



camden council

Camden 2040 Delivery Program

Six Month Report January to June 2012

*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 - July to December, and then January to June of each year.

Council measures its performance in these activities through the use of indicators, which give an idea of whether Council is making progress towards achieving its stated objectives, and where further attention is required.

This is Council's second report under the new Integrated Planning and Reporting requirements, with the first six month's performance reported to Council in March 2012. The report contains the results from the first six month period (July to December 2011) to enable comparison and commence the monitoring of performance over time.

This report represents a different approach to how this organisation measures and reports its performance to the community. Whilst this is considered to be a good "first step" towards a more accessible and transparent way of reporting, Council also recognises that there is room for improvement in the indicators and measures it uses to understand its performance. It is also expected that future reports will provide more useful information once data can be compared over a period of time.

Council reports the achievements in implementing the Community Strategic Plan – Camden 2040 – in an End of Term Report, which is tabled at the last meeting of the sitting Council (28 August 2012) and then reported to the community through the Annual Report in November.

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





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.

Highlights

Community Satisfaction with Council

During the period July to December 2011 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, 85% of residents indicated that they were satisfied, and 72% said they were very satisfied. This resulted in a mean score of 7.14 out of 10, which is on par with the result achieved last time the survey was conducted in 2009.

Camden continues to perform well in terms of its community satisfaction ratings compared to other councils throughout Sydney and NSW. The next community satisfaction survey will be conducted in 2013.

Staff Satisfaction with Council

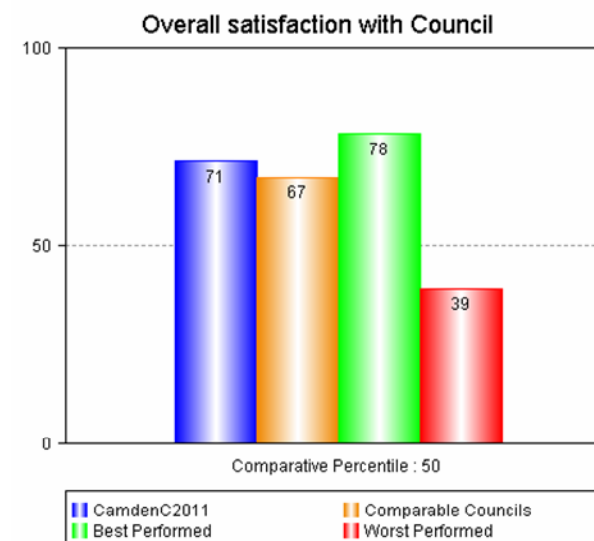
During this reporting period Council conducted a survey of its employees called the "Workplace Wellbeing Index". 83% of Council's workforce chose to participate in this survey. Some highlight results are that::

- 72% of employees regard Camden Council as "a good place to work"
- 72% of staff feel that they are personally aligned to the organisation's stated mission and values
- 71% of staff believe they have adequate access to training and development opportunities
- 75% of employees feel motivated to do their jobs well
- 77% of employees feel confident to discuss issues that impact on their work with their manager

This survey is intended to be conducted every two years to enable Council to monitor its workplace wellbeing over time, and the effectiveness of actions that are put in place to address the issues raised in the survey.

Growth in the Period January to June 2012

- Council assessed a total value of \$242 million worth of development
- The total number of rate assessments in the Camden Local Government Area increased by 1.7%, or 383 in total, which was a slightly lower percentage growth as the previous period (2.5%).
- Domestic waste services increased 1.8% in the period, a slight reduction from 2.5% in the previous period.
- Council's staffing numbers (full time equivalent) rose to 286 which is an increase of 4.4%.







Source: IRIS Research

Summary – Performance Against Targets Over the Year

1. All Indicators

There are 94 Success Indicators in total contained in the Delivery Program. The following table provides a breakdown of these indicators by their status for both six month periods in the 2011/12 financial year.

		July to December 2011	January to June 2012
	Target met or exceeded	49%	60%
	Progress made towards target	16%	7%
	Requires attention	10%	11%
	No data currently available	25%	22%

This result shows that overall Council has improved its performance between the two periods, with a large increase in targets being achieved.

2. Movement Towards or Away from Target

Based on our results in the previous reporting period (July to December 2011), a number of Delivery Program Success Indicators moved either towards or away from the target. This means that the indicator changed in the second six month period.

The following table presents a snapshot of the indicators which changed in the January to July 2012 period. Indicators that “achieved the target” are those that had not met the target in the July to December 2011 period, and those that “moved away from target” are those that had met the target in the previous period.

Based on our results in the previous reporting period (July to December 2011), a number of Delivery Program Success Indicators moved either towards or away from the target. The following table presents a snapshot of these results:

<i>Indicators that Achieved the Target</i>	<i>Indicators that Moved Away from Target</i>
Waste diverted from landfill	Non-complying premises (food shops and skin penetration)
Percentage of companion animals at the pound that can be identified through microchip	Onsite sewage management systems are operating satisfactorily
Instances of food borne disease	Council utilises natural resources more efficiently
Number of participants in environmental education programs	Approved traffic management projects are completed on time
Per capita amount of garbage collected	Local Disaster Management Plan is current
Swimming pool usage	
Feedback from community events	
Library circulation	
Staff undertaking compulsory training	
Staff turnover	
Camden Council is regarded as a good place to work	

Whilst it is not possible to draw conclusions from changes between two six month periods, particularly that some of the indicators can be influenced by other factors, these movements are highlighted so that performance can begin to be monitored over time.

It is positive to note that whilst five indicators moved away from target, eleven moved towards and met their target.

3. Areas for Continuing Attention

The indicators that have remained “red” in this period are:

- Community satisfaction with Council’s role in Urban and Rural Planning (2011 data - next data due in 2013)
- Visitors to the Visitor Information Centre
- Sportsfield use requests
- Community satisfaction with Council’s role in Management of Emergency Events (2011 data - next data due in 2013)
- Buildings and Infrastructure Renewals Ratio (based on 2010/11 financial reports, 2011/12 reports currently being prepared)

Comment is provided within the body of the report regarding each of these indicators.

Snapshot - Key Activities and Achievements

- Council continues to have efficient turnaround times for development assessments, at an average of 29 days, which is well below our target of 40 days or less. This result is particularly pleasing given the high level of demand this places on Development as the Camden area grows.
- Leppington North, which will be a major centre in the South West, was placed on consultation during the period and is now awaiting gazettal from the State Government.
- Council has commenced preparation of an Infrastructure Delivery Strategy to improve the delivery, funding and timing of key local and regional infrastructure, in partnership with State and Federal agencies.
- The community achieved an increase in the diversion of waste away from landfill during the period, at 71% compared to 65.5% in the previous period. In addition, the community generated less waste in this period, decreasing from 224.56kg per capita to 214.54kg per capita.
- There has been an increase in the percentage of animals that were found to be microchipped with impounded, which assists greatly in their successful return to their owners. There was also a per capital decrease in the number of animals euthanased during this period.
- Wayne Gardner Oval in Oran Park has been completed under the Voluntary Planning Agreement by the Developer and is due to be handed over to Council in the coming year.
- Council conducted a range of sustainability education initiatives during the period, including 6 storytime sessions with up to 50 children at each, Earth Hour inspired Artisan and Designer Market with 26 stallholders and an estimated 300 visitors and a Preschool Visit with recycling truck with 34 children and 3 adults.
- Visitation to the Visit Macarthur website doubled during this period due to increased promotion.
- A range of State Road upgrades were announced or progressed during the period, which has involved significant lobbying and advocacy by Council. These include upgrade to Narellan Road to 3 lanes, completion of upgrade to Camden Valley Way between Cowpasture Road and Narellan Road by 2016, and parts of Bringelly Road to coincide with the South West Rail Link project. Designs have been completed and tenders advertised for the Camden Bypass Intersection, Richardson Road and Link Road.
- Springs Road was reopened during the reporting period following near-completion of its upgrade from rural to urban standard.
- Council conducted a range of community programs and events which were well-attended, including learner driver log book runs (100 participants), child restraint fittings (76), workshops at the Camden Town Farm Community Garden (30 attendees), Thursday night outreach (150 young people), and Youth Week Events had 1,313 young people attending.
- Council secured \$806,000 in grant funding to address road “black spots” over the 2012/13 year
- Council’s facilities continued to be well-utilised, including 175,035 visits to the Mt Annan Leisure Centre; 25,737 visits to Camden Pool; 8,099 competitors and 32,368 spectators at the Bicentennial Equestrian Park in 2011; 369 children are enrolled in Family Day Care; 1897 new library members and 134,672 library resources issued.
- Council has committed to the 2011/12 Waste and Sustainability Improvement Payment (WaSIP) program and in addition has received \$317,822 under the program for new enhanced sustainability initiatives. Council to date has completed the following initiatives - Camden Pool blanket installation, Camden Pool solar heating installation, preparation of a Strategic Waste Management Plan, a Renewable Energy Options Study, Sustainable Camden Communities, Energy and Water Audit of Council premises, Narellan Library energy saving installations, Energy Management Plan and Climate Change Risk Assessment.
- Council’s staff turnover decreased during the period, and continues to be lower than average for other urban councils. In addition, Council conducted a Staff Wellbeing Survey which received a 72% positive rating from staff.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Development Control	Community Satisfaction Survey	Maintained or Improved	●	6.15 in 2011 compared to 5.9 in 2009, however the question changed between surveys due to the review of the services list so direct comparison is not available.	●	This result will be reported following the next community satisfaction survey in 2013

Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less	●	29 Day Average Whilst comparative data for the period is not yet available, Council's performance average during the period 2010/11 was 31 days compared to the Growth Councils' average of 42.3 days.	●	29.19 day average. This result is particularly pleasing given the Development pressures currently being experienced as a result of growth within Camden.
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less	●	23 Day Average	●	28 day average. This result is particularly pleasing given the Development pressures currently being experienced as a result of growth within Camden.

Report on Delivery Program Activities

Local Service 1.1 : Development Control				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Assessment of Development Applications	Receive, assess and determine development applications. Exercise delegations and report to Council as required by Council policy	Processing timeframes	The Development Branch assessed Development Applications within the target average of 40 Days with an average of 29 days.	The Development Branch assessed Development Applications within the target average of 40 Days with an average of 29 days.
		Value of DAs processed	The Development Branch assessed a total value of \$231m worth of development.	The Development Branch assessed a total value of \$242m worth of development in the period.
	Introduction of a quality management system	Introduction	The Development Branch has commenced developing a quality management system. The aim is to have the system audited in the 2 nd half of 2012.	The Development Branch has substantially developed a quality management system. The system has been reviewed by an auditor and changes to the system are currently being made from feedback received.
Certification of Construction Certificates	Receive, assess and determine applications.	Processing timeframes	The Development Branch assessed Construction Certificates within the target average of 28 Days with an average of 23 days.	The Development Branch assessed Construction Certificates at the target average of 28 Days.
GIS Mapping	Update aerial mapping	Program completed	The Development Branch has ensured that aerial mapping is up to date.	The Development Branch has ensured that aerial mapping is up to date.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved	●	No statistically significant change between 2009 and 2011	●	No statistically significant change between 2009 and 2011 - the next community satisfaction survey will be conducted in 2013
Significant Camden sites are under active protection/management	Properties of heritage significance listed in LEP	Stays the same or increases	●	The number of heritage listings has remained unchanged in this period	●	The number of heritage listings has remained unchanged in this period

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Advice and Assistance	Provide advice and assistance with respect to heritage sites	To be identified and included in future DP reporting	Customer enquiries are provided with a response within 5 days, with follow up contact as required to address the matter.	General customer enquiries are provided with a response within 48 hours. Complex customer enquiries are provided with a response within 5 days.
	Establish a customer service evaluation system to inform future Delivery Program Reporting		A range of work was commenced in this period to improve heritage information available to customers, including preparation of fact sheets and a Development Approval checklist. Commencement of an evaluation system for customer service will take place during the first half of 2012.	Commencement of an evaluation system for customer service is still being developed.
Development Assessment	Review development applications where heritage sites are affected and provide technical support	To be identified and included in future DP reporting	Comments have been provided within 2 weeks unless extensions have been negotiated for complex matters	Comments have been provided within 2 weeks unless extensions have been negotiated for complex matters.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved	●	5.8 in 2011 compared to 6.1 in 2009, which represents a statistically significant reduction in community satisfaction	●	5.8 in 2011 compared to 6.1 in 2009, which represents a statistically significant reduction in community satisfaction – next survey to be conducted in 2013
Land use plans are current	LEP and DCP are reviewed annually	Annual review completed	●	Three housekeeping reviews of the Camden LEP have been undertaken. Amendments 1 & 6 are currently awaiting gazettal. Amendment 14 is currently being prepared. A housekeeping review of the DCP will be reported to Council for public exhibition early 2012.	●	6 Planning Proposal are awaiting gazettal. 3 other Planning Proposals have been submitted to Council and are yet to be considered. Amendment 14 housekeeping proposal is also being undertaken by Council staff. Various DCP amendments have been completed and are being considered to incorporate any changes due to gazetted Planning Proposals.

