



camden council

Camden 2040 Delivery Program

Six Month Report January to June 2013

*Transforming Community
Vision into Action*

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Introduction

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

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

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

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.

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

Integrated Planning and Reporting

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

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

- 1. The Community Strategic Plan:** *Camden 2040* is the long term Community Plan for the Camden LGA. This plan identifies community priorities and their vision for the future. The IP&R guidelines prescribe that a ten year minimum is given to the Community Strategic Plan. Camden's plan is on a thirty year timeframe to align with the roll-out of the South West Growth Centre. The Community Strategic plan is a dynamic document that is reviewed every four years, which involves extensive Community Involvement and Engagement, it is then adopted by each newly elected Council.
- 2. The Resourcing Strategy:** In order to facilitate the community's aspirations, Councils are required to identify and plan for the resources required to practically achieve the objectives set out in the Community Strategic Plan. The Resourcing Strategy is comprised of **Asset Management Plans** (the assets required and their associated ongoing costs), a **Workforce Plan** (the people and skills required) and a **Long Term Financial Plan** (the money required).
- 3. 4 Year Delivery Program and Annual Operational Plan / Budget** (supporting the Delivery Program, the Annual Operational Plan and Budget provides a snapshot of the service delivery targets, specific tasks and major capital works that Council manage throughout the financial year). The Delivery Program aims to implement the objectives set out in *Camden 2040*, and addresses the priorities expressed by the community.

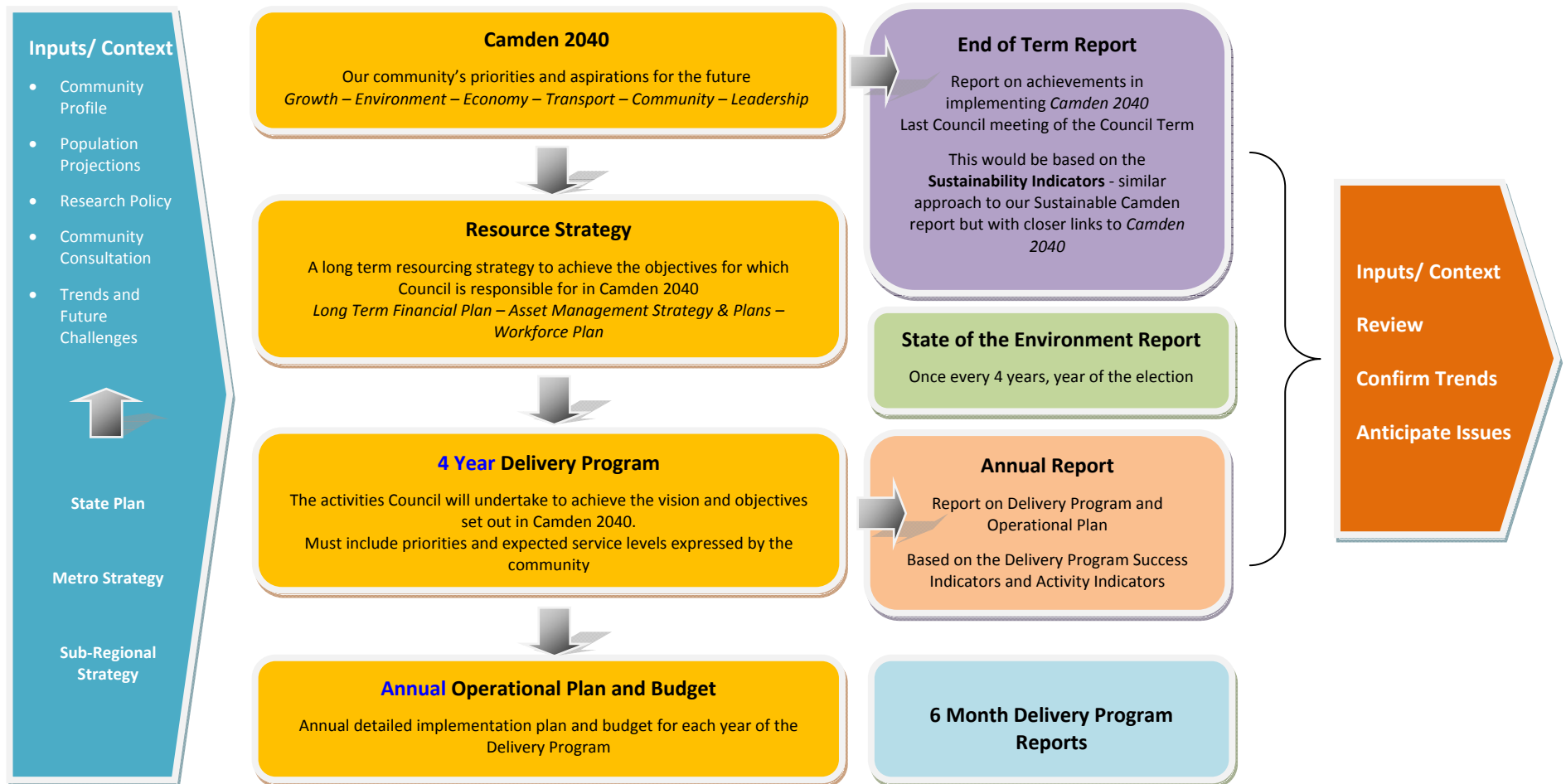
It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measureable. The Delivery Program is a statement of commitment to the community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

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

- 4. Reporting Framework** (6 Month DP Reports, Annual Report, End of Term Report (to the last meeting of the outgoing Council) and State of the Environment Report (the year of the election).

Camden Council Integrated Planning Framework

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



Delivery Program Overview



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

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





How to Read this Report

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

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

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

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

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

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

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

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

Annual Telephone Survey and Resident Satisfaction Scores

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

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

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

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

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

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

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

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

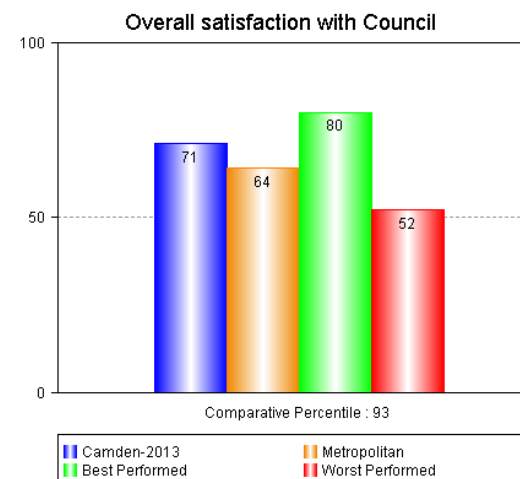
Highlights

Community Satisfaction with Council

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

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

The next community satisfaction survey will be conducted in 2015.



Staff Satisfaction with Council

In 2012, 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 2013

- Council assessed a total value of approximately \$231 million worth of development
- Domestic waste services increased 3.1% in the period, a slight increase from the previous period
- Council's staffing numbers (full time equivalent) rose to 309 which is an increase of 5%
- The total number of rate assessments in the Camden Local Government Area increased by 1,248 over the 2012/13 financial year, which represents a 5.6% increase in the 12 month period.

Summary – Performance Against Targets Over the Period

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 the period of January to June 2013.

		January to June 2013	July to December 2012
	Target met or exceeded	70%	56%
	Progress made towards target	14%	14%
	Requires attention	13%	8%
	No data currently available	3%	22%

It is difficult to make an overall statement as to performance between the two periods as the increase in both the red and the green indicators is attributed to a redistribution of the grey indicators, and should not be taken as an indication that Council's performance has changed significantly between those periods. It is worthwhile to note that the majority of the grey indicators were redistributed to green indicators (14 out of 21). A further 4 grey indicators were redistributed to red indicators, and 3 remain unable to be measured due to lack of data.

The reduction in indicators for which no data was available is a significant achievement, due mostly to the availability of updated telephone survey results which enabled comparison between 2011 and 2013. Following a review of all the indicators for the new Delivery Program commencing July 2013 it is hoped that this will move to zero in the next reporting period.

