formally name the new reserves which are due to be handed over to Council.	Council are currently reviewing submissions made for council consideration in the naming of parks in Oran Park and Gregory Hills.
Policy Development for Parks and Playgrounds	Review existing website information and printed literature to ensure all new sites are listed and referenced	Annual review undertaken	The wet weather information regarding sporting field closures were revised to include each weekend day. Curry Reserve information updated to be clear that no bookings are required.	The annual review is currently being conducted; update is expected in the next reporting period.
	Develop policies on level of provision and range of play space and opportunities	Policies are current	Recreation Demand Study was commissioned to provide direction for the needs of current and future communities in existing and new areas.	Recreation Demand Study completed and is currently on public exhibition.
	Develop standards guidelines for reviewing parks and playgrounds at end of life cycle	Guidelines completed	Progress delayed while Recreation Demand Study was being commissioned.	The Recreation Demand Study has been completed and is currently on public exhibition. Council have commenced work on the development of standards guidelines.

				Specifications provided for upgrade of Greenway Reserve, Forest Park Reserve, and Campbell Reserve. Reconstruction of 2 fields in Liquidamber Reserve commenced and Cuthill Reserve. Amenities 90% completed. Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas. New poles and sportsfield lights have been purchased. Quotations for installation are in progress, to allow construction in the early part of 2014. Work continues on defining Council's priorities in relation to the purchase or transfer of land via Sec 94 agreements for Kirkham Reserve. The adoption of Council's draft recreational strategy will assist with this process. All works were completed in September 2013. Council has prepared detailed quotation documents to facilitate construction in 2014. It is intended that works will be carried out within the next reporting period. The majority of works identified as part of the CIRP have been completed within the reporting period. The Maintenance and repairs Program has commenced with works being undertaken on Council assets.
	Facilities provided to Council's requirements within agreed timeframes and budgets			
	Facilities are provided as per agreements			
	Implementation commenced			
	Acquisition completed			
	Upgrades completed as planned			Works are 95% completed. The power supply has been upgraded and is operational. The new clubhouse is completed with minor finishing works such as landscaping and access paths remaining. Contracts for the sports field lighting have been awarded.
	Completion of program			All works in the 12/13 playground replacement program have been completed.
	Completion of Program			This part of the Community Infrastructure Renewal Program fund is to be revoted for replacing Onslow Oval fencing in the following year.
	100% of programs completed			Program completed with all maintenance/repair works done promptly as required.
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Project management of design and construction of selected parks, playground and sports field related projects	Ensure that new parks, playgrounds and sportsfield related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements.	Implementation of Kirkham Reserve Masterplan – Light the existing playing fields	Implementation of Kirkham Reserve Masterplan – Acquire remaining recreation land for playing fields
	Upgrade of facilities at Ron Dine Reserve – new clubhouse, upgrade of power and additional sportsfield light, improvements to existing irrigation			
	Playground Replacement Program			
	Community Infrastructure Renewal Program – Parks Equipment (contingent on funding beyond 2012/13)			
	Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards			

Attachment 1

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Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	Completion of the program was achieved throughout the year and attention provided to requests received.	This program has commenced and is on schedule with 50% of works being carried out to date.
	Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	All playground facilities were maintained to acceptable standards with exception to a few areas that were affected by high levels of vandalism.	Council undertakes repairs to recreational facilities as a need is identified, ongoing monitoring ensures areas of focus are quickly identified.
	Maintenance and upkeep of landscaped areas	Completion of program	Program completed, minor disruption experienced due to transition from contract work into day labour work.	Program has commenced and is on schedule with expected timeframes.
	Undertake a Weed Management program	Completion of program		This project is due to commence in conjunction with the natural areas team.
	Maintenance and upkeep of sportsfields	Completion of program	Yearly upkeep and maintenance were completed including the servicing of irrigation and lighting systems.	Maintenance program has commenced and is up to date at the time of reporting.
	Annual renovation of sportsfields to maintain standard of field playability	Completion of program	All planned renovation work were completed including aerations, fertilising, top dressing and pest spraying.	Spring renovations program completed; aeration, fertilising, top dressing and pest spraying.
	Purchase additional equipment to maintain Parks, Playgrounds and Sportsfields	Equipment is acquired		This is an ongoing activity and as a need is identified, Council will purchase required equipment.
	Installation of Shade Structures in Council Parks and Playgrounds	Installation complete		This activity has yet to commence, it is expected that this will be conducted within the next reporting period.
	Asset renewal program for Parks and Playgrounds	Completion of program		This program is well underway and is proceeding in line with forecasted timeframes.

Local Service 2.6 – Environmental Activities

What is Environmental Activities?







This service aims to develop and implement environmental policy and educate residents on environmental issues.

Report on Delivery Program Success Indicators

Local Service 2.6: Environmental Activities						
Indicator	Measure	Target	Result-1/1 to 30/6/13	Comment	Result-1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Environmental Activities was 6.70 in 2013 which has remained stable since 2011.		The mean satisfaction score for Environmental Activities was 6.70 in 2013 which has remained stable since 2011.
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing		Percentage garbage (red lid bins) has decreased from 211.19kg per capita in the previous reporting period to 209.8kg per capita in this reporting period.		Percentage garbage (red lid bins) has increased from 209.8kg per capita in the previous reporting period to 218.6kg per capita in this reporting period.
Households are not consuming more water	Household water consumption per dwelling	Stays the same or decreases		Information obtained from Sydney Water shows that the average household in Camden LGA consumed 203.5kL in 2011/12 which was similar to the Sydney average of 203kL. Where the average unit consumed 133.74kL in 2011/12 below the year Camden residents had consumed 214kL compared to the Sydney average of 211kL and Camden units consumed 179kL compared to Sydney's average of 189kL. Hence overall there has been a reduction in water consumption. Data for 2012/13 will be available in October 2013.		Information obtained from Sydney Water shows that the average household in the Camden LGA consumed 227kL in 2012/13 which is slightly higher than the Sydney average of 221kL. Where the average unit consumed 148kL in 2012/13 which is less than the Sydney average of 159kL. In the previous year, Camden households consumed 203.5kL compared to the Sydney's average of 203kL and residents living in units consumed 133.74kL compared to Sydney's average of 156kL. Hence overall, residents in houses have increased their consumption whilst residents living in units have reduced their consumption.

Comment

Council continue to monitor the waste per capita trend. The international trend suggests that when the economy is in a strong position, there is a correlation between the amount of waste being disposed of and household affluence. Over the last few years, we have seen the waste per capita increase and decrease slightly. Anecdotal information suggests we are becoming far better at recycling, however, waste disposal in the reporting period has seen a slight increase.

<p>Council utilises natural resources more efficiently</p>	<p>Water and energy (electricity and gas) consumption</p>	<p>Decreasing on same period previous years</p>		<p>In 2012/2013, Council consumed 3,994,426kWh in comparison to 4,036,675kWh in 2011/2012 which is a 1.1% decrease. Of Council's largest energy consuming sites, decreases in energy consumption was noted at Camden Pool, Mount Annan Leisure Centre, Narellan Administration Office, Camden Library and Narellan Library. However an increase in energy consumption was noted at the Civic Centre.</p>		<p>During the July – December 2013 reporting period, Council's consumed 1,952,375kWh in comparison to 2,135,885 kWh in July-November 2012 which is a 9% decrease. Of Council's largest sites, significant decreases have been achieved at Narellan Library through the implementation of energy saving initiatives and the installation of a solar photovoltaic system and at Camden Civic Centre through upgrade of the air condition and lighting.</p>
<p>Council utilises natural resources more efficiently</p>	<p>Water and energy (water) consumption</p>	<p>Decreasing on same period previous years</p>		<p>This is a new indicator; data was not collected in the previous reporting period.</p>		<p>In 2012/2013, Council consumed 212,025kL of potable water. Trend will be updated in 2 reporting periods as data is based on financial year.</p>
<p>The community is becoming more educated about sustainability</p>	<p>Number of participants in environmental education programs</p>	<p>Maintained or improved</p>		<p>During the reporting period, Council has continued to educate the community about sustainability through events such as the Zombie Apocalypse addressing food and water sustainability to 40 local young people. An extension of the Living Macarthur Nature Photography Exhibition enabled a special biodiversity exhibition at the Artycaf during January. Council also facilitated several staff initiatives including 2 'Food 4 Thought' events and Earth Hour to address sustainability issues including food waste and energy use. Council has secured \$77,296 funding for education programs addressing wood smoke and food waste. Eight Storytime sessions provided opportunity to address energy use and waste issues for Earth Hour and World Environment Day respectively for over 360 participating children and accompanying adults.</p>		<p>During the reporting period, Council has continued to educate the community about sustainability through events such as the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo. During the reporting period resources were not available to conduct storytime sessions and pre-school visits. Approximately 1,330 have participated in these environmental education programs.</p>

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	Preparation of an Environmental Sustainability Policy for Council is underway. It is expected this policy will be finalised in the first period of 2013/14.	Work has commenced on the development of an Environmental Sustainability Policy for Council.
Environmental Policy	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	During the reporting period, resources were not available to implement Council's Sustainability Action Plan as funding had not been received from the WasIP program.	During the reporting period Council installed a 17.5KW solar system at Narellan Library. This system adds to the existing 79.5KW system.
Environmental Awareness and Education	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	A draft Education for Sustainability Strategy for the Camden LGA has been prepared. It is expected to be finalised in the first period of 2013/14.	Work on the Draft Education for Sustainability Strategy is ongoing. Finalisation is expected within the next reporting period.
	Undertake a range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	During the reporting period: 8 Storytime sessions (with a total of 235 children and 129 adults) were held at Camden and Narellan Libraries for Earth Hour and World Environment Day addressing energy use and recycling. Water/catchment workshops for over 800 students and their teachers from 7 local primary schools. Waste and water lessons for 60 primary school students. Schools Healthy Catchment Kits were delivered to new schools within the Camden LGA.	During the reporting period resources were not available to conduct storytime sessions and pre-school visits. Workshops for primary schools addressing 'catchment issues' and 'littering' have been scheduled to be delivered in the next reporting period.

	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	The 2013 Sustainable Schools Expo is scheduled to occur on 11 September 2013.	The 2013 Sustainable Schools Expo was held on 11 September 2013.
	Provision of information on Council's website relating to environmental sustainability	Information is current	Information relating to current programs and Sustainability Indicators are on Camden 2040 website and is updated as required.	Information relating to current programs and Sustainability Indicators are on Camden 2040 website and is updated as required.
Environmental Awareness and Education	Seek grant funding for additional education programs and conduct those programs for which funding is received	Successful grants as a proportion of all applied for	Council was successful in its application to undertake a Wood Smoke Reduction Education Campaign. This project is currently being implemented. In addition, Council was successful in obtaining grant funding under the NSW Government's Love Food Hate Waste Program. This project which aims to reduce the amount of food waste disposed of will be implemented in 2013/2014.	During the reporting period Council undertook the Wood Smoke Reduction Education Campaign which sought to educate residents on the effects of wood smoke on the environment and their health. In addition, planning has commenced for the Love Food Hate Waste Program. This project aims to reduce the amount of food waste disposed.
	Implement Energy Savings Plan initiatives	Reduction in energy usage	Projects from Year 1 of the implementation schedule have been implemented and are estimated to save Council approximately \$20,000 annually.	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include upgrading the lighting at Camden Library and Council's Works Depot. In addition, during the reporting period Council received funding to upgrade existing electric hot water systems to solar-electric boosted systems at 7 community facilities.
Water and Energy Action Plan	Implement water savings measures	Reduction in water usage	An order has been made to install water monitoring at Camden Pool, Mount Annan Leisure Centre and the Civic Centre. This is estimated to save Council approximately \$20,000 per annum in water consumption charges.	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.
	Additional funding to support the Water Saving Program	Funding allocated		Funding is being utilised to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.

<p>Water and Energy Action Plan</p>	<p>Continuation of the Waste and Sustainability Improvement Payment (WaSIP)</p>	<p>Number of projects completed as planned</p>	<p>During the reporting period, the NSW Government advised Council that the WaSIP program was being replaced with the Waste Less, Recycle More initiative. Under this initiative Council received the \$363,078.41 to assist in the transition to a suite of new local council grants and programs to commence in July 2013.</p> <p>The funds will be utilised in delivering 9 projects in 2013/14 including Sustainable Camden Communities, Renewable Energy Offset Program, a Waste Education Package for new residents and implementation of actions identified in the draft Local Biodiversity Strategy.</p>	<p>With funding received under the WaSIP program, Council has commenced the implementation of 9 projects including the Sustainable Camden Communities, Renewable Energy Offset Program, a Waste Education Package for new residents and implementation of actions identified in the draft Local Biodiversity Strategy. All projects funded under this program are due to be completed in June 2014.</p>
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Local Service 2.7 – Enforcement of Legislation and Policies

What is Enforcement of Legislation and Policies?

This service aims to minimise illegal activities or activities that if left uncontrolled would otherwise have adverse impacts on individuals and the community.

Report on Delivery Program Success Indicators

Local Service 2.7: Enforcement of Legislation and Policies						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Enforcement of Legislation and Policies was 6.32 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Enforcement of Legislation and Policies was 6.32 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Incidents of overgrown land (private)	Number of orders issued	Maintained or decreasing		This is a new indicator; data was not collected in the previous reporting period.		45 Complaints were received in relation to overgrown vegetation. All complaints were acted upon in a prompt and timely manner. As this is the first time that this has been reported, there is no previous results to compare these figures to.

Comment

Whilst we see a decrease in satisfaction for Council's Role in Enforcement of Legislation and Policies, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Monitoring, inspection and investigation of illegal activities	Ensure relevant legislation is considered and applied in Development Applications, including Noise, Contaminated Lands, Air Quality (incl. odour), Salinity and Water Quality	Timely advice is provided on Development Applications	Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation. The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.	Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation. The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.
	Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like.	Investigation initiated within service standard	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc are investigated within the service standard.	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.
Monitoring, inspection and investigation of illegal activities	Investigate and enforce legislation in relation to barking dogs	Investigation commences within service standard	All barking dog complaints were investigated within the service standard. Last report there were 19 barking dog complaints received with 7 of these complaints receiving a further complaint	Council have received 28 barking dog complaints, 1st complaint which is an increase of 47%. From this Council have only received 2 second complaints compared to 7 in the last reporting period. All investigations commenced within the service standard.
	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	This reporting period there were 26 barking dog complaints received with only 3 second complaints made from the original complainant. There were a total of 59 overgrown complaints within this reporting period in which 81% were investigated within the service standard period.	A total of 45 complaints were received within the reporting period. The majority of complaints were investigated within the service standard period.

<p>Companion Animals Management</p>	<p>Investigate and enforce legislation relating to microchipping and registering of dogs and cats</p>	<p>Increasing percentage of impounded animals comply with registration requirements</p>	<p>This measure is similar to the previous report being 62% of the dogs arriving at the pound were microchipped and 7% of cats were microchipped. It is hoped that this percentage will increase with the free microchipping program being undertaken in this period.</p>	<p>Companion animals who are seized on the first occasion and are microchipped and registered are generally RTO if it is practical. Any animal seized by Council and is not registered is immediately taken to the pound. Council are continuing to undertake follow up registration letters but this is very time consuming for officers.</p>
	<p>Additional funding to support existing and future needs of the Companion Animals Management Program</p>	<p>Funding Allocated</p>		<p>Council has a new Companion Animals Advisory Committee which is in the process of making recommendations on how Council could best utilise the funding to educate residents on being a responsible pet owner.</p>
<p>Community Education</p>	<p>Education and awareness of residents in regards to the microchipping and registration of dogs and cats</p>	<p>A reduction in the per capita number of stray animals which are not microchipped</p>	<p>Council held 6 Free Microchipping days across the LGA at Mount Annan, Currans Hill, Leppington, Camden and Catherine Fields. Various advertising tools were used to promote the program including the local radio station, newspaper articles and the display of 2 banners at various locations. Council saw a total of 243 companion animals microchipped - 145 dogs and 98 cats.</p>	<p>Council has seen an increase of 12% of dogs entering the pound who are microchipped.</p>

<p>Community Education</p>	<p>Promote and encourage residents in relation to responsible pet ownership through a range of strategies, including regular advertising</p>	<p>Decrease in the per capita number of animals euthanised at Council's pound facilities</p>	<p>Dogs: in the last reporting period 11% of the dogs that entered the pound were euthanised compared to 3% this reporting period. Per capita, last reporting period was 0.034% compared to a decrease in this reporting period of 0.01% per capita.</p> <p>Cats: in the last reporting period 34% of the cats that entered the pound were euthanised compared to 25% this reporting period. Per capita, last reporting period was 0.063% compared to 0.073% this reporting period.</p> <p>As shown, Council has seen a significant decrease in the number of dogs euthanised over this reporting period.</p>	<p>Dogs: Overall 188 dogs entered Councils pound. This includes dogs seized and also surrendered by their owner to the pound. From this 27 dogs were euthanised which is a total of 14%. From this figure though only 1 x dog was euthanised that workers could not re-home.</p> <p>The remaining dogs that were euthanised were done so because they were either declared dangerous dogs, surrendered due to being involved in a dog attack, unsuitable for rehoming or at the request of the owner.</p> <p>Per capita for this reporting period is 0.0476 but as stated previously only 1 x dog was euthanised who could not be re-homed.</p> <p>Cats: A total of 130 cats entered Councils pound. From this 47 were euthanised being 36%. From this though only 1 x cat could not be rehomed.</p> <p>7 x were ill, 8 were feral and 31 were unsuitable.</p> <p>Per capita is 0.082 compared to 0.073 last reporting period.</p>
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Local Service 2.8 – Appearance of Public Areas

What is Appearance of Public Areas?

This service aims to keep Camden’s public places and amenities to a high standard by proactively managing litter and rubbish, cleaning, roadside landscape maintenance, graffiti and vandalism management.

Report on Delivery Program Success Indicators

Local Service 2.8: Appearance of Public Areas					
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Appearance of Public Areas was 6.99 in 2013 which has remained stable since 2011.	
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%		Appearance of public areas have been maintained to acceptable standard.	
Street trees are proactively managed within budget	Number of trees attended to per annum	Maintained or improved		This is a new indicator; data was not collected in the previous reporting period.	

Report on Delivery Program Activities

Local Service 2.8: Appearance of Public Areas			
Activity	Council's Role	Performance Measure	July to December 2013
Public Amenities	Daily cleaning of public amenities and repair of fixture and fittings within them	Completion of program	Program completed, amenities were attended on a daily basis and whenever required for special events.

	Installation of new amenities at Cut Hill Reserve	Installation complete	Following consultation with stakeholders, designs have been completed. The existing clubhouse and toilets have been demolished. Construction is scheduled to be completed February 2014.	Amenities building and sealed access road has been completed. Additional works including a large shade shelter, paths and landscaping will be completed early February 2014.
Public Amenities	Additional funding for the provision of new amenities at Cut Hill Reserve	Amenities delivered		Additional funding has been allocated to the Cut Hill Reserve project to deliver amenities.
Pavement Cleansing	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Program completed, selected pavement surfaces were attended regularly and as required.	Program completed, selected pavement surfaces were attended regularly and as required.
Litter Pick Up and Removal of Dumped Rubbish	Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves	Community satisfaction with the appearance of public areas	Litter and rubbish have been attended to promptly however additional litter due to wet weather created minor backlog.	Litter and rubbish have been attended to promptly, all scheduled and ad-hoc services completed as per schedules.
General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs	Attending bench seats, litter bins, fences, walls, gates, water bubblers, signs and bus shelters, etc. and clean, repair or replace them as necessary. Remove graffiti that are found and those reported by the public	Park and street furniture are functional and available for public use for at least 90% of the time	Program completed, with exception of 1 bus shelter and 3 playground equipment being unavailable beyond the stipulated 10% down-time.	Scheduled cleaning (BBQ's, high profiles areas) is on target. Ad-hoc cleaning and repairs programs ongoing, as the need arises.
Landscape Garden Areas Refurbishment	Additional resources to facilitate the provision of attractive, quality open space within the Council area	Workforce increase		An additional resource has been employed to facilitate Landscape Garden areas refurbishment.
Management and Maintenance of Public Trees	Establishment and implementation of public tree asset data base	Database implemented		Requirements for a public tree asset database are currently being investigated.
	Provision of a ute to facilitate site inspections and managing minor works activities	Resource utilised		This resource has been purchased and it currently operational.

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 Camden 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 area into the future will continue to be working with relevant partners, through the Macarthur Regional Organisation of Councils, on the development of a strong regional economy.

Local Service 3.1 –Economic Development

What is Economic Development?

This service aims to create a prosperous economy by encouraging economic growth and business development in the Camden Local Government Area.

Report on Delivery Program Success Indicators

Local Service 3.1: Economic Development					
Indicator	Measure	Target	Result 1/1 to 30/6/13	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or improved			The mean satisfaction score for Economic Development was 6.58 in 2013 which has remained stable since 2011.

<p>The number of jobs in the Camden Local Government Area increases</p>	<p>Employment by Industry</p>	<p>Increasing</p>	<p>The total number of (projected) jobs in the Camden LGA in February 2013 was 19,889 up from 15,055 in 2012 (based on employment by industry by LGA supplied by AECGroup)</p>	<p>The total number of (projected) jobs in the Camden LGA in February 2013 was 19,889 up from 15,055 in 2012 (based on employment by industry by LGA supplied by AECGroup. New release data is expected July 2014.</p>
<p>Gross regional product will increase</p>	<p>Gross Regional Product</p>	<p>Increasing</p>	<p>Gross Regional Product has grown annually over the past 5 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10, 1.8% in 10/11 and 0.9% in 2011/12 (based on chain volume measures supplied by AECGroup).</p>	<p>Gross Regional Product has grown annually over the past 5 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10, 1.8% in 10/11 and 0.9% in 2011/12 (based on chain volume measures supplied by AECGroup). New release data is expected July 2014.</p>

Report on Delivery Program Activities

Local Service 3.1: Economic Development				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
<p>Support economic development through the shared service arrangement with Campbelltown and Wollondilly Councils as part of the Macarthur Regional Organisation of Councils</p>	<p>Council is represented at Chambers of Commerce meetings</p>	<p>Participation in MACROC</p>	<p>Council continues to participate in MACROC.</p>	<p>Council continues to participate in MACROC.</p>
<p>Economic Development Initiatives</p>	<p>Represent Council at Chambers of Commerce meetings</p>	<p>Council is represented at Chamber meetings</p>	<p>Council is represented at Chamber of Commerce meetings. Council officers presented at the March 2013 meetings of both the Camden and Narellan Chambers of Commerce in relation to the draft Economic Development Strategy.</p>	<p>Council's Economic Development Officer has attended all Chambers of Commerce meetings since engagement. Council's EDO also provides Council update at each meeting.</p>

Economic Development Initiatives	Increase resources to commence implementation of Council's Economic Development Strategy	Initiatives implemented as planned	Council's EDO commenced employment on July 1st 2013.
Implementation of the Economic Development Strategy	Selected priority strategies are implemented	A comprehensive 1st year work plan for the EDO has been created that links directly to the Economic Development Strategy.	

Local Service 3.2 – Tourism

What is Tourism?

This service aims to promote Camden, attract visitors, provide visitor information, maximise marketing and media communication, develop local tourism products and create employment opportunities through increased visitation to the area.

Report on Delivery Program Success Indicators

Local Service 3.2: Tourism						
Indicator	Measure	Target	Result-1/1 to 30/6/13	Comment	Result-1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Tourism was 6.75 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Tourism was 6.75 in 2013 which has remained stable since 2011.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing	●	Since its implementation in February 2013 the Macarthur.com.au website has had an average of 152 visitors per day. This figure will be used as a benchmark to monitor changes in the next period.	●	Approximate hits on the regional tourism website is 23,623, an increase of 42% from the previous reporting period.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing	●	Visitation numbers have increased on an average of 21% over the past 6 months. We have also had a 25% increase in phone calls and a huge increase of 139% of emails received. The majority of these increased enquiries were in relation to Camelot following from the TV Series "A Place to Call Home".	●	Approximate visitors to the Tourism Information Centre is 3,193, an increase of 29% from the previous reporting period.

Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves			We have received a complaint regarding inaccurate information being distributed via the Visitor Information Centre however, we continue to receive positive feedback from visitors to the centres and Macarthur events.	All feedback from both the visitors centre and Macarthur events have been positive during this reporting period.
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Report on Delivery Program Activities

Local Service 3.2: Tourism						
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013		
Tourism Product Development and Partnerships	Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region.	Increase in cooperative projects & packaged experiences	Group Tours continue to be developed and improved to meet the changing needs of the target markets. Staff have also worked closely with operators to develop package deals to promote.	Group Tours continue to be developed and improved to meet the changing needs of the target markets. Staff have also worked closely with operators to develop package deals to promote.		
Marketing and Promotion	Use Public Relations, branding, trade shows, marketing material and advertising to increase awareness of the area and the experiences offered.	Increased website enquiries, increased tour & accommodation bookings.	Since its implementation in February 2013 the Macarthur.com.au website has had an average of 152 visitors per day. This figure will be used to monitor increases for the next period. Accommodation Venues have been particularly busy late in this period due to a number of sports carnivals and events being held in the Macarthur region.	Website visitation has increased 42% in the last reporting period.		
Visitor Servicing	Operate a seven day information service and visitor centre	Maintain Level 2 Accreditation Visitors increase	Level 2 accreditation is maintained. Visitation numbers have increased on an average of 21% over the past 6 months. We have also had a 25% increase in phone calls and a huge increase of 139% of emails received.	Level 2 accreditation is maintained. Visitation numbers have increased on an average of 29% over the past 6 months		

<p>Visitor Servicing</p>	<p>Provide quality and accurate information to potential and current visitors to encourage visitation to the region.</p>	<p>Information is current</p>	<p>The Visitors Information Centre continues to provide accurate and current information to visitors. A complaint was received that the information given was inaccurate and the VIC Coordinator is working on a program to assist volunteers in being up to date with information.</p>	<p>The Visitors Information Centre continues to provide accurate, current information to visitors.</p>
<p>Event Support and Sponsorship</p>	<p>Work with The Mt Anman Botanic Garden, which is currently investigating options for the development of a Regional Information Centre.</p>	<p>Council has participated in the exploration of options</p>	<p>No information has been distributed by the Botanic Garden during this period. Council staff will continue to provide support to this project as it develops.</p>	<p>Council continues to participate in the investigation of options for a regional information centre.</p>
<p>Event Support and Sponsorship</p>	<p>Provide financial and in kind support to organisations holding events in Camden that could potentially attract large numbers of spectators/participants from outside the Camden LGA.</p>	<p>Local events are well attended with evidence of Visitors from outside the area.</p>	<p>An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could potential attract visitors to the area.</p>	<p>An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could potential attract visitors to the area. This has now been incorporated into Council's Events Sponsorship Policy.</p>
<p>Group Tour Development</p>	<p>Run group tours and provide customised tour packages to tour groups.</p>	<p>Increased group tour bookings.</p>	<p>Group Tour bookings were down for this period, it is believed that because sales calls were not undertaken in this time that numbers dropped off. The Sales calls will be reintroduced.</p>	<p>Group Tour Bookings have increased from 32 in the previous reporting period to 34 in this reporting period.</p>
<p>Industry Support</p>	<p>Provide strong leadership that can advocate for small, local operators and be the driving force behind the operator network.</p>	<p>Operators feel educated, informed and involved</p>	<p>Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.</p>	<p>Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.</p>

Local Service 3.3 – Management of Significant Places

What is Management of Significant Places?

This service aims to maintain existing significant places (localities or townships), create new places, foster place identity and plan future direction of significant places.

Report on Delivery Program Success Indicators

Local Service 3.3: Management of Significant Places						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Management of Significant Places was 7.15 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Management of Significant Places was 7.15 in 2013 which is a statistically significant decrease in satisfaction since 2011.
The community is actively engaged in planning for places	Percentage of planning processes for 'significant places' that had resident engagement processes	Stays the same or increases		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment. Public exhibition processes were undertaken during this period for the draft Camden 2040 review and Economic Development Strategy.		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment.

Comment

Whilst we see a decrease in satisfaction for Council's Role in Management of Significant Places, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Place Strategies and Development Controls	Council develops appropriate strategies and development controls for the significant places and town centres throughout the LGA having regard for the unique and different roles these places have	Appropriate strategies and development controls are in place for significant places	Development Controls exist for all places. From time to time these are reviewed. Further work is required in this area.	Development Controls exist for all significant places in the Camden DCP. These controls are reviewed as necessary.
Camden Town Centre Strategy	Undertake review of Camden Town Centre Strategy	Completion and adoption of revised Camden Town Centre Strategy		The review of the Camden Town Centre Strategy is to be commenced in 2014
Significant Places Maintenance Program	Carefully maintain significant historical and cultural areas, precincts and buildings that are within Council's ownership	Preparation and implementation of management and maintenance plans for properties owned by Council	Preparation of some management and maintenance plans will be funded in 2013/2014.	No update is able to be provided at the time of reporting, an update is expected in the next reporting period.
Oran Park Town Centre Governance Arrangement	Undertake repairs and external works to Macaria as per heritage report	Repairs completed		Works are scheduled to be carried out within the next reporting period.
Camden Town Centre Works Program	Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre	Governance Model Adopted by Council	Works have now progressed to the point where the Community Management Framework can be presented to Council for consideration.	Work on the Community Management Scheme is nearing completion & it is expected that this will be presented to Council in late February/March for consideration.
	Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy	Consultation is ongoing	The traffic study to inform the future of this project is 90% completed. Council will review the future of this project following the outcome of this study.	Draft traffic study has been completed, Council workshop has been conducted. Council are currently investigating several areas with a view to presenting findings to Council within the next reporting period.

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.

Local Service 4.1 – Transport Options

What is Transport Options?

This service aims to investigate, promote and deliver mass public and private transport options and alternative modes of transport.

Report on Delivery Program Success Indicators

Local Service 4.1: Transport Options						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Transport Options was 6.14 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Transport Options was 6.14 in 2013 which is a statistically significant increase in satisfaction since 2011.

New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year	●	Council through direct works and developer driven works has significantly increased the number of cycle ways and paths constructed in the LGA. 1.7km of shared path has been constructed by Council in 2012/13.	700m additional shared path constructed in The Hermitage (through VPA) in October 2012. 600m additional shared path constructed in Camden Acres (By Council) - in May 2013. 1200m shared path constructed on Peter Brock Drive (through VPA) in July 2013. 230m path constructed in Garden Gates(through WKA) in October 2013
Identified projects are completed as planned – Bike Paths	Projects are meeting specified timeframes	90%	●	This is a new indicator, previously was incorporated into 1 indicator.	Little Sandy Bridge shared path on target for completion by April 2014. 450m shared path programmed for completion in Liz Kernohan Drive by June 2014
Identified projects are completed as planned – Road Construction	Projects are meeting specified timeframes	90%	●	Traffic related Projects are tracking at 100% completed on time.	Macarthur Road design and planning underway.