● **Comment**

As previously reported, Urban and Rural Planning experienced a decrease in the community satisfaction score since the survey was last conducted in 2009. This is likely to reflect the community's continuing concern about the impact of urban growth on the Camden area, which has been determined through the State Government's South

West Growth Centre. Council continues to work closely with a range of partners to ensure that high quality environmental, community and economic outcomes are achieved throughout the South West Growth Centre. Trend data will be available in following Council's Customer Satisfaction Survey in 2013.

Report on Delivery Program Activities

Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Development Contributions	Prepare, maintain and review Development Contribution Plans. Negotiate with developers for the delivery of local infrastructure	75% of VPAs are executed within 12 months of receipt of proposal	VPAs have been executed within 12 months of receipt, except in complex negotiations where time has been extended by agreement. All VPAs have been reported to Council within 12 months of receipt for exhibition purposes.	All VPAs have been reported to Council within 12 months of receipt. Only one VPA was not executed within 12 months of the offer being received. The delay was caused by the original offer not containing sufficient information. The VPA was executed within 9 months of a sufficiently detailed offer being received.
		90% of WIKAs are executed within 6 months of receipt of proposal	Target is being met, where WIKAs received are executed.	100% of completed WIKS have been completed within 6 months of receipt.
	Review of Developer Contribution Plans	Adopted by Council	Review of Camden Contributions Plan 2004 completed, Draft Camden Contributions Plan 2011 adopted by Council and with Minister of Planning for review prior to final implementation. Draft CP includes repeal of redundant CP's and consolidation of other CPs.	Camden Development Contributions Plan 2011 now in force. Contributions Plan No.8 repeal has been agreed to by Council and comes into effect in August. Brief prepared for review of Oran Park and Turner Road Contributions plan.
	Prepare Development Contributions Policy and Procedures Manual	Adopted by Council	Development Contributions and VPA Implementation Manuals currently being developed.	VPA Implementation Policy prepared. Works in kind Policy being prepared and reported to SMT and Council.
Land Use Planning	Protect Camden Town and associated scenic and cultural landscapes.	Minor planning proposals completed within 12 months of receipt	3 minor planning proposals were received during the period, with completion anticipated for within 12 months of receipt.	2 minor Planning Proposals gazetted. 3 minor and 1 housekeeping Planning Proposals waiting gazettal. 2 minor and 1 housekeeping Planning Proposals being processed within Council.

	Prepare Local Environmental Plans and Rezoning to deliver desired planning outcomes and to manage land use conflict	Major planning proposals completed within 2 years of receipt	3 major planning proposals were received during the period, including Narellan Town Centre expansion and Glenlee.	2 major Planning Proposals waiting gazettal (including the El Caballo Blanco Gledswood site and Elyard Gardens site). 3 major Planning Proposals being processed within Council (includes Landturn, Glenlee and Carrington sites).
	Plan for population growth by mapping growth and ensuring growth responses are incorporated in Council plans		Work has commenced to develop a system to monitor population growth using existing internal systems.	Work continuing on the development of a mapping system. Information will be added once an area is rezoned and once Masterplans are completed.
	Establish a customer satisfaction evaluation system to inform future Delivery Program reporting	Additional success targets identified and included in future DP reporting	Commencement of an evaluation system for customer service will take place during the first half of 2012.	Development of evaluation system for customer service is in the process of being developed
	Ongoing review and preparation of best practice development controls to ensure the delivery of quality outcomes		Housekeeping reviews of LEP and DCP are in progress. Policy and Procedures being developed for LEP and DCP amendments	A Resource Manual is in final draft form. This manual consists of: a Planning Proposal Policy and Planning Proposal Project Template; and a DCP Policy and DCP Project Template. Sample documents for both processes are also included in the manual.
Growth Areas Planning	Plan new precincts in partnership with the State Government and developers to ensure timely delivery of land release	Delivery of key infrastructure in a timely manner	Council is continuing to work in partnership with the State Government and key stakeholders to deliver new precincts in a timely manner and appropriate form. New Precincts released this year are on track and include, Catherine Fields South (Part Precinct), East Leppington and Leppington. Precinct Planning complete for Leppington North (Major Centre) and now working towards finalisation of precinct.	Catherine Fields (Part) Precinct and East Leppington Precinct are ready for exhibition (expected mid July). Leppington North (Major Centre) to be gazetted in August. Council continues to work in partnership with the State Government and internal/external stakeholders to deliver the release of the precincts in a timely and appropriate manner. Infrastructure Needs are identified in precinct planning. Draft Section 94 Plans are in place for Leppington North and Catherine Fields (Part) Precinct. Infrastructure Delivery Plans for each precinct have also been prepared.

	<p>Increased focus and advocacy on the delivery, funding and timing of key local and regional infrastructure, in partnership with State and Federal agencies</p>		<p>Infrastructure Coordinator to commence in February 2012 to continue and enhance Council's active participation and advocacy in this field.</p>	<p>Infrastructure Coordinator commenced. Infrastructure Delivery strategy is being formulated at the moment and will be consistent with Camden 2040 and the State Infrastructure Strategy.</p>
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Key Direction 2 –Healthy Urban and Natural Environments

What is 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 prosperity of the 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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved	●	8.65 in 2011 compared to 8.2 in 2009, which represents a significant increase in community satisfaction	●	8.65 in 2011 compared to 8.2 in 2009, which represents a significant increase in community satisfaction - this result will be reported following the next community satisfaction survey in 2013

Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%		65.5% of total waste streams generated by the Camden community were diverted away from Landfill during the first half of the 2011/12 financial year. This is calculated on tonnages collected by Council.		71% of total waste streams generated by the Camden community was diverted away from Landfill during the second half of the 2011/12 financial year. This is calculated on tonnages of domestic waste collected by Council.
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Report on Delivery Program Activities

Local Service 2.1: Waste Services				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Collection and Disposal	To achieve Waste Diversion targets set by NSW State Government - WARR Act	Total of combined waste streams diverted from landfill exceeds 66% by 2014	65.5% of total waste streams generated by the Camden community were diverted away from Landfill during the first half of the 2011/12 financial year.	71% of total waste streams generated by the Camden community was diverted away from Landfill during the second half of the 2011/12 financial year.
	Waste minimisation policy and programs	The successful development and delivery of Policies and Programs	Waste Minimisation Strategy is in draft form for completion in first half 2012.	Waste Minimisation Strategy is in draft form and more work is required to finalise the document in second half of the 2012 year.
	Development and implementation of Community Waste Education Strategy	Community Waste Education Strategy adopted	A Draft Community Waste Education Strategy has been developed as part of the Waste Minimisation Strategy and it is anticipated that consultation will commence in the second half of 2012.	A Draft Community Waste Education Strategy has been developed as part of the Waste Minimisation Strategy and it is anticipated that consultation will commence in the second half of 2012.
	The collection and transfer of residual waste, recyclables and garden organics	Turnaround time for missed bins	During the period the bin collection rate was 95%. 100% of bins not collected first round were collected within 2 working days of Council being notified.	During the period the bin collection rate was 95%. 100% of bins not collected first round were collected within 2 working days of Council being notified.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	7.03 in 2011 compared to 6.8 in 2009, which represents a significant increase in community satisfaction	●	7.03 in 2011 compared to 6.8 in 2009, which represents a significant increase in community satisfaction - this result will be reported following the next community satisfaction survey in 2013
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing	●	Between 2010 and 2011 there has been a 23% increase in dogs not microchipped and a 1% decrease in cats not microchipped.	●	Dogs entering the pound: In the last reporting period 57.1% of dogs were microchipped, and this increased in this reporting period to 61.5%. Cats entering the pound: In the last reporting period 2% of cats were microchipped compared to an increase in this reporting period to 5%.

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Regulation, enforcement and monitoring activities in public areas	Prompt response and appropriate action in regards to dog attacks, stray animals and noise complaints	Average turnaround time on investigations	Of the 17 complaints of dangerous dogs and dog bite all investigations were commenced within the service standard of 6 hours.	Of the 24 complaints of dangerous dogs and dog bite all investigations were commenced within the service standard of 6 hours.

	Education and awareness of residents in regards to the microchipping and registration of dogs and cats	A reduction in the per capita number of stray animals which are not microchipped	Between 2010 and 2011 there has been a 23% increase in dogs not microchipped and a 1% decrease in cats not microchipped.	Dogs entering the pound: In the last reporting period 42.9% of dogs were not microchipped compared to a decrease in this reporting period to 38.5%. Cats entering the pound: In the last reporting period 98% of cats were not microchipped compared to a decrease in this reporting period to 95%.
	Promote and encourage residents to utilise the "adopt a pet" program through a range of strategies, including regular advertising	Decrease in the per capita number of animals euthanased at Council's pound facilities	Between 2010 and 2011 there has been a 0.34% decrease in animals euthanased at Council's pound.	Dogs: In the last reporting period there were 0.073% per capita of dogs euthanased compared to a decrease in this reporting period of 0.022% per capita. Cats: In the last reporting period there were 0.084% per capita of cats euthanased compared to an increase in this reporting period of 0.16% per capita.


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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved	●	7.48. First time measured in 2011 so no comparison possible.	●	7.48. First time measured in 2011 so no comparison possible.
Instances of food borne disease decrease	Instances of food borne disease	Decreasing	●	Increase from 1 to 3 instances of food borne disease.	●	There were 2 reports food borne illness during this reporting period

Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing		There were 4 Improvement Notices issued in this period compared to 10 within the same period last year.		There were 5 improvement notices issued during this reporting period compared to 4 in the last reporting period.
Onsite sewage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing		The number of approvals to operate has increased from 26 to 31.		25 approvals to operate were issued during this period.

Comment

-  There was a small increase in the number of improvement notices issued to non-complying premises. Ongoing work will continue to inspect and educate premises about their obligations for the delivery of safe food to the public. Given the increase in population of the LGA, the number of food shops continues to increase. This indicator will need to be reviewed to better reflect this growth.
-  The number of approvals to operate onsite sewage management systems fell in this period, due to high workloads, and once again ongoing work will continue to inspect and educate owners of properties with these systems.

Report on Delivery Program Activities

Local Service 2.3: Public Health				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Public Health Inspections	Inspect and investigate food premises, skin penetration premises and air conditioning installations	Percentage of regulated premises inspected twice a year	Food shops –68% were inspected once within this period, which is behind target. Skin Penetration premises – 42% inspected within this period which is close to target as these are only due to be inspected once per year.	In this reporting period 32% of food shops had a primary routine inspection and when combined with the 68% inspected in the last reporting period making a total of 100% being inspected in the 12 month period. An additional 35% of premises which comprised high risk premises had a second inspection. In this reporting period 47% of skin





				inspected in the last reporting period making a total of 89% over the whole year.
	Investigate and act upon noise complaints	Time taken to initiate investigation	Of the 27 general noise complaints (not including animal noise) 78% of investigations were initiated within the allocated service standard of 5 days.	Of the 34 noise complaint (not including animal noise) 100% of investigation were initiated within the allocated 5 days
Approval of Onsite Sewerage Systems	Approve, inspect and certify on-site sewerage disposal systems	Number of 'approvals to operate' issued and approval processing time	Total number of approvals to operate issued for this period was 31.	Total number of approvals to operate issued for this period was 25.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		No statistically significant change between 2009 and 2011		No statistically significant change between 2009 and 2011
Water quality is maintained or improved	Water quality testing is maintained or improved	Maintained or improved		Water quality monitoring contract has been let and results are been collected for Summer and Winter readings. Data will be available in mid 2012.		Currently Council has obtained results (winter results) from 32 sites within the Narellan Creek Catchment. The results obtained from the study will help to formulate a benchmark level for future measurements however a summer reading is also required before results can be effectively reported.