2. Movement Towards or Away from Target

Based on our results in the previous reporting period (July to December 2012), a number of Delivery Program Success Indicators moved either *towards and achieved the target*, or *away from the target where the target had previously been achieved*. This means that the indicator changed in the second six month period. The following table is a snapshot of the indicators that have moved in either of these ways in the January to June 2013 period.

<i>Indicators that Moved To Achieve the Target</i> ●	<i>Indicators that Moved Away from the Target</i> ●
Resident satisfaction with Urban and Rural Planning	Resident satisfaction with Regulating the Use of Public Areas
Construction certificates are provided in a timely fashion	Companion animals are appropriately identified
Council utilises natural resources effectively	Instances of food borne disease
Swimming pool usage	Number of non-complying premises (food and skin penetration)
Community facility occupancy rates	Resident satisfaction with Community Events
Resident satisfaction with Council's Management of Emergency Events	Resident satisfaction with Library Services
Swimming pool usage	Risk Management Claims

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

It is worthwhile to note that only two indicators remained red across the two periods. These were:

- The community attends Council events, as measured by resident telephone survey in 2012. The indicator has remained red not because there has been a further decline but because no new data was available at the time of reporting. This indicator will next have data available in July 2014.
- Library circulation, which is an industry trend attributed to the move to e-based resources. This indicator has been removed in the new Delivery Program and replaced with indicators that better reflect current industry practice.

The remaining three services that had moved away from the target in the previous period (construction certificates, swimming pool usage and community facility occupancy rates) have all achieved a green indicator in this period.

Snapshot - Key Activities and Achievements

Actively Managing Council's Growth

- Council has achieved a reduction in turnaround time for the issuing of construction certificates. In the previous reporting period the average was 32 days, in this reporting period, Council achieved an 18 day average, well below the service level.
- Council's development assessment conditions were reviewed resulting in the number of conditions being significantly reduced and standardised.
- The Austral/Leppington North and East Leppington precincts rezonings were announced during the reporting period, which will house new populations of 30,000 and 13,000 respectively, along with significant town/ commercial centre developments and infrastructure.
- The Narellan Town Centre Planning Proposal was endorsed by Council and rezoned by the State Government in the reporting period, making way for expansion of this site from a gross floor area of 37,500m² to approximately 95,800m².

Healthy Urban and Natural Environments

- Waste diverted from landfill continues to increase. In this reporting period, we have recorded an increase of 5%, which is 10% above Council's target of 66%.
- Council have conducted 6 free microchipping days to ensure companion animals are appropriately identified in the Camden LGA. AS a result, 243 animals were microchipped.
- Council conducted environmental education workshops themed around 'water' and 'catchments'. These workshops were delivered to over 800 students and teachers from 7 schools in the local area.
- During the reporting period volunteers contributed 314 hours protecting and enhancing Kings Bush and Sickles Creek.
- Council achieved an overall 1.1% decrease in its energy consumption over 2012/13 and a range of initiatives have been implemented on nominated Council sites to reduce both energy and water consumption, which are expected to save Council a significant amount of money in utility expenses.

A Prosperous Economy

- Council publicly exhibited and adopted an Economic Development Strategy and recruited an Economic Development Officer in order to implement the actions contained within.
- The visitation numbers for the Visitor Information Centre increased an average of 21% over the past 6 months, with a 25% increase in phone calls and 139% increase in email enquiries, mostly related to the filming of "A Place Called Home" in the local area.

Effective and Sustainable Transport

- All of the Local Services contained in the Key Direction of *Effective and Sustainable Transport* have seen statistically significant increases in mean satisfaction scores. This is an important result given the high priority the community gives to transport in the Camden area.

- Roads and Maritime Services completed Burrangorang Road / Remembrance Driveway signals in April 2013, which is an issue that Council has been lobbying the State Government about. Council has secured funding to undertake additional works in the verge.
- 2 child restraint fitting and checking days have been held in the reporting period, with over 60 restraints fitted and / or checked.
- Traffic designs were completed for Cawdor Road Pedestrian Crossing, Menangle Road Pedestrian Crossing, Tramway Drive Bus Bay and Fairfax Reserve.
- The streetscaping works in Lodges Rd and Hilder St. are completed and have significantly improved the amenity and pedestrian access to the area.

Enriched and Connected Community

- Events conducted for specific target groups were attended by approximately 5,400 people, including young people, children, seniors, and women.
- Within the Civic Centre alone, Council have facilitated 30 significant cultural programs and /or events within the reporting period, promoting cultural diversity and awareness.
- 11,121 children/families have attended targeted library programs, showing an increase of approximately 62% in this reporting period. In addition to library services, Council have also secured \$2000 in sponsorship for Camden Play Day.
- A Recreation Demand study was commissioned to provide direction for the needs of community now and into the future in existing and new areas across a range of recreational and sporting facilities.
- The occupancy rate for available community facilities increased by 28.2%.

Strong Local Leadership

- Council successfully reviewed *Camden 2040* (Council's long term strategic plan) within this reporting period, with Council formally adopting the revised plan on 14 May 2013. This followed consultation with 1,300 residents in the last reporting period.
- Council continues to promote activities, community information and services via Council's website, *Lets Connect* and the use of social media. Council currently have 928 'likes' on the Camden facebook page.
- Council have launched 'TRIM' ensuring Council records will be digitised and stored within an efficient records management system that will support ease of use by staff and Council customer servicing.
- Council adopted a new Resourcing Strategy and Delivery Program for the coming four year period.
- Council staff turnover dropped during the period and continues to be under the industry average.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Development Control	Community Satisfaction Survey	Maintained or Improved	●	No statistically significant change was noted between 2009 and 2011. The next community satisfaction survey will be conducted in 2013 and the results will be provided in the next Delivery Program	●	The mean satisfaction score for Development Control was 6.11 out of 10, which has remained stable since 2011.

				report.		
Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less	●	23 Day Average. This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. This result also represents an average reduction of 6 days on the previous 6 month period.	●	28 Day Average. This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less	●	32 Day Average. This result represents a small increase on the previous 6 months and is as a result of the developer pressures currently being experienced as part of the urban growth within the Camden LGA.	●	18 Day Average. This result represents an improved performance from the last period and is well within the target.

Report on Delivery Program Activities

Local Service 1.1: Development Control				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Development Applications	Assessment of proposals put forward by developers and the public for the construction of buildings, subdivision of land and use of land against Council and State Government controls.	Processing timeframes	23 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. This result also represents an average reduction of 6 days on the previous 6 month period.	28 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.
Construction Certificates	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes	32 Day Average - This result represents a small increase on the previous 6 months and is as a result of the development pressures currently being experienced as part of the urban growth within the Camden LGA.	18 Day Average - This result represents an improved performance from the last period and is well within the target