Report on Delivery Program Activities

Local Service 4.1: Transport Options			
Activity	Council's Role	Performance Measure	January to June 2013
Cycle ways / Path Network Extension	Seek grants for extension of cycleways and paths and implement successful grant programs	Kilometres of new footpaths and cycleways delivered through grant funding	<p>1.5km shared paths have been constructed by Council in Hilder Street and Lodges Road between July - October 2012. 200m of shared path constructed by Council between April - June 2013.</p> <p>Nepean River Gravel Trail programmed for 2013/14.</p> <p>Cycling Advisory Group started</p>
			<p>Footpaths completed in Queen Street, Lowe Crescent, Harrington Street and Tramway Drive in November 2013.</p> <p>Nepean River gravel trail and Little Sandy Bridge works commenced in October 2013.</p> <p>Australian Botanic Garden Recreational Path – Council approved in December 2013.</p>

<p>Cycle ways / Path Network Extension</p>	<p>Cycling Advisory Group</p>	<p>Group established and meetings are held quarterly</p>	<p>quarterly meetings in February 2013. Camden Bike Plan revision underway for completion in 2013/14.</p>	<p>Richardson Road bicycle crossing grant submission.</p>
<p>Maintain an updated Bike Plan for the Camden LGA</p>	<p>Bike Plan is current</p>	<p>Bike Plan is current</p>	<p>Camden Bike Plan revision underway for completion in 2013/14.</p>	<p>Cycling Advisory Group met in August and November 2013.</p>
<p>Camden CBD – Installation of Bicycle Racks</p>	<p>Installation complete</p>	<p>Installation complete</p>	<p>10 bike stands were installed in July 2013.</p>	<p>Camden Bike Plan revision underway for completion in 2013/14.</p>
<p>Regional Transport Network</p>	<p>Lobby State Government for the upgrade of State Roads including:</p> <ul style="list-style-type: none"> • Camden Valley Way • Northern Road • Narrellan Road • Bringelly Road • Remembrance Drive 	<p>Number of requests to State Government to upgrade State Roads</p>	<ul style="list-style-type: none"> • Council provided response to Narrellan Road REF in June 2013. • RMS completed Burrangorang Road / Remembrance Drive upgrade signals in April 2013. Council has secured RMS funding to undertake additional works in the verge. • Council is working in partnership with DoPT to develop Rickard Road Transit Boulevard and has successfully lobbied for east-west a sub-arterial through Leppington through this project. 	<p>Ongoing liaison between Council and RMS for Narrellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade.</p> <p>Verge works completed at Burrangorang Road / Remembrance Drive in July 2013.</p>
<p>Lobby State Government for greater access to public transport and an increase in the variety of public transport options</p>	<p>Number of opportunities taken to lobby the State Government</p>	<p>As above</p>	<p>The Rickard Road Transit Boulevard Report was released December 2013. Representation was made to TfNSW in November 2013 for new bus service to Cobbitty Park seniors living complex</p>	<p>The Rickard Road Transit Boulevard Report was released December 2013. Representation was made to TfNSW in November 2013 for new bus service to Cobbitty Park seniors living complex</p>

<p>Road designs to be finalised for the following:</p> <ul style="list-style-type: none"> Camden Bypass Intersection Richardson Road and Link Road 	<p>Partnership entered into with the State Government</p>	<p>Road designs for both works have been completed, construction has commenced.</p>	<p>Both Camden Bypass Intersection and Richardson & Link Road designs are due for completion in June 2014.</p>
<p>Coordinate discussions with the Department of Planning and Landcom to implement funding arrangements and project delivery for the construction of the Link Road between Elderslie and Spring Farm</p>	<p>Funding arrangements implemented</p>	<p>Construction is currently underway.</p>	<p>Construction is still currently underway.</p>
<p>Provide assistance for the construction of major infrastructure Roads and Rail within the LGA</p>	<p>Infrastructure is delivered in a timely fashion</p>	<p>Ongoing liaison between Council and Camden Valley Way Upgrade contractor.</p>	<p>Ongoing liaison between Council and the South West Rail Link contractor and TfNSW.</p>
<p>Implement program of works for Bus stops within the LGA to comply with the requirements of the Disability Discrimination Act (DDA) and enhance access</p>	<p>Percentage of bus stops compliant</p>	<p>Not progressed in this period.</p>	<p>Not progressed in this period.</p>
<p>Tramway Drive – Construction of an indented bus bay</p>	<p>Construction complete</p>	<p>Construction complete</p>	<p>RMS has provisionally agreed to install the bus bay as part of the Narellan Road Upgrade.</p>

Local Service 4.2 – Road Safety

What is Road Safety?

This service aims to ensure our road network is safe and accessible for all road users including pedestrians, we are connected by safe alternative transport mechanisms, cycleways and paths and are educated on road safety issues.

Report on Delivery Program Success Indicators

Local Service 4.2: Road Safety						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Road Safety was 7.05 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Road Safety was 7.05 in 2013 which is a statistically significant increase in satisfaction since 2011.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.		2012 – 4.16 per 1000 population (251 crashes; 60546 ERP)

Report on Delivery Program Activities

Local Service 4.2: Road Safety			
Activity	Council's Role	Performance Measure	July to December 2013
Road Safety Strategy Drink drive prevention - education and awareness programs	Drink drive prevention - education and awareness programs	3 programmed campaigns per year for drink driving. Slow Down	Council continues to work with Camden Highway Patrol to reinforce local operations and reduce speed and drink driving. An advertising campaign to support this aim ran in local newspapers in November 2013 for 3 weeks. Council will continue to support Enhanced Enforcement Programs through local advertising and some staff support.

	Council will continue to support local Enhancement Enforcement Programs (EEP) and Regional operations through local advertising and some staff support.		Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed. Reporting between Council and Police continue with the aim of enforcing speed issues and investigation as appropriate. Local advertising will assist in promoting local operations.
	As Above.	3 programmed campaigns per year for drink driving. Slow Down	This program has been revised and incorporated into Seniors Safety Morning Teas Program with presentations at Seniors Living facilities and groups, facilitated by Council's Seniors Officer. The presentations include personal safety by Police, pedestrian and mobility safety by Council and licensing conditions for older drivers by a volunteer driving instructor. 4 presentations have been held in this period.
	Project not delivered due to heavy program in Seniors Week. Program to be re-evaluated in 2013/14 in consultation with Community Services.	Workshop held annually	
	Regular reports continue to be logged by Traffic Services. The MOU has been updated and is now active for the next 12 months.	Weekly reporting occurs	Reports continue to be sent and received. Weekly reports are sent by Council to Police.
	2 daytime events and 1 night time event were held during the reporting period. A further 2 daytime events and 2 night time events are scheduled for 2013.	Number of participants	2 daytime events and 1 night time event were held during the reporting period. 1 night time event was cancelled due to a lack of numbers.
	Driving lessons still continue for the remaining 4 students participating in the program.	10 young people assisted	This program has now concluded with all participating learner drivers completing their driving lessons and obtaining their P1 licence.
<p>Road Safety Strategy</p>	Slow Down - Speed awareness programs		
	Older Drivers - Years Ahead - annual workshop on road safety for seniors		
<p>Learner Driver Programs</p>	Memorandum of Understanding (MOU) with Camden Police for a weekly reporting and management system for traffic issues within the LGA		
	Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils - 7 events held per year		
	Macarthur Young Drivers Assistance Program to progress six disadvantaged learners to obtain their P1 licence - 6 people assisted per year		

	<p>Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers – 2 workshops per year</p>	<p>Number of Workshops held</p>	<p>A workshop was held in April 2013. The next workshop is scheduled to be held in August 2013.</p>	<p>The August workshop was cancelled due to a lack of numbers. It is anticipated that the next workshop will be held in April 2014.</p>
<p>Occupant Restraint Fitting and Checking</p>	<p>Five fitting and checking days conducted per year</p>	<p>Number of restraints fitted or checked</p>	<p>2 child restraint fitting and checking days have been held in the reporting period, with over 60 restraints fitted and / or checked. A further 2 days are scheduled to run in 2013.</p>	<p>2 child restraint fitting and checking days have been held in the reporting period with over 58 restraints fitted and / or checked. It is anticipated that 4 days will be held in 2014. This program continues to be extremely popular with residents and is always fully booked.</p>
	<p>School Safety Program to carry out engineering, education and enforcement with schools as scheduled</p>	<p>Activities conducted as scheduled</p>	<p>The School Safety Program has been held at Narellan Vale, Harrington Park and Elderslie Public Schools during the reporting period. Further schools are scheduled for 2013.</p>	<p>The program was held at Harrington Park Public School, Narellan Vale Public School, Mount Annan Public School, Currams Hill Public School and Mawarra Public School. A Yellow Pedestrian Safety Line was installed at Harrington Park Public School as a result of a need identified through the School Safety Program. This initiative was subsequently announced as a finalist in the Australian Road Safety Awards.</p>
<p>School Programs</p>	<p>Drive to Stay Alive - road safety programs held in high schools</p>	<p>Program conducted at 4 high schools per year</p>	<p>Program conducted at 5 schools within the period.</p>	<p>The program was held at 4 of the 5 schools. It was not held at Mount Annan Christian College this year as they had been having Year 10 students attend and it is decided that Year 11 is the target audience. Therefore the program had already been held for this year's Year 11 students. This school will recommence with the program in 2014.</p>
<p>Bike Safety Education</p>	<p>Conduct bike safety at Camden Play day school to promote appropriate helmet use, road rules, and ensure the safety of young drivers</p>	<p>No of programs held</p>		<p>The second year of the pilot was held at Oran Park Anglican College. Future programs will need to be investigated with a view to expanding the program and possibly holding it at a CARES facility. Camden Play Day is programmed for May 2014.</p>

Local Service 4.3 – Local Traffic Management

What is Local Traffic Management?

This service aims to proactively manage local traffic matters such as parking, traffic calming, pedestrian safety and signage. In doing so the service ensures the local traffic network is safe and functional.

Report on Delivery Program Success Indicators

Local Service 4.3: Local Traffic Management						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Local Traffic Management was 6.21 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Local Traffic Management was 6.21 in 2013 which is a statistically significant increase in satisfaction since 2011.
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%		99% of recommendations achieved.		100% of recommendations achieved.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.		2012 – 4.16 per 1000 population (251 crashes; 60546 ERP).
Successful completion of Black Spot funded projects	Projects completed	100%		This is a new indicator; data was not collected in the previous reporting period.		No Black Spot funded projects in 2013/14.

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Local Traffic Committee	Facilitate the operation of the Local Traffic Committee - act as Secretariat, manage and implement the Committee's recommendations	Percentage of recommendations completed on time within 2 months of approvals	All new recommendations completed on time. Design complete for one remaining recommendation. Funding application planned for 2013/14.	All new recommendations completed on time.
Design and Construction	Design and implementation of parking and traffic management facilities	Design programs are completed and implemented to time and all relevant specifications	Designs completed for Cawdor Road Pedestrian Crossing, Menangle Road Pedestrian Crossing, Tramway Drive Bus Bay and Fairfax Reserve. Menangle Road Pedestrian Crossing implemented June 2013.	Designs completed for Old Hume Highway Bus Stop enhancements.
	Camden Town Centre Traffic Studies and Minor (Concept) Works (budget)	Traffic Studies Complete	80% complete. Consultant advised to undertake revision of some elements of work.	Camden Town Centre traffic has been completed and initial findings presented to Council. Further work is being undertaken to identify future works required and associated priorities.
Pedestrian Access & Mobility Plan	Plan preparation & implementation successful grant program	Updated plan & Grant Funds received		Draft Plan completed in September 2013.
Black Spot Funding Program	Identification of black spots, secure funding for remedial works and undertaken works according to funding received	Grant funding is received for identified black spots	Road Toll Response project identified for Raby Road for 2013/14 did not secure funding. Black Spot Program submission for Burragarang Road / Cawdor Road submission postponed until 2014/15 due to RMS signal requirements.	No Black Spot projects in 2013/14. No recorded crashes in 1.5 years of data since at Camden Valley Way / Kirkham Lane intersection upgraded.
		Works are implemented on time and to budget	Springfield Road and Macquarie Grove Road Black Spot Program complete.	No Black Spot projects in 2013/14.

Public Road Management Activities	Management of utilities works, special events and disruption from construction works	Applications are processed within 2 working days of receipt	100% of applications processed within 2 days or receipt.
Maintenance and Replacement of Signs and Line Markings	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users	100% of program completed on time	Cyclic maintenance on signs and line markings were completed with the additional ad-hoc work as required.
Public Road Projects	Installation of traffic intersection lighting at Mount Aman Drive & Rose Drive	Installation complete	This action has not yet commenced.

Local Service 4.4 – Construction and Maintenance of Local Roads, Footpaths and Kerbing

What is Construction and Maintenance of Local Roads, Footpaths and Kerbing?

This service aims to construct, upgrade and repair Camden’s roads, footpaths, kerbing, drainage, cycleways, carparks and traffic management equipment.

Report on Delivery Program Success Indicators

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Construction and Maintenance of Local Roads, Footpaths and Kerbing was 6.20 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Construction and Maintenance of Local Roads, Footpaths and Kerbing was 6.20 in 2013 which is a statistically significant increase in satisfaction since 2011.
The condition of local (Council Owned) roads	Department of Local Government IIMM2006 condition rating	Maintained or Improved		This is a new indicator; data was not collected in the previous reporting period.		Data is not available for the July to December period

Report on Delivery Program Activities

Local Service 4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Bridge Maintenance	Conduct annual inspections on bridges, in accordance with the adopted bridge inspection regime, and complete all required follow up actions	All follow up actions completed Condition rating stays the same or improves	Some follow up works were completed, additional work to be funded from future Community Infrastructure Renewal Program. Condition rating is unable to be reported as new data is unavailable in this period.	Works are not scheduled to commence until the next reporting period. Condition rating is unable to be reported as new data is unavailable in this period.
Roads and Kerb & Gutter Maintenance and Reconstruction	Check and assess the condition of roads and kerb & gutter once a year, program reconstruction and other necessary work to ensure all roads are available for public use with minimum interruptions	100% of program completed	Program completed, condition of roads/kerb & gutter was monitored and maintained to standard.	Maintenance Program commenced and ongoing.
	Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs (contingent upon continuation of funding beyond 2012/13)	Condition rating stays the same or improves	Condition rating is unable to be reported as new data was unavailable in this period.	Condition rating is unable to be reported as new data was unavailable in this period.
	Increase in maintenance required as a result of continued urban development	Program completed to time and budget and gutter projects were delivered.	Program completed to time and budget, 2012/2013 Community Infrastructure Renewal Program roads, kerb and gutter projects were delivered.	As part of the CIRP, Kerb & Gutters program was completed. Road surfacing commencing in the next reporting period.
		Maintenance programs completed	Program completed, all roads and kerb & gutter condition meet accepted standards.	Program on target for completion at end of year.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period.

<p>Roads and Kerb & Gutter Maintenance and Reconstruction</p>	<p>Project management of design and construction for selected road upgrade and new infrastructure projects</p>	<p>Facilities provided to Council's requirements within agreed timeframes and budgets</p>	<p>The majority of adopted projects have been completed on time and within budget.</p>	<p>During this reporting period, Council have worked extensively on Macarthur Road Traffic Management and Springs Road / Richardson Road projects.</p>
	<p>Additional resources to respond to road maintenance requirements in order to provide quality, safe roads</p>	<p>Workforce increase</p>	<p>2 additional resources were recruited within the reporting period to assist in the maintenance of roads and verges.</p>	
<p>New Roads Construction</p>	<p>Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development</p>	<p>Traffic management improvements completed</p>	<p>Design works are 90% completed and budgets for construction have been allocated in the 13/14 financial year.</p>	<p>Works will have to be coordinated with proposed roundabout at Merino Drive/Macarthur Road intersection.</p>
	<p>Planning and Negotiation of roundabout on Springs Road adjacent to Camden zone substation and kerb and gutter works between this substation and Richardson Road</p>	<p>Planning and Negotiation Complete</p>	<p>These works are 60% completed due to delays associated with installation of transmission power which is being delivered by Endeavour Energy. The works are due to be completed by August 2013.</p>	<p>Roundabout construction and landscaping has been completed.</p>
	<p>Purchase of equipment required for the surveying of sites in order to facilitate design planning</p>	<p>Equipment is acquired</p>		<p>Investigations and research has been completed to purchase a new Total Station.</p>
	<p>Additional resources to facilitate surveying works within Council</p>	<p>Workforce increase</p>		<p>Job advertisements and interviews have been completed to fill the positions of Surveyor and Survey Assistant.</p>
	<p>Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways this then is followed with rectification work for the</p>	<p>Program completed</p>	<p>Footpath condition was monitored and on-going rectification work is promptly carried out as required.</p>	<p>Ongoing inspections were carried out during the reporting period and ad-hoc works were carried out where required.</p>

<p>Footpaths, Cycleways and Pathways Maintenance and Reconstruction</p>	<p>removal of dangerous trip hazards</p>	<p>Condition rating stays the same or improves</p>	<p>Condition rating is unable to be reported as new data is unavailable in this period.</p>	<p>Condition rating is unable to be reported as new data is unavailable in this period.</p>
<p>Carparks Maintenance and Reconstruction</p>	<p>Community Infrastructure Renewal Program – footpath replacement programs (contingent upon continuation of funding beyond 2012/13)</p>	<p>Program completed</p>	<p>Program completed, 2012/2013 Community Infrastructure Renewal Program, footpath projects were delivered.</p>	<p>This program has been completed.</p>
<p>Carparks Maintenance and Reconstruction</p>	<p>Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the carparks clean all year around</p>	<p>100% of program completed</p>	<p>Program completed, where carparks were monitored and attended to whenever required.</p>	<p>Wandarrah Reserve Car Park construction completed in September 2013. Narellan Community Hall Car Park Drainage Works completed in November 2013.</p>
<p>Street Furniture Maintenance and Reconstruction</p>	<p>Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.</p>	<p>Condition rating stays the same or improves</p>	<p>Condition rating is unable to be reported as new data is unavailable in this period.</p>	<p>Condition rating is unable to be reported as new data is unavailable in this period.</p>
<p>Street Furniture Maintenance and Reconstruction</p>	<p>Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.</p>	<p>100% of routine maintenance program completed</p>	<p>Condition of street furniture was monitored and on-going and other maintenance work was completed.</p>	<p>Condition of street furniture was monitored and on-going and other maintenance work was completed.</p>
<p>Bus Shelters Maintenance and Reconstruction</p>	<p>Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around</p>	<p>Damage and faults addressed within 10 working days</p>	<p>Response times will be able to be monitored next year when a new work order system is in place and fully implemented.</p>	<p>Response times are being monitored.</p>
<p>Bus Shelters Maintenance and Reconstruction</p>	<p>Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around</p>	<p>100% of routine maintenance program completed</p>	<p>Condition of bus shelters was monitored and on-going and other maintenance work was completed.</p>	<p>Inspections, cleaning and maintenance up to date, being conducted weekly.</p>
<p>Bus Shelters Maintenance and Reconstruction</p>	<p>Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around</p>	<p>Damage and faults addressed within 10 working days</p>	<p>Response times will be able to be monitored next year when a new work order system is in place and fully implemented.</p>	<p>Response times are being monitored.</p>

Key Direction 5 – 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.

Local Service 5.1 – Recreation Services and Facilities

What is Recreation Services and Facilities?

This service aims to provide well managed active indoor and outdoor recreation facilities for residents and visitors of Camden. Recreations facilities include Aquatic Centres, courts, BMX Bike Track, Equestrian Recreation Park, and the Town Farm.

Report on Delivery Program Success Indicators

Local Service 5.1: Recreation Services					
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Recreation Services and Facilities was 7.48 in 2013 which is a statistically significant increase in satisfaction since 2011. This follows a significant increase between 2009 and 2011.	
				The mean satisfaction score for Recreation Services and Facilities was 7.48 in 2013 which is a statistically significant increase in satisfaction since 2011. This follows a significant increase between 2009 and 2011.	

<p>More people participate in active recreation using Council facilities</p>	<p>Seasonal bookings of sportsfields</p>	<p>Maintained or increased</p>	<p>Total Number of bookings January to June: 117 Total number of teams using the sports grounds in the winter season were: 651 teams in the sports of Australian Rules, Rugby League, Soccer, Netball and Oztag. There was 88% ground utilisation of available grounds.</p>	<p>Total Number of bookings July to December: 84 Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the summer season is 6,019. Of the available grounds there was a 54% use with 46% available for allocation.</p>
<p>Swimming pool usage</p>	<p>Swimming pool usage</p>	<p>Increasing</p>	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of January to June were 174,682. The total attendance at Camden pool for Jan, Feb and March were 25,945. The poor weather experienced in March impacted on total attendance figures.</p>	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of July to December were 190,460. The total attendance at Camden pool for October, November and December were 26,227. The poor weather experienced in November and December impacted on total attendance figures.</p>

Comment

Although the total number of bookings have decreased from the same period last year (July to December) from 102 to 84 in this reporting period, it is quite important to note that the total number of people participating in sporting events has increased dramatically from 1,112 to 6,019. Seasonality also has an influence over the total number of bookings within each reporting period.

Report on Delivery Program Activities

Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Management of Recreation Facilities	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	Ron Dine Sportsground new amenities building inspected for compliance with requirements at near completion. Draft lease terms negotiated for execution.	The use of Narellan library meeting rooms have been reviewed and user groups relocated to Harrington Park community centre resulted in successfully providing opportunities for new user groups. All Conditions of Hire have been amended to include Safe party notification requirement for all parties after 6pm.
	Development of policies, strategic documents to guide the development and use of public open space and facilities.	Number of plans and policies developed	Briefs developed for the reconstruction of Liquidambar and Harrington Park sports fields. Recreation Demand Study commissioned to provide update on the existing 10 year old data.	Sportsground strategy document includes a section on guidelines for the development of capital works on council land, and the principles that guide allocation of use. Expressions of Interest call for new sportsgrounds at Oran Park.
Recreation and Facility Planning	Development of site master plans for Council's recreational facilities, detailed design to resolve increasing demands for facilities, guide resource allocation, and maximise grant opportunities	Site master plans are completed	Discussions held with Australian Rules, Macarthur District Soccer Association, and Oztag for input to Sportsground strategy. Input provided to layout of Kirkham Park future extensions and proposed 2 new fields. Discussions held with Cobbitty Cricket Club and Cobbitty/Narellan Cricket Club, and Archery regarding location and scope of new amenities for Cut Hill.	Work commenced on design of Narellan Sports Hub to accommodate needs of athletics and netball. Also, discussions commenced with South Camden Tennis around formalising arrangements for the management of South Camden Tennis courts.

<p>Recreation and Facility Planning</p>	<p>Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions</p>	<p>Number of meetings</p>	<p>Monthly meetings with the YMCA completed as well as additional meetings on the asset replacement plan and location of shade structures at Camden pool. Informal meetings held with BEP representatives on the specific issues such as systems and policies and procedures for hire of venue for parties. The wide range of programs continue with the addition of Youth Week programs and the trial of a Family Membership. The total number of attendances in the key programs at Mt. Annan which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 132,088. At Camden Pool the attendances in the key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 24,694 for the months of October, November and December.</p>	<p>Netball lease of building at netball complex finalised. Meetings held with local croquet club to identify a suitable site to develop facilities and club Netball lease of building at netball complex finalised. Meetings held with local croquet club to identify a suitable site to develop facilities and club. Youth programs now adopted as standard, and family memberships prove to be successful. The total number of attendances in the key programs at Mt. Annan YMCA which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 186,661. At Camden Pool the attendances in the key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 24,694 for the months of October, November and December. The Recreation Demand study has been completed and placed on public exhibition to be reported to Council in February. This will provide the information required to proceed. The Recreation Demand Study identified possible changes in proposed facilities. Concept design may have to be amended following final decision on project scope before detailed design can commence.</p>
<p>Aquatic Recreational Facilities</p>	<p>Contract manage two swimming pools which provide a range of programs to the local community</p>	<p>Attendance</p>	<p>At Camden Pool the attendances in the key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 7,537.</p>	
	<p>Commence design work for Stage 2 Development at the Mt Annan Leisure Centre</p>	<p>MALC Stage 2 Design Commenced</p>		

	Project management of design and construction for selected aquatic recreational projects	Facilities provided to Council's requirements within agreed timeframes and budgets	During this reporting period, Council has worked on the outdoor fitness area and new disability hoist completed at Mt Annan Leisure Centre and the installation of a Shade umbrella at Camden Pool.
Aquatic Recreational Facilities	Ensure that aquatic recreational related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements, satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
	Mt Annan leisure centre capital building improvements	Works complete within agreed timeframes and budgets	Council is undertaking a recreational needs study which will inform the new facilities to be provided at Mount Annan Leisure Centre. Design will commence at completion and adoption of this study.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	Due to changes in committee members and responsibilities the comparison figures are not available. A Community Committee support officer has been appointed to support the volunteer committees. Council estimates over 20,000 attendees participated in 51 events, and 1,600 walkers estimated to be using Bicentennial Equestrian Park.
	Masterplan implementation – installation of camping power outlets	Installation complete	The installation of camping power outlets for the BEP have been completed.
Camden Town Farm	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	The Camden Town Farm Committee continues to meet regularly.
			From the 2012 Annual report the following statistics are provided for the 12 month period of Jan – Dec 2012 There were 278 activity days: 11,748 competitors 30,710 spectators 43,800 informal users
			Installation commenced and will be completed in 2013/2014.
			Programs and events at Town Farm are well attended, e.g. Produce Markets, community garden workshops. Increasing requests from community to hire facility for private functions.

Camden Town Farm	Development of the Camden Town Farm Community Garden	Volunteer Participation	Increasing volunteer participation in Community Gardens – more than 50 members. Continued volunteer participation on 355 committee.	Ongoing volunteer participation through community garden – managed by Camden Community Garden Association. The project now has minimal Council input. As such, volunteer participation numbers are not able to be reported.
	Additional resources to manage the operation of Bicentennial Equestrian Park and Camden Town Farm	Workforce increase		Council has appointed a new recruit who will commence in February.

Local Service 5.2 – Community and Cultural Development and Planning

What is Community and Cultural Development and Planning?

This service aims to stimulate and support community and cultural activity in Camden.

Report on Delivery Program Success Indicators

Local Service 5.2: Community and Cultural Development and Planning					
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community and Cultural Development and Planning was 7.09 in 2013 which is a statistically significant increase in satisfaction since 2011.	●
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing	●	Cultural events continue to increase in number as new networks and partnerships are forged. The Artist of the Month, portrait group, Artisan Market, holiday program and collaborative works and exhibitions continue to increase in number. Within the Civic Centre facility alone there have been 30 significant cultural programs or events held within the past three months.	●

Council delivers programs catering for identified target groups	Number of programs for target groups	A minimum of 2 activities per target group each year	 	
	<p>1 Refugee Week event at Mt Annan High School in March. Estimated participation 300.</p> <p>17 Youth Week Activities across the LGA during April. Estimated participation 1,500.</p> <p>4 youth outreach programs - event at Camden Civic Centre, fitness programs at Mt Annan Leisure Centre, Recreation events at Harrington Park and Thursday night program at Narellan. Estimated total participation 500.</p> <p>3 events for seniors - 2 during Seniors week in May including a bus trip and concert and 1 other Autumn Concert, also in May. Estimated total participation 600.</p> <p>1 Play Day event for children and families at Kirkham Park in May. Estimated total participation 2,000.</p> <p>1 International Women's Day event in April. Estimated total participation 500.</p> <p>New library resources purchased to promote community acceptance of diversity.</p>			<p>1 x CALD activity - Narellan Rhythms Festival held in October 2013.</p> <p>5 x Children & Families programs - transition to school information stalls at Mt Annan Shopping Centre Aug 2013, Narellan Shopping Centre Sept, Oct 2013 and Nov 2013, Harrington Park Dec 2013.</p> <p>2 x Aboriginal activities - NAIDOC week ceremony in John Street Camden and event at Town Farm in July 2013.</p> <p>5 x Youth programs - including 6 Skateboard clinics at Elderslie Oct - Dec 2013, basketball comp at Harrington Park Oct - Dec 2013, 6 boot camps and 6 free swimming sessions at Mt Annan, recreation activities at Narellan Oct - Dec, Beach Bus in Dec 2013.</p> <p>3 x Seniors programs- morning tea and tour of Botanical Gardens Sept 2013, Christmas Lunch Nov 2013.</p> <p>2 x Disabilities activities - Carer's Week event at Town Farm Sept 2013. International Day for People with Disabilities - workshops resulting in performance at Campbelltown Arts Centre in Dec 2013.</p>

Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents	Interagencies and networks supported	Camden Interagency held 3 times – Gregory Hills, Camden Men's Shed, Civic Centre Council represented regularly at the following: DV Committee meetings, MacUnity (ATSI), Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum, Community Relations Commission Regional Advisory Committee, Oran Park Town Community Partners meetings.	Camden Interagency held 3 times – @ Spring Farm, Camden Hospital, UWS Campbelltown Council represented regularly at the following 7 forums: DV Committee meetings, MacUnity (ATSI), Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum, Community Relations Commission Regional Advisory Committee, Oran Park Town Community Partners meetings.
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes	Committees and groups supported	355 Committees provided with administrative support. Extra funding allocated to Camden Town Farm. Approval of new BEP/Town Farm position. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.	355 Committees provided with administrative support. New BEP/Town Farm worker recruited. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.