More natural areas are under active management	Percentage of natural areas within Council's ownership that are being actively managed	Increasing	●	Council is currently in the process of implementing systems to identify new natural areas that are being dedicated to Council but being managed under Planning Agreements. It is anticipated that once this system is in place, and following the completion of the Biodiversity Strategy, this indicator will be able to be reported.	●	Council is currently in the process of implementing systems to identify new natural areas that are being dedicated to Council but being managed under Planning Agreements. It is anticipated that once this system is in place, and following the completion of the Biodiversity Strategy, this indicator will be able to be reported.
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Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Bush Fire Hazard Reduction	Reducing hazards in public areas including rural roadside hazard reduction maintenance programs	Hectares treated per annum	A total of 12.5 hectares continue to be treated	A total of 12.5 hectares continue to be treated
Stormwater Management	Monitoring of Water Quality, including the Nepean River	Water quality standards are maintained	Water Quality monitoring contract has been let. Results for monitoring will be available in June 2012. Council has continued to raise awareness amongst the community in regards to stormwater pollution	During the period, Council engaged KAB NSW to deliver 'In the Bin' and 'Catchment Action' modules from the EnviroMentors program to seven schools within the LGA.
	Community education and awareness in regards to stormwater pollution			
	Upper South Creek Floodplain Management Study and Plan	Study and Plan completed	Flood study report has been completed and adopted at Council's meeting of the 8th November 2011. As a result residents within the affected areas have been informed of the adopted report and its results.	Public Consultation for flooding information commenced. Tender has been awarded and the final Flood Risk Management Plan for the Upper South Creek will be available within 12 months.

	Nepean River Flood Mapping	Mapping completed	As a result of grant funds being made available, Council is now in a position to carry out updated mapping for the Nepean River area. This work is proposed to be completed towards the end of 2012	Tender process commenced, these will close in August. The work is planned to take approx 6 to 12 months to complete.
Bushcare Maintenance	Supporting and facilitating volunteers of Bushcare groups, preparation of plans of management for natural areas, community education programs such as Stream Watch	Number of visits	Number of volunteers - 26, total volunteer hours – 378. Draft Plan Of Management for (future) Richardson Rd Reserve, prepared by consultants, Draft POM Rheinbergers Hill - Heritage report to be reported to Council.	Number of volunteers - 25, total volunteer hours – 331.5. Preparation for National Tree Day completed for John Peat and River Road Reserves.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved	●	7.1 - First time measured in 2011 so no comparison possible	●	7.1 - First time measured in 2011 so no comparison possible. Next result in 2013.
Children have places to play	Number of parks and playgrounds per 1000 children	Stays the same or increases	●	Whilst Council did not increase its number of parks in the area, new parks and playgrounds delivered by developers in new release areas will be reported at year end. No progressive data is made available by Developers.	●	Council does not currently have access to data from developers on new parks and open space areas.

Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment	●	Condition of parks and playground have been maintained at the same agreed service level.	●	Condition of parks and playground have been maintained at the same agreed service level.
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Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Parks Planning	Planning future parks spaces, sportsfields and playground facilities that meet the needs of our current and future community	Number of plans adopted	Draft Wayne Gardner Reserve Plan of Management completed for public exhibition	Draft documents exhibition period completed. When facilities handed over to Council report will be presented for adoption of Plan of Management and lease terms. Rhienbergers Cottage Conservation Advice report completed. Input provided to Plan of Management for William Howe Regional Park
		Percentage of residents who are within walking distance of a park or playground		Input provided to strategic plans for Leppington, Spring Farm and Oran Park release areas.
Parks Maintenance	Maintain parks, sportsfields, playground equipment, landscapes, facilities and infrastructure	Percentage of programs completed	Overall maintenance programs are on target, 88% of the 6 months program was completed. Cyclic maintenance programs for parks, landscapes and sportsfields are on target. Asset and infrastructure maintenance within sportsfields and playground are at expected levels of completion.	All cyclic maintenance work for parks, landscapes and sportsfields were completed for the year. General maintenance and repair work were undertaken within expected level.

Construction - Parks and Playgrounds	Provision of new playgrounds, facilities and infrastructure in new residential areas	Percentage of programs completed	Works in Kind and Voluntary Planning Agreements have been negotiated by Council for delivery of new playgrounds, facilities and infrastructure in all new release areas. New landscaping and amenities building has been completed at Wandarrah Reserve.	Wayne Gardner Oval is available for use and will be handed over to Council in the coming year. Work is also underway planning fields provided by developers through agreements.
	Belgenny Reserve Stormwater Harvesting	Works completed on time and within budget	Works are underway and on track to be completed on time and within budget.	Works were completed on time and within budget.
	Completion of new sportsfields and amenities in Oran Park - Wayne Gardiner Reserve	Works completed on time and within budget	Works have been completed by Developers.	Completion of amenities/changeroom building by Developer is still in progress.
	Continuation of playground replacement program under the Community Infrastructure Renewal Program	Works completed on time and within budget	These works are scheduled to be completed in the period of 1 January to 30 June 2012.	Replacement of play equipment was delayed, completion is expected in July 2012.
	Commence design and concept studies for sportsfields - Elderslie development area	Works completed on time and within budget	Preliminary work has commenced and will continue in the period of 1 January to 30 June 2012.	Work has been delayed but will proceed in 2012/13.





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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved	●	6.63 - First time measured in 2011 so no comparison possible.	●	6.63 - First time measured in 2011 so no comparison possible. Next results in 2013.
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing	●	Per capita percentage of garbage increased by 3.8% from 216.26Kg to 224.56Kg. Garbage per capita has increased over the past 10 years, which is a general internal trend as economies grow and consumption has increased (ABS).	●	A per capita decrease from 224.56Kg per Capita to 214.54Kg
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 house hold in Camden LGA consumed is 214kl in 2010/11 slightly above Sydney average of 211kl. Where the average unit consumed 179kl in 2010/11 below the average 189kl. In the previous year Camden residents had consumed 242kl compared to Sydney average of 223kl and Camden Units /flat consumed 137 kl compared to Sydney's average of 155kl. Hence overall there has been a reduction in water consumption.	●	Information obtained from Sydney Water shows that the average house hold in Camden LGA consumed is 214kl in 2010/11 slightly above Sydney average of 211kl. Where the average unit consumed 179kl in 2010/11 below the average 189kl. In the previous year Camden residents had consumed 242kl compared to Sydney average of 223kl and Camden Units /flat consumed 137 kl compared to Sydney's average of 155kl. Hence overall there has been a reduction in water consumption.

Council utilises natural resources more efficiently	Water and energy (electricity and gas) consumption	Decreasing on same period previous years		Overall Council's energy consumption is reducing by 40 kWh from the previous period, or 8%.		In 2011/2012 Council consumed 4,036,675kWh in comparison to 3,869,911 in 2010/2011 which is a 4.13% increase.
The community is becoming more educated about sustainability	Number of participants in environmental education programs	Maintained or improved		Council has continued to educate the community about sustainability through events such as the Living Macarthur Nature Photography Competition where we received 330 entries from 96 entrants (46 of these entrants were from the Camden LGA). National Water Week had 20 people attend. 5 Workshops were held at the MCSL, with 84 people attending.		Through the Macarthur Sustainable Schools Network, organisation for the Sustainable Schools Expo 2012 has commenced; in the period there were 6 Sustainability/ Environmental Education Themed (SEET) Storytime sessions with up to 50 children at each; Earth Hour inspired Artisan and Designer Market with 26 stallholders and an estimated 300 visitors; 1 Preschool Visit with recycling truck with 34 children and 3 adults

 **Comment**

Council's energy consumption increased by 4.13% from 2010/11 to 2011/12. This indicator needs to be reviewed as it is to be expected that Council's energy consumption will increase as it provides increased services to a larger community. An indicator reflecting Council's energy consumption per capita may be a better indication. A review of Council's indicators will occur as part of the preparation of the next 4 Year Delivery Program for 2013/14 onwards.

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Environmental Policy	Develop good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	No policies required updating during the reporting period.	No policies were updated during the reporting period.
Environmental Education Awareness	A range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	Council has continued to participate in the Sustainable Schools Network, organising events such as the Sustainable Schools Expo in which 9 sessions were	Through the Macarthur Sustainable Schools Network, organisation for the Sustainable Schools Expo 2012 has commenced; in the period there were 6

			<p>conducted and 400 people attended.</p> <p>20 people attended the National Water Week.</p> <p>15 people attended the Twilight Walk & Talk.</p> <p>Narellan Rhythms Festival urban tree give away 600.</p> <p>Schools Expo - 8 schools participated with 8 students at each.</p>	<p>Sustainability/Environmental Education Themed (SEET) Storytime sessions with up to 50 children at each; Earth Hour inspired Artisan and Designer Market with 26 stallholders and an estimated 300 visitors; 1 Preschool Visit with recycling truck with 34 children and 3 adults</p>
Water and Energy Action Plan	Develop and implement an environmental action plan to minimise environmental impact of Council's activities	Number of activities completed	<p>Consultants have been engaged to undertake an energy and water consumption technical audit. The information from these audits will facilitate the development of an Energy Management Plan and Water Efficiency Plan proposed to be completed by 30 June 2012.</p>	<p>The Water Efficiency Plan was completed and an implementation plan is now being prepared. Energy and water reports for Council's 10 highest energy and water using facilities have been provided to Council. Implementation of the cost effective strategies will be pursued in 2012/2013.</p>
	Continuation of the Waste and Sustainability Improvement Payment (WaSIP)	Projects completed	<p>Council has committed to the 2011/12 WaSIP program and, in addition, has received \$317,822 under the program for new enhanced sustainability initiatives. These initiatives consist of 14 projects listed on the WaSIP charter and Council to date has completed the following 4:</p> <p>Camden Pool - Pool Blanket installation;</p> <p>Camden Pool Solar heating installation;</p> <p>Strategic Waste Management Plan; and</p> <p>Renewable Energy Options Study.</p>	<p>Council committed to the 2011/12 WaSIP program, and, in addition, received \$317,822 for new and enhanced sustainability initiatives. These initiatives consist of 14 projects listed on Council's WaSIP Action Plan and to date, Council has completed the following:</p> <p>Strategic Waste Management Plan</p> <p>Sustainable Camden Communities;</p> <p>Renewable Generation Options Study;</p> <p>Energy and Water Audit of Council Premises;</p> <p>Narellan Library Energy Saving Installations;</p> <p>Camden Pool - Solar Heating;</p> <p>Camden Pool - Pool Blankets;</p> <p>Energy Management Plan; and</p> <p>Climate Change Risk Assessment.</p>

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved	●	6.75 - First time measured in 2011 so no comparison possible.	●	Next results due in 2013.

Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Inspection and investigation of illegal activities	Respond to complaints by investigating concerns and where necessary take action to resolve any breach of legislation or policy	Within agreed timeframe	There were 3 complaints of roadside trading during the period, of which 2 investigations were commenced within the allocated service standard of 7 days. There were 18 complaints regarding parking and all of these were initiated within the allocated service standard of 7 days. There were no complaints about prohibited signage.	There were 2 complaints of roadside trading during the period, of which 2 investigations were commenced within the allocated service standard of 7 days. There were 74 complaints regarding parking and all of these were initiated within the allocated service standard of 7 days. There were no complaints about prohibited signage.

	Monitoring of roadside trading	Within agreed timeframe	Roadside trading is proactively enforced by Council rangers as part of their regular patrols (seven days per week) and action taken when identified.	Roadside trading is proactively enforced by Council rangers as part of their regular patrols (seven days per week) and action taken when identified.
	Enforcement of prohibited signage	Within agreed timeframe	Prohibited signage is proactively enforced by Council rangers as part of their regular patrols (seven days per week) and action taken when identified.	Prohibited signage is proactively enforced by Council rangers as part of their regular patrols (seven days per week) and action taken when identified.
	Enforcement of parking restrictions	Within agreed timeframe	Council rangers dedicate the equivalent of 1.5 days per week to monitoring school zones, on-street parking and Council car parks.	Council rangers have been unable to dedicate time to on-street parking and Council car parks during reporting period due to resourcing constraints however all efforts have been made to monitor school zones and rangers have participated in the School Safety Program with the NSW Police and Council's Road Safety Officer. Rangers responded to all parking complaints within the agreed service standard.
Noxious Weeds	Management of declared noxious weeds and where necessary, take action to resolve any increase in occurrence	Within agreed timeframe	Council has staff member who spends approximately 60% of their time undertaking inspections and audits on public and private lands for noxious weeds. Orders are issued for private land holders to remove noxious weeds where they are detected.	Council's Noxious Weeds Officer inspected 1007ha of private land, 44ha of development sites and 22km of creeks/waterways within Camden LGA.
	Planned program of spraying identified weeds in the Nepean River	Within agreed timeframe	Two sprays of identified weeds in the Nepean River were carried out during the period, as planned.	Council's Noxious Weeds Officer co-ordinated and managed a project to control aquatic Noxious weeds on the Nepean River. As part of the project the Noxious Weeds Officer inspected 58.9km of river and a contractor was engaged to provide 2 herbicide applications of the aquatic Noxious Weeds in Nepean.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	No statistically significant change between 2009 and 2011	●	No statistically significant change between 2009 and 2011. Next result due in 2013.
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%	●	During this reporting period no changes to the maintenance cycle has taken place and completion of cycles was in accordance with the agreed service levels	●	All maintenance cycles were completed; however during January, February, March cycles were impacted on by the grass growth and weather conditions.