Occupation Certificates	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	21 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.	33 Day Average - This result is a slowing in the timeframe, and improvement will be sought during the next 6 month period.
Subdivision Certificates	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Council's engineering specifications and development consent conditions.	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Conditions of Development Consent and Engineering Specification.
Inspection	The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent	Inspections are carried out in a timely fashion	Inspections are booked by customers on a daily basis. Council staff carry out these inspections on the day and time requested by the customer. This usually occurs either the same day or the day after.	Inspections are booked by customers on a daily basis. Council staff carry out these inspections on the day and time requested by the customer.
Building Certificates	Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies	Assessments occur in a timely fashion	35 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.	32 Day Average - This result is consistent with the previous 6 months. The time frame will depend on the level of compliance of the particular building.
Fire Safety	Ensure commercial and industrial buildings comply with fire safety standards	Number of inspections	Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified. These inspections happen soon after an issue is identified.	Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified.
Swimming Pool Audit	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool fencing	Number of swimming pools inspected	78 swimming pools inspected. Council continues to undertake swimming pool audits to ensure compliance with statutory requirements.	17 swimming pools inspected. Work is currently occurring in developing a swimming pool audit program required to be in place by 28 October 2013.
Road/Suburb/ Reserve Naming	Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board	Consultation undertaken	Consultation with the Geographical Names Board occurs with every application for road, suburb or place naming.	Consultation with the Geographical Names Board occurs with every application along with the community.
Section 149 Planning Certificates	Produce Planning Certificates for the community as required that outlines the controls that relate to land. They are used in sale contracts when people buy and sell land	Section 149 Certificates produced in a timely fashion	Almost all of Council's Section 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the ever increasing applications Council receives due to	Almost all of Council's 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the ever increasing applications Council receives due to

			urban land releases in the LGA.	urban land releases in the LGA.
Geographical and Land Information	Inputting of ownership and mapping details for properties and maintaining the data	Land information is current	Council constantly updates its geographical and land information to ensure that all land information is current and correct.	Council constantly updates its geographical and land information to ensure that all land information is current and correct.
Landscape Assessments	Assessing landscape proposals on large developments during development application process	Assessments undertaken in a timely fashion	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 23 days.	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 28 days.
Tree Preservation	Assessment of applications to remove trees within private property	Assessments undertaken in a timely fashion	12 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.	12 Day Average - This result is particularly pleasing given the development pressures and is consistent with the previous 6 month performance.
Investigating Development Compliance on Private Property	Investigate complaints received from the general public in relation to concerns about development on private property	Investigations undertaken in a timely fashion	Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.	Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.
Public Road Activities	Determination of works within the public road that is associated with development that includes driveways	Determination completed in a timely fashion	3 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.	3 Day Average - This result is particularly pleasing given the development pressures, and is consistent with the timeframe for the previous 6 months.
Review of Council's Engineering Specifications	A need to review the Specifications has been required to keep up to date with policies and include new technologies.	Review completed	Review has commenced on Council's Engineering specifications, with further work to occur in the coming period.	Review has been completed and will soon be considered by Council.
Review of Contamination Policy	A need to review the contamination policy has come about because of changes in legislation and keep pace with best practice.	Review completed	Review of Council's Contamination Policy has commenced with further work to occur in the coming period.	Review has been completed and will soon be considered by Council.
Review of Development Assessment Conditions	A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues.	Review completed	A review of Council's development assessment conditions has been completed with further review work and finalisation expected to occur in the coming period.	Review has been completed with the number of conditions significantly reduced and standardised.

Review of Council's Bushfire Maps	A need has been identified to review the bushfire map so that it keeps pace with the changing vegetation within the local government area as development occurs.	Review completed	A review of Council's bush fire map has been largely completed with an updated version is expected to be finalised over the coming period.	Review has been completed.
Review of Noise Policy	A need to review the noise policy has come about because of changes in legislation and keep pace with best practice.	Review completed	Some review work has been completed on Council's Noise Policy with further work to occur in the coming period.	Review completed and will soon be considered by Council.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved	●	No statistically significant change was noted between 2009 and 2011. The next community satisfaction survey will be conducted in 2013 and the results will be provided in the next Delivery Program report.	●	The mean satisfaction score for Heritage Protection was 6.11 out of 10, which has remained stable since 2011.
Significant Camden sites are under active protection/management	Properties of heritage significance listed in LEP	Stays the same or increases	●	There have been no new items of heritage significance listed in Council’s LEP.	●	There have been no new items of heritage significance listed in Council’s LEP.

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Advice and Assistance	Provide advice and assistance both internal and external on heritage related matters	Number of times advice provided	Advice provided on 30 issues including conservation works to Rheinberger's cottage and Camden Hospital; advice on alterations and additions to heritage buildings in Hill, Broughton and Argyle Streets, Camden; and advice on the revised Camden Town Farm Master plan.	Advice provide on: <ul style="list-style-type: none"> • 16 simple, single issue heritage enquiries • 21 medium level heritage issues, requiring multiple advice • 1 complex heritage issue requiring negotiation
	Engage the services of Council's heritage advisor as necessary	Number of times advisor services required and costs incurred	Heritage advisor provided advice on works to 9 heritage items including conservations works to Macaria House in Camden and Mayfield Homestead in Cawdor; and advice on appropriate new works at Camden Town Farm and Carrington Nursing Home.	Heritage advisor provided advice on works to 5 heritage items including appropriate alterations to the Camden Courthouse, a colonial barn in Cobbitty and a Victorian house in Hill St Camden. Conservation advice provided on the Rotunda in Macarthur Park and conservation works to Macquarie Grove House in Cobbitty.
DA Referral	Attend pre DA meetings and provide advice on DA referrals on heritage matters	Number of meetings attended and number of referrals made	22 referrals plus pre-lodgement meetings including assessment of heritage reports on new residential release areas, the Northern Road Upgrade and the SW Rail line; and assessment of development applications for Harrington Park Homestead, Narellan Cemetery and heritage items in Cobbitty.	DA and Planning Proposal advice provide on: <ul style="list-style-type: none"> • 7 simple, single issue heritage referrals • 23 medium level heritage referrals, requiring multiple advice • 3 complex heritage referrals requiring negotiation.
Conservation Management Plans	Assist owners of heritage listed properties in the preparation of CMPs as appropriate in order to identify development opportunities and long term conservation outcomes	Assistance provided to owners of heritage listed properties	Advice was provided on the CMP for Oran Park House including determining heritage significance and setting the heritage curtilage to enable the homestead to be listed on the State Heritage Register. Appropriate controls for new residential release areas development surrounding the homestead were also determined.	Advice was provided on the CMP for Cobbitty Anglican Church, Raby and Gledswood homesteads.





Information and promotion of heritage issues	Make relevant and current information readily available to staff and community	Number of publications provided	Multiple heritage studies were made available for public use in the Camden library. Let's Connect article on the completion of conservation works for Harrington Park Homestead was published.	Multiple heritage studies were made available for public use in the Camden library. Let's Connect article on the completion of conservation works to the heritage item at 10 Barsden St, Camden was written for publication.
		Information is current	Update of all the Camden LGA heritage items on the NSW Heritage Register database for public access was undertaken.	Information in the Heritage Question and Answer link on the website was updated.
	Facilitate staff workshops on relevant heritage matters	Number of staff workshops held	No group training, however advice provided to staff on individual items.	Presentation on Aboriginal Heritage legislation provided to Strategic Planning staff.
	Work with external organisations as appropriate to promote heritage issues	Number of contacts made with external organisations	Two contacts were made with Heritage of Western Sydney group and Historical Society/Library partnership meeting was conducted.	Regular contact with Heritage of Western Sydney group and Historical Society/Library partnership meeting continued.

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 31/12/12	Comment	Result 1/1 to 30/6/13	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. The next survey will be conducted in 2013 and results will be provided in the next Delivery Program report.		The mean satisfaction score for Urban and Rural Planning was 5.93 in 2013 which has remained stable since 2011.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed		<p>Council undertook an initial review of the Camden LEP 2010 which was exhibited in April 2012. These amendments were adopted on 16 November 2012.</p> <p>Council has commenced a second housekeeping review. These were exhibited in Nov/Dec 2012. The matter will be reported to Council in early 2013 with adoption expected later in the year.</p> <p>The next review of the Camden DCP 2011 is scheduled for the second half of 2013.</p>		<p>Following exhibition, submissions were processed and a report was prepared for Council meeting 9 July 2013.</p> <p>Camden DCP Amendment No. 11 was prepared and reported to Council 25 June 2013 with exhibition to occur in July 2013.</p>