<p>Town Farm Community Garden Project addressed need for people with disabilities to be included in social activities that increase their health and well-being. More workshops, information provision, path and shade structure development, networking and resource acquisition in this final 6 month period. Project finished in June.</p> <p>2013/14 Youth Outreach Program activities and promotion finalised.</p> <p>Access Friendly Project addressing the need for people with disabilities to enter local retail shops. Project launched at Business Awards. Inclusion of 'Access Award' in the annual Business Awards.</p> <p>Neighbourhood Matters community consultations commenced in Harrington Park, Mt Annan and Currans Hill. Project rolling out in other areas. This is an initiative that is currently being trialled by Council whereby Council staff go out to suburbs within the LGA and chat with locals, observe what is happening in the local area, document their findings in order to keep in touch with all residents and businesses within the local area.</p> <p>During National Youth Week a showcase of youth talent was profiled within the Civic Centre venue including artwork by a local artist, performances by 10 local young people and two cultural events - a dance party for 150 youth and Singstar youth performance showcase.</p> <p>The Cultural Development Officer continues to partner with the Civic Centre and Libraries to deliver cultural programs to meet varied demographics including the artist of the month, film screenings, workshops and network meetings.</p>	<p>Projects and programs developed that meet identified community need</p>	<p>Develop and manage projects and programs that address community needs and build local community assets</p>	<p>Councils Cultural Development officer continues to work on: The Access Friendly Project that addresses the need for people with disabilities to enter local retail shops still underway;</p> <p>Data received from Neighbourhood Matters community consultations that will be incorporated into Councils social plan;</p> <p>Various Youth Outreach Projects that are funded and delivered across neighbourhoods;</p> <p>Partnering with the Civic Centre and Libraries to deliver various cultural programs to meet varied demographics including the artist of the month, film screenings, workshops and network meetings.</p>
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<p>Projects and Programs</p>	<p>Council actively seeks relevant grant funds in order to undertake community and cultural activities</p>	<p>Number of grants applied for</p>	<p>2 successful grant applications for NAIDOC week - \$2,500. 2 Camden Community Connections applications supported – 1 successful, the other still in progress. Arts NSW application submitted for numerous projects. Sponsorship obtained for Camden Play Day - \$2,000.</p>	<p>Sponsorship has once again been obtained to host the annual Narellan Rhythms festival. Council also applied for an Arts NSW grant, however, was unsuccessful.</p>
<p>Planning and Advocacy</p>	<p>Develop strategic and action plans to address key issues and opportunities for target groups</p>	<p>Relevant strategic plans are in place</p>	<p>Disability Action Plan went on public exhibition in June. Information around key targets has been updated and is available on Council's website.</p>	<p>Since the Disability Action Plan was placed on public exhibition, Council has since adopted the plan and lodged it with Antidiscrimination Board. The Disability Action Plan can be accessed via Council's website.</p>
<p>Resources</p>	<p>Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners</p>	<p>Information on key target groups is current and available on Council's website</p>	<p>Comments made on plans for Childcare Centre, Narellan Town Centre, Plough and Harrow Pub, Camden Courthouse, former Whiteman's retail outlet. Council provided comment on plans for two child care centres in Currans Hill, on the Camden Woolworths refurbishment; Whiteman's Building additions and the Camden Courthouse.</p>	<p>Data continues to be collected for Councils Social Plan that provides vital information around key target groups.</p>
<p>Resources</p>	<p>Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties</p>	<p>Comments provided in agreed timeframes</p>	<p>Council Volunteer Program policies and procedures formally adopted. Forms on the intranet. Page on Council's website created. Links incorporated into 355 Community Management Committee Manual.</p>	<p>Council has reviewed the Community Financial Assistance Policy resulting in minor changes to Community Small Grants, Special Achievers and Donations procedures.</p>
<p>Resources</p>	<p>Prepare and review Council policy in relation to building the local community and encouraging inclusive practices</p>	<p>Policies are regularly reviewed</p>	<p>Council has identified that the Community Events Trailer has since been fitted out and booking procedures put in place.</p>	<p>Council has identified that the Community Events Trailer was being underutilised. The Community Events Trailer has since been fitted out and booking procedures put in place.</p>

<p>Community Financial Assistance</p>	<p>Support community organisations and individuals through the Community Financial Assistance Program</p>	<p>Number of groups assisted</p>	<p>Grant application processes reviewed and improved in terms of timing and guidelines. Funding through the Cultural Performance Policy provided 14 community performance groups opportunity to perform within the Civic Centre to large audiences. A large number of audience and performers are from the LGA.</p>	<ul style="list-style-type: none"> 24 organisations received funding for community projects under the Community Small Grants Program. 24 individuals received funding under the Special Achievers Program for the whole of 2012/13 12 organisations received funding under the Donations for Charitable Purposes program for the whole of 2012/13
<p>Increase financial support available to groups and individuals</p>	<p>Increased number of groups assisted</p>	<p>Data not available in the current reporting period, it is anticipated that the next round will commence in 6 months.</p>	<p>Council has seen an overall, increase in the number of applications received and funded this financial year; compared to same time last financial year.</p>	<p>Local artist engaged to work on Sensory Garden.</p>
<p>Provide opportunities for the community to engage in cultural activities, liaise and link with arts groups and local artists, develop local opportunities for artists</p>	<p>Opportunities provided</p>	<p>The About Face Portrait Group, Artist of the Month, Artisan Market and Cultural network continue to grow with more local artists registering for inclusion on the artist register. The Cultural interagency/network have continued to evolve with a skill share, mentoring and cultural exchange underway for the next meeting. As the Public Art Policy nears completion opportunities to incorporate public art in developments are being sought with high profile local artist Keith Lane currently involved in the Narellan Community Hall development. Click on Camden is also developing to include the artist register.</p>	<p>Local artist engaged to work on Narellan Community Centre sign. Artists network met twice in this period. Working closely with Economic Development Officer on Creative Industries. Artisan Market held twice in this period – Aug and Dec 2013. Supported 2 x UWS professional practice projects to increase public access to Council's library resources and museum collections.</p>	<p>Local artist engaged to work on Sensory Garden.</p>
<p>Cultural Development</p>	<p>Secure funding for the delivery of arts programs and performances to engage the community</p>	<p>Funding secured Events staged</p>	<p>Planning Voicez Unlimited workshops and Event within existing budget. No external funding available.</p>	<p>Planning Voicez Unlimited workshops and Event within existing budget. No external funding available.</p>

<p>Cultural Development</p>	<p>Provide advice to developers regarding Public Art</p>	<p>Advice provided as needed</p>	<p>The Public Art Strategy is nearing completion, delayed due to specific information around Section 94 being put into the Plan.</p>	<p>Council has provided input to local developers for:</p> <ul style="list-style-type: none"> • Sensory Garden • Gregory Hills Development • Narellan Community Centre • Oran Park Development
<p>Facilitate the Annual Art NSW program of training and performances (contingent upon securing grant funding)</p>	<p>Number of events and attendees</p>	<p>A submission for Arts Funding 2013/2014 was submitted, awaiting advice.</p>	<p>Funding submission was unsuccessful.</p>	

Local Service 5.3 – Community Support Facilities and Services

What is Community Support Facilities and Services?

This service aims to provide facilities and programs to help people with common interests connect. This includes fostering volunteers and facilitating and supporting new and existing community groups. This service includes most community buildings and cemeteries.

Report on Delivery Program Success Indicators

Local Service 5.3: Community Support Facilities and Services						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Support Facilities and Services was 7.40 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Community Support Facilities and Services was 7.40 in 2013 which is a statistically significant increase in satisfaction since 2011.
Council's Community Halls are utilised	Occupancy rates	Increasing		The Narellan Community Centre was closed from March for upgrade and extension reducing the amount of space available for occupancy. The occupancy rate for the available facilities increased to 28.2%.		Narellan Community Centre was not available for use for the whole period due to refurbishment work. Occupancy rates of available venues was 26.33% of available space. The information will change in future reports to include weekends as we now have a fee structure in place that provide more accurate booking information.

<p>The Camden Civic Centre is enjoyed by the community as a venue for a range of events</p>	<p>Number of visitors</p>	<p>Increasing</p>	<p>●</p>	<p>This is a new indicator; data was not collected in the previous reporting period.</p>	<p>●</p>	<p>The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue. 95,387 visiting the upper level 11,365 visiting the lower level This is the first time data has been collected; trend will be detailed in the next reporting period.</p>
<p></p>	<p>Ratio of returning client to new clients</p>	<p>Stays the same or increases</p>	<p>●</p>	<p>This is a new indicator; data was not collected in the previous reporting period.</p>	<p>●</p>	<p>One in every ten bookings in the six month period is a new client to the centre bringing new visitors to the centre and increased business opportunity. A number of these clients are one off users utilising the venue for celebrations, others will equate to return business. This is the first time data has been collected; trend will be detailed in the next reporting period.</p>
<p>Camden families have access to quality Family Day Care services</p>	<p>Hours of care provided</p>	<p>Stays the same or increases</p>	<p>●</p>	<p>This is a new indicator; data was not collected in the previous reporting period.</p>	<p>●</p>	<p>Average Effective Full Time Places were 193. This equates to approximately 182,000 hours of care. This is the first time data has been collected; trend will be detailed in the next reporting period.</p>
<p></p>	<p>Accreditation is maintained</p>	<p>Maintained</p>	<p>●</p>	<p>This is a new indicator; data was not collected in the previous reporting period.</p>	<p>●</p>	<p>The Service has not been assessed for accreditation during the reporting period.</p>

Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	Civic Centre utilisation rates typically reduce in the winter months, during this time 45% of the overall bookings were corporate meetings/training sessions or meetings, 14% community, 14% cultural with the other 27% made up of civic, celebratory or other such as church groups, sporting groups.	Narellan Community Centre was undergoing refurbishment and extensions in this period. 53 regular hires were processed and 93 casual bookings during the period of July – Dec 2013.
	Project management of design and construction for selected community facility projects	Facilities provided to Council's requirements within agreed timeframes and budgets		During this reporting period, Council has worked extensively on the expansion of the Narellan Community Hall and consulted on the Recreation Demand Study.
	Expansion of Children's and Families facilities in Narellan (Narellan Community Hall)	Expansion complete, on time and to budget	These works are 50% through construction and on schedule to be completed in November 2013. It is anticipated that project budget will meet the requirements of the project.	The expansion of the Narellan Community Hall Works were completed in December 2013 on time and within budget.
Provision of Community Centres and Halls				
	Ensure that community facility related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value		Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
	Design and construction of a Youth Centre in Spring Farm	Design and construction completed as per program	A review of project requirements and timing has been undertaken and determined. These works to be rescheduled to a later date.	Planning is ongoing, no further update in this reporting period.
	Termite repairs at Mount Annan Cottage	Repairs complete	Delayed completion of repair work due to further discovery of termite activities in the building.	Termite repairs have been completed.

<p>Family Day Care</p> <p>Provision of a quality Family Day Care service through training and administration of Family Day Care Educators</p>	<p>Accreditation is Maintained</p>	<p>Currently there are 54 registered educators, 3 registered in home care educators, 6 prospective educators working through their orientation process. 379 children are currently enrolled in care. The service is continuing to grow in line with the area's growth. A satisfaction survey was sent out to all families in the scheme, only two responses were received. Both responses indicated satisfaction with the service, positive feedback with regard to the quality of the service.</p>	<p>Currently 55 registered educators and 5 in home Care Educators. 427 children enrolled. The service is continuing to grow in line with the areas growth.</p>
<p>Camden Civic Centre</p> <p>Provide a venue for civic, cultural, celebratory and community events and functions</p>	<p>Customer Satisfaction</p>	<p>Positive feedback is maintained at 100% with return business continuing to reinforce satisfaction levels. Specific positive feedback in relation to the Macarthur Small Business Awards with over 520 people catered for within the Auditorium. The Civic Centre indicated growth in the number of functions held over the twelve month period. The most significant growth exists in corporate meetings/training/expos and events with 45% of the events in the last quarter being corporate.</p>	<p>The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue during this reporting period. 95,387 visiting the upper level; 11,365 visiting the lower level; Total visitors: 106,752 One in ten bookings in this reporting period are new clients to the centre bringing new visitors to the centre and increased business opportunity. A number of these clients are one off users utilising the venue for celebrations, others will equate to return business.</p>
<p>Camden Civic Centre</p> <p>Civic Centre Building Improvements</p>	<p>Income is Maintained or Increased</p>	<p>The 2012/2013 Financial year result indicated a saving on the bottom line consistent with previous years. Identified savings were reinvested in capital items to address WHS issues of concern.</p>	<p>The Civic Centre incomes continue to increase, capital works continue to be undertaken to upgrade facilities. These works it is anticipated will increase utilisation and further reduce the deficit for the venue.</p>
<p>Camden Civic Centre</p> <p>Civic Centre Building Improvements</p>	<p>Completed on time and within budget</p>	<p>Securing grant funding through the Community Builders Partnership and savings have enabled works to be undertaken within the venue, with a total of \$92,000 to be spent within the venue over the coming</p>	<p>Ongoing work to complete the upgrade funded by NSW Government.</p>

<p>Camden Civic Centre</p>	<p>twelve months. To date improvements include:</p> <ul style="list-style-type: none"> • Replacement of heavy weight tables with light weight tables. • Replacement of non compliant high risk keg system • Replacement of aged stage curtains • Resurfacing and painting of walls within the main auditorium. 		<p>Council has advertised for expressions of interest advertised and submissions have been received. Council are currently reviewing the submissions.</p>
<p>ARTyCaf@Narellan Library</p>	<p>Service is Self-Sustaining</p>	<p>Investigate and establish a viable and sustainable operational model</p>	<p>A second advertisement for EOJ's will be run in July/August.</p>
<p>Camden Senior Citizens Centre</p>	<p>Doors are replaced</p>	<p>Replace exit doors within the centre</p>	<p>These works have been completed.</p>
<p>Public Cemetery</p>	<p>Response times to cemetery service requests Percentage of plot allocation taken up per annum</p>	<p>Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning</p>	<p>22 burials occurred during the period. 100% of service requests were carried out on time. 28% of the plot allocation has been taken up</p>

Local Service 5.4 – Community Safety

What is Community Safety?

This service aims to provide community safety policy, education and information and partner with community agencies on community safety initiatives.

Report on Delivery Program Success Indicators

Local Service 5.4: Community Safety						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Safety was 6.80 in 2013 which has remained stable since 2011.		The mean satisfaction score for Community Safety was 6.80 in 2013 which has remained stable since 2011.
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Stays the same or improves		There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. This indicator will next be updated in 2014.		There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. This indicator will next be updated in 2014.

Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
<p>Facilitate and/or represent Council at community inter-agencies, forums and networks</p>	<p>Develop and support effective inter-agencies and networks between Council, police and relevant community groups to ensure working relationships and partnership opportunities</p>	<p>Number of Inter-agencies Attended</p>	<p>Networks and partnerships continue to be fostered. Council's Community Road Safety Officer is on the Executive of the Local Government Community Safety and Crime Prevention Network and attends these meetings quarterly. Council also attends the Community Safety Forum meetings and develop and work in partnership with external agencies, including Camden Local Area Command, in order to improve community safety.</p>	<p>Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with inter-agencies to develop partnerships to improve community safety. These inter-agencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary.</p>
<p>Community Safety Projects and Programs</p>	<p>Develop and manage projects and programs that address community safety issues, including community safety audits</p>	<p>Number of projects implemented</p>	<p>A new program has been developed in partnership with Camden Council, Campbelltown City Council and the Camden and Campbelltown Local Area Commands in order to address stealing from motor vehicles. This program will be launched in November 2013. Facility improvements were made at Lando Way, Currans Hill, Birriwa Reserve, Mount Annan and the Community Centre car park off Queen Street, Narellan to address and improve community safety at these locations.</p>	<p>The Park Smart program was launched in November 2013 and ran over 4 nights at Campbelltown and Leumeah railway stations, concluding in December 2013. A local rollout of the program is now scheduled for 2014, targeting shopping centre car parks. Bus Shelter posters were installed in August 2013.</p> <p>Seniors Safety Morning Teas have been launched in this period, delivered at Seniors Living facilities and groups and facilitated by Council's Seniors Officer. The program presentations include personal safety by Police, pedestrian and mobility safety by Council and licensing conditions for older drivers by a driving instructor. 4 presentations have been held.</p>
	<p>Seek grant funding for new community safety programs as required</p>	<p>Number of grants applied for</p>	<p>No grant funding activity for the time frame.</p>	<p>No grant funding activity undertaken during this reporting period.</p>

<p>Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships</p>	<p>Information Resources are Current</p>	<p>Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.</p>
<p>Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off licensed premises</p>	<p>Number of initiatives implemented</p>	<p>Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues. Breath testers were installed in selected venues over the Christmas / New Year period, along with promotional material, in order to highlight the Drink Drive message.</p>
<p>Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas</p>	<p>Issues addressed as they arise</p>	<p>New Alcohol Free Zones were established at Currans Hill, in accordance with Council's adopted procedure.</p>
<p>Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners</p>	<p>Information is Current</p>	<p>Council staff ensure that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.</p>
<p>Provision of tools for residents and partner with state agencies to minimise the incidence of graffiti</p>	<p>Number of kits provided to residents</p>	<p>Rotary received initial funding of \$2,000 from Council and has advised that these funds were used to purchase equipment. They have now advised Council that the second round of funding being \$8,000 for high pressure water cleaner will not be required as this component of the program is not progressing. Council will seek to reallocate these funds towards graffiti prevention treatments, including green screening, in the LGA.</p>

<p>Graffiti Management</p>	<p>Develop Graffiti Action Day to raise awareness within the community about graffiti encouraging the community to take responsibility and ownership</p> <p>Establishment of Camden Rotary Graffiti Removal Team</p>	<p>Graffiti Action Day Conducted</p> <p>Team established</p>	<p>Graffiti Removal Day is now held by Rotary. Council will assist as appropriate.</p>	<p>Graffiti Removal Day was held by Camden Rotary in October 2013 at five sites. Council assisted with site allocation and promotion of the program as requested by Rotary.</p> <p>Rotary has advised that funding has been used to purchase graffiti removal resources, utilised on Graffiti Removal Day. Further graffiti removal is proposed to be undertaken at six sites before June 2014.</p>
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Local Service 5.5 – Community Events

What is Community Events?

This service aims to hold or facilitate a range of community events that are open to the whole community where the community can commemorate significant local or national celebrations.

Report on Delivery Program Success Indicators

Local Service 5.5: Community Events						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Events was 7.33 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Community Events was 7.33 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Participants are satisfied with community events	Survey of event participants	Satisfaction stays the same or increases		This is a new indicator, data was not collected in the previous reporting period.		Event statistics demonstrate that participants are satisfied with Community Events, Taste, Food and Wine Festival rated 7/10 positive and Picnic in the Park rated 7.6/10 positive. Council has set the benchmark of a 75% satisfaction rating, currently Council averages 73%. As this is a new indicator, trend will be able to be established over time.
The community attends Council events	Resident Telephone Survey	Increasing		In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. This indicator will next be measured in 2014.		In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. This indicator will next be measured in 2014.

The value of event sponsorship stays the same or increases.	Dollar value of event sponsorship	Same or increases		Australia Day has always struggled to attract sponsors. This remained the same as in previous years. The Camden Play Day event attracted \$2,000 sponsorship.		Council successfully secured sponsorship for Camden Festival \$3000 and \$8950 for Paws in the Park
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Comment

Council will monitor attendance of community members at events and address any changes in numbers should they vary significantly. Australia Day was well-attended, particularly given the change in venue for the event. Council continues to design, promote and deliver a wide range of Council events in the Camden LGA. The 2014 telephone survey will provide more current statistics around community attendance at Council organised events.

Report on Delivery Program Activities

Local Service 5.5: Community Events			
Activity	Council's Role	Performance Measure	July to December 2013
Community Development Events for Target Groups	Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition	Number of Events	<p>15 events with total 2450 participants</p> <ul style="list-style-type: none"> Children & Families – 3 transition to school information stalls - Mt Annan, Harrington Park and Narellan shopping centres – approximately 100 people stopped at each = 300 participants Seniors – 2 events - Spring Luncheon and Christmas Lunch = 360 participants Carers Week – 1 event involving workshops and BBQ held at Camden Camden Town Farm = 30 participants Youth – 6 x Outreach programs continued over the six month period, including 10 weeks of Twilight basketball at Harrington Park = 300 participants, 10 weeks of Thursday night activities outside Narellan Library = 300 participants, 6 Skateboarding clinics at Kirkham Skate Park = 210 participants, 10 Boot Camp/free Swimming at MALC during school holidays = 350 participants,
			<p>1 x International Women's Day Trivia Night event at Camden Civic Centre in March – 500 participants</p> <p>1 x Camden Play Day event at Kirkham Park during Families Week in May 2013 – 2000 participants</p> <p>2 x NAIDOC Week flag raising event, first outside the Mayors Office in John Street Camden and then a social event at Camden Town Farm – 200 participants.</p> <p>20 x youth events across the LGA during Youth Week in April – 138 workers and volunteers involved in planning and organising, 1592 young participants.</p> <p>2 x Seniors events in March/April - Bus Trip and Concert – 400 participants.</p> <p>1 x Refugee Week event at Mt Annan High School in June – 300 participants</p>

<p>Free transport for young people = 220 tickets used</p> <ul style="list-style-type: none"> Disabilities – 1 theatre program with performance at Campbelltown Arts Centre = 3 Camden residents participating in workshops and 80 audience participants NAIDOC Week – 2 events - flag raising ceremony followed by event at Town Farm plus film screening at Narellan = 300 participants 				<p>Cultural Events</p>
<p>50 cultural events from July to December. These included art, exhibitions, music, dance and performance based events and counted events which span over one or more consecutive days as one event. An additional 75 church The Auditorium was out of action for 5 weeks (July/Oct) due to upgrades.</p>	<p>30 cultural events staged within the Civic Centre venue including the Camden Art Prize and Macarthur Textiles Expo.</p>	<p>Number of Events</p>	<p>Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities</p>	<p>Cultural Events</p>
<p>Camden Festival, Paws In the Park and Local Government Week were all successfully held during this period. A new event, Picnic in the Park was incorporated into the Camden Festival.</p>	<p>During this reporting period, Australia Day is the largest event to take place which saw the introduction of a new event location, which was received positively and well attended. Australia Day included the Key to the Camden Township presentation to Daniel Geale. The HSC High Achievers reception was also held in March.</p>	<p>Number of Events</p>	<p>Plan and deliver a range of community and civic events including Australia Day, Taste Macarthur and Light Up Camden</p>	<p>Community and Civic Events</p>
<p>Funding has been secured and reporting on progress in the planning of the Event will occur in the next period.</p>		<p>Events Undertaken</p>	<p>Additional funding to support Australia Day activities and other civic ceremonies to promote community pride and participation</p>	<p>Community and Civic Events</p>
<p>Council undertook this activity; in preparation for the festival garden beds were prepared and the annual floral plantings were completed.</p>		<p>Event Undertaken</p>	<p>Introduction of an annual floral festival in Macarthur Park</p>	<p>Community and Civic Events</p>

Community and Civic Events	Additional funding for Camden Festival to include rural activities	Event Undertaken	Funding was secured and the inaugural Picnic in the Park event enjoyed outstanding success.
	Additional resources (hours) to support the provision of events within Camden	Workforce Increase	Additional funding secured to provide for additional resources (hours)
Sponsorship	Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered	Amount of Sponsorship	Sponsorship for Paws in the Park increased, however funding for Camden Festival decreased.
			Increased sponsorship would allow further development of Australia Day, making additional inclusions possible. The Camden Play Day event attracted \$2,000 in sponsorship.

Local Service 5.6 – Library Services

What is Library Services?

This service aims to provide library services to the community; encouraging lifelong learning, community connections, developing skills and knowledge, and providing a safe and welcoming place to meet.

Report on Delivery Program Success Indicators

Local Service 5.6: Library Services					
Indicator	Measure	Target	Result 1/1 to 30/6/13	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved			The mean satisfaction score for Library Services was 8.14 in 2013 which is a statistically significant decrease in satisfaction since 2011. This followed an increase between 2009 and 2011 so on the whole the result has remained stable over the 4 years.
Library membership is high amongst residents	Proportion of residents who are library members	Higher than the Sydney average (37%)			This is a new indicator; data was not collected for the previous reporting period. 66% of residents are library members compared to that of the Sydney average being 37%.
Council's library facilities and programs are well-attended	Number of people using facilities and attending programs	Increasing			115,747 people visited our libraries in this period compared to 157,048 in the same period in 2012. 13,548 attended library programs in the period compared to 11,219 in the same period in 2012. 144,409 people visited our libraries and 15,152 attended library programs in this period.

Comment

As the trend suggests over previous reporting periods, library circulation continues to decrease largely due to the emergence of e-based resources. This change has seen people moving away from the more traditional use of resources. As part of the indicator review, council have amended the indicators to reflect how Council are utilising Library sites as community hubs, rather than just a library, enabling the community to participate in a wide range of activities held at Council both Camden and Narellan libraries.

Report on Delivery Program Activities

Local Service 5.5: Library Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Children's Programs	Deliver various programs for children including: Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	11,121 children/families attended children's programs including Storytime, Bibs, holiday programs and outreach compared to 8,089 children / families from the same time last year.	10,261 children/families attended 256 children's programs including Storytime, Bibs, holiday programs and outreach during this period
Youth Programs	Deliver various programs for youth including: Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools, Book Club, Author Visits, HSC lectures and Research Skills	Number of young people using programs or services will stay the same or increase	664 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online compared to 1,277 young people attending the same sessions from the same time last year.	306 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online during this period
Educational Programs	Additional funding for the Your Tutor program for Children and Youth	Availability of the program for target groups		There has been an increase of 21% in usage of the Your Tutor service during this period.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	3,326 adults attended programs including lifelong learning, author visits, and book discussion group compared with 1,820 adults attending the same sessions from the same time last year.	4,585 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.
Local Studies	Deliver targeted local programs including: Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program	Number of participants using programs or services will stay the same or increase	There are 3,109 images on Camden Images online. There have been 9,348 sessions on Camden Images and 2,599 Trove referrals in this reporting period.	There are 3,620 images on Camden Images online. There have been 5,601 sessions on Camden Images, 2,985 Trove referrals and 29,448 hits on Flickr in this reporting period.
Older people	Deliver various programs for older people including: Home Library Service and Bulk Loans to local institutions	Number of Customers using HLS and Bulk Loans will stay the same or increase	2,286 items were lent to 4 institutions across the LGA, 1,960 items were lent to 37 Home Library Service customers and 7 boxed loans were received from SUNSW for customers from a CALD background.	1,686 items were lent to 6 institutions across the LGA, 1,908 items were lent to 36 Home Library Service customers and 16 boxed loans were received from SUNSW for customers from a CALD background.

<p>Review and design new library webpage</p>	<p>Develop an Open Source library webpage and catalogue, integrating social networking with virtual library</p>	<p>Webpage downloads quickly, with few timeouts</p>	<p>New library webpage will follow once Council's webpage has been developed. 102,330 hits on the current library website. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.</p>	<p>New library webpage went live 22 November 2013. We have received 6,348 visits and 17,328 page views in the first 6 weeks. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.</p>
<p></p>	<p>Engage with customers, promote programs & services and encourage participation using social networking technologies</p>	<p>Increased number of people accessing webpage and followers</p>	<p>Current website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.</p>	<p>Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.</p>
<p>Digital Learning Space</p>	<p>Operate the digital learning space to enable best practice delivery of services and promote community access to technology opportunities</p>	<p>Number of people attending programs</p>	<p>Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.</p>	<p>Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.</p>
<p>Collections</p>	<p>eBooks will be introduced into the library due to demand from the community and changes in technology</p>	<p>Circulation of new e-collections will increase</p>	<p>eBooks will be introduced in late 2013.</p>	<p>eBooks were introduced in August and eMagazines were introduced in September. 271 eBooks and 230 eMagazines have been downloaded during this period.</p>
<p></p>	<p>Purchase of eBooks for the digital library</p>	<p>eBooks available for use</p>	<p></p>	<p>eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.</p>
<p>Upgrade Library Management System, Wireless and RFID system</p>	<p>Library Management System operates under managed services</p>	<p>System is useable and efficient Limited number of days offline during upgrades</p>	<p></p>	<p>LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November with 3 days offline. Wireless internet access was upgraded and now managed via NSW State Library's WMS rollout. RFID systems have been reviewed with a proposal to upgrade in 2014.</p>

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.

Local Service 6.1 – Strong Local Democracy

What is Strong Local Democracy?

This service aims to provide for efficient and effective local democracy through the operation of and support for the elected Council and community.

Report on Delivery Program Success Indicators

Local Service 6.1: Strong Local Democracy						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Strong Local Democracy was 6.17 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Strong Local Democracy was 6.17 in 2013 which is a statistically significant decrease in satisfaction since 2011.
All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	Complaints regarding meeting practice	Zero		Council has received no formal complaints about meeting practice.		Council has received no formal complaints about meeting practice.

Camden Council Delivery Program Six Month Report July to December 2013

Council's policies are current	Regular review and updating of policies	100%		Council's statutory policies are up to date. The internal policy review is continuing.
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Comment

Whilst we see a decrease in satisfaction for Council's Role in Strong Local Democracy, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 6.2: Strong Local Democracy				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Local Representation	Provide Council with business papers for both information and decision making purposes and record the outcome and decisions taken by Council	Compliance with Code of Meeting Practice	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.
	Co-ordinate Code of Conduct matters	Compliance with DLG guidelines		The Co-ordination of all Code of conduct matters has complied with the DLG guidelines
	Improving response times to resident enquiries to Councillors	Response within 2 working days	The new Executive Services Coordinator position has put in place improved systems to record response times to resident enquiries. The move to a new Customer Request Management System will also dramatically improve service standards with exception reports highlighting areas of concern.	An interim process has been developed to assist in recording and responding to resident enquiries to Councillors in a timely and appropriate fashion. A formalised system based process is currently being explored, with the Executive Services Coordinator researching methods utilised at other Councils and investigating further system development.
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden is an active member of MACROC. Camden Councillor Penny Fischer has been appointed as the President of MACROC for the next 2 years.	Camden actively participates in MACROC, with the aim of high level collaboration at a regional level, in particular a vision of resource sharing.

<p>State Representation</p>	<p>Council participates and contributes to the Local Government & Shires Association in communicating to and lobbying the State Government on industry wide issues</p>	<p>Issues related to Camden are lobbied by the LGSA to the State Government</p>	<p>There are several State Government initiated reviews currently underway that have the potential to affect not only Camden but the entire LG sector. LGNSW will be an important partner of Camden Council should the need arise to lobby the State Government when these reviews are finalised (September 2013). There are also Federal Government changes to motor vehicles (FBT) that will have a profound impact on the LG sector. LGNSW will assist the LG sector in lobbying for a fairer outcome.</p>	<p>Council attended the LGNSW Conference held in Sydney in October 2013.</p> <p>Council strongly advocated its position on a number of matters, in particular by way of the submission of strategic issues on Waste (Asbestos/ Clean Up Provisions for Unhealthy / Unsafe Properties), to be considered and debated by those delegates in attendance.</p>
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Local Service 6.2 – Stewardship of Community Resources

What is Stewardship of Community Resources?

This service is responsible for the prudent management of public finances, planning and management of public assets and the strategic recruitment and training of staff to enable effective and efficient service delivery.