Report on Delivery Program Activities

Local Service 2.8: Appearance of Public Areas				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Public Amenity	Ensure footpaths, toilets, buildings and litter bins are kept clean, vandalism is repaired in a responsive timeframe and graffiti is removed	Number and trend of customer requests	There were 31 requests registered for this current period. In the previous 6 month period, there were 30 requests registered.	There were 9 requests registered for this 6 months period.

Public Pavement Cleansing	CBD streets are cleaned on a regular program and response to customer requests are timely	Number and trend of customer requests	Only 1 request was registered in the past 6 months	There was nil requests registered for this 6 months period.
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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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved	●	6.79 - First time measured in 2011 so no comparison possible.	●	6.79 - First time measured in 2011 so no comparison possible.
The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing	●	The number of jobs in the Camden LGA in March 2011 was 14332, up from 14289 the previous year.	●	The total number of jobs in the Camden LGA in March 2012 was 15,055, up from 14,332 in 2011.

Gross regional product will increase	Gross Regional Product	Increasing	●	Gross Regional Product has grown annually over the past 3 years, with 1.1% growth in 07/08, 1.5% in 08/09 and 3.3% in 09/10 (based on chain volume measures supplied by AECGroup)	●	Gross Regional Product has grown annually over the past 4 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10 and 1.8% in 10/11 (based on chain volume measures supplied by AECGroup)
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Report on Delivery Program Activities

Local Service 3.1: Economic Development				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Economic Development Initiatives	Support economic development through the shared service arrangements with Campbelltown and Wollondilly as part of the Macarthur Regional Organisation of Councils	To be developed once the Economic Development Strategy is adopted	Council will be undertaking an Economic Development Strategy in the second half of 2012. An Economic Development Officer will be engaged in early 2013.	Council will be undertaking an Economic Development Strategy in the second half of 2012. An Economic Development Officer will be engaged in early 2013. Council continues to participate in MACROC and officers attend Chamber meetings on a regular basis.
	Maintain the overseeing and monitoring role of business growth within Camden			

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved	●	6.7 - First time measured in 2011 so no comparison possible.	●	Next result due in 2013.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing	●	Visitation to www.macarthur.com.au has increased 36%. The use of web based searching for tourism is rapidly increasing requiring Council to not only keep our information up to date, but also continue to improve website capabilities.	●	Visitation to the website has doubled due to continued promotion of the site through advertising and the introduction of facebook that provides direction to the website.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing	●	Visitation to Camden Visitor Information Centres has not increased but investigation into creating more reasons to direct visitors and phone enquiries to the centre is underway, including options for a more visible location.	●	Tracking of 'walk in' numbers to be Visitor Information Centre has shown a slight decrease. Investigation is continuing in to ways to increase walk in and phone enquiries.

Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves	●	Follow up phone calls to groups doing Macarthur Group Tours has shown that visitors are extremely satisfied with both the product that is offered in the area as well as the service provided to visitors at a regional level. One complaint received was in relation to the standard of only one business and work is underway to help this business improve its service.	●	Surveying visitors by way of follow up phone calls to Group Tour participants continues to indicate high levels of satisfaction with their experience. No negative feedback was received during the period however strategies remain in place to deal with such issues should they arise.
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● **Comment**

Visitation to the Camden Visitor Information Centre has not increased but as noted above. Investigation continues into ways to direct more visitors and phone enquiries to the centre, including options for a more visible location. Monitoring of this indicator over time will ascertain the success or otherwise of these initiatives.

Report on Delivery Program Activities

Local Service 3.2: Tourism				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Visitor Information	Operate a seven day information service and visitor centre	Maintain Level 2 Accreditation	The Visitor Centre is staffed by a Coordinator (21 hours) and one casual). It is primarily staffed by volunteers and is open 7 days a week, as required by Level 2 Accreditation.	Staffing levels remain consistent in the Visitor Information Centre that continues to operate 7 days a week. Level 2 Accreditation remains in place.
Tourism Initiatives	Adoption of the 2012-2016 Tourism Action Plan	Adoption of Plan by Council	The 2011 – 2015 Regional Tourism Action Plan has been adopted.	Following adoption of the 2012-2015 Regional Tourism Action Plan identified strategies continue to be implemented.
	Work with operators to enhance and package local tourism product	Number of enquiries on website	Website visitation is up 36% and the website is currently undergoing an upgrade to improve the look of the website as well as the functionality.	Visitation to the website has doubled due to consistent promotion via advertising and direction through the new facebook page.

		Number of positive media stories	The number of articles generated through the Regional PR Campaign has increased for the last 3 years and continues to increase with the use of regular press release distribution and journalist familiarisation tours.	As a result of familiarisation tours by visiting journalists, Council continues to reap the benefits of positive editorials. Press releases continue to be distributed to travel journalists.
	Advertise and market local tourism product and facilitate familiarisation tours	Number of enquiries on website	The number of visits to the website increased by 36%	The introduction of a facebook page directing enquiries to the website has resulted in a large increase in enquiries.
		Number of familiarisation visits	5 journalists visited the Camden LGA in this period	Five familiarisation tours were undertaken by journalists resulting in positive editorial.
	Fund improvement to visitor facilities and signage	Welcome to Macarthur Signage installed	The RTA did not approve the erection of Welcome signs on private property facing the Hume Highway.	Approval has been obtained for the erection of Welcome Signs on the grounds of the Australian Botanic Garden, Mount Annan.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved	●	7.53 – First time measured in 2011 so no comparison possible.	●	Next result due in 2013
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 have been publicly exhibited for community comment.	●	All Planning Proposals and DCP amendments have been publicly exhibited and submissions considered in the planning process.
Significant place strategies are developed	Proportion of significant places and town centres that have place strategies	Stays the same or increases	●	All significant places and town centres within the LGA have either a specific strategy, such as the Camden Town Centre Strategy, or relevant planning controls to manage the growth and character of these places. DCP and Public Domain Manual prepared for Oran Park Town in this period. Planning continues for Leppington town centre. A significant planning proposal for the expansion of the Narellan Town Centre will commence in the first half of 2012 which will include a review of development controls for all B2 zoned land around that site.	●	Leppington Town Centre planning is close to completion with gazettal of Leppington north precinct rezoning expected August 2012. Leppington Town Centre will be a focal point for the LGA with a new train station, TAFE, integrated Health Facility and a Cultural and Community Centre. In addition, employment generation has been a key driver in the planning for Leppington Town Centre with 120,000 square metres of retail and commercial floor space, 600,000 square metres of Business Park and 240,000 square metres of light industrial floor space. Importantly, there is a Public Domain Strategy that forms part of the planning package for

						<p>Leppington which guides the character of the new centre and reinforces it's importance.</p> <p>Planning Proposal to increase the capacity of the Narellan Town Centre received Gateway determination in February 2012.</p>
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Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Significant Places Works Program	Ensuring sufficient focus and resources are applied to areas, precincts, or buildings which are considered historically significant, culturally significant or a local place where the community can gather	Preparation and implementation of management and maintenance plans for properties owned by Council	Management or Maintenance Plans for significant places have not yet been developed, all maintenance activities are done in accordance with the current Work Programs in place	Status remains the same as previous 6 months period, Maintenance and management plans have not yet been developed, maintenance activities are conducted in accordance with current programs in place.
Camden Town Centre Works Program	Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy	Investigation and consultation undertaken	Preliminary work on the Camden Town Square concept plans and streetscape palette has been completed with the outcomes to be reported to Council in the period of 1 January to 30 June 2012.	A budget has been adopted in the 2012/13 financial year for further traffic studies and drainage design investigations. The Camden Town Centre Strategy will be reviewed based on the outcome of these studies and further consultation with Councillors and the community.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved	●	5.61 – First time measured in 2011 so no comparison possible	●	Next results due in 2013
New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year	●	360 metres of cycleway was constructed by Council compared with 220 metres for the same period last year. Work completed by Developers will be reported at year end, progressive data is unavailable from Developers.	●	399m of new cycleways and 918m of new path were constructed by Council, more than those reported in the previous period. An additional 16,341m of cycleways were constructed by developers in the 12 months to June 2012, and

						20,361m of paths.
Identified projects are completed as planned	Projects are meeting specified timeframes	80%	●	All the new cycleways and paths were delivered on time as required	●	All new cycleways and paths were delivered on time.

Report on Delivery Program Activities

Local Service 4.1: Transport Options				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Network Extension	Seek grants for extension of cycleways and paths and implement successful grant programs	Money received from grants, kilometres of new footpaths and cycleway	\$106K grant funding received (54% of total applied for) 0.3km of shared path installed to date on Argyle Street	Additional 0.5km of shared path installed on Macathur Road.
Regional Transport Network	Lobby State Government for State Road upgrade including Camden Valley Way, Northern Road, Bringelly Road, Camden Bypass Link Road, Narellan Road, Remembrance Drive	Number of requests to State Government to upgrade State Roads	Council continues to have ongoing liaison with RMS dealing with matters pertaining to State Road within Camden LGA and to date we have sent 8 letters in relation to these roads related to various topics ranging from upgrade, speed limits and noise issues.	RMS has announced projects to upgrade Narellan to 3 lanes each direction within Camden LGA. RMS has announced completion of Camden Valley Way between Cowpasture road and Narellan Road by 2016 in May. Bringelly Road plans are progressing between Cowpasture Road and Leppington to coincide with the South West Rail Link project.
	Lobby State Government for greater access to public transport and an increase in the variety of public transport options	Number of requests to State Government to improve public transport	Council continues to have ongoing liaison with RMS dealing with matters pertaining to improving public transport within Camden LGA and to date we have sent 1 Letter in relation to state roads associated with DDA compliance.	Transport for NSW has commenced two additional bus services between Narellan and Oran Park and Gregory Hills in April. Construction has commenced on the South West Rail Link in March.

	Road designs to be finalised for Bypass Intersection, Richardson Road & Link Road	Partnership entered into with State Government	An instruction from the Director General's office was received advising Council that funding for this critical infrastructure has been secured for the completion of the link road. Consultants have been engaged and designs are now in progress. It is envisaged that the road will be open mid 2013.	Designs have been completed and tenders have been advertised for this project in June.
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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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved	●	6.59 - First time measured in 2011 so no comparison possible	●	Next result due in 2013
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction	●	2008 4.29 per 1000 pop; 2009 4.63 per 1000 pop; 2010 4.45 per 1000 pop. Slight reduction between 2009 and 2010, but still up from 2008.	●	No new data at time of reporting

Report on Delivery Program Activities

Local Service 4.2: Road Safety				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Road Safety Strategy	Undertake a variety of activities designed to keep people safer on Camden's roads	Completion of activities on time	Road safety programs are delivered on time and in accordance with the local Government Road Safety Program and Council's commitments	A variety of activities were undertaken in the period including Log Book Runs, Child Restraint Scheme, 40km School Zone Program, Education and safety programs around schools.
Log Book Runs	Provide learner drivers with experience	Number of participants	89 learners drivers participated in the program	2 day programs and 1 evening program ran this reporting period with 84 participants in the day program and 16 in the dusk program.
Child Restraint Scheme	Fit child restraints to vehicles	Number of restraints fitted	58 vehicles had their child restraints fitted and / or checked	76 vehicles had their child restraints fitted and / or checked.
40km school zone program	Education and safety programs around schools	Number of schools participating	6 primary schools have participated during the reporting period.	6 primary schools have participated during the reporting period.
	Expand program of education and safety around schools	Number of schools participating	Program will continue to be rolled out to schools. Additionally, follow up visits are made to schools that have already had the program rolled out.	Council is continuing to roll out programs to existing schools (2). Additionally, Council is expanding its program to pick up new schools opening within the LGA (2). Follow up visits are made to schools that have already had the program rolled out (2).