Report on Delivery Program Activities

Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
New Release Areas Planning	Coordinate the rezoning process for the following precincts: <ul style="list-style-type: none"> • Austral/Leppington North precinct • East Leppington precinct • Leppington Urban Release Area • Catherine Field South precinct 	State Government time frames met	<p>Austral/Leppington North and East Leppington Precincts are at or near completion of precinct planning. Both precincts are expected to have rezoning finalised by February 2013.</p> <p>Catherine Fields South (Part) Precinct has been placed on exhibition and report prepared for Council submission early 2013 to ensure State Government timeframe is met.</p> <p>Leppington Precinct is currently being planned, with Draft Technical Studies completed. Exhibition expected first half 2013.</p>	<p>Austral/Leppington North and East Leppington precincts are now rezoned.</p> <p>Catherine Fields South (Part) Precinct is nearing completion with only minor matters to be finalised. Expected to be gazetted in the near future.</p> <p>The planning for Leppington Precinct continues in line with State Government timeframes.</p>
	Manage and respond to emerging strategic planning issues within rezoned precincts: <ul style="list-style-type: none"> • Oran Park precinct • Turner Road precinct • Spring Farm precinct • Elderslie precinct • Harrington Grove precinct • Mater Dei precinct 	Strategic planning issues are actioned in a timely manner	<p>Harrington Grove – Amendment 8 gazetted 18 January 2013. DCP Amendments in force 30 January 2013. VPA facilities beginning to be delivered – cycle ways, pre delivery discussion on district playing fields.</p> <p>Mater Dei – Amendment 5 gazetted 18 January 2013. VPA park discussions ongoing. 2 residential precincts under construction. Seniors Living 1st stage under construction.</p> <p>Oran Park & Turner Road – Council led response to issue with Riparian Areas zoning, with initiation and management of Planning Proposal to respond to issues. Expected gazettal early 2013. Council continues to monitor roll out of these precincts and issues that may arise.</p>	Council continues to manage and respond to issues within the Growth Centre Precincts through forums such as Development Working Groups. In Austral/Leppington North and East Leppington, Council staff have liaised with other adjoining Councils in the rollout of development on the ground.

New Release Areas Planning	Commence the rezoning process for the Emerald Hills Precinct	Precinct planning meets State Government time frames	Rezoning process for Emerald Hills commenced in August 2012. State Government target is for completion by June 2014. Report to Council and exhibition expected June 2013. 75% of Draft technical studies have been completed. Key stakeholders have been engaged. Workshops held with State Government agencies, Council technical staff and consultants as key part of engagement process.	The Emerald Hills project is to be reported to Council in the next 2 months following finalisation of technical reports after comment from Council staff has been accounted for. State Government timeframes in line with the Gateway Determination are being met.
		Relevant stakeholders engaged		
	Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities	Strategy complete	Strategy completion target date is July 2013. The Infrastructure Delivery Strategy is currently being prepared and reviewed.	The Draft Infrastructure Delivery Strategy is currently being reviewed.
Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements	Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy & Procedure Manual	75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt	100% of VPAs have been executed within 12 months of receipt or reporting to Council. Gledswood Hills VPA was finalised in December 2012. 95% of WIKAs received in 2013 were executed in less than 6 months following receipt of a final offer. The average turnaround time was less than 2 months. One WIKA has not been executed in the target timeframe and is the subject of very detailed and complex negotiations.	No new VPAs received in the last 6 months. A variation to the Gregory Hills VPA was completed within the timeframe. All WIKAs received in the last 6 months have been finalised within the 6 month timeframe target.
	Monitor Voluntary Planning Agreements	Regular Monitoring is Conducted	Annual review and regular monitoring of executed VPAs is carried out in accordance with the terms of each VPA.	Review and monitoring of VPAs continues in accordance with the terms of each VPA.
	Establish a system to register receipt & monitor progress of all WIK and VPAs	System Established	WIKA & VPA register is in place. WIKA Policy has also been implemented.	WIKA Policy has been in place and a review of the systems to monitor VPAs is currently underway.
	Provide advice on development contributions matters	Responses provided in a timely manner	Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt.	Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt.

Land Use and Planning	Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate	Advice provided in a timely manner	Currently there are 10 planning proposals relating to LEP Amendments and 2 DCP Amendments. All proposals are advancing in a timely and efficient manner.	There are currently 14 planning proposals relating to LEP amendments and 1 DCP amendment being dealt with in the statutory time frames.
		Amendments gazetted	<p>Harrington Grove (8)</p> <ul style="list-style-type: none"> Amendment of the maps relating to the zoning and minimum lots sizes for Harrington Grove and the Harrington Park Homestead property. Amendments made relating to an environmental approval was gazetted by the Federal Department of Sustainability, Environment, Water, Population and Communities (DSEWPC formerly the Department of the Environment, Water, Heritage and the Arts). <p>Mater Dei (5)</p> <ul style="list-style-type: none"> Minor adjustments made to the LEP boundaries for the residential precincts, currently zoned E4 Environmental Living, this will also require minor adjustments to the E2 zoned area; Minor adjustments made to the LEP boundary for the precinct currently zoned R2 Low Density Residential This will also require minor adjustments to the E2 zoned area. <p>Elyard Gardens (11)</p> <ul style="list-style-type: none"> Amendments made to allow residential accommodation as a permissible use on part of the land known as Lot 6 in DP 812672 (1 Elyard Street, Narellan), that was previously permitted in Camden LEP 46. <p>Spring Farm South & West (7)</p> <ul style="list-style-type: none"> Amendments made to the zone boundaries (a zoning 'swap') which will result in an additional 3.878 ha of R1 General Residential zoned land which directly relates to the proposed Master Planned road layout for the south and west 	<p>Harrington Grove (8)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. <p>Mater Dei (5)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. <p>Elyard Gardens (11)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. <p>Spring Farm South & West (7)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. <p>El Caballo Blanco/Gledswood minimum lots size Planning Proposal – Amendment 28</p> <ul style="list-style-type: none"> Proposal to insert a new Clause into Camden LEP 2010 – ' Clause 4.1C Exception to minimum lot size' in zones RE2 Private Recreation and SP3 Tourist. A resolution to seek Gateway Determination is being sought from Council at its meeting of 23 July 13. This is a minor proposal and the plan is expected to be made 6 months after Gateway Determination. <p>Struggletown (2 and 4 Sharmon Close and 1a Stewart Street) – Amendment 24</p> <ul style="list-style-type: none"> Proposal to insert additional permitted uses on the subject site. This proposal was sent for Gateway

Land Use and Planning		Amendments gazetted	<p>villages.</p> <ul style="list-style-type: none"> • Clause 6.5 of the LEP will be amended to ensure residential amenity is protected from the ongoing sand mining operations. • The Height of Building Map, minimum lot size map and the additional permitted uses map will be amended to coincide with the amendment of the zone boundaries. Consolidated Amendment 2 (6) • Various minor amendments made to CLEP 2010. <p>DCP Harrington Grove</p> <ul style="list-style-type: none"> • Amendments made to Section C9- Harrington Grove and Section D2.3.4- Harrington Grove). 	<p>Determination on 2 July 13.</p> <ul style="list-style-type: none"> • This is a minor proposal and the plan is expected to be made 6 months after Gateway Determination. <p>Gregory Hills (190 Raby Road, Gledswood Hills) – Amendment 21</p> <ul style="list-style-type: none"> • Proposal is to rezone subject land from RU2 Rural Landscape to a range of residential zones for approx. 260 residential lots • This proposal was sent for Gateway Determination on 2 July 13. • This is a major proposal and the plan is expected to be made 18 months from the time of Gateway Determination. <p>DCP Harrington Grove</p> <p>This DCP amendment came into force on 30 January 2013</p>
	Coordinate the rezoning process for the Glenlee industrial area	Completed within 2 years of receipt	Preliminary Assessment complete. Coordinating with Campbelltown Council for reporting to respective Councils, expected mid-late March 2013.	Council resolved to support the planning proposal at its meeting of 23 April 2013. The matter was then referred to the Department of Planning and Infrastructure for Gateway Determination which is expected in July 2013.
	Coordinate the planning proposal process to rezone land known as El Caballo Blanco/Gledswood for residential purposes, prepare DCP and facilitate execution of a VPA	Completed within 2 years of receipt	El Caballo Blanco (Gledswood) Rezoning imminent. 8 May 2012 VPA signed. Implementation Manual for VPA being developed. Should be finalised by April 2013.	<p>The El Caballo Blanco (Gledswood) Planning Proposal was published on 22 March 2013.</p> <p>The ECBG VPA Implementation Manual is in Final Draft form and will be finalised by end of August 2013.</p>
	Coordinate the planning proposal process to amend Camden LEP to facilitate expansion of the Narellan Town Shopping Centre on the Landturn site and prepare development controls	Major Planning proposals completed within 2 years of receipt	The Narellan Town Centre Planning Proposal was placed on public exhibition from 17 October to 16 November 2012. A report of the outcomes of the submissions received	The report on the outcomes of the public exhibition was reported to Council on 26 March 2013, where the planning proposal was adopted and forwarded to the Department of Planning and Infrastructure.