Report on Delivery Program Success Indicators

Local Service 6.2: Stewardship of Community Resources						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Stewardship of Community Resources was 6.37 in 2013 which has remained stable since 2011.		The mean satisfaction score for Stewardship of Community Resources was 6.37 in 2013 which has remained stable since 2011.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved		The Delivery Program Six Month Report for the period July to December 2013 was tabled at the Council meeting of 26 March 2013 and placed on the Camden 2040 website.		The Delivery Program Six Month Report for the period January to June 30, 2013 was tabled at the Council meeting of 10 September 2013. This was adopted and placed on Councils website.
Council addresses areas of poor performance in its Delivery Program	Strategies are identified and implemented as part of the 6 month Delivery Program Report	100%		This is a new indicator; data was not collected in the previous reporting period.		A consolidation of all poor performing indicators was undertaken by Corporate Planning Team Leader, this was then reported to each manager to address in the upcoming performance period.
Council engages the community in the Community Strategic Plan and Resourcing Strategy	Community Engagement Strategy implemented	Engagement is conducted as per Community Engagement Strategy		Council will be preparing a Community Engagement Strategy in 2013 / 14 which will improve Council's engagement processes, including monitoring participant satisfaction.		Community Engagement officer not yet appointed.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Integrated Planning and Reporting Framework	Council must prepare and exhibit an annual Operational Plan and budget	Annual Operational Plan and Budget complete	The Annual Operating Plan and Budget was placed on public exhibition in May and formally adopted by Council on 25 June 2013.	The draft 2014/15 Operational Plan & Budget is currently being prepared for adoption by Council in June 2014.
	Preparation of Council's 4 Year Delivery Program and Annual Operational Plan	Timeframes are met		Ongoing monitoring of the 4-year Delivery Program was undertaken
	Six monthly reporting to the Council on achievements in implementing the Delivery Program	Two reports prepared for Council each year	The report for the 6 Month Period January to June 2012 went to Council at the meeting of 26 March 2013 and was placed on Council's website following that date.	The report for the 6 Month Period January to June 2012 went to Council at the meeting of 13 September 2013 and was placed on Council's website following that date.
Performance Measurement and Reporting	Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program	Annual Report available on Council's website in November	No update in this period.	The Annual Report was for 2012/13 was completed in December of 2013, and placed on Council's Website.
	Undertake comprehensive review of Council's Corporate Performance Indicators, including systems and strategies for improving areas of lower performance	Council has a suite of simple, effective and measurable indicators		An initial review has commenced in this area. Further work is to be undertaken in the next reporting period.
	Implement business improvement program to continuously improve the organisation's effective and efficient operation	Demonstrated efficiency gains and service improvement		An Organisational Improvement Program is currently underway that aims to provide guidance in relation to Council's systems, processes and structure to ensure the organisation continues to operate in the most efficient and effective manner.

Attachment 1

ORD06

Long Term Financial Plan	Monitor and maintain Council's Long-Term Financial Plan	Long Term Financial Plan is reviewed quarterly	The LTFP was reviewed and updated in preparation for the recent TCORP assessment of Council's financial sustainability and for the 2013/14 Special Rate Variation application.	The LTFP is reviewed after each quarterly budget review to ensure there are no material impacts on financial forecasts.
	Implementation of Long Term Financial Planning (LTFP) software	Implemented by 31 December 2013		The implementation of the LTFP software will be done in conjunction with the roll out of Council's new electronic budget management system. This system will integrate with the LTFP software.
Strategic Asset Management	Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets	Asset Management system and practices reviewed and updated annually	This on-going project requires new data to be collected for all asset classes, funding is unlikely to be made available until after 2013/2014.	This on-going project requires new data to be collected for all asset classes, funding is unlikely to be made available until after 2014/2015.
	Proactive monitoring of the delivery of new assets and active involvement in the planning for provision of community assets and facilities	All specifications are reviewed and updated regularly	Review of the Engineering Specifications has been progressing, expected to be completed by August 2013.	The review has been completed.
Workforce Planning	Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce demographics	Workforce Plan reviewed at least annually	Workforce Plan review completed and revisions adopted.	Workforce plan was not required to be reviewed within this reporting period
	Continue to develop Council's Property Management Strategy	Succession planning in place for critical positions	Critical positions were reviewed and incorporated into the revised workforce plan.	Council continues to participate in surveys and monitors and reports on workforce trends.
Management of Council's Property		Strategy is adopted by Council and implemented	Succession planning incorporated into performance review process.	The preparation and adoption of this strategy has been delayed awaiting the outcome of the Local Government Act Review and Council's current review of land holdings.
	Maintain Council's land register	Information is accurate and up to date	The strategy is expected to go to the Executive Leadership Group in August 2013.	Council's Land Register is Current.

	Current Plans of Management are in place	The review is currently still in progress.	The review is currently still in progress.
<p>Management of Council's Property</p> <p>Manage Council properties</p>	<p>Licences and leases reviewed regularly</p>	<p>This review has been finalised and a new enhanced register has been put in place to provide additional information to the end-user.</p>	<p>All leases and licences are reviewed in accordance with the terms and conditions of the agreement.</p>
<p>Review of Council's Community Land Holdings</p>	<p>Review complete</p>	<p>The review is continuing and is expected to be completed by 30 June 2014.</p>	<p>This review is dependant upon the Local Government Act Review and the adoption of Council's Land Property Management Strategy.</p>
<p>Land acquisitions upon instruction</p>	<p>Process completed in a timely manner</p>		<p>Council has completed the acquisition of one major parcel of land in accordance with the Land Acquisition (Just Terms Compensation) Act.</p>

Local Service 6.3 – Community Engagement

What is Community Engagement?

This service aims to inform, involve and where possible collaborate with the community in key council decision making processes.

Report on Delivery Program Success Indicators

Local Service 6.3: Community Engagement					
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Engagement was 6.49 in 2013 which has remained stable since 2011.	
Council engages with a demographic diversity of residents that is consistent with the community's demographic composition	Diversity of community engaged responds to the community profile	Improving		During the period Council publicly exhibited the review of Camden 2040 and a draft Economic Development Strategy. In addition to the usual advertising, a community information forum was held, with invitations distributed through a range of mailing lists which included Council's advisory groups such as the Access Committee and Youth Council.	
				The mean satisfaction score for Community Engagement was 6.49 in 2013 which has remained stable since 2011.	
				During the reporting period, Council did not exhibit any plans that required Community Engagement.	

Report on Delivery Program Activities

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Community Engagement	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	Council conducts a range of community engagement processes, and informs residents of key issues and events according to statutory requirements. During this reporting period the review of Camden 2040 and a draft Economic Development Strategy were publicly exhibited. A Community Information Forum was held as part of this exhibition, attended by 18 people.	Information is provided to the community on a regular basis in relation to key Council activities and events in accordance with statutory requirements. Extensive community consultation was undertaken by Council to inform Council's Recreation Demand Study.
	Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues	Amount of feedback received	10 submissions were received on the Camden 2040 review and 4 for the Economic Development Strategy. 18 people attended the Community Information Forum.	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Register is updated annually	This register will be updated for 2013 following the telephone survey in July.	The register is kept annually, the next update is scheduled for August 2014
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	The next survey will be conducted in July 2013 and will focus on community satisfaction with Council services.	The annual telephone survey was conducted in July 2013. Results on from this telephone survey are included in this report.
	Community feedback and data is collected and used across the organisation for a range of planning purposes	Data collection system established	This activity is on hold awaiting recruitment of a Community Engagement Officer.	This activity has not yet commenced, awaiting the appointment of the Community Engagement Officer.

Attachment 1

ORD06

Community Engagement	Preparation and implementation of a Community Engagement Strategy to improve the organisation's capacity to effectively engage residents in decisions, plans and service delivery	More people are engaged in community issues	Council continues to consult the community on a range of matters and information derived and analysis of the process undertaken will be drawn upon in the future preparation of a Community Engagement Strategy.
	Additional funding for the implementation of the Community Engagement Strategy	Funding Allocated	Funding is currently available in the budget for the employment of a dedicated officer and some limited program costs.
	Increased focus on community engagement by the organisation through employment of a dedicated officer	More people are engaged in community issues	Community Engagement continues through the organisation. Activity in this area is expected to increase with the appointment of a dedicated officer

Local Service 6.4 – Community Information

What is Community Information?

This service aims to provide a customer service interface for the community to access Council services and make relevant information available on Council activities.

Report on Delivery Program Success Indicators

Local Service 6.4: Community Information						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Information was 6.49 in 2013 which has remained stable since 2011.		The mean satisfaction score for Community Information was 6.49 in 2013 which has remained stable since 2011.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases		9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated in 2014.		9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated in 2014.
The promotion of Council services, programs and local information is delivered effectively to the community	Total number of webpage hits	Stays the same or increases		This is a new indicator; data was not collected in the previous reporting period.		No statistics available to report at this time. Information will be provided when new website operational.

Report on Delivery Program Activities

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Advertising and Promotion	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	A total of 48 media releases were distributed during this period, all of a positive nature.	A total of 52 media releases were distributed during this period, all of a positive nature.
	Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community.	Communication Strategy Adopted by Council	This policy is in draft and is expected to be completed by the next reporting period.	Work is continuing on the development of a comprehensive Communication Strategy and it is anticipated a draft of the entire Strategy will be available in the next reporting period.
Communication Strategy				
	Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly	Hits on Council's Website	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live within the coming months.	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live within the coming months.
Website and Social Media				
	Update of Council's Facebook page to include information relating to Council activities.	Proportion of residents who use Council's website Number of 'Likes' on Council's Facebook page	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis. Council's Facebook page has 928 'likes'. 274 people liked Council's page during the reporting period.	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis. Council's Facebook page has increased to 2103 'likes' from 928 in the previous reporting period.

<p>Additional resources to facilitate and promote Council and Council endorsed services within Camden</p>	<p>Workforce increase</p>	<p>Additional resources will be secured in the next reporting period.</p>
<p>Production of printed newsletter Let's Connect for distribution to households throughout the LGA</p>	<p>Newsletter is distributed quarterly</p>	<p>Let's Connect continues to meet deadlines and is distributed quarterly.</p>
<p>Review of community newsletter Let's Connect to increase size and circulation</p>	<p>Proportion of residents who use Let's Connect to access information</p>	<p>Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.</p>
<p>Provision of quality customer service to our customer's both internally and externally including all general enquiries, information, bookings, processing of applications and receiving payments.</p>	<p>Newsletter is updated</p>	<p>Council has not secured resources to undertake the review at this time.</p>
<p>Efficient and effective operation of Council's Customer Service Centres</p>	<p>Accurate and timely response</p>	<p>Customer satisfaction levels continue to be acceptable however difficulties with Council's current phone system still continues to result in negative feedback on occasion. Investigation into the establishment of a new phone system has been undertaken taking into consideration relocation to the new Administration Building.</p>
<p>Efficient and effective operation of Council's Customer Service Centres</p>	<p>Customer satisfaction</p>	<p>The implementation of a new customer service request system has had beneficial results for Council's customers and staff. Increased reporting ability will continue to develop resulting in greater efficiency.</p>
<p>Efficient and effective operation of Council's Customer Service Centres</p>	<p>Charters prepared and staff information and training undertaken</p>	<p>The Customer Services Charter has been presented to the Executive Leadership Group and now will form part of the new Business Improvement Program moving forward.</p>
<p>Efficient and effective operation of Council's Customer Service Centres</p>	<p>Customer Service Charters have been developed and will be presented to the Senior Management Team for final review prior to an all staff launch across Council.</p>	<p>Customer Service Charters have been developed and will be presented to the Senior Management Team for final review prior to an all staff launch across Council.</p>

Local Service 6.5 – Management of Emergency Events

What is Management of Emergency Events?

This service aims to plan, manage and where possible minimise the impact of emergency events and natural disasters.

Report on Delivery Program Success Indicators

Local Service 6.5: Management of Emergency Events						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Management of Emergency Events was 7.58 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Management of Emergency Events was 7.58 in 2013 which is a statistically significant increase in satisfaction since 2011.
Disaster Plan remains current	Regular reviews completed	Completion		State Emergency Management Plan was released in late 2012 but Local EM Committees were requested to hold off reviewing plans until formal template is available from State Government.		A draft Emergency Plan (EM plan), previously known as (DISPLAN) has been prepared and is waiting further review from the Regional Emergency Management Officer (REMO)..
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves		No emergency management exercise was available to be held, however agencies had real involvement during the incident of severe/ damaging storm event in February.		No Emergency management exercises were performed during the reporting period.

Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Management of Capital Projects	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	Construction tenders have been received however a contract has not been awarded due to budget constraints. The site conditions have caused the project cost to increase beyond the available funds. Council has been liaising with the Rural Fire Service as to funding solutions. Council will consider the funding proposal in August 2013.	Construction of the RFS building commenced in October 2013 and is due for completion March 2014.
Support and Facilitate the Local Emergency Management Committee	Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience	Local emergency management committee plans are adopted	Review of Plan was commenced late in this period, it is expected to be completed in the next reporting period.	The Review of Plan has been completed.
Risk Assessment	Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DISPLAN	Risk register is updated annually	Review of risk register was not completed in this period, it will be completed in the next reporting period.	Review of risk register was not conducted in this period; it will be completed in the next reporting period.
Emergency Operations	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	Review and update of vulnerable facilities register was conducted.	In conjunction with the review of the risk register, the identification of vulnerable facilities will be completed in the next reporting period.
Supporting Emergency Services	Partner or work with emergency services in facilitating emergency response required during a disaster event or an incident	Systems established in accordance with Management Plans	System is in place for activation during any emergency for coordinating, facilitating and supporting emergency operations.	System is in place for activation during any emergency for coordinating, facilitating and supporting emergency operations.
	Contribute resources to emergency services which will help them in effectively managing or minimising the impacts of emergency events and natural disasters when these occur	Buildings, plant and equipment are maintained and replaced as per the adopted schedules	Program completed, including installation of new shelter for the SES building in Narellan.	This project has commenced and works are being undertaken.

ORD06

Attachment 1

Supporting Emergency Services	Lighting upgrade facilitated at the Catherine Fields Rural Fire Service carpark	Upgrade completed	Works have not yet commenced, an update is expected in the next reporting period.
	Building extension facilitated at the Cobbitty Rural Fire Service Station	Works completed	Works have not yet commenced, an update is expected in the next reporting period.

Local Service 6.6 – Support Services

What is Support Services?

This service aims to provide efficient and effective support services to all functional areas of Council. These Support Services include Finance, Governance, Human Resources Management, Information Technology, Record Management and Risk Management.

Report on Delivery Program Success Indicators

Local Service 6.6: Support Services						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
Council's workforce is appropriately skilled, safe and stable	Staff believe they have adequate access to training and development opportunities appropriate for their role	Stays the same or increases		This is a new indicator, data was not collected in the previous reporting period.		Training budget of \$240,000 for 300 full time staff training needs.
	Proportion of staff accessing education assistance as proportion of full time employees (FTEs)	Stays the same or increases		This is a new indicator, data was not collected in the previous reporting period.		11.5% staff.
	Lost time as a proportion of full time employees	Decreasing		This is a new indicator, data was not collected in the previous reporting period.		.096%
Camden Council is regarded as a good place to work	Staff Turnover	Stays the same or decreases		Turnover for the past six months was 1.97% which is reduction of 2.77% and under the industry average.		Turnover for the past six months was 2.28% which although was an increase this was primarily due to retirements and remains under the industry average.
	Exit interview data	Remains positive		This is a new data set; previous data was not collected in the previous reporting period.		98% of employees exiting the organisation commented positively that Council is regarded as a good place to work.

Staff display Council's Corporate Core Values in their work	Staff are meeting or exceeding expectations in relation to Council's Core Values based on 6 month performance review	Increasing	●	This is a new data set; previous data was not collected in the previous reporting period.	In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values.
Information systems are reliable and technical support to users is provided promptly	System down time and customer response times (according to request type)	Systems running at or above 98%. Staff are satisfied with response times	●	Council has implemented a new helpdesk system which is providing better support to the organisation. Council experienced some outage time with its radio link but in general the target has been met.	There have been no outages this period relating to Council's radio link and Council's helpdesk system has assisted in achieving satisfactory response times.
Council's finances are managed prudently	Unqualified audit report	Unqualified	●	Council received an unqualified audit report for the 2012/13 financial year will be received in October 2013.	Council received an unqualified audit report as at 30 June 2013.
Council's finances are healthy	Financial Health Check Indicator - Unrestricted Current Ratio		●	The ratio as at 30 June 2012 was 2.51:1 (2011 - 2.27:1) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.	The ratio as at 30 June 2013 was 2.87:1 (2012 - 2.51:1) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.
	Financial Health Check Indicator - Debt Service Ratio	Results are "green" or trending towards "green"	●	The ratio as at 30 June 2012 was 4.02% (2011 - 4.96%) this is an improvement on the previous year and the ratio remains better than benchmark. The ratio as at 30 June 2013 will be available for reporting in October 2013.	The ratio as at 30 June 2013 was 3.88% (2012 - 4.02%) this is an improvement on the previous year and the ratio remains better than benchmark of 15% for a growing Council.
	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage		●	The ratio as at 30 June 2012 was 6.31% (2011 - 6.79%) although this is an improvement on 2011 the ratio is still above the benchmark of 5%. The ratio as at 30 June 2013 will be available for reporting in October 2013.	The ratio as at 30 June 2013 was 6.10% (2012 - 6.31%) although this is not an improvement on 2012 the ratio is still above the benchmark of 5%. This is predominately a result of Council's Pensioner Assistance Policy.

<p>Council's finances are healthy</p>	<p>Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio</p>	<p>Results are 'green' or trending towards 'green'</p>		<p>The ratio as at 30 June 2012 was 54.70% (2011 - 37.71%) although this is an improvement on 2011 the ratio is still below the benchmark of 100%. The ratio as at 30 June 2013 will be available for reporting in October 2013.</p>		<p>The ratio as at 30 June 2013 was 31.69% (2012 - 54.70%) the ratio is still below the benchmark of 100%. Council continues to address its infrastructure backlog through the Community Infrastructure Renewal Program, applying for State Government Interest subsidised loans and by creating an Asset Renewal Reserve for the future replacement of assets.</p>
<p>Councils resources are well protected</p>	<p>Liability Claims</p>	<p>Decreasing</p>		<p>Liability Claims - 38 in the reporting period, compared to 24 in the previous period.</p>		<p>Liability Claims - 41 in the reporting period, compared to 38 in the previous period.</p>
<p>Councils resources are well protected through careful risk management processes</p>	<p>Motor Vehicle Claims</p>	<p>Decreasing</p>		<p>Motor Vehicle Claims - 14 in the reporting period, compared to 18 in the previous period.</p>		<p>Motor Vehicle Claims - 30 in the reporting period, compared to 14 in the previous period. A number of strategies are currently being investigated to address this issue</p>
<p>Information Systems are reliable with minimal system shut down time</p>	<p>Property Claims</p>	<p>Decreasing</p>		<p>Property Claims - 9 in the reporting period, compared to 5 in the previous period.</p>		<p>Property Claims - 2 in the reporting period, compared to 9 in the previous period.</p>
<p>IT technical support to users is provided promptly</p>	<p>System Availability</p>	<p>98%</p>		<p>This is a new indicator, data was not collected for the previous reporting period.</p>		<p>With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellian and Camden offices the service to staff continues to improve.</p>

Comment

Council have identified an increase in the number of claims made in the reporting period and will be monitoring these areas closely in the next reporting period.

Report on Delivery Program Activities

Local Services 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Financial Management	Collection of Council income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support	Timely and accurate customer support Compliance with the Local Government Act	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.
	Cash Management – bank reconciliations and daily cash control(liquidity)	Monthly reconciliation, daily review of cash balances		All reconciliations and the review of Council's daily cash needs have been completed for the period.
	Investments	Investments comply with Ministers Order and Council's Investment policy		All investments have complied with the Ministers Order and Council's Investment Policy.
	Review of Council's investment policy/strategy and investment advisory services	Annual Review and report to Council by 31 August 2013		Council appointed a new investment advisor during this quarter. Officers have undertaken a review of Council's current investment strategy with the new advisor, the review of Council's Investment Policy is expected to go to Council during the next period.
	Review of Council Rating policies (farmland rating and rate recovery policy)	Adopted by Council by 31 December 2013		Council's farmland rating policy has been adopted by Council. It is expected that the rate recovery policy will go to Council during the next period.

Financial Management	Implementation of monthly Financial Corporate Report	Completed within 10 working days of end of month	This report is nearing completion and will be sent to the Executive Leadership Group for adoption in the next reporting period.
	Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer	Compliance with all Acts and Regulations Council seeks legal advice where appropriate	All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.
	Compliance and administration of the Government Information Public Access Act (GIPA) and Privacy and Personal Information Protection Act and Protected Disclosures Act	Council is compliant with all Acts and Regulations	Governance continues to monitor compliance with the Local Government Act and Regulations. An organisational policy review is currently underway. The Privacy Management Policy is expected to be adopted by the end of August 2013.
Governance	Bi-annual Governance Health Check	Industry best practice is being employed	Council continues to review its Governance practices to ensure industry best standard. A Governance Health check was undertaken during this period.
	As per Department of Local Government requirements, establishment of an Internal Audit Committee	In place by 31 December 2013	It is expected that during the next period Council will employ an internal auditor and establish an Internal Audit Committee.
IT Services	As per Department of Local Government Requirements, establishment of a Tender Committee	In place by 31 December 2013	As part of adopting the Purchasing and Procurement Policy in the next period a charter for a Tender Compliance Committee will also be recommended to Council.
	Provision and support of Council's Information Technology hardware and systems	Down time is minimised Internal customers are satisfied with the support they receive from IT	With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellan and Camden offices the service to staff continues to improve.

	IT have recently implemented a helpdesk management system, a mobile device management system, a new Electronic Document Management System (TRIM) and Customer Response management system (CRM), all of which result in greater efficiencies for the organisation and an enhanced public response time.	Upgrades complete	During this period Councils core financial system was upgraded, there was also a move to managed services for Council Library Management System.
	System security, protection of public information, Disaster Recovery systems	Up to date and employing industry best practice	Council's security and disaster recovery systems are up to date and employ industry best practice to ensure the protection of public information.
	Support new system implementations including Document Management System, Electronic Budget System, Customer Response Management System and Authority upgrade from Version 6.4-6.7/8	Completed by 31 December 2013	These projects have been completed.
IT Services	Implementation of new IT Helpdesk Support system	Completed by 31 December 2013	This project has been completed.
	Support cross organisational working groups for Mobile Device Technology and Intranet Stage 2 Implementation	Review and outcomes implemented by 31 December 2013	The mobile device policy has been implemented and Intranet Stage 2 implementation is expected to be completed during the next review period.
	Introduction of an organisational IT Steering Committee (ITSC)	Co-ordinate Council's IT Strategy	The IT Steering Committee (ITSC) will be implemented during the next review period
	Administer Council's Electronic Document Management system, correspondence, ensure the security of Council's records information, ensure policies and procedures are in place to effectively manage Council's records.	Compliance with appropriate legislation Internal customers are satisfied	TRIM reporting allows for the monitoring of compliance with Council's records management policy and the State Records Act.
Records Management			

Attachment 1

ORD06

Implementation of new Electronic Document Management System (TRIM)	Completed by 31 December 2013	This project has been completed.
Digitisation of hardcopy records using TRIM	Ongoing	This is an ongoing process and depends on budget and the volume of Records to be digitised.
Additional funding for the digitisation of hardcopy records using TRIM	Funding Allocated	The restoration process is completed the minute books will be digested on a rolling basis and will depend on budget.
Restore and digitise archived minutes books	Completed within 2 years	Council recruited a new records officer in during the reporting period.
Additional resources to facilitate the management and storage of Council records	Workforce increase	Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings. Work continues on development of an Enterprise Risk Management program
Development of Council's Risk Management Framework	Appropriate risk management strategies are in place	All Fire Wardens have been trained in the new Emergency Response Plan. New Emergency Response procedures to be erected in all Council buildings. Work has been initiated to develop an Enterprise Risk Management program.
Risk Management & Insurance	Number and cost of claims stays the same or decreases	There has been an increase in the number of liability claims (41 up from 38) There has been a decrease in property claims (2 down from 9) The has been an increase in motor vehicle claims (30 up from 14)
	Management and administration of Council's insurance and claims in relation to public liability/professional indemnity, property insurance, motor vehicle insurance	Council maintains current insurance policies to cover identified risks.
	Council is appropriately insured	Council maintains current insurance policies to cover identified risks.

<p>Risk Management & Insurance</p>	<p>Plans are prepared to ensure Council can continue to operate in the event of an interruption to its business</p>	<p>Business Continuity Plans are in place</p>	<p>Council's Business Continuity Plans are in final draft. Implementation was suspended to allow the implementation of Council's TRIM and CRM systems. Implementation is now expected in late August 2013.</p>	<p>Business Continuity Plans have been completed. Implementation and training of key staff to commence in February 2014.</p>
	<p>Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations</p>	<p>Compliance with policies and procedures</p>	<p>WHS Policy has been adopted and placed on notice boards throughout council. Other major policies are in draft awaiting adoption and implementation.</p>	<p>Major policies remain in draft, will be addressed as part of the implementation of the WHS Management System</p>
<p>Workplace Safety</p>	<p>Development & Implementation of a comprehensive and compliant WH&S System</p>	<p>Legislative Compliance</p>	<p>Safe Work Procedures currently in draft for high risks tasks. Hazard register developed. Business case in draft for the development and implementation of the WHS Management System.</p>	<p>Total of 98 Safe Work Procedures have been developed for Waste, Works and Parks for high risk tasks. Of these 47 are document controlled and are being rolled within there respective departments. Remaining 51 are currently being reviewed by workers and supervisors. Business case for the WHS Management System was presented to Council and accepted. Tender Submissions were received, unfortunately due to unforeseen circumstances will need to re-tender.</p>
	<p>Management of Workers Compensation</p>	<p>Number and cost of claims</p>	<p>11 Claims were lodged for the reporting period. Total cost of claims for the period \$18,420.</p>	<p>10 claims were lodged for the reporting period. Total cost of claims for the period \$41,392.</p>
	<p>Additional resources to promote and support WHS within Council</p>	<p>Lost time hours</p>	<p>Lost time hours recorded for the period totalled 238.</p>	<p>Lost time hours recorded for the period totalled 408 increased hours due to surgery complications.</p>
		<p>Workforce increase</p>		<p>Recruitment process for a new Claims Office has been undertaken</p>

<p>Workforce Management and Support</p>	<p>Provision of advice and support to managers and employees, administration of Council's Employee Assistance Program, application of employment legislation, management of industrial matters, representation and support to Consultative Committee</p>	<p>Accurate and timely advice and support provided</p>	<p>Staff information sessions on the EAP program have been run. Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.</p>	<p>Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.</p>
	<p>Breaches are minimised</p>	<p>No breaches reported.</p>	<p>No breaches reported.</p>	<p>No breaches reported.</p>
	<p>Employees are paid within agreed timeframes</p>	<p>Employees are paid within agreed timeframes with a less on 1% error rating.</p>	<p>All employees have been paid within agreed timeframes with a less on 1% error rating.</p>	<p>All employees have been paid within agreed timeframes with a less on 1% error rating.</p>
	<p>All statutory requirements are met</p>	<p>All statutory requirements for the reporting period have been met.</p>	<p>All statutory requirements for the reporting period have been met.</p>	<p>All statutory requirements for the reporting period have been met.</p>
	<p>Performance evaluation remuneration undertaken in line with system</p>	<p>Performance evaluation undertaken between April and May using the revised performance management system. A review to measure effectiveness and obtain feedback on issues and suggestions for improvements will be undertaken.</p>	<p>Annual reviews undertaken between April and May using the revised performance management system. A review to measure effectiveness and obtain feedback on issues and suggestions for improvements will be undertaken.</p>	<p>Mid Year Reviews have been undertaken in November and December. A budget bid has been submitted to investigate an online program to support the process.</p>
	<p>Internal customers are satisfied with the employment process</p>	<p>Internal customers are satisfied with the employment process</p>	<p>During the reporting period Council recruited for 23 vacant positions.</p>	<p>During the reporting period Council recruited for 30 positions.</p>
	<p>Participation in events and networks</p>	<p>Participation in events and networks</p>	<p>During the reporting period Council has attended 3 Careers Expos and continues to provide the Traineeships.</p>	<p>An internal customer satisfaction survey has been created and is in the process of being finalised During the reporting period Council attended 1 Career Expo and continues to provide traineeships and work experience opportunities</p>

	Council staff provided with the training and development to carry out their jobs effectively to deliver high quality services to the local community	Staff training needs are identified annually and met through appropriate training	Individual Learning and Development plans have been completed for all employees as part of the Annual Performance Review. A training needs analysis will be conducted to develop the annual Corporate Training Calendar	Mid year reviews were conducted including revision and update of staff annual training plans.
Staff Training and Development	Provide traineeships, apprentices and work experience placements, including annual expansion of the program of one position per year for the life of the Delivery Program	Number of placements provided	Council currently employs two apprentices and 10 Trainees. Council hosted 4 Work Experience placements during the reporting process	Two Horticulture apprentices completed their 4 year apprenticeships in December 2013. Recruitment and interviews for 3 new Horticulture apprentices were conducted in December 2013.
	Additional funding to extend the Trainee Program	Trainee program extended		Additional funding for 2 extra trainees approved. Trainees position interviews were conducted in December 2013.
	Provide clean, safe and pleasant workplaces that are energy and water efficient, and economical to run	Maintenance programs 100% complete	Maintenance program completed, condition of Council workplaces are continually monitored for safety and efficiency.	Maintenance program completed, condition of Council workplaces are continually monitored for safety and efficiency.
	Provision of appropriate and cost-effective motor vehicles and construction equipment for utilisation by Council staff	Energy and water efficiency plans in place	Energy saving project completed, progress on other projects is continuing.	Works are still ongoing.
Staff Accommodation, Fleet & Equipment	Provision of additional workspaces to accommodate an increasing Council workforce	Appropriate tools of trade are provided and maintained in a cost effective manner	Council's vehicle fleet is continually monitored to ensure appropriateness and cost effectiveness.	Fleet being monitored to ensure it is cost effective and appropriate
	New Central Administration Building – preliminary design and consultation	Additional space provided	Council has jointly commission architects Allen, Jack and Cottier to prepare masterplan options for Council's future admin building as well as the future library and leisure centre. This body of work will help inform the design brief.	Works are still ongoing.
		Preliminary design and consultation undertaken	Council has jointly commission architects Allen, Jack and Cottier to prepare masterplan options for Council's future admin building as well as the future library and leisure centre. This body of work will help inform the design brief.	Works to Council's new Administration Centre are continuing on programme. The Design Brief is being prepared by Brewster Horth Architects. A series of workshops and consultations with Council staff & Councillors have been undertaken, with the Brief to be presented to Council on 11 March 2014. Expressions of interest have been undertaken for the role of Design Consultant. A selected Tender is currently underway with final selection of the Design Consultant expected in March 2014.

Attachment 1

ORD06

Staff Accommodation, Fleet & Equipment	Provision of a low loader trailer to assist moving heavy plant and equipment	Resource Utilised	This plant has not yet been purchased, it is expected to be purchased in the next reporting period.
	Installation of multi-level storage shelving in the Narellan Works Depot stores	Installation complete	This activity has not yet been completed.
	Council Works Depot – environmental improvements	Works completed	Works postponed pending the finalisation of the Environmental Management Plan
Major Projects	Selection of appropriate site and develop a funding strategy for a central administration building and depot facilities to accommodate a growing workforce in a more effective manner	Selection of site completed and funding strategy prepared	Due to technical difficulties work was postponed and expected to be completed in 2013/2014. As previous reporting period.
Management of Capital Projects	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	The majority of adopted projects have been delivered on time. There have been delays associated with Little Sandy Bridge, the Camden West RFS building and roundabout at Springs Rd. Capital Works projects completed in this period include the Narellan Hall Redevelopment, Cut Hill Amenities Building, Springs Road Roundabout.