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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved	●	5.83 - First time measured in 2011 so no comparison possible.	●	Next data available in 2013
Approved projects are completed as planned	Projects are meeting specified timeframes	80%	●	Completion of projects is weather dependent, currently the program is slightly behind schedule but all works are expected to be completed within the next reporting period	●	Completion of projects have been adversely affected by wet weather. We have experienced in excess of 60 working day of wet weather conditions which has affected our capital works delivery program. We are seeking extension of time with our grant funded projects endeavouring to have these complete by year end.
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%	●	Currently we have in excess of 80% of recommendations completed. Other projects listed on the traffic status report are either in progress with work instructions issued or design briefs prepared and referred to the design team to commence survey & design.	●	90% 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	●	2008 4.29 per 1000 pop; 2009 4.63 per 1000 pop; 2010 4.45 per 1000 pop. Slight reduction between 2009 and 2010, but still up from 2008.	●	No new data at time of reporting

Number of "Black Spots" reduce (based on State Criteria)	Number of "Black Spots"	Reduction		Based on the criteria for 2011/12 applications Council identified 4 black spots/black spot lengths. Council was successful in getting funding for the treatment of 3 black spot lengths. On completion Council will have a reduction of 3 sites.		Council identified 3 black spots/black spot lengths in 2012/13. Council was successful in getting funding for all 3 sites. On completion Council will have a reduction of 3 sites.
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 **Comment**

Adverse weather impacted on Council's ability to complete approved projects as planned, with 60 working days of wet weather experienced.

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Local Traffic Committee	Facilitate the operation of the Local Traffic Committee, manage and implement the committee's recommendations on road safety and parking	Percentage of recommendations complete	Currently we have in excess of 80% of recommendations completed. Work instructions have been issued for the those projects under delegated and with project requiring further investigation and design, design briefs have been issued to the design team.	Currently we have in excess of 90% of recommendations issued from the 90% issued we have successively completed 80% however our programs have suffered this past 6 months due to excessive 60 wet weather days affecting construction.
	Act as Secretariat to the Local Traffic Committee and implement its recommendations	Percentage of traffic committee recommendations implemented	Currently there are approximately 70% of recommendations implemented.	Currently we have in excess of 90% of recommendations completed within 2 months of Council approval.
Design	Design and implementation of parking and traffic management facilities	Percentage of designs completed and implemented	Within Camden CBD additional parking for disabilities has been installed in 2011. In addition, Council has identified other sites which will be assessed and reviewed for future implementation.	Facilities have been installed on Harrington Street, Camden Valley Way and Lodges Road.

	John Street/ Mitchell Street Roundabout Design	Design completed and implemented	Design briefs were issued in October 2011. Design programmed for March 2012.	Design proposal changed to kerb extensions. Design 90% complete.
	Fairwater Drive Pedestrian Crossing Design	Design completed and implemented	Construction funding has been secured. Civil components and lighting design is completed. Lighting installation will commence in February 2012	This project has now been completed.
	Camden LGA Bus Shelter DDA Compliance Design	Percentage of Bus Shelters Completed	3 sites completed in 2011/12. 21% compliant of bus shelters are DDA compliant	31 existing bus stop and 10 new bus stop facilities within new developments between Jan to June 2012 have been completed. Council is on target to reach DDA compliant target of 55% of all bus stop by Dec 2012 .
Signs and Lines	Replacement and renewal of traffic signs and road lines to ensure safe road conditions and optimum traffic flow	Average condition of signs and lines	The asset condition is 2.5, which is classed as a "good" condition under the rating system employed within the Integrated Planning and Reporting Manual. This rating denotes assets of "good physical condition" with "normal maintenance only" required.	The status remains the same as previous 6 months period, i.e. condition 2.5 which denotes "good physical condition" with "normal maintenance only" required.
Black Spot Funding Program	Identification of black spots, secure funding for remedial works and implementation of remedial works (contingent on approved funding)	Grants received and implemented	\$690k grant funding received (90% applied for). Design briefs issued and design underway.	Black spot funded projects excess \$800K, Werombi Road/ Sheathers Lane completed, welling Drive, Currans Hill Drive and Elizabeth Macarthur Ave designs completed.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	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	●	5.89 in 2011 compared to 5.67 in 2009, which represents a significant increase in community satisfaction	●	Next results due in 2013.
Approved projects are completed as planned	Projects are meeting specified timeframes	80%	●	For this reporting period the construction and maintenance of local roads, footpaths and kerbing is ahead of target	●	Construction and maintenance of local roads, footpaths and kerbing were completed except Richardson Road reconstruction could not take place due to closures of Spring Rd and Lodges Rd.

Report on Delivery Program Activities

Local Service 4.3: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Cycleways and Pathways	The construction, maintenance, resurfacing and renewal of cycleways and pathways	Percentage of programs completed on time	66% of the 6 month’s program was completed - changes in priorities caused some work to be rescheduled to the second half of the year.	100% of the 12 month program was completed.

		Average condition of cycleways vs target	The asset condition is 2.5, which is classed as a "good" condition under the rating system employed within the Integrated Planning and Reporting Manual. This rating denotes assets of "good physical condition" with "normal maintenance only" required.	The status remains the same as previous 6 months period, i.e. condition 2.5 which denotes "good physical condition" with "normal maintenance only" required.
Roads	The maintenance, resurfacing and renewal of roads including a road reconstruction program of \$4.4 million	Percentage of programs completed on time	81% of the 6 month's program was completed	Program for the 12 months was completed except Richardson Road Reconstruction to be deferred to following year due to extended closure of Spring Road and later followed by Lodges Road.
		Average condition of roads vs target	The asset condition is 2.5, which is classed as a "good" condition under the rating system employed within the Integrated Planning and Reporting Manual. This rating denotes assets of "good physical condition" with "normal maintenance only" required.	The status remains the same as previous 6 months period, i.e. condition 2.5 which denotes "good physical condition" with "normal maintenance only" required.
	Upgrade of Springs Road, Spring Farm	Completion of program	Works associated with Stage 1 of the Springs Road upgrade from Richardson Rd to Ettlesdale Road are nearing completion. Springs Rd is scheduled to reopen 27 February 2012. The original completion programme has been delayed due to latent site conditions and extended wet weather.	The first stage of works for upgrading Springs Road from an urban to rural standard are 95% completed. Springs Road reopened on the revised completion date of 27 February 2012. Reinstatement of power underground is 90% completed. Planning for stage 2 of these works is advancing and scheduled for commencement prior to Christmas 2012.
	Upgrade of Lodges Road/ Hilder Street Elderslie	Completion of program	Hilder Street and the western end of Lodges Road are completed. Works on the eastern end require Lodges Road to be closed. Lodges Road and Springs road cannot be closed at the same time. Delays with the Springs Road project have affected these works commencing.	Lodges Road and Hilder Street has been constructed in three stages. Stages 1 and 2 being Hilder St and the western end of lodges road were completed by January 2012. The third stage being Franzman Ave to Sirius circuit has required a road closure. Works have progressed as planned and Lodges Road is scheduled to reopen on 17 August 2012. At the same time significant progress has been made on Liz Kernohan Drive between Lodges Road and Camden Bypass.

Footpaths	The construction, maintenance, and renewal of footpaths	% of programs completed on time	66% of the 6 month's program was completed - changes in priorities caused some work to be rescheduled to the second half of the year.	100% of the 12 month program was completed.
		Average condition footpaths vs target	The asset condition is 2.5, which is classed as a "good" condition under the rating system employed within the Integrated Planning and Reporting Manual. This rating denotes assets of "good physical condition" with "normal maintenance only" required.	The status remains the same as previous 6 months period, i.e. condition 2.5 which denotes "good physical condition" with "normal maintenance only" required.
Kerb and Gutter	The construction, maintenance and renewal of kerb and guttering	% of programs completed on time	100% of the 6 month program was completed.	100% of the 12 month program was completed.
		Average condition of kerb and guttering vs target	The asset condition is 2.5, which is classed as a "good" condition under the rating system employed within the Integrated Planning and Reporting Manual. This rating denotes assets of "good physical condition" with "normal maintenance only" required.	The status remains the same as previous 6 months period, i.e. condition 2.5 which denotes "good physical condition" with "normal maintenance only" required.
Bridges	The construction, maintenance and renewal of bridges	% of programs completed on time	21% of 6 month's program was completed - delays were caused by difficulties obtaining suitable contractors, however the work is still targeted to be completed by June 2012.	100% of the 12 month program was completed.
		Average condition of bridges vs target	The asset condition is 2.5, which is classed as a "good" condition under the rating system employed within the Integrated Planning and Reporting Manual. This rating denotes assets of "good physical condition" with "normal maintenance only" required.	The status remains the same as previous 6 months period, i.e. condition 2.5 which denotes "good physical condition" with "normal maintenance only" required.
Carparks	The construction, maintenance and renewal of carparks	% of programs completed on time	42% of 6 months program was completed - change in priorities caused some work to be rescheduled to the second half of the year.	100% of the 12 month program was completed.

		Average condition of carparks vs target	The asset condition is 3, which is classed as a "fair/satisfactory" condition under the rating system employed within the Integrated Planning and Reporting Manual. This rating denotes assets of "average physical condition" with "some work required".	The status remains the same as previous 6 months period, i.e. condition 3 which denotes "average physical condition" with "some work" required.
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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. Recreation 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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved	●	7.22 in 2011 compared to 6.84 in 2009, which represents a significant increase in community satisfaction	●	Next result due 2013
More people participate in active recreation using Council facilities	Sportsfield use requests	Increasing	●	The cold wet spring and first months of summer have resulted in lower attendances than anticipated (when compared to the same period previous year). There were 13 days of sportsground closures in comparison to 7 for the same period last year.	●	A very wet summer resulted in 40 days of fields closed to sport. The summer sports were critically affected particularly cricket.

	Swimming pool usage	Increasing		<p>Total pool complex attendances Mt. Annan 6 months 173,906. There is no direct comparative data as Camden Pool was closed and many groups transferred to Mt Annan for that period.</p> <p>Camden 3 months 19,420- direct comparative data unavailable as Camden Pool was closed for refurbishment last year.</p>		<p>Total pool attendances for the period Jan - June 2012 Mt. Annan 175,035; Camden 3 months 25,737</p>
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 **Comment**

Sportsfield use was once again impacted by the wet weather that occurred during this period.

Report on Delivery Program Activities

Local Service 5.1: Recreation Services				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Recreational Planning	Provision and planning of sportsfields, bike tracks and facilitate activities and programs associated with active recreation facilities	Occupancy rates of facilities	Utilisation rate of 81% during Winter 2011 (this level of information was not collected the previous year).	Utilisation rate of 52% during summer 2011/12. This reflects an exceptional weather period with ground closures on 40 and half days due to wet weather.
		Attendance at programs	Total number of teams: Soccer 272 Rugby League 72 Australian Rules 13 Netball 180 (this level of information was not available the previous year for comparison)	Total number of teams for the summer of 2011/12 based on information provided: Soccer 70, Rugby League 7; Oztag juniors 40; Seniors 60; Cricket Juniors: 29 Cricket Seniors 13; Touch football 20; Netball 38 teams

Aquatic Recreational Facilities	Contract Manage two swimming pools - Mount Annan Leisure Centre and Camden Memorial Swimming Pool. Provide a range of programs including gym, swim squad, casual swim and learn to swim	Attendance at programs	Attendance at Mt.Annan: Rec swim 48,597 (64,625 full year 2010) Learn to Swim (LTS):14,549 :(24,998 full year 2010) Health Club 45,476 (73,845 full year 2010) School P.E. 6,373 (10,873 full year 2010) Attendance at Camden: Rec Swim 13,689 LTS 438 School activities 2,527. (The Camden pool was not operational the same period 2010)	Attendance at Mt.Annan: Rec Swim 42,624 Learn to Swim 13,083 Health club 93,662 School P.E. 3745. Attendance at Camden Jan – March: Rec Swim 17,738 LTS 273; School Activities 5,048. The summer of 2011/12 was a particularly wet year which impacted on the level of use of the outdoor venue.
Bicentennial Equestrian Recreation Park	Manage and maintain the Bicentennial Equestrian Recreation Park (via Community Management Committee)	Attendance at programs	2010 annual total spectators 19,630; competitors 6,590 (information from BEP Annual Report)	2011 Annual total spectators 32,638; competitors 8,099 (From BEP Annual Report)
Town Farm	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs	Supported 5 committee meetings and held several meetings with heritage officer and engineers regarding development of covered outdoor learning area.	Committee supported, negotiations for construction of covered outdoor work area continued.
	Development of the Town Farm Community Garden	Volunteer Participation	Actively engaged 50 + individual gardeners as well and 100 + individuals from seniors and disabilities groups through plot development, BBQ's, workshops, community meetings and working bees at the garden. 8 + individuals involved as volunteer committee members.	Participation has increased particularly with additional visits from groups outside LGA s with garden seen as a destination. Approx 55 individual gardeners and increase in volunteers with 16 volunteers at working bees.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved		6.75 - First time measured in 2011 so no comparison possible.		Next result due in 2013
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing		Narellan Rhythms Festival – more than 1000 participants and Faith Based Communities directory - 50 participants		Cohesive Communities Group supported to organise and implement it's first Harmony Day event at Town Farm. Artisans markets trialled at Narellan to provide local artists opportunity to display and sell product.
The number of programs implemented for Target Groups grows	Number of programs for target groups	Increasing		New programs implemented - Youth Council, Aboriginal Residents Group, Transition to School resources, In the Swim Program, Volunteers Program, Leppington Community House		Numbers are the highest they have been for youth participation in programs. More applications for Donations and Special Achievers than previous five years (total budgets used). Community garden has generated a massive amount of new partnerships and projects. Youth Outreach program (new) planned for Harrington Park, Mt Annan, Narellan and Camden with transition of Youth Space. Aboriginal residents group growing. Neighbour Day promoted and celebrated for the first time.

Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Annual Arts Program	Facilitate the Annual Art NSW program of training and performance	Number of events and attendees	Regular exhibitions held with Artist of the month exhibitions x 6, Artisans market performances x 3 and young buskers program	Artisans market held, Artist of the Month Program expanded. Arts funding reporting completed and submission lodged. Partnership developed to enable workshops and film makers to participate in the eco film challenge.
	Provide advice to developers regarding Public Art	Amount of new public art	Themes developed for Oran Park Public Art delivery.	Review of Public Art documents to provide easy access to information for developers.
Cultural Participation Programs and Events	Support various target segment activities; visiting authors, art workshop and dance classes. The provision of sound and photographic facilities at the Camden Creative Studios. Support Local Events.	Number of programs and attendees	Garden competition had 32 entries and Narellan Rhythms Festival attended by more than 1000 people	Garden competition planning has commenced. Camden Civic Centre celebrated 30 years of service to the community.
Community Development and Planning	Development of target strategies and a range of programs which support these strategies for the following groups: Youth, Children and Families; Senior Citizens; Indigenous	Support strategies developed	<p><i>Support Strategies or Vehicles for Developing Support Strategies</i></p> <p>Guidelines for Working with Aboriginal Communities , Seniors Committee - 6 meetings, Youth Council - 6 meetings, Camden4children - 3 meetings, direct support of Playlinks Playgroup, information to community via CamdenKids website, transition to school info packs, Aboriginal Res group - 5 meetings, Seniors Issues Group, Access Committee - 2 meetings, Disability Action Plan Cohesive Comm. Group - 3 meetings</p> <p><i>Programs</i></p> <p>Youth Space Weds- Fri/ Outreach</p>	<p>Children and Families - Camden4Children working party met 6 times and planned Play Day event. Transition to School program planned to commence end half of the year. Information distributed at Play Day event and via CamdenKids website. Young people - Camden Youth Council - 15 members, 6 meetings. Thursday night outreach program - 12 occasions - 150 young people. Youth Week involved 25 activities, 11 service partnerships and 1,313 young people attending. Activities included: Dungeon and Dragons night, Movie and Pizza arvo, digital education workshops, art workshops, dance parties. Seniors& people with disability - 12 week garden project for seniors living in caravan parks</p>

			<p>Elyard St Thurs nights/Beach Bus during hols NAIDOC Week events, Seniors Lunch, upgrade of Senior Cit's Centre, In the Swim Project, Input into Narellan Rhythms Festival - 1000 + participants and Faith Based Communities directory - 50 groups consulted</p>	<p>- 10 members. Seniors Committee met 3 times. Seniors issues group met 3 times. Range of activities for Seniors during Seniors Week including bus trips, concert, lunch. Access committee met 4 times and commented on 4 DA's. Disability Action Plan drafted. CALD - Cohesive Communities Group met 6 times - 30 members. Town Farm Masterplan forwarded – Covered Outdoor Work Area, barn restoration, cottage plans. Community Garden has 50 individual plots and 6 groups plots, 6 raised garden beds, accessible paths from garden to toilet, held 4 summer workshops - 30 attendees, attracted 3 tour groups, 11 partnerships developed with community org's, garden blog and noticeboard providing information to members. Aboriginal Residents Group established, met 6 times, developing plans for project funding. 10 committees supported by team. Camden Interagency, 3 meetings, 60 participants. Team members have regularly represented Council at 9 other interagencies including: Macarthur Youth Services Network, Macarthur Managers Network, Seniors Issues Group, Macarthur Children and Families Interagency, MacUnity, Camden/Wollondilly DV Network, Migrant Services Network. Macarthur Textile Netowrk also supported to hold Expo which attracted approximately 1000 attendees. Netorks developed with 30+ faith based communities via Directory, launched at Harmony Day in March. Participated in new release planning consultations on at least 13 occasions. Supported development of 3 new services in the area: Brand New Day (women), ROAM Communities (mental health), Big Fat Smile (planning for Transition to School Project).</p>
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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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved	●	7.1 - First time measured in 2011 so no comparison possible.	●	Next result due 2013
Facility occupancy rates increase	Occupancy rates	Increasing	●	Sportsgrounds 82 bookings, Community Halls 177 bookings - direct comparative data for same period last year not available	●	Sportsground s resulted in 141 bookings, community halls had 116 bookings.

Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Family Day Care	Provide for training and administration of Family Day Care Educators. Grow capability support programs and advocacy.	Number of trained facilitators	48 Educators (same period 2010 52 educators). The introduction of the new National Framework for Early Childhood Education has increased minimum requirements for educators, discouraging some educators from continuing.	43 Educators currently registered. The service has commenced a recruitment drive. 16 prospective Educators attended Information evening, resulting in 10 prospective Educators working through the selection process.

		Number of children attending	397 Children enrolled (same period 2010 442 children enrolled) . This correlates with the decrease in educators as noted above.	369 Children enrolled. Reduced numbers of registered Educators has resulted in fewer children enrolled.
Community Facilities	Provide a range of facilities that support programs and facilitate community social and cultural activity - Halls and Community Centres; ArtyCaf@Narellan Library; Camden Civic Centre	Occupancy rates	Community facilities occupancy rates Mon to Thursday 19%. Weekend bookings of community halls were 123 for the period, which has not changed significantly since the previous period. An improved method of measuring weekend occupancy rates is to be developed in the first half 2012. Civic Centre Bookings and income maintained, initial Artisan Markets held.	From January to June 2012 the was a 26% occupancy rate of Community facilities Mon to Thursday . Weekend bookings of community halls were 116. The Harrington Park community centre was reviewed with restrictions placed on Friday and Saturday nights not being available for parties with alcohol.
Public Cemetery	Manage and maintain the Camden cemetery, including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests	Response times are within CRMS time frames of 2 day turn around	All cemetery requests completed in required time.
		Percentage of plot allocation taken up per annum	80% plot allocation released to date	80% plot allocation released to date

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved	●	6.89 - First time measured in 2011 so no comparison possible	●	Next result due 2013
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Stays the same or improves	●	There has been no significant change in perceived levels of safety between the 2010 and the 2008 surveys. In 2010 94% of respondents said they felt safe walking alone during the day, and 53% at night.	●	There has been no significant change in perceived levels of safety since the 2010 community survey. In 2010 94% of respondents said they felt safe walking alone during the day, and 50.6% at night.

Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Liquor Accord	Partnerships are established with licensed premises to ensure safe behaviours on and off licensed premises	Number of initiatives implemented	The Camden Liquor Accord continues to work proactively in the community to reduce alcohol related harm. The Accord continues to promote anti drink drive messages in venues, had breath testing machines installed over the Christmas / New Year period in targeted venues. Additionally, the Accord organized and part funded RSA training in all public high schools	The Camden Liquor Accord continues to work proactively in the community to reduce alcohol related harm



			across the Camden LGA for eligible students.	
Graffiti Management Plan	Provision of tools for residents and to partner with state agencies to minimise the incidence of graffiti	Number of kits provided	All requests for kits have been met In 2009 Council purchased 120 kits for distribution In 2010 Council purchased 200 kits for distribution Requests have decreased over past year so stock remains available.	Clean up partners report lower incidence of sites requiring clean up and police reports of malicious damage confirm this anecdotal evidence. Since 2010 Council has had requests for 140 kits from residents(2 year period) compared with 120 kits requested in 2009 (1 year period.)
		Response time to graffiti reports	Reported graffiti has been removed within 24 – 48 hours.	Reported graffiti has been removed within 24 – 48 hours
Community Education and Programs	Various programs requiring the support of State Government funding	Percentage of programs completed on time	RSA training in all public high schools across the Camden LGA for eligible students.	Education programs continued

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved		7.60 in 2011 compared to 7.19 in 2009, which represents a significant increase in community satisfaction		Next result due 2013
Feedback from community events participants is positive	Feedback	Positive		Community events continue to be well attended and received. Work needs to continue to obtain feedback from participants		<p>General feedback from participants at Australia Day was positive.</p> <p>The Mayoral Ball was an outstanding success being sold out prior to the event. Positive feedback was received in the local newspapers, on radio and Facebook.</p> <p>Very positive feedback from International Women's Day Event and Seniors Week Activities. Youth Week Program is a finalist in NSW Local Government Awards and has received great participation and feedback from participants and agencies.</p>
The community attends Council events	Resident Telephone Survey	Increasing		The number of respondents who stated that they did not attend any events decreased from 8.6% in 2008 to 6% in 2010, indicating that more residents are attending Council / Community events		There were no statistically significant changes in non-attendance at events between the 2010 and 2012 community surveys

The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases	●	Comparison of sponsorship figures against the previous year indicated an increased level.	●	<p>Sponsorship increased for Australia Day with a local company coming on board providing inkind sponsorship.</p> <p>The Mayoral Ball received \$11,000 in cash sponsorship as well as a range of inkind contributions.</p>
More people are volunteering at events	Number of volunteers	Increasing	●	Current Committee numbers remain consistent however the introduction of new events in this period resulted in a large number of new volunteers.	●	<p>Numbers on the Australia Day and Paws in the Park Committee have remained constant while numbers on the Camden Festival Committee have increased.</p> <p>Changes to work health and safety legislation from 2012 have required significant policy and procedure work to be completed prior to engagement of additional volunteers.</p>

Report on Delivery Program Activities

Local Service 5.5: Community Events				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Civic and Cultural Events	Organise and support key civic and cultural events. Encourage and support volunteer participation and secure sponsorship for events	Attendances, numbers	Feedback indicates key civic and cultural events continue to be well received. Capturing exact attendance numbers is difficult however, feedback from the SES indicates that traffic/parking numbers continue to increase. Comparison of sponsorship figures against the previous year indicated an increased level.	<p>Camden Art Show and Camden Show were supported through financial and in kind support. Civic centre and library provided a range of smaller cultural activities including the launch of the new multimedia hub.</p> <p>Civic and cultural events continue to be well received and attended. Capturing exact attendance numbers remains difficult however the SES continue to provide us with an estimate.</p> <p>Sponsorship again increased for Australia Day with a local company coming on board providing inkind sponsorship.</p> <p>Camden and Macarthur Lions Clubs again donated their time to the Australia Day event.</p>

Community Events	Support various events committees, funding, venues, staff, traffic management and cleaning	Attendances, numbers	Committee numbers have remained constant, appropriate traffic management plans continue to be developed. Advice regarding events continues to be provided to both internal and external stakeholders. Appropriate OH&S, public facilities and environmental impacts continue to be addressed.	<p>Numbers on the Australia Day and Paws in the Park Committee have remained constant while numbers on the Camden Festival Committee have increased. Advice to other areas within Council continues to be provided by the new Events Officer. Legislation and Council Policies continue to be adhered to when conducting events.</p> <p>300 women attended International Women's Day trivia night event in March. 100 participants in Harmony Day event in March. 40 participants in Neighbour Day event in March. Youth Week involved 25 events with 11 services partnerships and 1,313 young people attending in April. 1500 - 2000 participants in Play Day event at Kirkham Oval on May 20. 430 participants in Seniors events Jan – July.</p>
Community Support	Support community organisations and individuals through the Community Financial Assistance Program	Number of groups assisted	48 applications received requesting \$189,499. A total of 29 applications were approved receiving a total of \$81,331 (\$58,531 from CFAP, \$9,800 from DAP and \$13,000 Ward funds)	Total 29 projects funded for total cost of \$81,331. Funds distributed at Mayoral morning tea in February. 24 causes assisted by Donations for Charitable Purposes Grants totalling \$12,363. 15 young people assisted with Special Achievers Grants totalling \$7,500.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved	●	8.38 in 2011 compared to 8.08 in 2009, which represents a significant increase in community satisfaction	●	Next result due in 2013
Library membership continues to grow	Number of members	Increasing	●	1199 new members during the period	●	1897 new members
Circulation continues to grow	Circulation data	Increasing	●	133,684 issues in this period compared to 147,793 in the same period 2010	●	134,672 issues in this period compared to 122,845 in the same period 2011.
More people use our library facilities and programs	Number of people using facilities and attending programs	Increasing	●	228,928 people visited our libraries in this period compared to 208,330 in the same period 2010. 13,200 attended library programs in the period compared to 10,457 people in the same period 2010.	●	157,048 people visited our libraries in this period compared to 187,197 in the same period 2011. 120,984 hits on library website. 11,219 attended library programs compared to 9,712 in the same period 2010.