Land Use and Planning			during the exhibition will be presented to Council in the first half of 2013.	The plan was subsequently published on 21 June 2013. Now that the land has been rezoned it is expected that a development application for the first stage of the redevelopment of the Narellan Town Centre will be lodged in the second half of 2013.
	Coordinate the planning proposal process to amend Camden LEP to facilitate the expansion of the Carrington seniors living development	Minor Planning proposals completed within 12 months of receipt	Gateway determination received 29 June 2012. A number of planning studies are still to be finalised. The bushland conservation issue is still outstanding and the proponent is proposing to submit a revised planning proposal in early 2013.	A revised planning proposal was submitted on 18 February 2013. Further negotiations are progressing with the Office of Environment & Heritage. Public exhibition is not expected until the second half of 2013.
Land Use Planning	Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system	Lot projections are current	Council's current lot projections are in line with those provided by the Department of Planning and Infrastructure.	Council's lot and populations projections programs are being maintained.
		Tracking System developed	Work has commenced on developing a single source data bank within Council which provides up to date information on lot production. It is anticipated that this project will be completed early in 2013.	The single source lot production information has been developed and is in use.

Key Direction 2 –Healthy Urban and Natural Environments

What are Healthy Urban and Natural Environments?

Camden’s natural and built environments are the “setting” for all aspects of life and are essential for sustaining the health, wellbeing and the prosperity of people who live here.

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

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

Local Service 2.1 – Waste Services

What is Waste Services?

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

Report on Delivery Program Success Indicators

Local Service 2.1 : Waste Services						
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	Result 1/1 to 30/6/13	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. This result will be reported following the next Community Satisfaction Survey in 2013.	●	The mean satisfaction score for Waste Services was 8.53 in 2013 which has remained stable since 2011.
Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%	●	Currently at 71%	●	Currently at 76%

Report on Delivery Program Activities

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Collection of Household Waste	Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin)	99.8% of bins are collected on the scheduled day	Currently 99.7% of bins are collected on the scheduled day	Currently 99.8% of bins are collected on the scheduled day
Kerbside Collections of Hardwaste	Collection of hardwaste that is not able to be disposed through the weekly bin collections. Residents can use the service twice per annum.	All conforming services are rendered on the agreed day and within 3 weeks of their request.	The current waiting period for a kerbside collection is 2 to 3 weeks. Additional services were conducted over the Christmas period.	The current waiting period for a kerbside collection is 1 to 2 weeks. Traditionally we get less services during the colder months.
Collection of Commercial Waste	Removal of recycling and general waste from commercial premises	99.8% of bins are collected on the scheduled day and waste is conveyed to the receival facility.	Commercial services are collected on their scheduled service days.	Commercial services are collected on their scheduled service days.
Waste Education	The community is educated to encourage households to manage their waste in order to minimise waste generation and divert waste from landfill into recycling. Council's target is to have 66% diversion from landfill by 2014.	66% of the total of all waste streams will be diverted from landfill by the year 2014.	Current diversion rate at 71%.	Current diversion rate at 76% The new resident Welcome Pack is also being upgraded.
Continuing Service Expansion to Meet Needs of Growing Population	Additional collection services required in new urban areas and the associated assets and workforce implications	99.8% of bins are collected on the scheduled day	Currently meeting service rates however additional resources are required to meet the ongoing demand level.	Currently meeting service rates however additional resources are required to meet the ongoing demand level.
Green Waste Review	The waste management needs of the new release areas may be different to that of existing Camden urban community due to smaller lot sizes, and further investigation is needed to ensure provision of a high quality and cost effective service that appropriately meets these needs.	Investigation completed and recommendations made	The Green Waste Review is currently being undertaken. Upon completion of the investigation, recommendations will be made to address the waste management needs in new release areas.	The initial phase of the Green Waste Review revealed that we could in fact develop our own internal data base to measure and anticipate demand. Work is in progress





<p>Bin Lid Repairs</p>	<p>Bin lid repairs to be conducted en route by drivers as a more proactive, cost-effective and productive service.</p>	<p>Bin lid repairs conducted en route</p>	<p>Where possible, safe and convenient bin lids are being repaired en route by drivers however to further enhance the service Council has purchased a specialised delivery vehicle capable of the delivery of new or replacement bins or to undertake bin repairs. This new vehicle is fitted with technology that enables the driver to respond to a customer request whilst still in the field.</p>	<p>We are now using a fleet management system (Wastedge) that is fitted to our waste management vehicles which pushes information back to our operations room in real time to proactively repair bins on site without residents needing to call in the first instance. Otherwise any resident that does make a bin repair request can expect that their service request will be carried out within 24 hours.</p>
<p>Occupational Health and Safety</p>	<p>Implement a range of safety improvements at Council's waste depot</p>	<p>Improvements implemented</p>	<p>No injuries recorded in last quarter. Truck modifications have been made to reduce incidents of RSI.</p>	<p>No injuries recorded during the period.</p>
<p>Waste Management Performance Software</p>	<p>Continued implementation of software designed to improve the way waste management is administered and enable better communication with the community</p>	<p>Software Implemented</p>	<p>Installation of fleet management system is 80% complete. Implementation issues requiring attention are being addressed with further work required.</p>	<p>The fleet management system is now fitted to all domestic vehicles. The system is up and running and we are now learning to use the information better to improve the level of service to the community. This program however still has room to expand and deliver better service levels going forward. The system will allow us to report and operate more effectively and this will be demonstrated in the next 12 months.</p>

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 31/12/12	Comment	Result 1/1 to 30/6/13	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. This result will be updated following the next Community Satisfaction Survey conducted in 2013 and will be available in the next Delivery Program report.		The mean satisfaction score for Regulating the Use of Public Areas was 6.77 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing		Dogs entering the pound: In this reporting period 61% of dogs were microchipped; this is the same proportion as the last reporting period. Cats entering the pound: In this reporting period 10% of cats were microchipped. Council undertook its first microchipping day with 9 cats being microchipped and 23 dogs being microchipped.		Dogs entering the pound: in this reporting period 57% of dogs were microchipped compared to 61% in the last reporting period. Cats entering the pound: In this reporting period 6% of cats were microchipped compared to 10% last reporting period. Council have completed 6 Microchipping days that saw 145 dogs microchipped and 98 cats. The impact this program has on this result will be seen in the next Delivery Program Report.

Comment

As noted above, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result.

Whilst the identification of companion animals indicator shows a move away from the target, the introduction of free microchipping days run by Council demonstrates a proactive approach to increasing the number of companion animals that are appropriately identified. Over the coming Delivery Program Reports the impact of this program should be demonstrated by increasing results.