Monthly Report

Camden Council

January 2014

ORD08

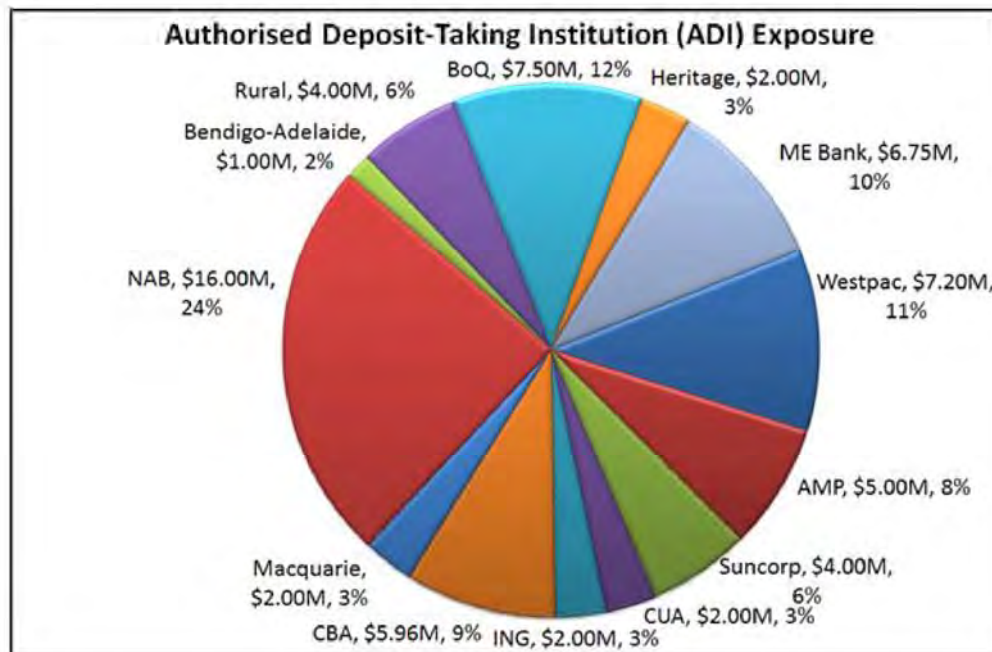
Attachment 1

Investment Exposure

Council is at maximum capacity limits with ME Bank and reaching policy limits with NAB. Council should continue to diversify the investment portfolio across the investment credit spectrum. There is significant capacity with ING Bank Australia (rated "A" or "A-1").

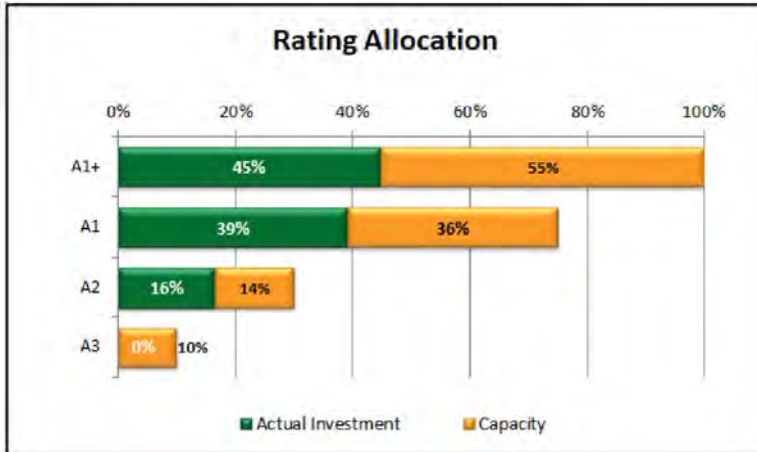
ADI	Exposure \$M	Rating	Policy Limit	Actual	Capacity
Westpac	\$7.20M	A1+	25%	11%	\$9.15M
AMP	\$5.00M	A1	15%	8%	\$4.81M
Suncorp	\$4.00M	A1	15%	6%	\$5.81M
CUA	\$2.00M	A2	10%	3%	\$4.54M
ING	\$2.00M	A1	15%	3%	\$7.81M
CBA	\$5.96M	A1+	25%	9%	\$10.39M
Macquarie	\$2.00M	A1	15%	3%	\$7.81M
NAB	\$16.00M	A1+	25%	24%	\$0.35M
Bendigo-Adelaide	\$1.00M	A1	15%	2%	\$8.81M
Rural	\$4.00M	A1	15%	6%	\$5.81M
BoQ	\$7.50M	A1	15%	12%	\$1.96M
Heritage	\$2.00M	A2	10%	3%	\$4.54M
ME Bank	\$6.75M	A2	10%	10%	\$0.00M
Total	\$65.41M			100%	

Apart from investments with the regional ADIs, the investment portfolio is predominately directed to the higher rated entities with CBA, NAB, and Westpac.



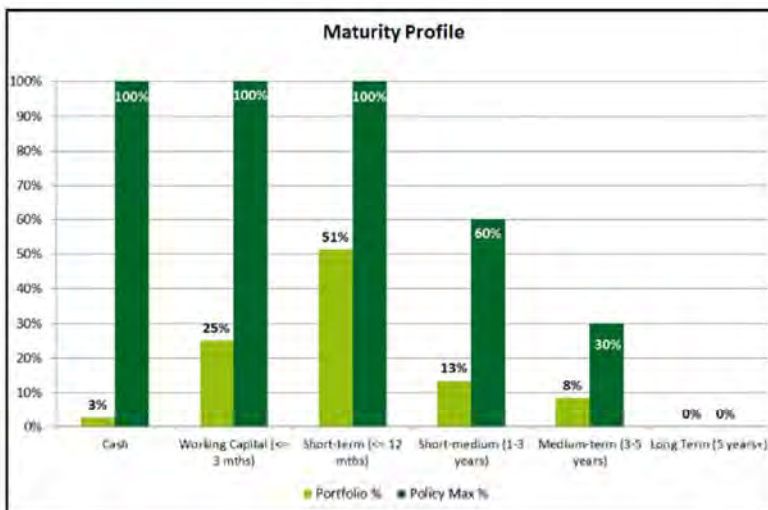
Credit Quality

A-1+ (the domestic majors) and A-1 (the high rated regionals) rated ADIs are the largest share of Council's investments. All of these comply with the Policy.



Term to Maturity

The portfolio remains highly liquid with 3% of investments at-call and a further 25% of assets maturing within 3 months. There is substantial capacity to invest in terms greater than 1 year. In consultation with its investment advisors, Council has strategically begun lengthening its deposit portfolio to diversify across various maturities up to 5 years.



In the current low interest rate environment, as existing deposits mature, they will generally be reinvested at much lower rates than preceding years. A spread of maturities up to 5 years would help income pressures over current and future financial years.

2013-14 Budget

Current Budget Rate	3.75%
Source of Funds Invested	January
Section 94 Developer Contributions	\$28,404,600
Restricted Grant Income	\$1,215,600
Externally Restricted Reserves	\$7,863,400
Internally Restricted Reserves	\$22,121,000
General Fund	\$5,805,400
Total Funds Invested	\$65,410,000
Council's investment portfolio has decreased by \$580,000 since the December reporting period. The decrease in investment funds relates to operating payments made for Council's operations and services.	

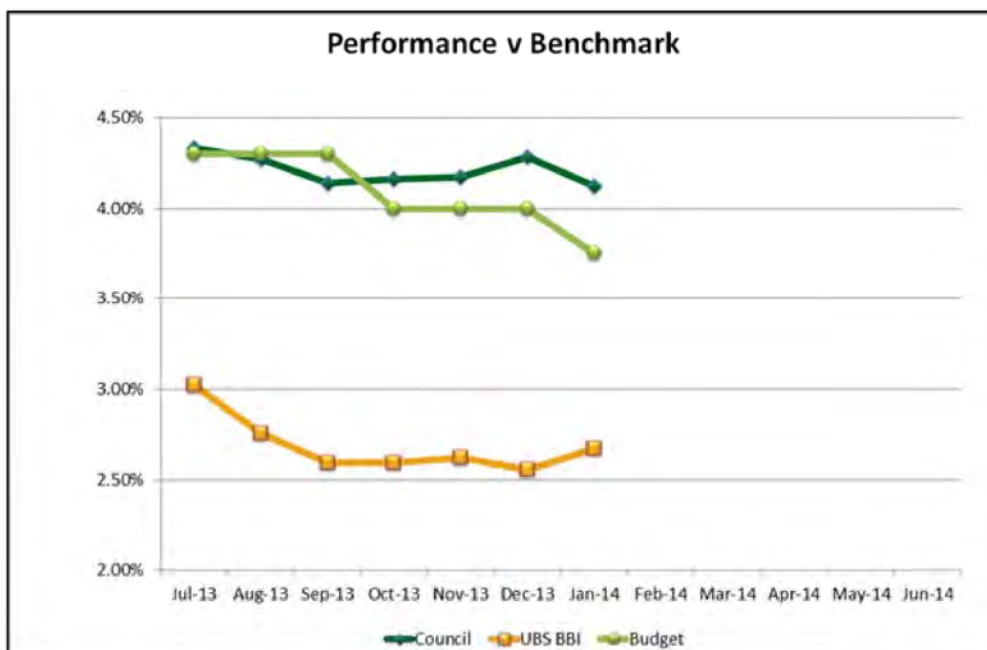
INTEREST RECEIVED DURING 2013/14 FINANCIAL YEAR				
	January	Cumulative	Projected Interest	Original Budget
General Fund	\$82,753	\$656,780	\$1,025,100	\$981,800
Restricted	\$122,312	\$836,224	\$1,293,100	\$751,800
Total	\$205,065	\$1,493,004	\$2,318,200	\$1,733,600

Interest Summary

The portfolio's interest summary as at 31 January 2014 is as follows:

NUMBER OF INVESTMENTS	57
AVERAGE DAYS TO MATURITY	324
AVERAGE PERCENTAGE	4.03% p.a.
WEIGHTED PORTFOLIO RETURN	4.02% p.a.
CBA CALL ACCOUNT *	2.70% p.a.
HIGHEST RATE	5.95% p.a.
LOWEST RATE	3.34% p.a.
BUDGET RATE	3.75% p.a.
AVERAGE BBSW (30 Day)	2.61% p.a.
AVERAGE BBSW (90 Day)	2.62% p.a.
AVERAGE BBSW (180 Day)	2.64% p.a.
UBS BANK BILL INDEX	2.67% p.a.

*Note: CBA call account is not included in the investment performance calculations



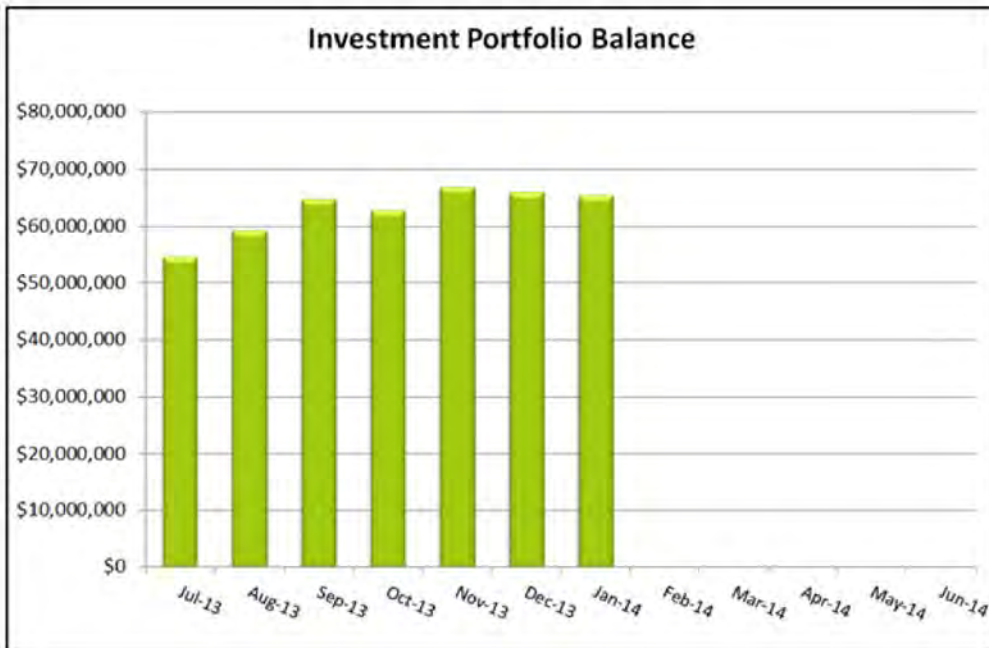
Outperformance over benchmark (UBS Bank Bill Index) continues to be attributed to the longer-dated deposits in the portfolio (particularly early investments placed above 4.5%). As existing deposits mature, performance will inevitably fall as deposits will be reinvested at much lower prevailing rates.

The revised budgeted return of 3.75% is likely to be achieved over the 2013/14 financial year with the adoption of a longer term strategy.

Appendix A – List of Investments

Camden Council Investment Portfolio as at 31 January 2014						
Institution	Type	Amount	Interest Rate	Date Invested	Maturity Date	Interest Accrued as at 31/01/2014
CUA	TD	\$1,000,000.00	5.95%	3/05/2013	1/05/2014	\$44,665.75
CUA	TD	\$1,000,000.00	5.95%	10/05/2013	8/05/2014	\$43,524.66
Suncorp Metway	TD	\$1,000,000.00	5.14%	29/07/2013	31/07/2014	\$26,333.70
CBA	TD	\$1,000,000.00	4.40%	7/02/2013	7/02/2014	\$43,276.71
NAB	TD	\$500,000.00	4.50%	7/02/2013	5/02/2015	\$22,130.14
Westpac	TD	\$700,000.00	4.35%	1/05/2013	7/05/2015	\$23,025.21
Westpac	TD	\$2,000,000.00	4.35%	6/05/2013	14/05/2015	\$64,594.52
Westpac	TD	\$500,000.00	4.35%	17/05/2013	21/05/2015	\$15,493.15
Westpac	TD	\$500,000.00	4.55%	17/05/2013	19/05/2016	\$16,205.48
ME Bank	TD	\$1,500,000.00	4.20%	25/07/2013	24/04/2014	\$32,967.12
ME Bank	TD	\$750,000.00	4.15%	30/07/2013	31/07/2014	\$15,860.96
BOQ	TD	\$500,000.00	4.05%	30/07/2013	13/02/2014	\$10,319.18
CBA	TD	\$1,200,000.00	4.00%	2/08/2013	2/08/2014	\$24,065.75
NAB	TD	\$1,000,000.00	3.91%	7/08/2013	24/07/2014	\$19,067.95
BOQ	TD	\$2,500,000.00	5.05%	4/11/2013	1/11/2018	\$30,784.25
BOQ	TD	\$1,500,000.00	4.50%	7/11/2013	2/11/2016	\$15,904.11
NAB	TD	\$500,000.00	3.70%	7/11/2013	20/02/2014	\$4,358.90
NAB	TD	\$500,000.00	3.70%	7/11/2013	6/03/2014	\$4,358.90
NAB	TD	\$1,000,000.00	3.72%	7/11/2013	20/03/2014	\$8,764.93
AMP	TD	\$1,000,000.00	3.80%	13/11/2013	13/11/2014	\$8,328.77
Rural Bank	TD	\$1,000,000.00	3.86%	15/11/2013	13/03/2014	\$8,248.77
NAB	TD	\$1,500,000.00	3.68%	21/11/2013	27/03/2014	\$10,888.77
BOQ	TD	\$1,000,000.00	5.10%	25/11/2013	22/11/2018	\$9,501.37
ING Bank	TD	\$1,000,000.00	4.63%	28/11/2013	23/11/2017	\$8,245.21
BOQ	TD	\$1,000,000.00	4.85%	28/11/2013	23/11/2017	\$8,636.99
AMP	TD	\$2,000,000.00	3.80%	28/11/2013	28/11/2014	\$13,534.25
BOQ	TD	\$1,000,000.00	4.50%	28/11/2013	24/11/2016	\$8,013.70
ME Bank	TD	\$1,000,000.00	3.90%	2/12/2013	20/11/2014	\$6,517.81
CBA	TD	\$1,000,000.00	4.00%	2/12/2013	2/12/2015	\$6,684.93
CBA	TD	\$1,000,000.00	3.80%	30/11/2013	30/03/2014	\$6,558.90
NAB	TD	\$1,000,000.00	3.67%	5/12/2013	10/04/2014	\$5,831.78
AMP	TD	\$1,000,000.00	3.80%	5/12/2013	4/12/2014	\$6,038.36
NAB	TD	\$1,500,000.00	3.67%	9/12/2013	17/04/2014	\$8,144.38
Suncorp Metway	TD	\$1,500,000.00	3.65%	12/12/2013	15/05/2014	\$7,650.00
Suncorp Metway	TD	\$1,000,000.00	3.65%	12/12/2013	10/04/2014	\$5,100.00
Suncorp Metway	TD	\$500,000.00	3.65%	12/12/2013	22/05/2014	\$2,550.00
ME Bank	TD	\$1,500,000.00	3.90%	12/12/2013	18/12/2014	\$8,173.97
AMP Bank	TD	\$1,000,000.00	3.80%	12/12/2013	11/12/2014	\$5,309.59
Macquarie Bank	TD	\$1,000,000.00	3.90%	19/12/2013	19/12/2014	\$4,701.37
Westpac	TD	\$1,000,000.00	3.61%	19/12/2013	19/12/2014	\$4,351.78
NAB	TD	\$1,000,000.00	3.74%	24/12/2013	12/06/2014	\$3,996.16
NAB	TD	\$1,500,000.00	3.75%	2/01/2014	19/06/2014	\$4,623.29
NAB	TD	\$1,000,000.00	3.34%	9/01/2014	6/03/2014	\$2,104.66

Camden Council Investment Portfolio as at 31 January 2014						
Institution	Type	Amount	Interest Rate	Date Invested	Maturity Date	Interest Accrued as at 31/01/2014
Rural Bank	TD	\$2,000,000.00	3.35%	9/01/2014	25/02/2014	\$4,221.92
Rural Bank	TD	\$1,000,000.00	3.50%	9/01/2014	29/05/2014	\$2,205.48
ME Bank	TD	\$1,000,000.00	3.70%	9/01/2014	22/05/2014	\$2,331.51
ME Bank	TD	\$1,000,000.00	3.70%	9/01/2014	5/06/2014	\$2,331.51
NAB	TD	\$2,000,000.00	3.70%	9/01/2014	5/06/2014	\$4,663.01
NAB	TD	\$3,000,000.00	3.68%	16/01/2014	26/06/2014	\$4,839.45
Bendigo Adelaide B	TD	\$1,000,000.00	3.60%	16/01/2014	3/07/2014	\$1,578.08
Macquarie Bank	TD	\$1,000,000.00	4.15%	20/01/2014	20/01/2016	\$1,364.38
ING Bank	TD	\$1,000,000.00	3.55%	23/01/2014	10/07/2014	\$875.34
Westpac	TD	\$1,000,000.00	3.58%	29/01/2014	14/05/2014	\$294.25
Westpac	TD	\$1,500,000.00	3.58%	29/01/2014	21/05/2014	\$441.37
Heritage Bank	TD	\$500,000.00	3.65%	30/01/2014	2/04/2014	\$100.00
Heritage Bank	TD	\$500,000.00	3.65%	30/01/2014	9/04/2014	\$100.00
Heritage Bank	TD	\$1,000,000.00	3.80%	31/01/2014	16/07/2014	\$104.11
# TD Investments	57	\$63,650,000.00	4.02%			\$654,886.59
CBA	Call Account	\$1,760,000.00	2.70%			
		\$65,410,000.00				



Appendix B – Ratings Definitions

Standard & Poor's Ratings Description

Standard & Poor's (S&P) is a professional organisation that provides analytical services. An S&P rating is an opinion of the general credit worthiness of an obligor with respect to particular debt security or other financial obligation – based on relevant risk factors.

Credit ratings are based, in varying degrees, on the following considerations:

- Likelihood of payment
- Nature and provisions of the obligation
- Protection afforded by, and relative position of, the obligation in the event of bankruptcy, reorganisation or other laws affecting creditors' rights
- The issue rating definitions are expressed in terms of default risk.

S&P Short-Term Obligation Ratings are:

- **A-1:** This is the highest short-term category used by S&P. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.
- **A-2:** A short-term obligation rated A-2 is somewhat more susceptible to the adverse changes in circumstances and economic conditions than obligations in higher rating categories. However the obligor's capacity to meet its financial commitment on the obligation is satisfactory.
- **A-3:** A short-term obligation rated A-3 exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

S&P Long-Term Obligations Ratings are:

- **AAA:** An obligation/obligor rated AAA has the highest rating assigned by S&P. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
- **AA:** An obligation/obligor rated AA differs from the highest rated obligations only in small degree. The obligor's capacity to meet its financial commitment on the obligations is very strong.
- **A:** An obligation/obligor rated A is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations/obligors in higher rated categories. However the obligor's capacity to meet its financial commitment on the obligation is strong.
- **BBB:** A short-term obligation rated BBB exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.
- **Unrated:** Financial Institutions do not necessarily require a credit rating from the various ratings agencies such as Standard & Poor's and these institutions are classed as "Unrated". Most Credit Unions and Building societies fall into this category. These institutions nonetheless must adhere to the capital maintenance requirements of the Australian Prudential Regulatory Authority (APRA) in line with all authorised Deposit Taking Institutions (Banks, Building societies and Credit Unions).
- **Plus (+) or Minus(-):** The ratings from "AA" to "BBB" may be modified by the addition of a plus or minus sign to show relative standing within the major rating categories

Fitch and Moody's have similar classifications.

Appendix C – Recently Invested ADIs

Rural Bank

Historically, the Bank was formed as Elders Rural Bank and received its banking licence in 2000. In August 2009, Elders Rural Bank Limited changed its name to Rural Bank Limited and, in December 2010, Rural Bank became a fully-owned subsidiary of the Bendigo and Adelaide Bank Group.

In December 2010, Bendigo and Adelaide Bank announced that it would increase its shareholding in Rural Bank from 60% to 100% for \$165m, or approximately 1.2 times book value. As such, Rural Bank takes on its parent's company's long-term credit rating of A- by S&P.

Over the years, the bank's business model has expanded, but its core business has not changed. They specialise in lending to the agricultural sector in rural and regional centres across the country. Rural Bank's products and services are now available at more than 400 locations nationally.

Financial Results

As at 30 June 2013, Rural Bank's Tier 1 Capital Ratio stood at 10.73% and its Total Capital Ratio at 12.13%, well above Basel III minimum capital requirements.

At a group level, Bendigo-Adelaide Bank Ltd announced a statutory profit after tax of \$352.3 million for the 12 months ending 30 June 2013, an 80.7% increase on the corresponding period. The cash earnings result is \$348.0 million for the 12 months ending 30 June 2013, a 7.7% increase on the prior corresponding period. Retail deposits were \$42.2 billion (June 2012 was \$40.7 billion), an increase of 3.9%.

Heritage Bank

In 1981 Toowoomba Permanent Building Society (est. 1875) and the Darling Downs Building Society (est. 1897) merged and became Heritage Building Society. In December 2011, Heritage Building Society officially changed its name to Heritage Bank.

Heritage Bank is Australia's largest mutual bank with \$8.5 billion in total assets. It is owned by customers, not shareholders. Heritage does not pay dividends so all profits are reinvested in the business. Heritage now has 61 branches in southern Queensland and 39 mini branch outlets. They offer a full suite of banking products, including savings and transaction accounts, term deposits, home loans, personal loans, business banking, credit and debit cards, retirement savings accounts, financial planning, insurance and foreign currency and travel finance products.

Financial Results

The operating profit of the Group for FY13 after income tax was \$37.052 million, an 18.5% increase compared to the previous year (FY12 was \$31.272 million). The Group reported a 3.5% increase in total consolidated assets to a total of \$8.507 billion for FY13 (up from \$8.221 billion in FY12).

As at 30 September 2013, Heritage Bank's Tier 1 Capital Ratio stood at 11.51% and its Total Capital Ratio at 13.26%, well above Basel III minimum capital requirements.

DRAFT LAKE ANNAN SPECIFIC AREA PLAN OF MANAGEMENT

Revised and Amended by
Camden Council
February 2014

13/23573

EXECUTIVE SUMMARY

Background

As with many riparian areas in Camden, Lake Annan is currently under stress from the impacts of surrounding urban land use and the development of urban release areas in the catchment. Active management is required to improve the ecological, aesthetic and recreation functions of the Lake.

The main concern for management is the quality of water discharging to Lake Annan. The existing gross pollutant trap (GPT) is not fulfilling its design objectives in providing adequate treatment of stormwater runoff to the Lake. This in combination with recent development in the catchment has placed additional pressure on the system.

The Vision

The Strategic Plan for Camden Council sets out a vision for what Camden will be like in the year 2040.

'Camden will be a place that enjoys healthy urban and natural environments where the natural environment is protected and enhanced, open space is visible and accessible, public places and local neighbourhoods are attractive and vibrant places and the built and natural environment in the area complement and support one another.' (refer Page 20)

'Our community is able to access, enjoy and appreciate local natural assets and open spaces in a sustainable way, and these assets continue to be nurtured for future generations. In addition, our lifestyles and behaviours are improving not degrading our environment, and there is a high level of community involvement in environmental initiatives.' (refer Page 22)

'In 2040 our physical environment – both natural and built supports all aspects of our life in Camden. This will mean our natural systems are resilient and fully functional, and as a result provide for the health and wellbeing of the current and future populations through clean air, water, natural systems and diverse ecosystems.' (refer Page 32)

'The outcomes for Healthy Urban and Natural Environments will be achieved by focussing on:

- *Improving the quality of our local rivers and waterways, and actively managing water throughout the area, including stormwater'* (refer Strategy 2.1.2, Page 34)
- *Provision and management of parks and natural open spaces which are accessible, connected and well-maintained to enhance community and environmental health, recreation and leisure opportunities, and appreciation of the local environment.'* (refer Strategy 2.4.1, Page 35)

Management Objectives

Objectives for the management of the Lake and its surrounding riparian environment are:

- To protect and enhance the biodiversity and ecological values of the lake, particularly in relation to water quality, native vegetation, and fauna habitat.
- To minimise long term maintenance costs.
- To maintain and enhance opportunities for passive recreational, cultural, social and educational pastimes and activities, without compromising ecological values.



- To conserve and enhance the scenic landscape qualities of the Lake.
- To encourage community involvement in the on-going management of the Lake and improve awareness of its existing potential ecological values.
- To promote monitoring of the Lake to evaluate and improve environmental outcomes.

Land to which this Plan Applies

This plan applies to Lake Annan and the surrounding riparian land and parkland, and incorporates the inlet and outlet structures of the Lake. The land parcels that fall under this plan are identified in Table 5 (Appendix 1) and shown in Map 2.

Plan Structure

The structure of this Plan of Management follows the provisions set out in the *Local Government Act 1993* for plans of management for 'community land'.

The management of Lake Annan will be in accordance with the specific management strategies that have been prescribed within this Plan.

The Lake and riparian buffer zone covered by this Plan were categorised 'natural area' and subcategory of 'wetland' when the original Plan of Management was adopted by Council on 28 July 2003 (refer Map 3, Appendix 1). The remainder of the land covered by this Plan was categorised 'park' (refer Appendix 1).

Scope

This Plan of Management specifies the manner in which Lake Annan and the associated riparian areas will be used and managed, and the objectives for that use and management. It also includes amendments to the original Plan of Management. The Plan may also be used to determine priorities for the use of resources and funds, and to guide the carrying out of works.

The major issues identified and addressed by this Plan are:

- Lake design;
- Water quality;
- Vegetation management;
- Erosion;
- Maintenance;
- Pest fauna;
- Recreation; and
- Community issues.

The Plan provides:

- a background to Lake Annan including an overview of the area, design intent of the Lake, past studies of the Lake and legislative context for the management of Lake Annan (Section 1);
- a vision and objectives for Lake Annan (Section 2);



- a discussion of the major issues identified for the management of Lake Annan (Section 3) and strategies developed to address each issue (Section 4);
- a masterplan prepared for improvement works at Lake Annan (Section 5); and
- an action plan for the implementation of management strategies. Performance measures have been identified for each action and actions have been categorised as low, medium or high priority to guide allocation of resources and funding (Section 6).

A Concept Maintenance Plan is provided in the report '*Concept designs for water quality treatment at Lake Annan*' prepared for Camden Council by Storm Consulting (Appendix 2). It sets out procedures by which Lake Annan can be maintained to a standard that ensures that it remains operational in accordance with the objectives of this Plan.

Recommendations

To maintain Lake Annan such that it functions in accordance with the objectives of this Plan, appropriate stormwater treatment within the catchment is essential. Given the Lake is considered undersized relative to its catchment, the following management actions are considered essential:

1. Construction of water quality treatment devices including a constructed wetland within the Lake;
2. Replace the existing main Gross Pollutant Trap (GPT) so that it achieves optimum treatment of gross pollutants;
3. Install an appropriate water level control structure for maintenance requirements within the Lake;
4. Initiate and adhere to an appropriate maintenance regime, and allocate responsibility and sufficient funding for this;
5. Develop a community education program for local residents;
6. Undertake bush regeneration to the island and native planting to enhance, and create additional riparian vegetation surrounding the Lake (which will also delineate between the open space 'park' area and the riparian 'natural area' buffer zone; and
7. Encourage and support education/interpretative and passive recreational activities by maintaining strategically placed signage and seating.