Report on Delivery Program Activities

Local Service 5.6: Library Services				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Childrens 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 attending/ using programs	9,679 children/families attended childrens programs including Storytime, Bibs, holiday programs and outreach.	8,089 children / families attended childrens programs including storytime, bibs, holiday programs and outreach
Youth Programs	deliver various youth programs 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 attending/ using programs	762 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online	1277 Young people attended sessions on HSC lectures, holiday programs, Your tutor online, information literacy research outreach to schools and your tutor online.
Adult Programs	Deliver various programs for adults 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 attending/ using programs	1963 adults attended programs including lifelong learning, author visits, and book discussion group. In addition over 1000 people participated in the Camden READS winter program including adults, children and young people. The program also received a Highly commended marketing award from NSW Public Libraries for the program.	1820 adults attended 179 programs, including lifelong learning, author visits, book discussion group. In addition over 800 people participated in Camden Reads Summer program including children, adults and youth. Over 8000 books were read as part of this program.
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 adults attending/ using programs	259 people participated in History Week program. Over 2784 images are now on Camden Images online.	93 People attended events as part of the Heritage Festival. 2949 images are now on Camden Images online.
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	1954 items were lent to 7 institutions across the LGA, 1727 items were lent to 33 Home Library Service Customers and 15 boxed loans were received from SLNSW for customers from a CALD background	2394 items were lent to 5 institutions across the LGA, 1720 items were lent to 34 Home Library Service customers and 23 boxed loans were received from SLNSW for customers from a CALD background.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved	●	6.42 - First time measured in 2011 so no comparison possible.	●	Next result due 2013

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 public complaints about meeting practice for the period. Council is currently reviewing the practice of tape recording public meetings. A report is expected to go to Council in the new year after the public consultation period is complete.	●	Council has received no public complaints about meeting practice for the period. Council adopted a revised Model Code of Meeting Practice, enabling staff to tape record meetings for the purposes of keeping accurate minutes of meetings.
Council's policies are current	Regular review and updating of policies	100%	●	The review of Council policy is a constant process recognising statutory requirements or changes in current practice that better meet the needs of a growing community. All policy reviews that are a requirement of the Local Government Act for the period have been completed.	●	The review of Council policy is a constant process recognising statutory requirements or changes in current practice that better meet the needs of a growing community. All policy reviews that are a requirement of the Local Government Act for the period have been completed. Council adopted a new Investment Policy during this reporting period. Council's Purchasing and Procurement policy is currently under review and expected to be finalised in the next reporting period.

Report on Delivery Program Activities

Local Service 6.1: Strong Local Democracy

Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Local Representation	Arrange and provide secretarial services for Council meetings, prepare and publish agendas. 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	All Council business papers are produced and delivered to Councillors in an accurate and timely manner. A report is expected to go to Council in the new year after a community consultation process to change Council's Code of Meeting Practice to allow the recording of Council meetings for administrative purposes.	All agendas are produced and delivered to Councillors in an accurate and timely manner. Council's Code of Meeting Practice was changed to include the recording of meetings for administrative purposes only. Council also implemented a new business paper system during this quarter that has realised additional efficiencies in the business paper process.

	Improving response times to resident enquiries to Councillors	Turnaround time within agreed service standard	Councillor requests are directed through the Customer Request Management System and are responded to in accordance with the agreed service standard, which is 48 hours. Compliance with the service standard is currently 95%.	<p>Councillor requests are directed through the Customer Request Management System and are responded to in accordance with the agreed service standard, which is 48 hours. For the reporting period, the compliance with the service standard is 100%.</p> <p>Council will be employing an Executive Services Coordinator in the second half of 2012 to improve the service provided to Councillors in undertaking their duties which should facilitate improved response times to resident enquiries.</p>
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Council is always represented at MACROC meetings and events.	Council is always represented at MACROC meetings and events.
State Representation	Council participates and contributes to the industry body, the Local Government and Shires Association, in communicating to and lobbying the State Government on industry-wide issues	Issues related to Camden are lobbied by the LGSA to the State Government	Appropriate representations are made to the LGSA when necessary. Council supports the LGSA in broader industry lobbying efforts in appropriate circumstances.	Appropriate representations are made to the LGSA when necessary. Council supports the LGSA in broader industry lobbying efforts in appropriate circumstances. Recent examples include the constitutional recognition of local government.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved	●	6.48 - First time measured in 2011 so no comparison possible.	●	Next results due in 2013
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved	●	Council completed its Annual Report for 2010/11 during this reporting period, which was placed on the website. The first six month report under the new Integrated Planning and Reporting requirements will be reported to Council in February 2012 for the June to December 2011 period.	●	During this period the March Quarterly Budget Review was reported to Council which identified a budget surplus position. Council also adopted the 2012/13 budget which was balanced budget position. Council completed its first six monthly report on the Delivery Program in this period which was tabled at the meeting of 27 March 2012.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Integrated Planning	Preparation of strategic management plans for Council's key resources for the delivery of services including: Workforce Plan, Asset Management Plans, Long Term Financial Plan, Delivery Program, Operational Plan	Plans are adopted and regularly reviewed	Work commenced on planning for the Integrated Planning and Reporting Package required for adoption and submission to the DLG by 30 June 2013, following the Council election. Review of the component plans will commence in early 2012.	Review of Council's Resource Plans continued in preparation for the next Integrated Planning and Reporting package due for completion in 2013.
Corporate Planning	Develop and review frameworks that promote sound corporate governance and assist in corporate performance reporting	Corporate Plans are completed within statutory times and are current	No new plans were required for completion in the reporting period. Work commenced on planning for the Integrated Planning and Reporting Package required for adoption and submission to the DLG by 30 June 2013, following the Council election.	No new plans were required for completion in the reporting period, however Council completed its first six month report on the Delivery Program in this period.
	Implementation of corporate and service performance monitoring systems	System implemented	Council called for selective Expression of Interest from companies to provide a Corporate Performance Monitoring system. Five EOIs were received. A decision regarding the successful company will be made in early 2012 with implementation prior to June 2012.	Council has secured Interplan as the Corporate Performance Software, to be implemented in the second half of 2012.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved	●	6.34 in 2011 compared to 5.90 in 2009 which represents a statistically significant increase in community satisfaction for this service	●	Next result due 2013
Residents participating in Council's consultation and engagement processes will feel satisfied that they were engaged in the process	Satisfaction of participants	Stays the same or increases	●	Not determined. Work needs to commence in the coming 6 month period to determine methods to measure these indicators. Council will be preparing a Community Engagement Strategy in 2013/14 which will improve Council's engagement processes.	●	Council will be preparing a Community Engagement Strategy in 2013/14 which will improve Council's engagement processes.
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	●	Not determined. Work needs to commence in the coming 6 month period to determine methods to measure these indicators. Council will be preparing a Community Engagement Strategy in 2013/14 which will improve Council's engagement processes.	●	This work will be undertaken in the first half of the 2012/13 financial year as Council engages with the community for its review of Camden 2040.

Report on Delivery Program Activities

Camden Council Delivery Program Six Month Report January to June 2012

Local Service 6.3: Community Engagement





Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Community Engagement	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	4 Planning Proposals have been publicly exhibited during the period, and 3 DCP amendments.	6 Planning Proposals have been publicly exhibited during the period, and 4 DCP amendments.
		Amount of feedback received	2 submissions from the public were received in relation to Oran Park Town Centre Part B DCP and 23 from Camden stakeholders for Austral Leppington North Precincts	5 submissions from the public exhibition of the El Caballo Blanco Gledswood Planning Proposal and DCP were received.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		7.06 in 2011 compared to 6.76 in 2009 which represents a statistically significant increase in community satisfaction for this service		Next result due 2013
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases		5.7% stated that Council's website was their preferred method of receiving information about Council. This was first measured in the 2010 resident phone survey, so no comparison data will be available until the		9.3% of residents in 2012 stated that Council's website was their main method of receiving information about Council which is a statistically significant increase from 2010.

next survey in 2012.

Report on Delivery Program Activities

Local Service 6.4: Community Information

Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Customer Service	Provide and resource two Customer Service centres, manage incoming telephone calls. Establish and maintain a quality customer service culture within the Council.	Customers who contact Council's service centre are satisfied	Customer satisfaction levels are generally acceptable however difficulties with Council's current phone system do result in negative feedback.	Levels of satisfaction with Council's service centres continue to trend positively. In instances where concerns have been raised have been dealt with and expectations reinforced.
		Number of enquiries at customer service centres	Whilst it has not been possible to record all enquiries, it is evident that the growth of the Camden LGA is definitely increasing the number of face to face and phone enquiries. The proposed purchase of a new phone system may provide the ability to record the number of daily in-coming calls to Council.	Again it has not been possible to record exact numbers of phone or face to face enquiries however the continued growth of the LGA has resulted in a substantial increase in customer enquiries and contact.
	Develop Customer Service quality standards and provide training to staff	Customers who contact Council's service centre are satisfied	Customer Service Charters have been developed and will be presented to the Senior Management Team for final review in the coming months.	The final review of Customer Service Charters has not occurred however it is anticipated that this will be completed in the next quarter.
Media and Communication	Provide communication on Council meetings, activities and operations through Council's website, Let's Connect newsletter, press releases and question and answers	Information regarding Council's services and activities is readily available	The agreed internal service standard for the uploading of information to Council's website (3 business days) continues to be met.	Let's Connect is continuing to be distributed on time to residents within the LGA including new suburbs. The internal standard for uploading onto Council's website is continuing to be met.
		Opportunities for positive media exposure are maximised	Opportunities for radio interviews and newspaper articles have increased. Positive initiatives, events and information regarding Council activities are promoted and distributed to local and metropolitan media outlets on a regular basis.	To date Council has sent 45 positive media releases to local and metropolitan media compared to 39 at the same time last year.

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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved	●	7.33 in 2011 compared to 7.75 in 2009 which represents a statistically significant reduction in community satisfaction	●	Next result due 2013
Disaster Plan remains current	Regular reviews completed	Completion	●	Review of local Disaster Plan is anticipated to be reported at the next Local Emergency Management Committee meeting on 26 April 2012	●	The review of the local Disaster Plan was delayed to enable it to be informed following completion of the District Disaster Plan. Work will be carried out in the second half of 2012.
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves	●	Familiarity remains the same, there has not been any additional new procedures to be learnt	●	Familiarity remains the same, there has not been any additional procedures added.