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Monitoring and Enforcement of Car Parking	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	Of the 73 complaints of parking all investigations were completed during the service standard. Rangers enforce a minimum of 2 school zones per week and during this period 1 complaint was received regarding school zone parking and it was investigated within the allocated service standard.	Council received 74 parking complaints which were all investigated within the service standards. Council investigated 11 School Zone complaints within the allocated service standard. Rangers enforce school zones to a minimum 2 per week and have also been involved in the school education program at Elderslie Primary School and Narellan Vale Primary School.
Monitoring and Enforcement of Unauthorised Activities in a Public Place	Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)	Activities are addressed by Council rangers as they are detected	A total of 52 complaints were made regarding unauthorised activities in a public place. Of those complaints, 75% were regarding abandon vehicles parked in public places. 25% of all remaining complaints received were about road side trading and illegal signage on public lands.	A total of 57 complaints were received regarding unauthorised activities in a public place. 61% of these were for abandoned vehicles which is a decrease from 75% in the last report. Complaints for Activity of Public Land were at 29% with the remaining comprising of illegal signage, roadside trading and trail bikes. Rangers are pro-active in removing any illegal signage when placed on poles, roundabouts and warning letters are sent to owners of Garage Sale signs.
Investigate Illegal Dumping of Waste on Public Land	Investigation and removal of unauthorised dumping of waste on public land	Investigation initiated within the allocated service standard	All reports of illegally dumped waste are investigated within the allocated service standard. Council is seeing growth in the number of reports of illegal dumping. As such, any breaches are dealt with according to the Protection of Environment Operations Act where penalties are significant.	Council received 96 reports of illegal dumping on public land over the reporting period. All the reports were investigated within the allocated service standard.
Impounding of Stock	Given its rural areas, instances arise where stock escape onto public roads and Council	Investigation initiated within the	21 customer requests were received over the 6 month period with all requests	Council have seen a decrease in the number of complaints received, with a









	officers attempt to return that stock to the owner but sometimes must remove and impound stock.	allocated service standard	investigated within the allocated service standard, with some of the stock impounded and others returned to owners (where known).	total of 14, a 57% reduction. All requests were investigated within the service standard. 42% of the requests attended resulted in Rangers impounding the animal.
Respond to instances of dog attacks, nuisance and stray dogs on public lands	Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places	Investigation initiated within the allocated service standard	All customer requests for dog attacks and stray dogs on public land were actioned within the allocated time frame.	All customer requests for dog attacks and stray animal pick ups were actioned within the allocated service standard.
Community Education	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	61% of dogs arriving at the pound were microchipped and 10% of cats were microchipped, Council undertook its first FREE microchipping day with 9 cats and 23 Dogs.	Council held 6 Free Microchipping days across the LGA at Mount Annan, Currans Hill, Leppington, Camden and Catherine Fields. Various advertising tools were used to promote the program including the local radio station, newspaper articles and the display of 2 banners at various locations. Council saw a total of 243 companion animals microchipped - 145 dogs and 98 cats.
	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	The 'Adopt-a-Pet' program has been replaces this reporting period with a more proactive, educational campaign during the first half of 2013. Dogs: In the last reporting period there were 0.022% per capita of dogs euthanased compared to an increase in this reporting period of 0.034% per capita. Cats: In the last reporting period there were 0.16% per capita of cats euthanased compared to a decrease in this reporting period of 0.063% per capita.	Dogs: in the last reporting period 11% of the dogs that entered the pound were euthanased compared to 3% this reporting period. Per capita, last reporting period was 0.034% compared to a decrease in this reporting period of 0.01% per capita. Cats: in the last reporting period 34% of the cats that entered the pound were euthanased compared to 25% this reporting period. Per capita, last reporting period was 0.063% compared to 0.073% this reporting period. As shown, Council has seen a significant decrease in the number of dogs euthanased over this reporting period.

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 31/12/12	Comment	Result 1/1 to 30/6/13	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 is possible. The result will be updated following the Community Satisfaction Survey conducted in 2013 and will be available in the next Delivery Program report.		The mean satisfaction score for Public Health was 7.32 in 2013 which has remained stable since 2011.
Instances of food borne disease decrease	Instances of food borne disease	Decreasing		Council has received 2 complaints of alleged food borne illness in the reporting period. Both were inspection within Council Standard inspection times.		Council has received 4 complaints of alleged food borne illness in the reporting period. All were inspected within Council's Standard inspection time.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing		Council has issued 4 Improvement Notices to Food Premises during the reporting period.		Council has issued 7 Improvement Notices to Food Premises during the reporting period.
Onsite sewage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing		300% increase of Approvals to Operate issued over the previous reporting period.		There were 50 Approvals to Operate issued for this reporting period. This represents a decrease of 40% compared to the previous reporting period, however, is 200% above the same reporting period in 2012.

● Comment

Instances of food borne disease tend to fluctuate between periods so it is important to consider any trend over time. This is highlighted by the previous result which met the target. Perhaps of greater concern is the increase in the number of improvement notices that were issued during the period to food and skin penetration premises. This trend will also need to be monitored over time but the result confirms the importance of Council’s ongoing role in public health inspection and these premises.

Report on Delivery Program Activities







Local Service 2.3: Public Health				
Activity	Council’s Role	Performance Measure	July to December 2012	January to June 2013
Swimming pool Inspection and Testing	Council officers inspect and monitor the performance of swimming pools that are open to the public to minimise the spread of disease	All public swimming pools are inspected on an annual basis	There are a total of 9 public swimming pools of which 89% were inspected at least once between 1/7/2012 and 31/12/2012.	There are a total of 9 public swimming pools of which 100% were inspected at least once between 1/1/2013 and 30/6/2013.
Microbial Control - Water Cooling Towers	Council officers inspect and monitor the performance of water cooling towers that may cause the spread of Legionnaires disease	All premises with cooling towers are inspected on an annual basis	All premises with cooling towers were inspected at least once between 1/7/2012 and 31/12/2012.	Council has 3 Cooling towers registered. The towers were inspected during the previous reporting period.
Food Shop Inspections	Council officers inspect and monitor the performance of food outlets under the provisions of the Food Act (including Temporary vendors) to ensure the service of safe food and to prevent the spread of food borne illness	All food premises are inspected on an annual basis	Council has 295 registered Food Premises. 58.4% of these premises have had at least one routine inspection in the reporting period.	Council has 280 registered Food Premises. 100% of high risk premises have had at least one inspection during the reporting period. 69% of medium risk businesses have had at least one inspection over the reporting period, resulting in 100% of medium risk premises inspected at least once over the past 12 months.
Skin Penetration and Hairdressing Premises	Council officers inspect and monitor the performance of skin penetration and hairdressing premises to prevent the spread of disease	All skin penetration premises are inspected on an annual basis	There were a total of 48 Hair Dressing and Skin Penetration inspections out of 93 operating premises within 1/7/2012 and 31/12/2012 giving an inspection percentage of 52%.	A total of 72 Hairdressing and Skin Penetration inspections were conducted out of 100 operating premises, giving an inspection percentage of 72% for the past 12 months
On-Site Sewage Management	Approve, inspect and certify on-site sewerage disposal systems	Number of approvals to operate	A total of 83 Approvals to Operate were issued during the reporting period.	There were 50 Approvals to Operate issued for this reporting period.

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 31/12/12	Comment	Result 1/1 to 30/6/13	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 noted between 2009 and 2011. The results will be updated after the next Community Satisfaction survey conducted in 2013 and will be available in the next Delivery Program report.		The mean satisfaction score for Protection of the Natural Environment was 6.77 in 2013 which has remained stable since 2011.
Water quality is maintained or improved	Water quality is maintained or improved	Maintained or improved		A consultant has been engaged for summer WQ testing. This consultant will also be providing a report on all 2012 WQ data.		The water quality testing for 2012/13 was completed according to the program. A final report detailing results and analysis comparing the previous years results to this years results indicates that generally water quality at each of the 16 sites tested was poor when compared against ANZECC (2000) guidelines.
More natural areas are under active management	Percentage of natural areas within Council's ownership that are being actively managed	Increasing		During the reporting period Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha) and John Peat Reserve (1.4ha) with the assistance of Bushcare Volunteers. This represents 0.25% of the natural areas within the Camden LGA. Additional planning is being prepared to progress these projects further.		During the reporting period Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha) and John Peat Reserve (1.4ha) with the assistance of Bushcare Volunteers. This represents 0.25% of the natural areas within the Camden LGA. In addition, Council has commenced preparations for National Tree Day at Ron Dine Memorial Reserve Camden South. It is envisaged that this area will be planted with approximately 1500 plants.