CONTENTS

EXECUTIVE SUMMARY i

CONTENTS iv

BASIS FOR MANAGEMENT 1

SECTION ONE: INTRODUCTION 2

1.1 PURPOSE OF THE PLAN 2

1.2 STRUCTURE OF THE PLAN 2

1.3 CATEGORISATION 2

1.4 LAND TO WHICH THE PLAN APPLIES 2

1.5 MANAGEMENT AUTHORITY, TENURE AND OWNERSHIP 2

MAP 1: LAKE ANNAN CATCHMENT 3

MAP 2: AREA COVERED BY THIS PLAN 4

1.6 BACKGROUND INFORMATION 5

1.6.1 Site and Surrounds 5

1.6.2 Catchment Context 5

1.6.3 Soils and Geology 5

1.6.4 Lake Annan Overview 5

1.6.4.1 Design 5

1.6.5.2 Design Problems 6

1.6.5.3 Previous Studies 6

1.6.5.4 Community Consultation prior to the preparation of the original PoM 7

1.6.5 Current Water Quality and Quantity Issues 8

1.6.5.1 Sediment 8

1.6.5.2 Blue-Green Algae 8

1.6.5.3 Lake Y'andelora 8

1.6.5.4 Pest Fauna 8

1.6.5.5 Gross Pollutant Trap 9

1.6.5.6 Stormwater Harvesting 9

1.6.6 Requirements of Study to Prepare Concept Designs for Water Quality Treatment Devices at Lake Annan 10

SECTION TWO: STRATEGIC FRAMEWORK 11

2.1 THE VISION 11

2.2 MANAGEMENT OBJECTIVES 11

ISSUES AND STRATEGIES 12

SECTION THREE: MANAGEMENT ISSUES 13

3.1 LAKE DESIGN 13

3.2 WATER QUALITY 16

Table 3: Pollutant Removal Expected with the CDS Unit P3018 16

Table 4: Water Quality Performance of Water Quality Treatment Options 17

3.3 VEGETATION MANAGEMENT 17

3.4 EROSION 18

3.5 MAINTENANCE 18

3.6 PEST FAUNA 19

3.7 RECREATION 20

3.8 COMMUNITY ISSUES 20

SECTION FOUR: MANAGEMENT STRATEGIES 21

4.1 LAKE DESIGN 21

4.2 WATER QUALITY 21

4.3 VEGETATION MANAGEMENT 21

4.4 EROSION 22



4.5	MAINTENANCE	22
4.6	PEST FAUNA	22
4.7	RECREATION	23
4.8	COMMUNITY ISSUES.....	23
IMPLEMENTATION.....		25
SECTION FIVE: MASTERPLAN		26
FIGURE 1: SITE ANALYSIS.....		26
SECTION SIX: ACTION PLAN.....		27
6.1	APPLICATION OF MANAGEMENT POLICIES AND GUIDELINES.....	27
6.2	ACTION PLAN SCOPE	27
6.3	PERFORMANCE TARGETS AND PRIORITIES	27
6.4	REVIEW OF PLAN	27
6.5	ENDORSED ACTIVITIES	28
STRATEGY: LAKE DESIGN		29
STRATEGY: WATER QUALITY		30
STRATEGY: VEGETATION MANAGEMENT		31
STRATEGY: EROSION.....		31
STRATEGY: MAINTENANCE		32
STRATEGY: PEST FAUNA		33
STRATEGY: RECREATION.....		34
STRATEGY: COMMUNITY ISSUES		34
SUPPLEMENTARY INFORMATION		35
SECTION SEVEN: BIBLIOGRAPHY		36
SECTION EIGHT: APPENDICES		37
APPENDIX 1: SCHEDULE OF LAND PARCELS.....		37
Table 5: Schedule of Land Parcels		37
MAP 3: LAND CATEGORISATION PLAN.....		38
APPENDIX 2: CONCEPT DESIGNS FOR WATER TREATMENT AT LAKE ANNAN ..		39





Concept designs for water quality treatment at Lake Annan

Report Prepared for:
Camden council

Project No. 1485

Prepared by:
Storm Consulting Pty Ltd

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Attachment 1

**LAKE ANNAN
SPECIFIC AREA PLAN OF
MANAGEMENT**

**BASIS FOR
MANAGEMENT**

DRAFT



SECTION ONE: INTRODUCTION

1.1 PURPOSE OF THE PLAN

Like many riparian areas in Camden, Lake Annan is currently under stress from the impacts of surrounding urban land use and the development of urban release areas in the catchment. Active management is required to improve the ecological, aesthetic and recreation functions of the Lake.

This Plan of Management specifies the manner in which Lake Annan and the associated riparian areas will be used and managed, and the objectives for that use and management. It provides amendments to the original Plan of Management adopted on 28 July 2003. The Plan may also be used to determine priorities for the use of resources and funds, and to guide the carrying out of works.

1.2 STRUCTURE OF THE PLAN

The structure of this Plan of Management follows the provisions set out in the *Local Government Act 1993* for plans of management for 'community land'.

The management of Lake Annan will be in accordance with the specific management strategies that have been prescribed within this Plan.

1.3 CATEGORISATION

For the purposes of use and management, Lake Annan has been categorised as 'natural area' and 'park' according to provisions of the *Local Government Act 1993*. The Lake and riparian buffer zone fall under the category of 'natural area – wetland' and the land covered by this Plan which lies outside the riparian buffer zone falls under the category 'park' (refer Map 3).

The Lake and riparian buffer zone of Lake Annan is categorised for the purpose of this Plan as a constructed wetland.

1.4 LAND TO WHICH THE PLAN APPLIES

This plan applies to Lake Annan and the surrounding riparian land and park land, and incorporates the inlet and outlet structures of the Lake. The land parcels that fall under this plan are identified in Table 2A (Appendix 2) and shown in Map 2. It should be noted that this plan, in some cases, covers only part of these land parcels (see Map 2).

1.5 MANAGEMENT AUTHORITY, TENURE AND OWNERSHIP

The land is owned by Camden Council. For the purposes of this plan, the management authority is Camden Council.



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MAP 1: LAKE ANNAN CATCHMENT

Attachment 1



MAP 2: AREA COVERED BY THIS PLAN



1.6 BACKGROUND INFORMATION

1.6.1 Site and Surrounds

Lake Annan is located in the suburb of Mount Annan in the Camden Council LGA, approximately 52km South West of the Sydney CBD. Lake Annan is surrounded by residential housing and forms part of a public open space and drainage reserve (see Map 2).

1.6.2 Catchment Context

Lake Annan is located in the upper reaches of the Narellan Creek catchment (see Map 1) and is one of the most heavily urbanised sub-catchment of the Upper Nepean River. Remaining rural areas are rapidly being developed for residential, industrial and commercial land uses.

1.6.3 Soils and Geology

The catchment area of the lake is dominated by red and brown podzolic soils of the Blacktown soil landscape (Hazelton and Tillie, 1990). These soils are characterised by low fertility, low to moderate water holding capacity and low cationic exchange capacities. They are strongly acidic, with a high potential aluminium toxicity, dispersive and easily eroded.

1.6.4 Lake Annan Overview

The Lake is 2.7 hectares in size, which equates to 1% of its catchment area.

1.6.4.1 Design

Lake Annan was constructed in 1988 as a combined sedimentation and part macrophyte Water Quality Control Pond (WQCP) as part of a pilot scheme for reducing pollutant loads from stormwater runoff. Lake Annan has been constructed as an in-line water quality control pond within Narellan Creek. The lake was designed with the following components:

- basin storage volume of 55 ML;
- surface area of 2.7 hectares (approximately 1% of the total catchment area);
- average depth of 2 metres, maximum depth of 3.5 metres;
- a central island placed directly in line with the inflow to disperse the flow and reduce short-circuiting. The island also provides a refuge for native fauna and an additional lake edge for macrophytes;
- a Gross Pollutant Trap (GPT) located upstream of the Lake, designed to remove coarse sediment for floods up to the 3 month ARI flood event and so that velocities of floods up to the 1 year ARI event would not be sufficient to re-suspend sediment; and
- a spillway and trash rack at the downstream outflow of the Lake.

The Lake system has five inflows and one outflow point, as follows:

- main inflow (from Narellan Creek) with a large GPT consisting of a permanently ponded sedimentation basin and trash rack;
- secondary inflow (from end of Hogan Place) fitted with a continuous deflective separation (CDS) unit;
- secondary inflow from the 'T' junction of Dunbar Place fitted with a CDS unit;

- two minor inflows (from the dead end of Dunbar Place and off Birriwa Circuit near the end of Hogan Place) that are not fitted with stormwater proprietary devices; and
- outflow (to Narellan Creek) with a large spillway and trash rack.

Additionally, macrophytes have sporadically established in a band approximately 2 metres wide around the perimeter, largely through natural processes and without deliberate planting (main species being Cumbungi, *Typha sp.* and Common Rush, *Juncus usitatus*).

1.6.5.2 Design Problems

Since construction (1988), Lake Annan has experienced a number of problems, which include:

- high nutrient loads contributing to algal blooms and odour in the warmer months;
- operation and maintenance of the upstream GPT;
- poor water clarity due to high turbidity;
- widespread loss of macrophyte plants;
- sediment build up;
- localised areas of erosion and bank scalding; and
- additional nutrient loads due to a large population of Australian White Ibis using the Island for breeding.

In addition, the Lake is considered undersized relative to its catchment.

1.6.5.3 Previous Studies

Lake Annan was the subject of a study concerning the performance of the Water Quality Control Pond (along with Currans Hill Pond) in the Upper Narellan catchment, commissioned by Camden Council (SMEC 1998). This study also identified measures that might readily and economically be adopted to improve water quality treatment, and was used to assess any savings that could be achieved in the proposed Harrington Park Water Quality Management System. Issues determined as a result of this study are summarised below:

- Operational problems of the major GPT which has been installed on-line of the major inflow to the Lake, as follows:
 - The GPT was installed on-line and due to concrete walls surrounding the GPT and housing the trash rack, the GPT has a permanent ponded area which has regularly become anaerobic, causing odour problems;
 - Pet animals have drowned in the permanently ponded area, which has raised safety concerns;
 - Stormwater spills over the trash rack causing the collected trash to be washed into Lake Annan and it is suspected that re-suspension of collected sediment also occurs on these occasions;
 - The low flow pipe that feeds the GPT has an invert level well below the permanent pond level. Consequently the low flow pipe is permanently inundated and during low flows this has resulted in sediment accumulating within the pipe, eventually blocking the pipe, which has caused ongoing maintenance problems. To help reduce this problem Council has cut a notch into the weir that controls the pool level in the GPT.

This has reduced the pool level so that only the bottom portion of the low flow pipe is permanently inundated. Sediment still settles in the bottom portion of the pipe.

- Macrophyte coverage is less than the design target of 30%, which was attributed to high turbidity. Turbidity was attributed to the predominance of dispersive clays in the catchment area, so that flows to the Lake contain high concentrations of colloidal particles that will not settle; and
- Elevated groundwater tables causing salinity problems observed around the perimeter of the pond.

Water Quality monitoring at the inlet and outlet structures of the Lake prior to May 2003 indicated that Lake Annan removes approximately 60% of the annual load of suspended solids and faecal coliforms and approximately 40% of total phosphorus and total nitrogen.

Management options recommended within the SMEC (1998) report were:

1. Increasing macrophyte zone; it was considered that the Lake's performance could be improved by increasing the coverage of macrophytes. Recommendations were to carry out earthworks to establish shallow zones between the existing island and the Lake perimeter. However, the expansion of macrophytes was not modelled to assess improvements in water quality from the proposed option.
2. Replacement of the GPT with a CDS unit to overcome all of the existing operational problems at an estimated cost of \$150,000.
3. Alternatively, improve the existing GPT by constructing a bypass channel to effectively put the GPT offline, thus preventing re-suspension of sediment and spill of litter in large events. A small pump could also be installed to drain the GPT after flood events in order to reduce the tendency for sediment to accumulate in the upstream flow pipe.
4. Install a re-circulation system to improve the performance of the Lake and dosing with flocculants such as gypsum to assist in the settling out of fine colloids.
5. Planting trees and other suitable vegetation around the perimeter to maintain a lower groundwater table.

1.6.5.4 Community Consultation prior to the preparation of the original PoM

The following issues were raised during community consultation held in August 2001:

- Littering and dumping of grass clippings, shopping trolleys, etc;
- Vandalism and graffiti;
- Faeces not removed by owners of dogs using the area;
- Odours and aesthetics;
- Lack of linkage with pathways and formalised open space areas for use by visitors and Council contractors causing further degradation of lake verges;
- Lack of formal parking bays and unauthorised vehicular access;
- Lack of community education;
- Lack of water quality monitoring program;

- Lack of general maintenance, but in particular with regard to removal of trash and debris from GPTs and trash racks; and
- Ongoing impacts to water quality due to development in catchment and apparent lack of policing and enforcement of adequate sediment and erosion controls by developers.

1.6.5 Current Water Quality and Quantity Issues

1.6.5.1 Sediment

The sediment and lake bathymetric analysis which was undertaken in 2010 identified that the sediment is not contaminated, and that it could be re-used rather than disposed as landfill. While the bathymetric survey found there were 12,530 cubic metres of sediment, only 5,000 cubic metres of the sediment is solid sediment, the remainder being basically sludge. Therefore, potentially the 5,000 cubic metres of solid sediment can be used for benching in a constructed wetland or Water Sensitive Urban Design (WSUD) treatment where appropriate.

The sediment was also identified to contain high levels of phosphorus and nitrogen which would contribute to the outbreak of Blue-Green Algae during warm weather and dry periods.

1.6.5.2 Blue-Green Algae

Blue-Green Algae (*Cyano bacteria*) is present at Lake Annan in the warmer months and can build to a level that is toxic to humans and can be fatal to animals. A Blue-Green Algae outbreak can result from nutrient build-up in the Lake.

Camden Council has undertaken water quality testing of the Lake for Blue-Green Algae since February 2003 in the warmer months. There were 5 minor green alert periods in regards to the levels of toxic Blue-Green Algae in the initial period of testing in February/March 2003. In January and March 2009, and February 2010 there were major red alert periods in which the public was notified by signage and adjoining residents by letter, to not have contact with the water because of the potential for skin irritation and infection.

Consultants, GHD Pty Ltd, have undertaken water quality sampling, analysis and reporting in regards to stormwater entering and leaving Lake Annan since 2011. Results for Total nitrogen and Total phosphorus have been quite high and algal blooms observed.

1.6.5.3 Lake Y'andelora

A small part of the upper catchment of Lake Annan has had water quality issues partially addressed through the development in 2006 of Lake Y'andelora. The planting of macrophytes in Lake Y'andelora and the inclusion of an adjoining low flow in-stream swale to treat nutrients appear to be inadequate in treating the poor water quality issue.

There is also erosion at the in-stream swale on the upstream side of the Lake and there are no GPTs upstream of the Lake, which means there is excessive siltation of the Lake.

1.6.5.4 Pest Fauna

In the past pest fauna including Purple Swamp Hen, domestic ducks, carp and mosquito fish (*Gambusia*) have had a detrimental impact on the water quality and native fauna of the Lake. Since July 2006, poor water quality of Lake Annan has been exacerbated by the breeding colony of Australian White Ibis (Ibis) on the island at Lake Annan. The colony is also likely

adding to the high phosphorus and nitrogen and is a public nuisance because of the size of the colony and the noise and odour generated.

Camden Council commenced detailed ibis population counts on 25 August 2009 with a population count of 1,109 Ibis (including chicks). Jacks Gully became a covered Waste Facility in late 2008, and the landfill was closed to putrescible wastes in 2009. The Ibis population subsequently dropped to an average peak of 700 birds in 2010, 2011 and 2012.

Camden Council developed a Management Plan for Australian White Ibis at Lake Annan to manage the Ibis population at Lake Annan and mitigate the public nuisance concerns. In accordance with the Management Plan, Council has undertaken oiling of the Ibis eggs and an ecological burn of abandoned nests.

Periodically there has been large numbers of Corellas (*Cacatua* sp.) at Lake Annan and they are presently in large numbers roosting on the island at night. They may at times also contribute to high phosphorus and nitrogen levels at the Lake.

1.6.5.5 Gross Pollutant Trap

Council engaged consultants, Optimal Stormwater, in early 2013 to investigate the retrofit of the existing main GPT or the installation of a new GPT to replace the existing main GPT at the inlet of Lake Annan. The proposed GPT was to be assessed on the following basis:

- Reliability of the solution;
- Available space for installation;
- Hydraulics of the solution;
- Suitability based on diversion chambers and depth to invert;
- Ease of maintenance and operation;
- Estimated cleaning frequency; and
- Capital and life cycle cost.

The GPT was to meet the minimum pollutant retention criteria provided in Table 1:

POLLUTANT	PERCENTAGE RETAINED
Gross Pollutants	80-100%
Coarse Sediment (> 0.5mm)	60-80%
Medium Sediment (0.1mm to 0.5mm)	50-70%
Fine Sediment (< 0.1mm)	40-60%

Table 1: Minimum Pollutant Retention Criteria

It is recommended that the GPT is to be moved further upstream to the existing GPT which will improve the function of the GPT and resolve most of the issues experienced with the existing GPT. This will also require the removal of the existing GPT.

1.6.5.6 Stormwater Harvesting

Council currently draws water from Lake Annan to irrigate Birriwa Reserve, Mount Annan. The average amount of water drawn over the last 12 months is:

- Spring/Summer – 127,500 litres/week x 27 weeks = 3,442,500 litres
- Autumn/Winter – 63,750 litres/week x 25 weeks = 1,593,750 litres
- Total per annum = 5,036,250 litres

Council has also connected Wandarrah Reserve, Mount Annan to Lake Annan for the purposes of irrigation, but at present the water from Lake Annan is not being utilised.

1.6.6 Requirements of Study to Prepare Concept Designs for Water Quality Treatment Devices at Lake Annan

Council engaged consultants, Storm Consulting, in May 2013 to prepare three concept designs for Water Quality Treatment Devices that addressed the water quality issued and in particular, reduced the concentration of fine particulate and dissolved pollutants in Lake Annan. The three concept designs were to incorporate water control treatments that include Water Sensitive Urban Design (WSUD) and Constructed Wetland Principles.

Additionally the design concepts were required to provide a design that retains a sufficient volume of water within Lake Annan during drought periods to allow the continued harvesting of water for irrigation Birriwa and Wandarrah Reserves. An option to be investigated and considered included the retention of significant areas of open water for aesthetic reasons, but the removal of the island.

The specific objectives for the original Lake Annan Plan of Management were required to be addressed in the concept designs and the constructed wetland was to be designed to retain nutrients, heavy metals, bacteria and other pollutants. The components of the constructed wetland were to include energy dissipation and sediment removal, flow spreader, macrophyte vegetation bans, open water and outlet control.

The above treatments needed to be considered for removal efficiency, maintenance requirements, social requirements, impacts and costs. Water quality and environmental flow standards to be met in regards to constructed wetlands are as per Council's Engineering Specifications.

To determine the expected performance of the water quality control treatment devices in each conceptual design, Storm Consulting was to undertake Model Urban Stormwater Improvement Conceptualisation (MUSIC) modelling incorporating the Lake Annan Catchment, including the Lake Y'andelora sub catchment. A comparative analysis of the Water Quality Treatment Devices was to be undertaken addressing the following criteria:

- The expected performance of each water quality control device to the catchment area and types of pollutant loads;
- The ease of access to and from each water quality control device for construction and maintenance purposes;
- The projected detail engineering design costs for each water quality control device;
- The projected capital and construction costs for each water quality control device;
- The projected landscaping costs for each water quality control device;
- A Concept Maintenance Plan for each water quality control device;
- The projected ongoing maintenance cost for each water quality control device; and
- A preliminary report recommending the optimum water quality treatment at Lake Annan.

SECTION TWO: STRATEGIC FRAMEWORK

Lake Annan was originally developed for scenic purposes but has been impacted by a range of issues including low water quality. To regain the scenic qualities of the Lake, a diverse and sustainable approach to design management is required.

2.1 THE VISION

The specific vision for Lake Annan is:

To create a sustainable, ecologically diverse aquatic and riparian environment that successfully integrates with the adjoining park areas and surrounding urban environment.

2.2 MANAGEMENT OBJECTIVES

Specific objectives for the management of Lake Annan and its surrounding riparian environment and parkland have been developed from and in addition to the core objectives for management of community land under the *Local Government Act 1993* (included in the Camden Riparian Areas Plan). These are:

- To protect and enhance the biodiversity and ecological values of the Lake, particularly in relation to water quality, native vegetation, and fauna habitat.
- To minimise long-term maintenance costs.
- To maintain and enhance opportunities for passive recreational, cultural, social and educational pastimes and activities, without compromising ecological values.
- To conserve and enhance the scenic landscape qualities of the Lake.
- To encourage community involvement in the on-going management of the Lake and improve awareness of its existing and potential ecological values.
- To promote monitoring of the Lake to evaluate and improve environmental outcomes.

**LAKE ANNAN
SPECIFIC AREA PLAN OF
MANAGEMENT**

**ISSUES AND
STRATEGIES**

DRAFT

SECTION THREE: MANAGEMENT ISSUES

Management of the land must take into account the Plan's objectives, that is, to manage the land in a way that protects the natural values of Lake Annan.

3.1 LAKE DESIGN

The initial design of Lake Annan has led to many of the problems inhibiting the function of the Lake. Such issues identified are as follows:

- Lake Annan is considered undersized to effectively undertake water quality control functions for the catchment it services, at only 1% of the catchment size.
- Catchment impacts of water quality and sedimentation are adversely affecting the Lake. Development in the upper catchment has exacerbated these problems.
- The Lake and inlet structure are built in-line to the drainage system, which affects the water quality control functions. The GPT is inefficient due to overtopping and remobilisation of nutrients/pollutants and collected sediment in high flows (see Section 1.6).
- The GPT design is poor and ineffective, with particular problems including the permanent pool, position of the low flow pipe, and no high flow bypass (see Section 1.6).

The design of Lake Annan and the GPT limit the effectiveness of the Lake as a water quality control pond for the catchment upstream. Additionally, there is an inherent conflict between the two functions of the Lake, as a water quality control pond and as an aesthetic element in the landscape.

Optimal Stormwater investigated the replacement of the GPT in June 2013 and identified that Council should take the GPT upgrading opportunity, to install a more effective, more reliable underground GPT that will not have the aesthetic and work, health and safety issues of a trap similar to the existing GPT.

It has been recommended by Optimal Stormwater that Council install a single P2018 CDS unit. It is also recommended for ease of construction, ease of cleaning, and the highest levels of functionality, the GPT should be moved upstream of the existing location.

Storm Consulting prepared a report in June 2013 that provided three Concept Design Options for water quality control treatment which included:

- Water Sensitive Urban Design treatment devices;
- A volume of water that is accessible for irrigation purposes; and
- One option which retained significant areas of open water for aesthetic reasons, and also the removal of the island.

The design components of the three Concept Designs, A, B and C are summarised below:

	DESIGN INTENT AND COMPONENTS	SIZE	COSTINGS
Concept A	Max flow path through reed bed.	9,228 m ²	Capital Investment: \$695,000
	Open water retained.	12,442m ²	20 Year Maintenance: \$237,600
	Island retained.	2,702m ²	
	Inlet zone for sedimentation.		Total Cost: \$932,600
Concept B	Island utilised as reed bed.	1,880m ²	Capital Investment: \$481,000
	Open Water retained.	20,645m ²	20 Year Maintenance: \$207,600
	Inlet zone for sedimentation.	4,030m ²	Total Cost: \$688,000
Concept C	Three floating wetland substrates, one positioned at inlet, protected by cage.		Capital Investment: \$360,000
	Most of open water retained (visuals retained).	320m ²	20 Year Maintenance: \$287,600
	Island retained.	2,702m ²	
	Inlet zone for sedimentation.		Total Cost: \$647,000
	Permeable Reactive Barriers (flow filters through).		

Table 2: Summary of Concept Designs

Capital cost is made up of detailed design cost, capital and construction cost, and landscaping cost.

The full report by Storm Consulting is provided in Section 8, Appendix 3 – Concept Designs for Water Quality at Lake Annan. A comparison and recommendation by Storm Consulting of the functionality of the Three Concept Design is as follows:

Concept Option A: Maximum Reed Bed - provides the best water quality improvement performance. However, it also has the highest cost of the three options and the additional cost does not appear to provide good value for money in relation to the additional treatment provided. It will also transform the Lake visually and have other associated risks. Storm Consulting do not recommend this option because of the design.

Concept Option B: Replace Island with Reed Bed - is a good option if removing the island is a preferred strategy. Storm Consulting note that without a large ibis population that the

island could be revegetated to make it more attractive, so the issue is whether the bird population can be controlled. The bird population is created by the operation of open landfills in the Sydney region. All landfills are identified to close within a few years.

Concept Option C: Floating Wetlands; has the least impact on visual quality of the lake while also providing relatively good water quality improvement. The reported water quality improvement is understated because Storm Consulting have not factored in the ongoing effect of the Permeable Reactive barrier to lock up Phosphorus over time, thereby preventing algal blooms in the lake. This option is somewhat experimental, but there is research and applications in Australia to be guided by.

The key risk factors identified by Storm Consulting that ought to inform a decision to select an option are as follows:

- **Climate Resilience;** will fluctuating water levels affect the viability of the reed beds, especially if water levels drop below the reed bed base for extended periods. The other issue is in a general sense, will fluctuating water levels be too much for the reed bed plants to bear.
- **Reed Bed Resilience;** will sediment carry over from the inlet sediment zones clog up the reed beds, particularly at their leading edge, which would require clean-out periodically. Note the water quality modelling shows that only about half the sediment load is retained in the inlet sediment zones, and so the remainder would travel through the reed beds.
- **Bird Predation of Planted Reed Beds;** waterfowl have a habit of preferring small plants and they can devastate planted areas. There are two typical ways to prevent this from occurring, i.e. bird netting and planting more mature plants which the birds do not prefer. Neither cost is included in the cost estimates.

These three risk factors apply to Concepts A and B only. Option C is immune to each issue because the reed beds are supported by a floating substrate and protected by a bird cage.

Recommended Option

Storm Consulting has recommended Option C for implementation based on the following summary of findings:

- Minor Impact on the visual appearance of the lake;
- Retention of the island and its biodiversity (which can be enhanced);
- Lowest capital cost;
- Lowest cost over 20 years of operation (includes construction);
- Not affected by fluctuating water levels;
- Not affected by sediment overloading;
- Not affected by bird predation of planted areas; and
- Ability to be easily retrofitted with additional water quality improvement in a staged manner.

The preferred Water Quality Treatment Concept C is provided in Section 5: Masterplan.

3.2 WATER QUALITY

Lake Annan faces the following water quality issues:

- Sedimentation of unknown quantities impacts on the storage volume and water quality as a result of on-going development in the catchment. A potential further loss in water volumes is yet to occur (from further upstream development planned).
- Nutrients are remobilised in the current GPT because of the wet bottom design and are being fed into the Lake in soluble form. Nutrients are also being fed into the Lake attached to sediment remobilised by storm events.
- Turbidity has resulted in poor water clarity caused by fine colloidal material from catchment soils.
- Algal growth in the form of filamentous green algae and blue-green algae indicate excess nutrient levels in the Lake.

Excess sediment and nutrients in the Lake are resulting in poor water quality and algal growth. Actions to improve water quality must be implemented in order to enhance environmental values e.g. habitat provision, and aesthetic amenity of the Lake.

Optimal Stormwater utilised MUSIC modelling to determine pollutant removal with the CDS Unit P3018. The modelling identified the following pollutant removal.

	TOTAL SUSPENDED SOLIDS	GROSS POLLUTANTS	TOTAL NITROGEN	TOTAL PHOSPHOROUS
% Removal	78%	92%	0%	57%
Load Removed (kg/year)	82000	23000	0	162

Table 3: Pollutant Removal Expected with the CDS Unit P3018

Taking into account the characteristics of the catchment and the interactions between flow and pollution transport, Optimal Stormwater is of the opinion the actual removal for gross pollutants would be expected to be 80% to 85% and around 60% to 70% for total suspended solids. The installation of a second similar CDS unit would expect an additional 5% to 10% increase in pollution removal outcomes and a 70% increase in cost. This is considered a poor cost benefit outcome to Council.

The Concept Designs for Water Quality Treatment at Lake Annan prepared by Storm Consulting in June 2013 assumed the effective trapping of gross pollutants in the upstream catchment and their routine removal to ensure ongoing removal efficiency remains high.

Storm Consulting found that widespread removal of the existing sediments from the lake is considered unfeasible. Where earthworks are proposed, lake sediments may be capped with imported sandy soil / spoil. Where sediments remain exposed on the lake bed, chemical stabilisation is required to prevent ongoing release of phosphorus.

In respect of the three Concept Designs for Water Quality Treatment, the following reductions in pollutants were identified:

POLLUTANT	% REDUCTION		
	Concept A	Concept B	Concept C
Total Suspended Solids	67%	58 %	55%
Total Phosphorus	45%	39%	28%
Total Nitrogen	15%	11%	2%
Gross Pollutants	55%	54%	55%

Table 4: Water Quality Performance of Water Quality Treatment Options

Storm Consulting has indicated that literature on the performance of floating wetlands is scarce but they can be up to ten times more effective than a conventional reed bed for the same unit area based on increased density of the root system, increased surface area contact of the roots in the water and "biofilms" on the roots that promote bacteria which improves water quality. For the purpose of the study, Storm Consulting adopted an efficiency of five times (5X) that of reed beds and also identified the following matters for consideration in dealing with water quality in the Lake Annan Catchment.

MUSIC modelling is not fully applicable to floating wetlands as it does not perceive there to be shallow water levels as occurs in a reed bed. The 2% reduction indicated for Total nitrogen may therefore be conservative. However the target pollutant is phosphorous, with nitrogen levels not being as important in the development of algal blooms. There is the potential to incorporate additional floating wetlands subject to monitoring and assessment of the initial installed floating wetlands.

Lake Annan (2.7 ha) and Lake Y'andelora (1.8 ha approx. area) represent 1.7% of the contributing catchment and to achieve best practice water quality performance, a constructed wetland should be 3% of the catchment.

Lake Annan and Lake Y'andelora is therefore highly unlikely to achieve best practice water quality treatment. In this regard Council may need to look at additional water quality treatment options in the catchment such as rain gardens in some of the existing drainage swales in the catchment.

3.3 VEGETATION MANAGEMENT

Native vegetation and aquatic macrophytes perform roles in water quality control, fauna habitat and visual amenity of the lake. Issues are as follows:

- Macrophyte coverage in the Lake is sparse and does not achieve the design intent of 30%. In addition, die off of macrophytes has been observed. Impaired light penetration as a result of high turbidity is believed to have been the reason for loss of macrophytes. Waterfowl was thought to have contributed to the suppression of growth by feeding on any new green shoots as they emerge.
- Terrestrial weeds such as Kikuyu (*Pennisetum clandestinum*) encroach into the macrophytes at the edge of the Lake and competes with our natives.
- Aquatic weeds (noxious and other serious weeds) have the potential to dominate open water and marsh zones of the Lake. These are potentially insurmountable to control both economically and physically if a large infestation occurs.

- The island and its bushland remnant with supplementary planting potentially provided valuable fauna habitat. However, the flora and fauna of this island has been impacted heavily since July 2006 by the Ibis population. Approximately 50% of the vegetation has died and the Australian White Ibis population has generally excluded other fauna utilising the island to habitat.
- The riparian zone around Lake Annan lacks a substantial native riparian edge vegetation community as required by the objectives for the management of this zone.

Aquatic macrophytes in the past been under stress due to impacts from water quality and water birds in the Lake, and coverage is well below the design intent of 30% of the Lakes surface. The buffer zone around Lake Annan lacks a substantial native riparian edge vegetation community to function in water quality protection, erosion control, habitat provision, aesthetic amenity and education in accordance with the objectives of this Plan and management of wetlands under the Local Government Act.