● **Comment**

- As reported in the previous period, despite a reduction in satisfaction scores between the 2009 and 2011 surveys, the management of emergency events continues to be a service of relatively higher satisfaction when compared to other Council services. It received the third highest satisfaction score in 2009 (out of 21 services) and sixth highest in 2011 (out of 29 services). Given the infrequency of emergency events, and therefore the community's opportunity to experience Council's role in managing them, this is a service for which changes in satisfaction scores may be difficult to interpret. The next survey to be conducted in 2013 will provide important information as to how the community views this service.
- The review of the local Disaster Plan was delayed to enable it to be informed by the District Disaster Plan, which occurred late in this reporting period. Work will be carried out in the second half of 2012.

Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Local Emergency Management Committee	Chair the local Emergency Management Committee, provide Secretariat support for emergency services coordination and ensure plans are in place	Local emergency management plans are adopted	Local emergency management plans are adopted and all Local Emergency Management Committee's needs have been catered for	Local emergency management plans are adopted and all Local Emergency Management Committee's needs have been catered for.
Risk Assessment	Identify local risks and manage options with emergency services	The risk register is updated annually	Local Emergency Risk Management Plans are being converted to integrate as appendices to the District Emergency Management Committee's plan	Integration of Local Emergency Risk Management Plans is pending, being part of the current local DISPLAN review.
	Update of Disaster Plans - identification of vulnerable facilities	Facilities and plan updated	Identification of vulnerable facilities was recently completed, the review of local DISPLAN is in progress	Review of local DISPLAN is still in progress.
Emergency Operations	Plan and coordinate establishment of an Emergency Operations Centre in response to emergency events	Systems established in accordance with Management Plans	Emergency Operations Centre is ready for activation when an emergency event occurs	Emergency Operations Centre is ready for activation when an emergency event occurs.
Support Emergency Services	Provide accommodation, equipment and funding for State Emergency Services and Rural Fire Services. Provide support in time of emergency.	Adequate level of facilities and equipment provided.	SES and RFS are provided with adequate facilities and equipment and other necessary support from Council	Status remains the same as previous 6 months period. Support to SES and RFS are provided whenever required.
	Provide new facilities - Camden West	Construction on time and within budget	Preliminary work has commenced and will continue in the period of 1 January to 30 June 2012.	Work is now able to progress following successful reclassification of the land.


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 1/7 to 31/12/11	Comment	Result 1/1 to 30/06/12	Comment
Council's workforce is appropriately skilled, safe and stable	Skill measured by proportion of staff undertaking compulsory training.	All staff have completed compulsory training	●	Of the compulsory training conducted in the period the average attendance rate was 96%. Staff who were unable to attend the compulsory training are scheduled to complete the training at the first available date, which will be in the first half 2012.	●	96% - this number is higher than the previous period due to increased follow up regarding employees who were unable to attend due to illness or annual leave arrangements.
	Safety measured by no. incidents, lost time from injury.	Safety - less incidents and less lost time.	●	32 incidents recorded for the reporting period, with 7 resulting in lost time. This compares with 31 injuries in the previous six month period, 19 of which resulted in lost time.	●	34 incidents recorded for the period, with only three resulting in lost time.
	Stability measured by staff turnover.	Stays the same or decreases	●	Turnover during the period was 8.5%, which was higher than usual due to a number of retirements. Benchmarking with other councils indicates that Camden Council's staff turnover tends to be lower, such as for the 10/11 financial year where Camden Council's turnover was 6% compared to 9.65% for other urban councils.	●	Turnover during the period was 7.02% which is lower than the previous period. Camden Council's staff turnover remains lower than other comparable Councils.

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		All systems have experienced acceptable periods of downtime. During this period IT were required to upgrade Council's core operating system which did impact on IT's ability to respond to some support calls within an acceptable timeframe.		All systems have experienced acceptable periods of downtime. Council is currently upgrading a number of Corporate Systems which has put pressure on IT to respond to some support calls within an acceptable timeframe.
Council's finances are managed prudently	Unqualified audit report	Unqualified		Council received an unqualified audit report for the 2010/11 period. Council's next audit will be a half yearly audit to review Council's internal financial controls.		Council has not yet received a report from its external auditor on the half yearly audit. No concerns from this audit are anticipated. It is not expected that Council will receive its annual audit report until later in the year once the Annual Financial Reports have been audited.
Council's finances are healthy	Financial Health Check Indicator - Unrestricted Current Ratio	Results are "green" or trending towards "green"		Ratio greater than 2:1 is a green rating - council's ratio for 2010/11 was 2.27, and has risen steadily in the past few financial years		Updated information is not available until after the annual financial reports have been completed for the period 1 July 2011 to 30 June 2012. A report is currently being written to automatically extract this ratio from Council's financial systems which will better inform management of the organisations financial health on a quarterly basis.
	Financial Health Check Indicator - Debt Service Ratio			Ratio less than 10% is a green rating - Council's ratio for 2010/11 was 4.96% and has improved compared to previous years		This information is not available until after the annual financial reports have been completed for the period 1 July 2011 to 30 June 2012. A report is currently being written to automatically extract this ratio from Council's financial systems which will better inform management of the organisations financial health on a quarterly basis.

	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage			Ratio less than 5% is a green rating. Council's ratio of 6.79% for the 2010/11 financial year constitutes an amber rating		Updated information is not available until after the annual financial reports have been completed for the period 1 July 2011 to 30 June 2012. A report is currently being written to automatically extract this ratio from Council's financial systems which will better inform management of the organisations financial health on a quarterly basis.
	Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio			A ratio of 1:1 (\$1 funding available for every \$1 asset consumed) is considered the benchmark. Council's ratio for the 2010/11 financial year was 0.38.		Updated information is not available until after the annual financial reports have been completed for the period 1 July 2011 to 30 June 2012. A report is currently being written to automatically extract this ratio from Council's financial systems which will better inform management of the organisations financial health on a quarterly basis.
Camden Council is regarded as a good place to work	Exit interview data initially. Staff satisfaction survey from 2012	Remains the same or increases		Exit interviews are conducted with some employees as they leave the organisation. Generally the feedback indicates that these employees consider Camden Council as a good place to work. Council will be undertaking an employee opinion survey in March 2012 and this will yield statistically valid results that can be tracked over time.		The exit interview report prepared for the General Manager in May again indicated high levels of satisfaction with work colleagues and considered Council as a good place to work. The employee opinion survey conducted in April reinforced this view with 72% positive result.
Council's resources are well-protected through careful risk management processes	Claims - motor vehicle, public liability, property	Decreasing		Liability Claims: 52 in the period compared to 42 in the previous period Motor Claims: 22 compared to 23 previous period Property Claims: 2 compared to 5 in the previous period		Liability Claims: 57 in the period compared to 52 in the previous period. Motor Claims: 18 compared to 22 in the previous period. Property Claims: 7 compared to 5 in the previous period.

Comment

As reported in previous period, Council continues to have a low Buildings and Infrastructure Renewals Ratio. This means that the infrastructure renewals gap is larger than it should be. Council attempted to address this problem in applying for a special rate variation in 2009 to implement a Community Infrastructure Renewal Program to close this gap. Unfortunately the Minister for Local Government only approved this variation to rates for three years, which will not go near to closing the infrastructure renewal gap. Consideration of a future application to continue this rate variation beyond the three years forms part of Council's Long Term Financial Plan in order to address the gap and bring this indicator In line with the industry benchmark.

Report on Delivery Program Activities

Local Service 6.6: Support Services				
Activity	Council's Role	Success Indicators	July to December 2011	January to June 2012
Finance	Prudent financial management, long term financial planning, financial health, financial reporting, cash control, integrity of financial data and rating	Unqualified audit report	Council received an unqualified audit report for the 2010/11 period. Council's next audit will be a half yearly audit to review Council's internal financial controls.	Council has not yet received a report from its external auditor on the half yearly audit. It is not expected that Council will receive its annual audit report until later in the year once the Annual Financial Reports have been audited.
		Financial health indicators are within industry benchmarks	These indicators would normally form part of the Council's year-end financial reports. Council's budget is in surplus and Councils long-term financial position remains satisfactory.	These indicators would normally form part of the Council's year-end financial reports. Council's budget is in surplus and Councils long-term financial position remains satisfactory. A report is currently being written to automatically extract all financial ratios from Council's financial system which will better inform management of the organisations financial health on a quarterly basis.
		Rates are levied on time	All rates have been levied in accordance with the Local Government Act.	Rates are not levied until late July 2012
Governance	Statutory compliance with Local Government Act and various Division of Local Government Guidelines. Compliance with Government	Compliant with all Acts and Regulations	Council has complied with all Circulars issued by the DLG	Council has complied with all Circulars issued by the DLG.

	Information Public Access Act (GIPA), Legal and Property Management, Privacy and Personal Information Protection Act	Public access to information	Council received 4 formal GIPA applications, all GIPA applications have been responded to within the required timeframe	Council received 10 formal GIPA applications, while 2 applications are still within the statutory assessment period the remaining 8 applications have been responded to within the required timeframe.
Information Technology	Planning, acquisition, development and maintenance of Council's electronic information systems	Key systems are safe, secure with minimal downtime	Council's systems have experienced acceptable levels of downtime. Council's core operating system has been successfully migrated to the latest version. This will allow process reviews and functionality that will improve the users experience in both response time and access to information.	Council's systems have experienced acceptable levels of downtime. IT is currently working on the implementation of a number of corporate systems. The systems include a new records management system, budget system and customer response management system. In this quarter Council's disaster recovery systems have been upgraded and a review of the microwave link between Camden and Narellan has identified a need for an upgrade in the next quarter.
Records Management	Manage all inward and outward correspondence, electronic and paper records	Compliance with State Records Act	Records processes and procedures have complied with the requirements of the State Records Act. Internal policies continue to be reviewed and updated to ensure best practice in records management.	Records processes and procedures have complied with the requirements of the State Records Act. The implementation of a new records management system is expected to be completed by 31 December 2012.
Human Resources	Remuneration, recruitment and retention, training and supporting staff for all services. Provision of legislative and strategic HR advice, management of all related administrative and work place health and safety services. Also ensures Council's Workforce Plan is actioned, monitored and reviewed.	Staff turnover rates are in line with industry average	The staff turnover rate for the six month period was 8.5% which is significantly higher than the previous six month period due to the high number of retirements.	The staff turnover rate for the six month period was 7.02% which is lower than the previous period.

		There is a culture of continuous learning and improvement	Employees continue to participate in a wide range of learning and development programs including mandatory/legislative requirements, job specific skill development and leadership programs.	<p>Employees continue to participate in a wide range of learning and development programs including mandatory/ legislative requirements, job specific skill development and leadership programs. Respect and Dignity in the Workplace training sessions were conducted with attendance compulsory for all staff.</p> <p>71% of staff feel they have adequate access to training and development opportunities, as identified in the Workplace Wellbeing Index conducted in May 2012.</p>
Risk Management	Identify, mitigate and manage risks associated with the operation of Council	Risks to Council are identified, prioritised and managed to reduce Council's exposure.	Risk assessments continue to be conducted on all work sites prior to commencement. Safe work methods statements are continually developed and reviewed. Risk assessments are also conducted on all Council assets and where necessary remediation programs are scheduled to mitigate risk. Appropriate insurance coverage is in place for all Council assets.	<p>A noise survey of all Council equipment and worksites was conducted in June to identify employees at risk of being exposed to noise levels in excess of industry standards. Standard templates have been developed to assist operational areas to develop and improve safe work method statements. Audiometric testing of employees is scheduled in late July. Skin checks were conducted for employees working in high risk areas due to potential exposure to ultra violet radiation. Flu injections were offered to all employees in an attempt to reduce absenteeism over the winter months.</p>
		There is a safety culture throughout the organisation	The development of Council's OH&S System continues to provide a range of information and tools to assist in the creating and promoting a safety culture. This is further enhanced by the implementation of appropriate education programs.	A full Gap Analysis has been undertaken to determine areas for improvement in Council's safety management system. Upon completion, this Analysis will provide valuable information to ensure Council complies with the new Work Health & Safety Act and Regulations. An implementation plan will be developed with specific action and timelines identified.
	Development, adoption and implementation of a Risk Management Framework designed to identify, prioritise and mitigate Council's risk	Risk Management Framework and Plan adopted	Work continues on the development of Council's Risk Management Framework with an anticipated completion date in the second half of 2012.	A full IT Risk and Threat Analysis was conducted on Council's IT network and infrastructure resulting in the identification of a number of actions required to ensure effective business continuity planning. Following prioritisation by Manex, an implementation plan will be developed.

				<p>A review of Council's Emergency Management and Crisis Management Plan has been undertaken with the aim of introducing a single line of sight process for business continuity.</p>
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