Comment

This is the first time that water quality testing has been reported in the Delivery Program. This testing result is of the Narellan Creek Catchment only. Testing of recreational water quality and blue-green algae has commenced for the Nepean River and it is anticipated that reporting on this will commence in the next Delivery Program Report.

Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Stormwater Management	Community education and awareness about stormwater issues	Education campaigns conducted	During the reporting period School Healthy Catchment Kits were delivered to all primary and secondary schools within the Camden LGA; Living Macarthur Nature Photography Competition and Sustainable Schools Expo held.	During the reporting period environmental education workshops, themed around 'water' or 'catchment' were delivered to over 800 students and teachers from seven local schools.
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	There is a summer and winter WQ testing program in place. At this stage the results cannot be determined without comparing both the summer and winter seasons tests. This will be reported in the next reporting period.	The water quality testing for 2012/13 was completed according to the program. A final report detailing results and analysis comparing the previous years results to this years results has been received.
	Undertake a flood risk management study for South Creek including a framework for flood risk management	Risk management study completed	A consultant has been engaged and the project is running according to schedule.	A consultant has been engaged and the project is running according to schedule.
	Nepean River flood mapping	Completion of mapping	A consultant has been engaged and the project is running according to schedule.	A consultant has been engaged and the project is running according to schedule.
	Continued expansion of the drainage network in Elderslie, Spring Farm, infill areas and the South West Growth Corridor	Projects completed on time and to budget	Ongoing WIKA and agreements are in place to deliver drainage assets within the identified area.	Ongoing WIKA and planning agreements are in place to deliver drainage assets within the identified area. Council is also reviewing the design of portions of the trunk drainage in Elderslie. These works are scheduled for construction in the 13/14 budget.

Stormwater Management	Maintenance and reconstruction of stormwater assets to ensure effective useful life	100% of program completed	This all year activity is progressing as planned with indication that all projects are likely to be completed on time.	83% of the program was completed and the remaining 17% was covering the sweeping of leaves from gutters.
		Condition rating stays the same or improves	Condition ratings are unable to be reported, these are dependent on new data being collected during the reporting period, new data is unavailable this time.	Condition ratings are unable to be reported as these are dependent on new data being collected during the reporting period. New data is unavailable this time.
	Increased Council resources are required to effectively maintain the drainage network	More maintenance is undertaken	Additional maintenance was done as demand was higher due to the more frequent wet weather experienced during this period.	Additional maintenance was done as demand was higher due to the more frequent wet weather experienced during this period.
	Increase technical resources in drainage design	Increased resources in place	Increased technical resources in drainage design are currently being utilised to support Sustainability Team.	A consultant has been engaged and the project is running according to schedule.
	Narellan Drainage Channel Improvements	Completion of project on time and within budget	These works have been scheduled for the second half of this financial year.	Removal of gross pollutants and sediment from the concrete channel has been completed. Testing of sediment across the sand filter has been completed. Removal of sediment will be done in the 13/14 financial year.
	Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	The design review of this project has revealed that an alternative GPT is required at this location. The alternate design is being developed with a view that construction of a more suitable device will be constructed in the 2013/14 financial year.	Design is 90% complete with construction scheduled within the 13/14 financial year.
	Additional Gross Pollutant Trap maintenance due to increase in assets	Maintenance increases in line with assets	Scheduled for 2013/14	18% of GPT cleaning could not be completed due to wet weather conditions.
	Nott Oval drainage improvements	Drainage Improvements completed	Funding for the Nott Oval drainage improvement have been reallocated to the additional Gross Pollutant Trap works required at Lake Annan during the reporting period.	As previously reported, funding for the Nott Oval drainage improvement has been reallocated to other priority drainage works.

Bushfire Hazard Reduction	Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Program completed	This all year mowing and slashing program is progressing as planned it is expected that all the areas will be attended to adequately throughout and to the end of the year.	Mowing and rural road slashing program were completed as required to aid in minimising potential bushfire hazards.
	Rural Road Hazard Reduction Program	Program completed	Program planned for Cut Hill Road Cobbitty to be completed in February 2013.	Works were completed in Cut Hill Road Cobbitty during the reporting period.
Maintenance of Riparian Lands	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas	Program completed	Riparian lands maintenance is programmed to commence in autumn, progress report is unavailable until then.	Some work was postponed pending completion of a wetland management plan due in June 2013.
Maintenance of Wetlands, Lakes and Dams	Regular inspections, maintenance, and repair/renovation work to ensure the systems function well & the dam structures are in a safe state	Program completed	This all year activity is progressing as expected, planned work is likely to be completed satisfactorily and on time.	Some work was postponed pending completion of wetland management plan due in June 2013.
Bushcare Maintenance	Conduct bushcare maintenance activities to preserve and restore natural bushland	Program completed to time and budget	So far, this program is being done through utilisation of volunteers. Next year Council will set an annual program and employ full-time staff to do the tasks and gradually increase both the scope of the program and staff level.	To date this program is done through utilisation of volunteers. Next year Council will set an annual program and employ full-time staff to do the tasks and gradually increase both the scope of the program and staff level.
	Coordinate bushcare program at Kings Bush and Sickles Creek	Program completed to time and budget	During the reporting period, volunteers contributed 481 hours protecting and enhancing Kings Bush and Sickles Creek.	During the reporting period volunteers contributed 314 hours protecting and enhancing Kings Bush and Sickles Creek.
	Support and facilitate volunteers of bush care groups	Level of support provided to groups	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required.	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required.
	Implementation of Plans of Management for Natural Areas	Plans of Management are in place	Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the reporting period and then implemented based on priority.	Resources were not available in the reporting period. It is proposed the plans will be reviewed in the first period of 2013/14 and then implemented based on priority.
	Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve	Plan of Management are in place	Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the	Resources were not available in the reporting period. It is proposed the plans will be reviewed in the first period of

			reporting period and then implemented based on priority.	2013/14 and then implemented based on priority.
	Implementation of Plan of Management for Kirkham Reserve	Implementation commenced as per program	Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the reporting period and then implemented based on priority.	Resources were not available in the reporting period. It is proposed the plans will be reviewed in the first period of 2013/14 and then implemented based on priority.
	Undertake community education programs such as Stream Watch	Number of programs conducted	During the reporting period, the Living Macarthur Nature Photography Competition and Sustainable Schools Expo were held.	During the reporting period environmental education workshops, themed around 'water' or 'catchment' were delivered to over 800 students and teachers from seven local schools.
Native Tree Events	Conduct National Tree Day event	Number of volunteers	National Tree Day held at River Road Reserve with over 120 volunteers planting 2000 plants; Fourteen schools accepted Council's offer of 20 native plants for their school grounds.	Preparations are underway for National Tree Day at Ron Dine Memorial Reserve Camden South on 28 July 2013. It is envisaged that this area will be planted with approximately 1500 plants. In addition, 11 schools have accepted Council's offer of 20 native plans for their school grounds.
	Conduct annual tree giveaway to residents	Number of trees given away	2000 plants were given away to local residents at the Annual Tree Giveaway conducted at Narellan Rhythms Festival.	Preparations are underway for the Annual Tree Giveaway to be conducted at Picnic in the Park on 8 September 2013.
Noxious Weed Control	Conduct regular inspections of both private and Council owned lands and address through action or regulation	Declared noxious weeds on Council lands are treated or removed	Council's Noxious Weeds Officer inspected 948ha of private land, 58ha of development sites and 132km of river/creeks/waterways within Camden LGA. Council's Noxious weeds officer has engaged in strategic planning for the education, control and management of Serrated Tussock which is an invasive grass and is detrimental to the agricultural land and our native areas.	Council's Noxious Weeds Officer inspected 738ha of private land, 308ha of development land, and 90.6km of rivers creeks and waterways within Camden Councils LGA. Council's Noxious Weeds Officer engaged in on-farm education with land owners/ occupiers in relation to the identification and control of Serrated Tussock. An intensive inspection and enforcement program has also commenced in the Leppington area focusing on Noxious Aquatic Weeds.