3.4 EROSION

The lake shores have minor erosion in the form of scalds and sheet runoff leading into the Lake, and undercutting of the bank. The erosion is pronounced on the south and east banks. The island is displaying active erosion on the northern bank which requires repair. Erosion of the southern and eastern banks is not serious enough to warrant repair in isolation. Erosion should be repaired concurrently with earthworks in these locations. The northern bank of the island requires repair to arrest erosion that is occurring.

3.5 MAINTENANCE

Wetlands constructed and occurring naturally within an urban environment suffer from a number of constraints placed upon them by disturbance within the contributing catchment. Consequently a wetland in an urban environment cannot be expected to perform as a natural system without regular maintenance. Operation and maintenance must ensure that:

- The wetland operates as designed and the objectives are met;
- The active lifespan of the wetland is extended, delaying the need for a major retrofit or decommissioning;
- Operational staff are allowed to make informed decisions and ensure new staff can effectively manage the wetland; and
- Money is saved by providing the mechanism through which problems such as weed infestations can be detected in the early stages. This often results in solutions that are much cheaper and simpler to implement than later remedial action (DLWC 1998).

Maintenance issues for Lake Annan include the following:

- Maintenance is currently limited to mowing, litter collection, removal of rubbish and removal of dead Ibis from the island.
- Mowing is undertaken close to the edge of the Lake in some sections and native plantings on the edge of the Lake in other sections are not maintained.
- Council outsources the design and determination of maintenance of the wetland.
- GPT maintenance and inspections are scheduled and undertaken every 3 months; however there has not been consistent auditing to see if the schedule achieves optimum results.

- In high flow rain events the trash rack at the main inlet of the main GPT overtops and trapped litter is released into the Lake.
- There will be some continued sedimentation of the Lake and it will be required to be surveyed in the future to determine if and what level of de-silting is required.

Additionally the redesign and construction of a constructed wetland will require general maintenance to be undertaken, including:

- Removal of accumulated sediment and debris from inlet sediment zones.
- Replanting of denuded areas of macrophyte planting.
- Repair of erosion/scour of embankments, or undermining of rockwork.
- Replacement of permeable reactive barrier in Concept C.

A wetland in an urban environment cannot be expected to perform as a natural system, without regular maintenance, due to the ongoing catchment impacts. Current maintenance practices at Lake Annan are currently limited and not in accordance with the objectives for the management of the Lake in terms of enhancing native vegetation, habitat provision and water quality functions. Clear delineation of maintenance responsibilities and adequate resources are required to effectively manage Lake Annan, so as to enhance its environmental and parkland functions.

3.6 PEST FAUNA

Pest fauna likely to impact on the various ecological and aesthetic functions of Lake Annan are as follows:

- Purple swamp hen (*Porphyrio porphyrio*) nesting and feeding activities have substantially damage aquatic macrophytes in the past when the macrophytes were being established.
- Domestic ducks in large number have in the past had an impact on the performance of the Lake, in particular water quality functions.
- Carp (*Cyprinus carpio*); anecdotal evidence in the past indicated the presence of Carp in Lake Annan, however it is considered that there are no carp present in the Lake due to low water quality. Carp are suspected of generating high turbidity when food in the water column is scarce (i.e. winter) by sucking soft plant matter and detritus from the substratum. An investigation is required to confirm whether carp are present in the Lake.
- Mosquito fish (*Gambusia holbrooki*) is virtually impossible to control/eradicate in an open space system such as Lake Annan but is classified as a *Threatening Process under the Threatened Species Conservation Act 1995*. It is considered that there are no Mosquito fish present in the Lake due to low water quality. An investigation is required to confirm whether Mosquito fish are present in the Lake.
- Mosquitoes are a potential public health issue in constructed wetlands such as Lake Annan.
- Companion animals such as dogs and cats may have an impact on native fauna and their habitat and there are also potential water quality issues from dog faeces.
- Feral animals such as foxes and cats may also be present and potentially impacting on the use of the site by native fauna.
- Australian White Ibis will continue to impact on water quality and vegetation on the island whilst numbers are high.

Pest fauna in Lake Annan and the surrounding riparian areas may be having a detrimental impact on the water quality and native fauna use of the Lake.

3.7 RECREATION

Recreational use of Lake Annan is predominantly passive and includes picnicking, walking dogs, cycling, walking, and children's free play. The Lake's amenities are mostly used by local residents and generally meet current recreational uses. It is not expected the Lake will be suitable for primary contact after the proposed measures are undertaken.

The path at Lake Annan is not continuous so people are unable to do a complete walk around the Lake other than having to use part of the road system.

3.8 COMMUNITY ISSUES

Community awareness is vital for the ongoing success and functioning of Lake Annan. Currently there are a number of obstacles preventing this and issues were raised by concerned residents during the community consultation process prior to the adoption of the original Plan of Management on 28 July 2003:

- Lack of understanding of catchment issues and impacts; ecological processes, values and functions amongst the community. In particular, many residents are not aware of the weed and nutrient issues related to residential gardening practices, and the tipping of grass clippings.
- Community perception; a proportion of the community appear to place no value or are unaware of the values of Lake Annan, which is observed, for example, by littering and vandalism.
- The aesthetic amenity of Lake Annan is compromised by various things such as odours from stagnant water, poor water quality, dog faeces and unsightly stormwater infrastructure.
- Views onto the Lake are important to residents and extensive planting has been undertaken with no shrub planting in order to maintain views.

Lake Annan is valued greatly by much of the community as an open space resource. However, lack of awareness of the ecological values and the adverse effects that human activities in the catchment may have on the wetland and waterways in general has contributed to compromise of the visual amenity and ecological functioning of the wetland.

SECTION FOUR: MANAGEMENT STRATEGIES

A range of clearly defined strategies are required to address the diverse range of issues. The three principal strategies relate to Lake Design, Water Quality and Vegetation Management. All strategies have detailed actions set out in Section Six.

4.1 LAKE DESIGN

To improve functioning of the Lake, the following design issues need to be addressed:

- **Concept Designs for Water Quality Treatment**

Construct Water Treatment Concept Design – Option C as prepared and recommended by Storm Consulting.

- **Replace GPT**

Install a single P3018 CDS (Continuous Deflective Separator) Unit as recommended by the consultant Optimal Stormwater. The P3018 is the largest diameter CDS Unit available.

- **Remove Existing GPT**

After the replacement GPT is installed, remove the existing GPT prior to the installation of the floating wetlands and associated water quality treatment devices.

- **Water Level Control**

Install water level control mechanism for the purpose of aquatic plant establishment, water quality and regular maintenance (macrophyte maintenance, required weed removal, wetting and drying cycle which assists in natural regeneration) and infrequent maintenance (sediment removal, major noxious weed infestations and any infrastructure repair).

4.2 WATER QUALITY

Undertake monitoring of the constructed wetlands developed as per Option C to ensure they meet the Total phosphorous removal as per Table 3.1 (Water Quality Performance of Options – Storm Consulting) refer Appendix 2.

Undertake monitoring of the newly constructed GPT to ensure it is removing 80% to 90% of the mean annual load of total gross pollutants at this source as per the findings of Optimal Stormwater (24 June 2013).

Undertake maintenance of Lake Annan, the constructed wetlands and the GPT (see section 4.5).

Investigate the feasibility of implementing water quality treatment upstream of Lake Annan.

4.3 VEGETATION MANAGEMENT

- **Terrestrial Weeds**

Incorporate weed eradication as part the riparian landscaping and incorporate in the Council's annual Bush Regeneration program.

- **Aquatic Weeds**

Monitor weeds regularly as part of maintenance inspections. If they occur develop a site specific aquatic weed removal program and incorporate in the Council's overall aquatic weed program.

- **Island Bushland Refuge**

When the population of Australian White Ibis is below 50 birds, undertake enhancement of the vegetation to maximise biodiversity and habitat/refuge.

- **Riparian Edge Zone**

Complete and maintain a full planting of a 3 metre wide strip of native grasses and forbs around the edge of the Lake.

4.4 EROSION

Undertake rehabilitation of erosion of the southern and eastern banks concurrently with the earthworks in these locations when the constructed wetlands works are undertaken.

4.5 MAINTENANCE

- **Maintenance Regime**

Implement a regular maintenance regime for Lake Annan and the constructed wetland following the maintenance manual developed by Storm Consulting (refer Appendix 2).

- **Maintenance Responsibility and Staff Skills**

Identify Maintenance Responsibility and required Staff Skills, including training.

- **Maintenance Practices**

Formalise open space (park) and riparian (natural area) zones and develop a maintenance plan for the riparian zone and implement appropriate maintenance. This will also prevent mowing of native grasses and macrophytes growing around the Lake edge.

- **GPT Maintenance**

Implement a maintenance plans for the main GPT and the two minor GPTs.

- **Litter Collection**

Prevent litter entering Lake Annan via stormwater. Remove litter regularly from the GPT.

4.6 PEST FAUNA

- **Purple Swamp Hen**

If Purple Swamp Hen numbers are high and causing excessive environmental damage liaise with the NSW National Parks and Wildlife Service (NPWS) with regard to limiting Purple Swamp Hen numbers. Develop an agreed policy and process for management of the

species. If any adverse impacts on macrophyte establishment and growth is observed, trapping and relocation may need to be undertaken in consultation with the NPWS.

- **Australian White Ibis**

Council continue to implement the Management Plan for Australian White Ibis (AWI) at Lake Annan, including monitoring a potential population that may shift to the island at Lake Y'andelora within the Lake Annan catchment or to the island at Harrington Park Lake. Additionally the population should be monitored regularly at Lake Annan as there is a tendency for the AWI to return to their original breeding site within 2 to 3 years of original dispersal.

- **Domestic Ducks**

Discourage the release of domestic water fowl and feeding of ducks. Impounding of domestic ducks may need to be considered, followed by destruction if not claimed.

- **Carp and Mosquito Fish**

Undertake an investigation to confirm whether Mosquito fish or Carp are present in the Lake when the Lake is drained at the time of the construction of wetlands and associated works. If present consult Fisheries NSW and develop an eradication program prior to construction being undertaken. After the construction of wetlands, undertake monitoring program to determine whether the population of the species still exist or has re-established. If species repopulate the Lake, develop an eradication program in consultation with the NSW Fisheries.

- **Mosquitoes**

Promote diverse habitats for predators and seed predators into the system (e.g. larvivorous fish), and retrofit with water level control device.

- **Companion Animals**

Educate residents on responsible pet ownership and the potential impacts of companion animals on the ecological functions of riparian systems.

- **Feral Animals**

Assess as required presence and abundance of feral foxes, cats and rabbits and assess impacts. Where rabbits and feral cats reach problematic numbers, put suppression measures in place.

4.7 RECREATION

Develop a continuous path system to create a loop around the lake.

4.8 COMMUNITY ISSUES

- **Community Awareness**

Develop a community education program and facilitate local community involvement to develop a sense of ownership and understanding of catchment management issues such as pollution and sediment reduction.

- **Signage**

Maintain signage to:

- Improve safety; and
- Inform users of prohibited activities e.g. dumping of litter, garden rubbish, grass clippings and appropriate behaviour (e.g. removal of dog faeces).

Install signage to:

- Interpret the environmental values and functionality of the Lake, and surrounding riparian environment.

- **Community Perceptions**

Establish Lake Annan Community Working Group, develop liaison with Council, and develop Community Education Program and undertake a field day to present the Concept Design for Water Quality Treatment – Option C to the community. In addition undertake regular policing of the area to deal with issues as they arise.

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Attachment 1

**LAKE ANNAN
SPECIFIC AREA PLAN OF
MANAGEMENT
IMPLEMENTATION**

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SECTION SIX: ACTION PLAN

6.1 APPLICATION OF MANAGEMENT POLICIES AND GUIDELINES

The management strategies and actions specified by this Plan are to be taken into consideration by Council when making management decisions. Council is responsible for implementing and reviewing the provisions of this Plan.

6.2 ACTION PLAN SCOPE

This plan (overleaf) specifies:

- Actions specific to each strategy;
- Performance measures for which the action can be measured; and
- Priorities for actions.

Priorities have been set according to Council's 2040 plan and associated Delivery Program.

6.3 PERFORMANCE TARGETS AND PRIORITIES

The Plan establishes a performance regime that sets strategic action and tracks progress over an initial 5 year period.

The basis of performance monitoring is the extent to which strategic actions are implemented and whether they are undertaken according to the priority of the plan.

- High Priority Actions should be commenced within 1 year from the adoption of this plan and completed within 2 years.
- Medium Priority Actions should be commenced within 2 years from the adoption of this plan and completed within 3 years.
- Low Priority Actions should be commenced within 4 years of the adoption of this plan and completed within 5 years.

Evaluation of achievement of the Action Plan is to be undertaken by Council's Environmentally Sustainable Design section on an annual basis. Performance of the Plan in relation to Lake Annan will be based on the extent to which the implementation of the strategic actions actually achieve the stated outcomes and meet the objectives and performance criteria identified in the Plan.

6.4 REVIEW OF PLAN

The Plan of Management applies for a period of five (5) years commencing on the date of its adoption by Council, after which period the Plan must be reviewed and updated.

Council should commence a review of the Plan at least one year prior to the date on which it lapses. The review is to include all relevant background information, including updated ecological information and details of proposed works and expenditure.

6.5 ENDORSED ACTIVITIES

In accordance with the provisions of s. 36 of the *Local Government Act 1993*, the activities and improvements endorsed under this Plan include:

- Detailed design and installation of Water Quality Treatment Devices including constructed wetland at Lake Annan;
- Replacement of the main GPT;
- Installation of interpretive and other signage;
- Macrophyte planting;
- Other recommendations noted on the Masterplan; and
- Those items listed in the Action Plan.

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STRATEGY: LAKE DESIGN

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
1	Mitigate Catchment Impacts		
1a	Commission detailed design for Water Quality Treatment Devices as per Option C prepared by Storm Consulting Pty Ltd.	Design commissioned, undertaken, put to Council for approval.	H
1b	Undertake a Review of Environmental Factors and seek all necessary licences.	Review of Environmental Factor completed, amelioration measures adopted, necessary licences obtained and Water Quality Treatment Devices including Constructed Wetland approved.	H
1c	Construct Water Quality Treatment Devices as per detailed designs.	Water Quality Treatment Devices including Constructed Wetland constructed.	H
1d	Investigate feasibility of implementing water quality treatment upstream of the Lake, e.g. Rain Gardens in existing drainage swales, Water Sensitive Urban Design embellishment of inlets to Lake Y'andelora.	Where feasible Water Quality Treatment Devices, designed, assessed, approved and installed upstream of Lake Annan.	M
1e	Investigate feasibility of installing additional floating wetlands.	Monitoring, assessment and adequate performance of existing installed floating wetlands.	L
2	Replace Main GPT at Lake Annan		
2a	Commission detailed designs for replacement of main GPT.	Design commissioned, undertaken, put to Council for approval.	H
2b	Undertake a Review of Environmental Factors and seek all necessary licences.	Review of Environmental Factor completed, amelioration measures adopted, and necessary licences obtained and GPT approved.	H
2c	Install new main GPT as per detailed design.	GPT installed.	H
2d	Remove existing GPT and reconstruct the inlet zone to the Lake.	Existing GPT removed.	H

3	Water Level Controls		
3a	Prepare designs for an adjustable control weir and outlet pipe to allow water level to be controlled for maintenance purposes. Pipeline could be routed around the ends of the abutments if it is not feasible to construct through the main embankment.	Design commissioned, undertaken, put to Council for approval, and changes put into place.	H

STRATEGY: WATER QUALITY

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
4	Assess Sediment Volume and Quantity		
4a	Undertake annual sediment survey of inlet sediment zone.	Survey commissioned and undertaken.	M
4b	Remove sediment when it accumulates to average depth of 0.5 metre across sediment deposition zone.	Sediment removed.	M
4c	Undertake bathymetric survey in 2018.	Survey commissioned and undertaken.	L
4d	Obtain sediment core samples and analyse for sediment grading, phosphorus, metals and level of contamination.	Survey commissioned and undertaken.	L
5	Algae		
5a	Undertake weekly monitoring algae in warmer months.	Monitoring undertaken.	M
6	Water Quality Monitoring		
6a	Maintain water quality testing on a regular basis using physiochemical and undertake biological monitoring using macro invertebrates.	Physiochemical testing maintained. Detailed water quality monitoring records compiled and available for use to guide management decisions.	M

STRATEGY: VEGETATION MANAGEMENT

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
7	Macrophytes		
7a	Prepare a macrophyte planting plan. Note: Positioning and extent of coverage to be informed by storm standards.	Plan prepared for macrophyte planting to areas designated in the Masterplan.	H
7b	Undertake plantings of macrophytes and underwater plants.	Plantings in place, monitored, maintained and replaced as required.	H
8	Terrestrial Weeds		
8a	Undertake weed removal/eradication on riparian edge.	Weeds eradicated as per Council's annual Bush Regeneration program.	M
9	Aquatic Weed		
9a	Monthly inspections as per maintenance regime.	No aquatic weeds present.	M
10	Island Bushland Refuge		
10a	Undertake enhancement of the vegetation on the island when the Australian White Ibis population is at a manageable level.	Vegetation restored, regular bushland maintenance carried out on the island as per Council annual Bush Regeneration Program.	L
11	Riparian Edge Zone		
11a	Undertake native grass and forb planting on 3 metre strip edge of the lake.	Native vegetation buffer established in the riparian zone for full edge of the Lake.	M

STRATEGY: EROSION

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
12	Undertake rehabilitation of the eroded northern, southern and eastern banks concurrently with the earthworks in these locations when the constructed wetland works are undertaken.	Eroded banks rehabilitated upon completion of the constructed wetlands.	M

STRATEGY: MAINTENANCE

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
13	Maintenance Plan		
13a	Formalise open space and riparian zones as per Masterplan to designate zones for maintenance.	Clear delineation between open space and riparian zones. Edge clearly defined.	M
13b	Develop detailed Maintenance Plan for the Lake based on the Concept Maintenance Plan developed by Storm Consulting and the detailed design.	Lake being maintained to optimum level.	M
14	GPT Maintenance and Inspections		
14a	Develop a maintenance and monitoring plan for the main GPT and the two minor GPTs.	GPTs being cleaned and maintained to optimum level.	M
15	Maintenance Responsibility and Staff Skills		
15a	Identify maintenance responsibilities of staff and undertake training for all current maintenance and management staff with regard to management of riparian areas.	Training undertaken.	M
16	Lake Maintenance Regime		
16a	Implement maintenance regime and allocate responsibility, funds and equipment required for maintenance as per maintenance manual.	Regular maintenance and inspection regime in place.	M
17	Litter Collection		
17a	Refer to Actions 2, 4 and 17.	Litter and debris absent from the Lake and surroundings.	M

STRATEGY: PEST FAUNA

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
18	Purple Swamp Hen		
18a	Monitor bird impacts during macrophyte establishment and take actions to minimise impact on macrophyte establishment as required.	Monitoring in place; impacts on macrophytes minimised.	M
19	Domestic Ducks		
19a	As per Action 21 above.	Monitoring in place; impacts on macrophytes and water quality minimised.	L
20	Australian White Ibis		
20a	Continue to implement the Management Plan for AWI, including a potential population shift to Lake Y'andelora.	The population of Australian White Ibis at Lake Annan and its catchment is decreasing.	H
21	Carp Monitoring		
21a	At time of draining Lake for construction of wetland, undertake a baseline fish survey to determine Carp population size.	Baseline fish survey completed.	H
22	Carp Management		
22a	If present develop and implement an eradication and monitoring program.	Carp removed from the Lake. and being monitored.	H
23	Mosquito Fish		
23a	At time of draining Lake for construction of wetland, undertake a baseline fish survey to determine Mosquito fish population size.	Baseline fish survey completed.	M
23b	If present develop and implement an eradication and monitoring program.	Mosquito fish removed from the Lake. and being monitored.	M
23c	After constructed wetland is completed, introduce native predators of Gambusia, to offer some control.	Native Gambusia predators introduced to the Lake.	M

24	Mosquitoes		
24a	Control if present in nuisance numbers at Lake Annan.	No mosquito pest problem evident.	L
25	Companion Animals		
25a	Educate residents on responsible pet ownership.	Education program in place.	L
26	Feral Animals		
26a	Control if present.	No feral animal problem evident.	L

STRATEGY: RECREATION

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
27	Maintain recreation facilities.	Facilities are usable.	M
28	Complete path system to create a loop.	Community satisfaction.	L

STRATEGY: COMMUNITY ISSUES

NO.	ACTION	PERFORMANCE MEASURE	PRIORITY
29	Community Awareness/Perceptions		
29a	Establish 'Lake Annan' Community Working Group.	Working Group established.	M
29b	Incorporate Working Group into development of Community Education Program and develop liaison with Council.	Improved communication and relations between the local community and Council.	M
29c	Develop Community Education Program.	Community awareness of environmental issues improved.	H
29d	Organise field day to present the Concept Plan for Water Quality Treatment to the community.	Field day presentation carried out.	H
29e	Install interpretive and other signage as necessary.	Signage installed.	M
29f	Council officers to regularly police the area in order to discourage littering, rubbish dumping and vandalism. Enforce with appropriate penalties.	Fines issued for illegal rubbish dumping, littering, vandalism. The above actions become less prevalent.	M

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Attachment 1

**LAKE ANNAN
SPECIFIC AREA PLAN OF
MANAGEMENT**

**SUPPLEMENTARY
INFORMATION**

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SECTION SEVEN: BIBLIOGRAPHY

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SECTION EIGHT: APPENDICES

APPENDIX 1: SCHEDULE OF LAND PARCELS

This plan of management applies to part or all of the following parcels of land. The area of land to which the plan applies is indicated in Map 3. The following information has been obtained from the Council of Camden – Land Register (Section 53 of the *Local Government Act 1993*).

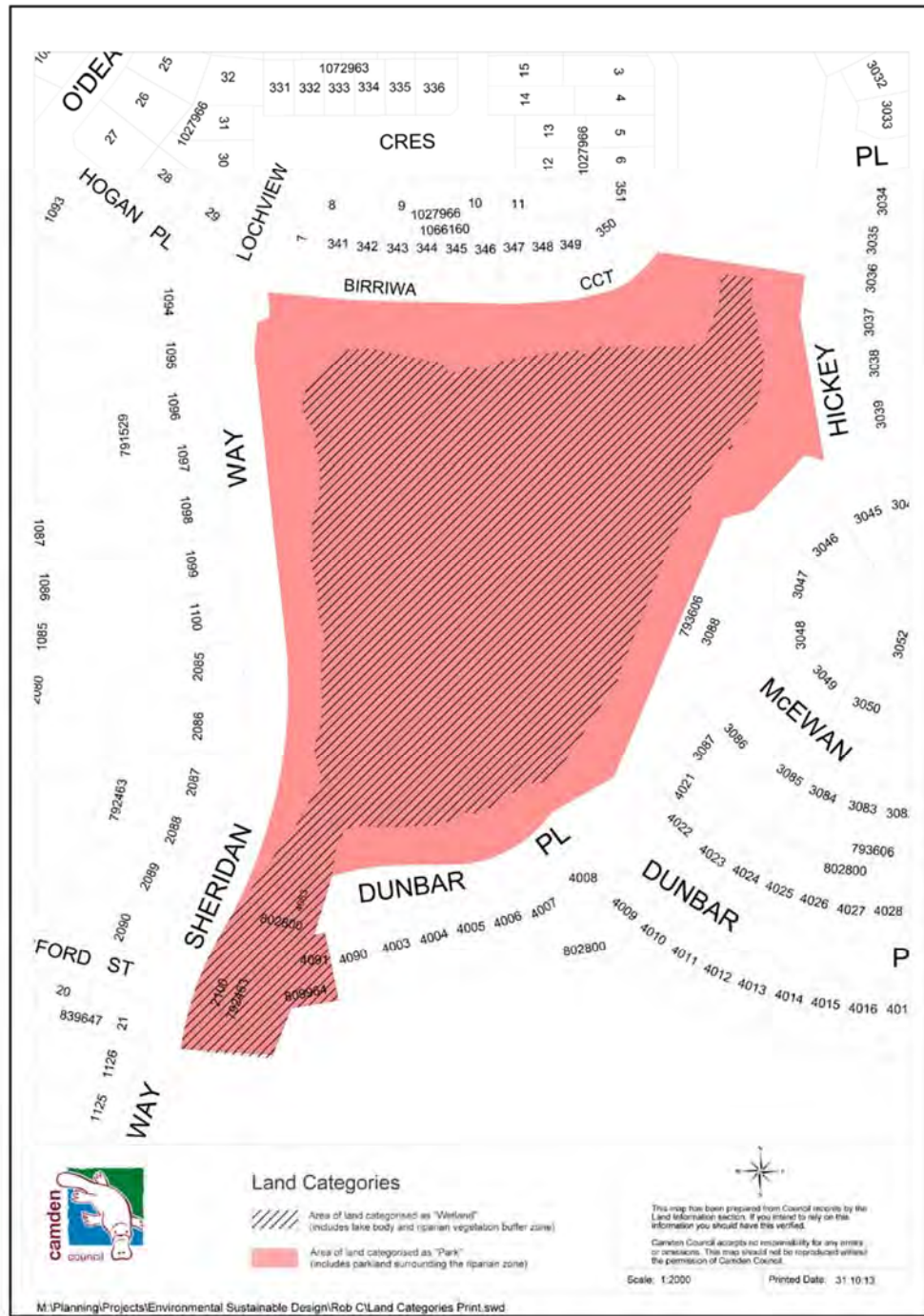
Table 5: Schedule of Land Parcels

NAME	LOCATION	LOT NO.	DP NO.	LAND DESCRIPTION	USES ² (CURRENT)	CATEGORY ¹	SUB-CATEGORY	ZONING	CERTIFICATE OF TITLE
Lake Annan	MOUNT ANNAN								
	O'Dea Road	9000	827294	Public Reserve	Open Space, Playing Fields, Drainage	Park, Natural Area	Wetland		C250
	McEwan Circuit	3088	793606	Public Reserve	Open Space, Drainage	Park			C098
	Dunbar Place	4083	802800	Public Reserve	Open Space, Drainage	Natural Area	Wetland		
	Dunbar Place	4091	809964	Public Reserve	Open Space, Playing Fields, Drainage	Natural Area	Wetland		C260
	Sheridan Way	2100	792463	Public Reserve	Open Space, Drainage	Natural Area	Wetland		C097

¹Note: Categorisation applies only to whole or part of lots that fall within the area to which this Plan applies. Refer to Map 3 for boundaries.

²Uses for categorised land is to be "open space" and "drainage", except Lot 3088 DP 793606 which is to be open space only.

MAP 3: LAND CATEGORISATION PLAN



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Attachment 1

APPENDIX 2: CONCEPT DESIGNS FOR WATER TREATMENT AT LAKE ANNAN

REPORT PREPARED FOR CAMDEN COUNCIL

BY STORM CONSULTING PTY LTD

DATED 26 JUNE 2013

(INCLUDES SECTION 3.7 CONCEPT MAINTENANCE MANUAL)

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Concept designs for water quality treatment at Lake Annan

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TABLE OF CONTENTS

- 1.0 INTRODUCTION 1**
- 1.1. Background 1
- 1.2. Context 1
- 1.3. Objectives 2
- 1.4. Scope 2
- 2.0 KEY FINDINGS 3**
- 3.0 CONCEPT DESIGN OPTIONS..... 5**
- 3.1. Design criteria 5
- 3.2. Description of concept options..... 5
- 3.3. Water quality performance of options 7
- 3.4. Comparison of results to best Practice standards 8
- 3.5. Cost and performance analysis of options 9
- 3.6. Constructability issues 10
- 3.7. Concept Maintenance Plans 13
- 3.8. Non-structural options for managing water quality 14
- 4.0 SUMMARY AND CONCLUSION 16**
- 4.1. Summary of findings..... 16
- 4.2. Ability to amend or combine options 17
- 4.3. Conclusions 17
- 4.4. Recommendation..... 18

APPENDIX A

Concept Option Drawings





1.0 INTRODUCTION

1.1. Background

Lake Annan is a purpose-built urban lake in the suburb of Mt Annan South in Camden local government area. The lake was designed to provide an ornamental backdrop to a residential subdivision. While the Lake is still attractive and provides amenity, it also experiences water quality problems and these contribute to a loss of amenity of residents and users of the lake.

This report summarises the findings of a project which seeks to address the water quality problems in Lake Annan to restore or improve its amenity.

1.2. Context

Lake Annan has a catchment area of 270Ha and the Lake is 2.7Ha in area, i.e. the lake represents 1% of catchment area. In the centre of the lake is a 0.3Ha refuge island which is inhabited by birds – dominated by white ibis at the time of writing.

Council on 28 July 2003 adopted a Specific Plan of Management for Lake Annan (PoM). The Plan of Management applied for a period of 5 years and according to its recommendations, is due for revision in 2012-13.

Design problems identified by Lake Annan at the time of adoption of the PoM included:

- The lake is undersized according to its catchment size
- The operation and maintenance of the upstream Gross Pollutant Trap is difficult (primarily because no access provision was made into the GPT)
- Poor water quality due to high turbidity
- Widespread loss of macrophyte plants
- Sediment builds up within the lake
- Localised areas of erosion and bank scalding around the embankments of the lake
- Excess sediment and nutrient in the lake

Various actions recommended in the PoM have been implemented, including the following key items and activities:

- Installation of 2 small CDS units on smaller stormwater inlets to the lake
- A study to retrofit/replace the upstream GPT
- Ongoing water quality testing, including algal levels
- Lake bed bathymetry and sediment layer bathymetry

Despite this, water quality and amenity problems remain in Lake Annan.



1.3. Objectives

The findings of this report are intended to provide the basis for updating the Lake Annan PoM. A Plan of Management will incorporate water quality recommendations which show a concept design and other related works and investigations required to advance or implement it. Costings of the works and activities is provided, including maintenance requirements.

In addition, Council will need to consult with the community about the recommendations that are to feature in the revised PoM. In order to consult with the community, Council requires the development of three different concept designs that will enable the community to provide comment on.

The concept designs are intended to address water quality treatment and to reduce the concentration of fine particulate and dissolved pollutants in Lake Annan. The proposed concepts cannot impede the continued use of water from Lake Annan for irrigation purposes in downstream Council Reserves.

In developing concept designs, the specific objectives of the PoM need to be addressed, including:

To protect and enhance biodiversity and ecological values

- Minimise long term maintenance costs
- Maintain or enhance recreational, cultural, educational and amenity opportunities
- Conserve or enhance scenic landscape outcomes
- Promote monitoring to evaluate and improve environmental outcomes

1.4. Scope

The scope of work conducted in undertaking this project includes the following:

- Desktop investigations – reviews of background material and data supplied by Council for Lake Annan. This includes Lake and sediment bathymetry, water quality results, stormwater network diagram, previous PoM, and a range of other resources.
- Site – investigations – a site and catchment inspection with Council staff to discuss issues, constraints and opportunities for Lake Annan.
- Discussions with suppliers of water and sediment treatment technologies
- Discussions with a construction contractor experienced in lake works to discuss construction methodologies
- Discussions between consultant and Council staff to discuss various issues and constraints

All this background information has been collated and processed prior to undertaking a critical analysis, leading to the development of concepts.

2





2.0 KEY FINDINGS

Table 2.1 provides a summary of the key water quality related findings and their implications for Lake Annan.

Table 2.1: Key findings influencing the improvement of water quality in Lake Annan

Finding	Implication
<p>Gross pollutant trapping strategy</p> <p>Two minor inflows to the lake have CDS GPTs fitted to them which are effective at trapping coarse pollutants. The major inflow to the Lake has a poorly functioning GPT and this has resulted in the ongoing release of pollution to the lake. Council is seeking to retrofit or replace this GPT.</p>	<p>All concept designs have been developed assuming the effective trapping of gross pollutants in the upstream catchment, and their routine removal to ensure ongoing removal efficiency remains high.</p>
<p>Lake Sediments</p> <p>The lake has accumulated sediments on its bed over years of operation. The sediments are a source of Phosphorus in the lake and this drives algal growth and water quality problems. There is about 12,530m³ of sediment on the base of the pond. At least 7,500m³ of this is classified as sludge, which is typically encountered in urban lakes. This sludge is impossible to work with in an engineering sense (i.e. earthworks). It is also difficult to separate the sludge from other more useful sediments.</p> <p>The accumulation of sediments in the Lake is demonstrated in Figure 2.1 (over page) showing how sediments enter principally at the main inflow and they are mixed and distributed through the Lake.</p>	<p>Widespread removal of sediments from the lake is considered unfeasible. Where earthworks are proposed, lake sediments may be capped with imported sandy soil/spoil. Where sediments remain exposed on the lake bed, chemical stabilisation is required to prevent ongoing release of Phosphorus.</p> <p>Promotion of sedimentation and its ongoing removal should be a key feature of the main inflow to the lake.</p>
<p>Lake water level</p> <p>The lake has a single outlet in the north-eastern end. Essentially the lake overflows when full. Therefore the lake has a variable level depending on inflows, outflows and evaporation.</p> <p>Council draws 3,000- 6,000m³ of water from the lake each year, depending on need.</p> <p>Council advises that typical water level variability is in a range of 200-300mm below the top water level for the lake. Note that previous macrophyte plantings have been lost from the lake. If this was caused in part by fluctuating water levels, then the adoption of reed beds as a solution may not be feasible. Bird predation is also an issue.</p>	<p>This range of water level fluctuation makes it feasible to introduce reed beds to the lake, and the ideal depth of water in reed beds is 300mm.</p> <p>The ongoing use of the Lake for irrigation water has little noticeable impact on lake water levels, e.g. a 200m³ irrigation event would result in a fall in water level of <1mm across the lake.</p>
<p>Island and birds</p> <p>The island in the lake is vegetated and a colony of white ibis is present in numbers up to 1100. This is damaging the vegetation on the island, and the birds are contributing high amounts of faecal matter to the. The faecal matter is high in Phosphorus and in a soluble form which is perfect for stimulating algal growth.</p> <p>Council are actively reducing ibis numbers through egg manipulation (under licence).</p>	<p>Numbers of ibis (or other avifauna) need to be kept at manageable levels as per recommendations of Plan of Management</p>



3.0 CONCEPT DESIGN OPTIONS

3.1. Design criteria

The Brief states that the concept designs developed need to comply with the following:

1. For Constructed wetlands:
 - *Australian Runoff Quality*
 - *The Constructed Wetlands Manual* (DLWC 1998)
 - *Managing urban stormwater using constructed wetlands* (CRC for Catchment Hydrology)
2. Camden Council Design Specifications:
 - Designed to retain nutrients, heavy metals, bacteria and other pollutants
 - Components to include: energy dissipation, sediment removal, flow spreader, macrophyte vegetation bands, open water, outlet control.
 - Consideration given to pollution removal efficiency, maintenance requirements, social requirements, impacts and costs

Council has also set design criteria for the water quality treatments. However, this project seeks to retrofit an existing pond and the water quality benefit derived will be reported for what it can achieve, and not necessarily comply with any design criteria.

3.2. Description of concept options

Three concept options have been devised for consideration by Council and the community. The options are in Appendix A as annotated design drawings. The options are listed and described as follows:

Concept A: Design intent – provide maximum flow path through reed bed to polish flows. Open water retained in northern Lake. Island retained.

Maximum Reed Bed Components: – inlet zone for sedimentation, reed bed for filtering



Reed bed



Sediment pond



3.3. Water quality performance of options

The modelling software used to determine the water quality performance of each of the proposed options is MUSIC v5 (the Model for Urban Stormwater Improvement Conceptualisation). This model was developed by the Cooperative Research Centre for Catchment Hydrology (CRCCH) and is a standard industry model for this purpose.

The adopted modelling approach compares the residual pollutant load being discharged into the open water of the lake, rather than at the receiving node (lake outlet). This approach has been adopted as the objective of these concept designs is to address the water quality and reduce the concentration of fine particulate and dissolved pollutants in Lake Annan.

The MUSIC modelling has been undertaken in accordance with the Draft NSW Design Guidelines and Council’s modelling criteria.

Table 3.1 summaries the performance of the three water quality options. Note that the % reduction shown for each concept is a comparison of the residual pollutant load being discharged into the lake. Therefore, it shows the impact of the proposed in-lake structures only.

Table 3.1: Water quality performance of options

Pollutant	Existing	Concept A		Concept B		Concept C*	
		Residual load (kg/ann)	% reduction	Residual load (kg/ann)	% reduction	Residual load (kg/ann)	% reduction
Total Suspended Solids	149,000	49,600	(67%)	49,100	(58%)	66,900	(55%)
Total Phosphorus	277	151	(45%)	169	(39%)	199	(28%)
Total Nitrogen	2,250	1,920	(15%)	2,010	(11%)	2,210	(2%)
Gross Pollutants	5,410	2,430	(55%)	2,470	(54%)	2,430	(55%)

*** Important information on the performance of Option C (floating wetlands).** Option C was modelled for the combined performance of the sediment inlet zone plus the effect of floating wetlands. Literature on the performance of floating wetlands is scarce and is reported that they can be up to ten times more effective than a conventional reed bed for the same unit area. For the sake of conservatism, we have adopted an efficiency of five times (5x) that of reed beds. The enhanced performance per unit area is based on several factors, including:

- The increased density of the root system
- The increased surface area of contact of the roots in the water – acting as a hydroponic system
- The growth of “biofilms” on the roots causing “biological seeding” of the lake with bacteria that promote water quality improvement and pond health

The low performance for Total Nitrogen reduction is because the MUSIC model perceives there to be no shallow water level as occurs in a reed bed. Therefore, this aspect of treatment is excluded, however, in reality it is probably much higher than the 2% retention indicated. Note also, that the target pollutant is Phosphorus, with Nitrogen levels not being as important in the development of algal blooms.



The performance of the Permeable Reactive Barrier (PRB) is not included in the modelling. PRBs comprise blast furnace waste material (slag) which is very high in calcium and semi-porous in nature with high surface area of contact. As water permeates through it, calcium is dissolved from the slag and this forms a strong bond with available (dissolved) Phosphorus and Calcium phosphate [$\text{Ca}_3(\text{PO}_4)_2$] is formed. This precipitates to the lake bottom.

Most of the Australian research on PRBs is being conducted by Dr Iradg Yassini, University of Wollongong. Dr Yassini has worked on the installation at Catalina Golf Course in Batemans Bay in which a PRB + 50m² floating wetland was introduced to reduce the amount of Phosphorus entering a 1Ha reservoir. Early results show Total Phosphorus in the reservoir has reduced by 68%. In addition, the Australasian (Iron and Steel) Slag Association produced an industry funded report titled *An assessment of iron and steel slag for treatment of stormwater pollution* (Matthew Taylor, 2006). It discusses: types of slag (with recommendations); the trace levels of impurities (which he says are not leachable and so would have little or no impact on the lake ecosystem); and the fact that they alter pH (which occurs now in Lake Annan with algal blooms).

Because PRBs results in enhanced sedimentation and precipitation of Phosphorus, they are an effective measure to make Phosphorus entering the lake unavailable to algae. Note, however, that the slag actually dissolves in the process of water passing through it, and needs to be replaced after a 10 year period. The presence of the PRB also "doses" the lake with Calcium as it dissolves all the time, and this will have the effect of binding dissolved Phosphorus in the lake over the medium-long term. We consider that the effect of the PRB will enhance the performance of this option such that the assumed 5x performance ratio (as compared to typical reed beds) is highly conservative for Phosphorus in particular.

Note PRBs are known to cause pH rises by one pH unit in water bodies. This represents no harm to lake biota.

3.4. Comparison of results to best Practice standards

The Draft NSW water quality criteria for pollutant retention are as follows:

- Total Suspended Solids (TSS): 85% retention
- Total Phosphorus (TP): 65% retention
- Total Nitrogen (TN): 45% retention

The modelled performance of the three options falls well short of these criteria, with Concept Option A performing the best of the three at 67/45/15% respectively for TSS, TP and TN.

Together, Lake Annan (2.7Ha in area) and Lake Y'Andalora (1.8Ha approx. area) represent 1.7% of the contributing catchment area. The rule of thumb for a constructed wetland in a catchment to achieve best practice water quality performance is 3%. Therefore, Lake Annan can never achieve best practice with a typical retrofit of wetland features.

Therefore, designs have not sought balance water quality treatment performance with the practicalities of construction and issues of lake aesthetics.

8





3.5. Cost and performance analysis of options

Table 3.2 shows a comparison of the three concept options for Lake Annan.

Table 3.2: Comparative analysis of options

Criteria	Concept Options		
	A. Max. Reed Bed	B. Replace Isl w Reed Bed	C. Floating Wetlands ^g
Key design factors	Max flow path through wetland Reed bed area = 9,228m ² Open water retained = 12,442m ² Inlet zone for sedimentation = 2,702m ²	Island utilised as reed bed Reed bed area = 1,880m ² Open water retained = 20,645m ² Inlet zone for sedimentation = 4,030m ²	Three floating wetland substrates (320m ²) Most open water retained (2.4Ha) Island retained = 1,880m ² Inlet zone (defined by Permeable Reactive Barrier) for sedimentation = 2,702m ²
Water quality performance (% retention of pollutant)	TSS: 67% TN: 15% TP: 45%	TSS: 58% TN: 11% TP: 39%	TSS*: 55% TN*: 2% TP*: 28%
Construction access ^a	Most difficult	Moderately difficult	Easiest
Maintenance access	Inlet zone access is easy Access to extensive reed bed is on foot	Inlet zone access is easy Access to moderately sized reed bed is on foot	Inlet zone access is easy Access to floating wetlands is by canoe (easy)
Detailed Design Cost	\$50,000	\$50,000	\$35,000 (Less earthworks and no planting plan required)
Capital & Construction Cost	\$405,000 ^b Install water level control structure in weir \$15,000 Erosion repair on north shore of island \$15,000 Phoslock application 10,000 Civil/earthworks for sed zone and reed bed \$400,000	\$341,000 ^b Install water level control structure in weir \$15,000 Phoslock application \$20,000 Create inlet swale from old GPT to lake edge \$30,000 Civil/earthworks for sed zone and reed bed \$276,000	\$226,000 ^b Install water level control structure in weir \$15,000 Erosion repair on north shore of island \$15,000 Supply/Install permeable reactive Barrier \$40,000 Civil/earthworks for sed zone \$156,000
Landscaping Cost	\$240,000 (9,000m ² reed bed, plants @ 6/m ² = \$216,000, plus other general landscaping)	\$90,000 (1,880m ² reed bed, plants @ 6/m ² = \$62,500, plus inlet swale \$10,000, plus other general landscaping)	\$100,000 (320m ² floating wetland = \$93,500, plus other general landscaping)

* TSS= Total Suspended Solids; TN=Total Nitrogen; TP=Total Phosphorus; ^a Access within lake to create inlet zone & reed bed limited by sludge consistency of sediments, so most area of sediments affected results in increased difficulty; ^b Assumes no cut is removed from site, is incorporated into earthworks, or onto banks of lake; ^g Floating wetland quote by Harris Environmental Consulting, Jambero; ^c composting cost used for sediment disposal – will be more if landfilling is required, refer Table 3.6.



Criteria	Concept Options		
	A. Max. Reed Bed	B. Replace Isl w Reed Bed	C. Floating Wetlands*
Total Capital investment	\$695,000	\$481,000	\$360,000
20 yr maintenance cost ¹ (see Table 3.6)	\$237,600 \$120,000 general maintenance \$117,600 sediment composting (2 episodes)	\$207,600 \$90,000 general maintenance \$117,600 sediment composting (1 episode)	\$287,600 \$60,000 general maintenance \$117,600 sediment composting (2 episodes) \$40,000 replace permeable reactive barrier (2 episodes)
Total cost over 20 yrs	\$932,600	688,600	647,600

All costs ex gst and subject to contingency -10%+20%

3.6. Constructability issues

When assessing each concept design option for the lake, it is important to consider issues of constructability. The following tables describe the construction sequencing and methods for each of the options.

Table 3.3: Concept A - Maximum Reed Bed construction

Sequence of works	Method	Comment
Install temporary water diversions in lake. Work initially to create the reed bed on the eastern side of the island, followed by the inlet zone then western reed bed.	Construct temporary earthworks, use pumps as required, install erosion and sediment controls.	Sections of the lake can be isolated such that works can occur within them. The most difficult challenge will be working at the major stormwater inlet where flows are high.
Drain area of works Manage aquatic fauna	Use pumps to keep the works area relatively dry. Use sump drainage points within the works area where rainfall runoff can flow to	Important to select drier periods to conduct works, if possible. As water levels fall, the collected water may contain concentrated nutrients. This water could be run over a grassed area to filter it before it runs back into the lake. Any stranded aquatic fauna as a result of water drawdown will need to be relocated into the main body of the lake.
Allow time for sediments to dry out	Use pumps to keep the sediment layer dry.	Continue to maintain dry work space with pumps.
Import earth/spoil to create earthworks	Earthmoving equipment, trucks and excavators, etc.	Continue to maintain dry work space with pumps.
Import rock to provide scour protection	Earthmoving equipment, trucks and excavators, etc.	Continue to maintain dry work space with pumps.
Import and place planting media to create reed beds and other planted areas	Earthmoving equipment, trucks and excavators, etc.	Continue to maintain dry work space with pumps.

10



Sequence of works	Method	Comment
Plant reed bed zones and other planted areas	By hand	Irrigate the plants until established (can use pumped lake water for this purpose) Raise water levels to max 1/3 height of the smallest stems until established. Note: Timing of planting is very important with best results resulting from spring planting. Therefore, construction should be scheduled for completion in mid-September. Note also that pre-ordering and growing of plants is required – allow a lead time of one year for plant ordering.
Remove temporary earthworks and connect works back to the lake	Earthmoving equipment	Rehabilitate all temporary works, as required

Table 3.4: Concept B - Reed Bed to Replace Island construction

Sequence of works	Method	Comment
Reed bed		
Install temporary earthworks to gain access to island.	Construct temporary earthworks, using earthmoving equipment, trucks and excavators, etc.	Ensure works are outside the main inlet flows
Clear and grub vegetation from the island	Earthmoving and tree grubbing machinery	Potential to mulch the vegetation for use in landscaping around the lake. Otherwise remove to waste disposal or recycling facility
Earthworks to create reed bed, including temporary earthworks to isolate reed bed from lake	Earthmoving equipment, trucks and excavators, etc.	Retain useful spoil for other earthworks at the inlet zone as required. Recycle excess spoil off site. Maintain dry work space with pumps.
Import rock to provide scour protection	Earthmoving equipment, trucks and excavators, etc.	Continue to maintain dry work space with pumps.
Import and place planting media to create reed beds and other planted areas	Earthmoving equipment, trucks and excavators, etc.	Continue to maintain dry work space with pumps.
Plant reed bed zones and other planted areas	By hand	Irrigate the plants until established (can use pumped lake water for this purpose) Raise water levels to max 1/3 height of the smallest stems until established Note: Timing of planting is very important with best results resulting from spring planting. Therefore, construction should be scheduled for completion in mid-September. Note also that pre-ordering and growing of plants is required – allow a lead time of one year for plant ordering.



Sequence of works	Method	Comment
Inlet zone		
Install temporary water diversions at inlet	Construct temporary earthworks, install erosion and sediment controls.	
Earthworks to create inlet zone	Earthmoving equipment, trucks and excavators, etc.	Remove sediments from inlet zone footprint. Reuse if possible, or remove for disposal Cut to create bed levels Use spoil, from removal of island to create embankments, if suitable.
Import rock to provide scour protection	Earthmoving equipment, trucks and excavators, etc.	
Import and place planting media for planted areas	Earthmoving equipment, trucks & excavators, etc.	Continue to maintain dry work space with pumps.
Plant out planted areas	By hand	Irrigate the plants until established (can use pumped lake water for this purpose) Raise water levels to 1/3 height of the smallest stems.
Remove temporary water diversion and connect works between inlet zone and reed bed	Earthmoving equipment	Rehabilitate all temporary works, as required

Table 3.5: Concept C – Floating Wetland construction

Sequence of works	Method	Comment
Inlet zone		
Install temporary water diversions at inlet	Construct temporary earthworks, install erosion and sediment controls.	Create coffer dam to enable a dry working site.
Earthworks to create inlet zone	Earthmoving equipment, trucks and excavators, etc.	Remove sediments from inlet zone footprint. Reuse if possible, or remove for disposal Cut to create bed levels
Install Permeable Reactive Barrier	Earthmoving equipment, trucks and small excavators, etc.	
Remove temporary water diversion and connect works between inlet zone and reed bed	Earthmoving equipment	Rehabilitate all temporary works, as required
Floating wetlands		
Supply to site, and assemble	Manually on banks	

12



3.7. Concept Maintenance Plans

Table 3.6 shows the maintenance requirements with associated costings for each of the three Concept options.

The largest cost is sediment removal which we have assumed will cost: 1. \$100/m³ for handling and processing (recycling); or 2. \$250/m³ for removal and landfilling (plus \$5,000 each episode for testing and lab analysis).

It is likely that disposal of the removed sediments at landfill will be required at some time. In this eventuality, testing of the material will be required and an assessment is made against the *Classification of Liquid and Non-liquid Wastes* Guideline by the Environment Protection Authority. The cost supplied in Table 3.6 for landfilling assumes the wastes are classified as General Solid Waste, or better.

Table 3.6: Concept Maintenance Plan for the three Lake Annan water quality improvement options

Activity	Method	Frequency	Cost*
Remove accumulated sediment and debris from inlet sediment zones	Remove when sediment accumulates to Ave depth of 0.5m across Sediment deposition Zone. Commence works in a dry period with low/no inflows to lake Lower lake water levels to below that of inlet zone embankment. Pump water out of inlet zone and into Lake to expose sediments. Install erosion and sediment controls. Excavator enters the sediment zone on a stabilised access ramp (rip-rap). Remove and stockpile sediments within inlet zone (at edges). Wait to dry. Using excavator, transfer dried sediments into trucks for disposal	<p>Concept A: 65t/ann ÷ 1.8t/m³ = 36m³/ann. Sediment accumulation volume is 300m³, so will be cleaned out once every 8 years</p> <p>Concept C: cleaned out once every 7 years, based on same volume as Concept A but enhanced sedimentation conferred by floating wetland and Permeable Reactive Barrier</p> <p>Concept B: 70t/ann ÷ 1.8t/m³ = 39m³/ann. Sediment accumulation volume is 600m³, so will be cleaned out once every 15 years</p> <p>Note the volume of sediment accumulation in Concept B is twice that of Concepts A & C.</p>	<p>Composting: \$58,800 per clean-out, (based on 420t @ \$30/t removal + \$90/t disposal + \$20/t transport)</p> <p>Landfilling: \$80,600 per clean-out, (based on 420t @ \$30/t removal + \$130/t disposal + \$20/t transport + lab testing of sediments (\$5,000)</p> <p>Composting: \$117,600 per clean-out, (based on 840t @ \$30/t removal + \$90/t disposal + \$20/t transport)</p> <p>Landfilling: \$159,200 per clean-out, (based on 840t @ \$30/t removal + \$130/t disposal + \$20/t transport + lab testing of sediments (\$8,000)</p>
	General maintenance of works	Replant denuded areas of plantings – lower lake water levels to do so. Weeding occurs while doing this. Repair erosion/scour of embankments, or undermining of rockwork.	<p>Annually</p> <p>Concept A:</p> <p>Concept B:</p> <p>Concept C:</p>

13



Activity	Method	Frequency	Cost*
Replace Permeable Reactive barrier	Lower lake water level Import slag to site. Create Barrier using small earthmoving machinery.	Concept C only, every 10 years	\$40,000 each time

*Costs of sediment composting and landfill disposal supplied by Envirocivil (Peter Day, 0412 232859).

*all costs ex gst

*Transport cost for sediment disposal is set at \$20/tonne throughout. This may vary.

3.8. Non-structural options for managing water quality

The design options will provide treatment of lake inflows to varying degrees based on the effectiveness of the inlet sediment zones and reed beds/wetlands. However, a key issue for the lake is the accumulation of vast quantities of sediment across the entire lake bed.

During dry sequences, and especially in warm conditions, the sediments can give up their Phosphorus to the water column. This occurs via a complex suite of chemical processes occurring in the lake and sediments. The result is that algae are able to take advantage of this released Phosphorus and algal blooms result. This makes the lake unsightly, and leads to odours, and conditions unfavourable to other fauna and plants. Certain blue-green algae can also release toxins into the water when they die.

Therefore, despite any works at inlets to control ongoing treatment, the sediments can still cause water quality problems in the lake. There are several options available to manage this, including:

- **Submerged aerators** – these cause mixing of the water column and provide oxygen to the water to prevent chemical processes that lead to algal blooms. They are devices that sit on the bottom of the lake and compressed air is supplied to them from the lake bank via a conduit. These have a high capital costs and a power source would be required to run the air compressors and pumps. One of these is present in Lake Annan, but anecdotally it is not very effective. Their use is not recommended and the existing system in the Lake could be decommissioned after any of the design options are implemented.
- **Surface aerators** – there are two types designed to provide aeration of the water, i.e. surface agitators (e.g. like those used in rice paddies and fish farms in Asia), or fountains/water features where the water used for the jet may be sourced from a stagnant part of the lake. A fountain would add significant visual appeal to the lake and could be considered if other measures are only partially effective.

The logo for 'Storm' is located in the top right corner of the page. It consists of the word 'Storm' in a blue, sans-serif font, followed by a small green leaf-like icon.

- **Stabilisation of sediments** – this is where chemicals or mineral materials are broadcast over the lake or sediments with the intent of binding Phosphorus such that it is not released into the water column. One commercially available product is Phoslock which is applied as slurry to the water. Another option is to apply Iron Sulphate with lime. Both of these solutions rely on the application of chemicals to a water body, and this would be considered an activity that requires a license under NSW law. It is recommended to proceed with Phoslock application if Concept Options A or B are selected for implementation. This option is not considered necessary for Option C because it will provide ongoing dosing of the lake with calcium which binds with Phosphorus and makes it unavailable to algae.



4.0 SUMMARY AND CONCLUSION

4.1. Summary of findings

The analysis of options provided in Section 3 provides relatively reliable feedback to Council and the community upon which to base a decision of which Concept option to proceed with. Table 4.1 presents a summary of several key issues that will facilitate the decision-making process.

Table 4.1: Comparative analysis of options

Criteria	Concept Options		
	A. Max. Reed Bed	B. Replace Island with Reed Bed	C. Floating Wetlands*
Total cost over 20 yrs	\$932,600	\$688,600	\$647,600
Key Pollution Retention	TSS: 67% TP: 45%	TSS: 58% TP: 39%	TSS: 55% TP*: 28% *Ignores ongoing effect of PRB to lock up Phosphorus
Impact on visual appearance of Lake	Huge impact – complete transformation	Major impact – island lost and significant transformation	Relatively minor impact
Safety for lake users	Potential for people to access the lake on earthworks used to create inlet zones. Typically these are submerged which would prevent access. Also a rip-rap scour protection is shown on some of these batters. When water levels in the lake fall in drought, some areas of exposed rip-rap could result. The intent is to use a soil/rock matrix into which plants would be grown to prevent access.		
Irrigation water availability	In any of the options, water availability for irrigation from the lake is unaffected		
Requirement for non-structural options	Yes , sediment stabilisation required (Phoslock).	Yes , sediment stabilisation required (Phoslock).	No
Permits from OEH required for construction	Yes , for Phoslock application (see row above)	Yes , for Phoslock application (see row above)	Yes , for addition of Permeable Reactive Barrier
Climate resilience	Risk of drought sequences resulting in drying out of reed beds	Risk of drought sequences resulting in drying out of reed beds	No issues , floating wetlands unaffected by water level changes
Reed bed resilience	Risk of sediment carry-over to reed beds, requiring clean-out and re-planting	Risk of sediment carry-over to reed beds, requiring clean-out and re-planting	No issues , floating wetlands unaffected
Bird resilience	Risk of birds eating planted wetland plants	Risk of birds eating planted wetland plants	No issues , built-in bird protection.
Experimental approach	No	No	Somewhat , but based on scientific principles with several Australian applications (Dr Iradg Yassini, University of Wollongong)

16





4.2. Ability to amend or combine options

While every effort has been made to quantify and qualify the performance of the options in relation to their water quality performance, the fact remains we are dealing with a natural system that is highly variable in its performance in space and time. The lake responds to what is occurring in its catchment which a water quality model may not always be able to account for. Therefore, if an option is selected and implemented, there is still a chance that water quality problems will remain within Lake Annan. This would be easily recognised by the presence of ongoing algal blooms.

Similarly, Council may wish to adopt a staged or optimised approach to works in any given option to gauge the success.

Therefore, Council needs to know what options they have to, a) provide enhanced performance after an option has been implemented, or b) stage works. Table 4.2 shows how this may be approached by Council.

Table 4.2: Ways to amend, stage or combine options

Concept	Amend	Combine
Option A	Only create sediment zone on main stormwater inlet, consider adding the northern one later Reduce area of reed bed Install fountain in northern end of lake	Floating wetland in inlet sediment zone Permeable Reactive Barrier in inlet zone
Option B	Exclude minor inflow (Dunbar Place) from inlet sediment zone to make it smaller Install fountain in northern end of lake	Floating wetland in inlet sediment zone Permeable Reactive Barrier in inlet zone
Option C	Increased area of floating wetland Install fountain in northern end of lake	Add a reed bed after inlet sediment zone

4.3. Conclusions

It is very clear that **Concept Option A: Maximum Reed Red** provides the best water quality improvement performance. However, it also has the highest cost of the three options and the additional cost does not appear to provide good value for money in relation to the additional treatment provided. The fact that it will also transform the lake visually and have other associated risks means that we do not recommend this option. If Council were to proceed with Option A, we recommend amending the design to omit the inlet zone and wetland at the northern inflow, and reducing the area of reed bed coverage. Both these amendments will save costs while balancing water quality performance.



Concept Option B: Replace Island with Reed Bed is a good option if removing the island is a preferred strategy. We note that without a large ibis population that the island could be revegetated to make it more attractive, so the issue is whether the bird population can be controlled. Council advise that the bird population is created by the operation of nearby landfills which are due for closure in the medium-long term. If Council were to proceed with Concept Option B, we recommend reducing the size of the inlet zone by removing the inflow from Dunbar Place. This will save costs while not greatly affecting water quality performance.

Concept Option C: Floating Wetlands has the least impact on visual quality of the lake while also providing relatively good water quality improvement. The reported water quality improvement is understated because we have not factored in the ongoing effect of the Permeable Reactive barrier to lock up Phosphorus over time, thereby preventing algal blooms in the lake. This option is somewhat experimental in nature, but there is research and applications in Australia to be guided by.

The **key risk factors** that ought to inform a decision to select an option are as follows:

- **Climate resilience** – will fluctuating water levels affect the viability of the reed beds, especially if water levels drop below the reed bed base for extended periods. The other issue is in a general sense, will fluctuating water levels be too much for the reed bed plants to bear.
- **Reed bed resilience** – will sediment carryover from the inlet sediment zones clog up the reed beds, particularly at their leading edge, which would require clean-out periodically. Note the water quality modelling shows that only about half the sediment load is retained in the inlet sediment zones, and so the remainder would travel through the reed beds.
- **Bird predation of planted reed beds** – waterfowl have a habit of preferring small plants and they can devastate planted areas. There are two typical ways to prevent this from occurring, i.e. bird netting and planting more mature plants which the birds do not prefer. Neither cost is included in the cost estimates.

These three risk factors apply to **Concepts A and B only**. Option C is immune to each issue because the reed beds are supported by a floating substrate, protected by a bird cage.

4.4. Recommendation

We recommend **Option C** for implementation based on the following summary of findings:

- Minor impact on the visual appearance of the lake
- Retention of island and its biodiversity (which can be enhanced)
- Lowest capital cost
- Lowest cost over 20 years of operation (includes construction)
- Not affected by fluctuating water levels
- Not affected by sediment overloading
- Not affected by bird predation of planted areas
- Ability to be easily retrofitted with additional water quality improvement in a staged manner

ORD10

Attachment 1




APPENDIX A
Concept Option Drawings



LAKE ANNAN WATER QUALITY CONCEPT DESIGN

LAKE ANNAN, DUNBAR PLACE, MOUNT ANNAN



SHEET INDEX	
NO.	DESCRIPTION
001	CONCEPT DESIGN
002	LAKE ANNAN
003	LAKE ANNAN
004	LAKE ANNAN
005	LAKE ANNAN
006	LAKE ANNAN
007	LAKE ANNAN
008	LAKE ANNAN
009	LAKE ANNAN
010	LAKE ANNAN

LAKE ANNAN WATER QUALITY
CONCEPT DESIGN
LAKE ANNAN, DUNBAR PLACE, MOUNT ANNAN
Cover Page and Sheet Index

Date: 26.06.13 Drawing No. 1485-C01 Sheet 01 of 06

Storm
STORM CONSULTANTS
11, SANDS LANE
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CLIENT: CLACKMANNONSHIRE COUNCIL
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PROJECT: LAKE ANNAN WATER QUALITY CONCEPT DESIGN
SHEET 01 OF 10
DATE: 26.06.13
DRAWING NO. 1485-C01

DESIGNED BY: M. BROWN
CHECKED BY: M. BROWN
DATE: 26.06.13

APPROVED BY: M. BROWN
DATE: 26.06.13

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Attachment 1
ORD10