Noxious Weed Control	Planned program of spraying identified weeds in the Nepean River – currently twice per year	Enforcement action is taken to address noxious weeds identified on private land	Council's Noxious Weeds Officer co-ordinated and managed 2 projects for Noxious Aquatic Weeds. The first round of herbicide treatment was completed in December by Council's contractors on the Nepean River for Alligator Weed. The first Round of Herbicide treatment for Harrington Park was also completed in December. 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 the Nepean river.	Council's Noxious Weeds Officer managed three noxious weed control projects. The final rounds of Herbicide treatment were completed for the Nepean River Alligator Weed project and Harrington Park Alligator Weed Project. In addition to this the Salvinia removal project was also managed by Council's Noxious Weeds Officer. To date all projects have had positive results with ongoing monitoring and control required. With the recent significant rainfall events there is substantial chance that the weed has spread as a result of localised flooding. The full effects of this have not yet been assessed.
	Increase Council resources towards weed control	Increase in weed control activities	Increase in weed control activities is programmed for next year when specialist staff will be added.	Increase in weed control activities is programmed for next year using additional specialist staff.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved		7.1. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Parks and Playgrounds was 6.90 in 2013 which has remained stable since 2011.
Children have places to play	Number of parks and playgrounds per 1000 children	Stays the same or increases		Input has been provided to all new development plans to ensure that ratio of parks and playgrounds to children stays the same as it is or Council see an increase of the number of parks and playgrounds. No data is currently available from developers at the time of reporting.		Input has been provided in relation to the strategic planning of Emerald Hills and Leppington release areas. Discussions held regarding an All Abilities playground to be developed in the Oran Park precinct. Data is not currently available at this time.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment		Condition of parks and playgrounds have continued to be maintained at the same service level.		Some improvements in condition of parks and playgrounds were achieved from additional asset replacement/renewal through the on-going Community Infrastructure Renewal Program

Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Strategic Planning of Parks and Playgrounds	Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community	Community Satisfaction	A strategy was developed for the delivery of proposed playspaces in the Oran Park release area given the issues identified for each particular site and known constraints. The playspaces to include not only playground equipment but sites have been identified for dog play areas and fitness equipment to providing cater to a broader range of users.	Specifications for sports field construction were developed to provide a guide to construction of new fields.
	Provide input, comments and advice on strategic documents related to new subdivisions and new release areas	Input provided	Comments provided on the delivery of Harrington Grove VPA delivery of sporting facilities, various DA applications for site specific developments as well as the Draft Public Art Policy.	Comments provided on proposed Emerald Green subdivision, as well as detailed design of proposed passive open space in Springfield Park and Oran Park.
	Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems	Database updated	List of all open space areas that are not currently named has been developed with a view to determine which areas warrant separate names.	Work progressing. Developers of Oran Park have been advised to follow the process to formally name the new reserves which are due to be handed over to Council.
	Review existing website information and printed literature to ensure all new sites are listed and referenced	Annual review undertaken	Input provided to website review. System to be developed for the amendment of website data relating to new sites.	The wet weather information regarding sporting field closures were revised to include each weekend day. Curry Reserve information updated to be clear that no bookings are required.
Policy Development for Parks and Playgrounds	Develop policies on level of provision and range of play space and opportunities	Policies are current	Current policies still relevant and under review.	Recreation Demand Study was commissioned to provide direction for the needs of current and future communities in existing and new areas.
	Develop standards guidelines for reviewing parks and playgrounds at end of life cycle	Guidelines completed	Work scheduled for April 2013. A process of community consultation has been trialled for Rosevale Reserve following vandalism of the playground.	Progress delayed while Recreation Demand Study was being commissioned.

Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Upgrade of facilities at Ron Dine Reserve – new clubhouse, upgrade of power and additional sportsfield light, improvements to existing irrigation	Upgrades completed as planned	Designs were completed through consultation with the user groups. Construction works are currently being undertaken and on schedule.	Works are 95% completed. The power supply has been upgraded and is operational. The new clubhouse is completed with minor finishing works such as landscaping and access paths remaining. Contracts for the sports field lighting have been awarded.
	Playground Replacement Program	Completion of program	The playground replacement program is progressing as planned; those completed so far include Forest Park Reserve in Harrington Park and Apex Park Reserve in Barsden Street.	All works in the 12/13 playground replacement program have been completed.
	Community Infrastructure Renewal Program – Parks Equipment (contingent on funding beyond 2012/13)	Completion of Program	This is scheduled to commence in February 2013, work will include renewal of some equipment in Macarthur Park and Onslow Park.	This part of the Community Infrastructure Renewal Program fund is to be revoted for replacing Onslow Oval fencing in the following year.
	Provision of Council's parks and playgrounds requirements in new release areas under Voluntary Planning Agreements or Section 94 Plans: <ul style="list-style-type: none"> • Spring Farm • Elderslie • Turner Road • Oran Park 	Facilities provided to Council's requirements	Council's Recreational and Community Working Group continues to work with developers to deliver the facilities listed under the VPA's.	Council's Recreational and Community Working Group continues to work with developers to deliver the facilities listed under the VPA's. Oran Park Wayne Gardner sportsground amenities building inspected for compliance with requirements at near completion. Layout of additional sportsgrounds commented on for finalisation of design at Oran Park and Emerald Hills.
	Commence implementation of Kirkham Reserve Masterplan	Implementation commenced	Investigation and assessment of the facilities is currently being undertaken to identify best value location for facilities.	Power to the site has been upgraded. Stage 1 of the netball courts rehabilitation is completed. Further improvements have been identified for inclusion in the 13/14 budget.
	Fairfax Reserve Harrington Park Lighting Upgrade	Completion of upgrade	These works have been completed by the user group.	These works are completed and operational.
	Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards	100% of programs completed	This on-going program is progressing as expected, all maintenance/repair works have been done promptly whenever required.	Program completed with all maintenance/repair works done promptly as required.
	Rehabilitation of faulty pavement on netball courts at Kirkham Park	Rehabilitation works complete	The rehabilitation of faulty pavements at the Kirkham Park netball courts is currently in	Rehabilitation work on the worst affected







Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields			progress.	courts was completed satisfactorily.
	Narellan Hockey Ground – driveway upgrade	Upgrade complete	Pavement rehabilitation work is to commence in February 2013, and will be followed with bitumen sealing of the remainder of the driveway to the rugby league ground.	The driveway upgrade was fully completed.
	Narellan Jets Driveway Upgrade	Upgrade complete	Bitumen sealing of Narellan Jets’ driveway is programmed to commence in February 2013.	The driveway upgrade was fully completed.
	Harrington Park - Additional Field Lighting	Lighting installed	The installation of additional field lighting in Harrington Park is currently in progress.	Installation of additional field lighting was completed.
	General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	This all year activity is progressing as planned, it is expected the program will be completed as required.	Completion of the program was achieved throughout the year and attention provided to requests received.
	Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	This all year activity is progressing as expected, parks equipment and fixtures are likely to be able to meet the minimum standards or better.	All playground facilities were maintained to acceptable standards with exception to a few areas that were affected by high levels of vandalism.
	Maintenance and upkeep of landscaped areas	Completion of program	This all year activity is progressing as planned, all landscaped areas are likely to be kept to acceptable standards.	Program completed, minor disruption experienced due to transition from contract work into day labour work.
	Maintenance and upkeep of sportsfields	Completion of program	This all year activity is progressing as planned with indication that all sportsfields will be able to provide satisfactory playing condition all year around.	Yearly upkeep and maintenance were completed including the servicing of irrigation and lighting systems.
	Annual renovation of sportsfields to maintain standard of field playability	Completion of program	This work has progressed as planned and is likely to be completed on time and within allocated budget.	All planned renovation work were completed including aerations, fertilising, top dressing and pest spraying.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved		6.63. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Environmental Activities was 6.70 in 2013 which has remained stable since 2011.
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing		The trend nationally indicates increasing kilograms per capita which is reflective of the relative affluence in our community. Whilst Per capita percentage of garbage has decreased from 216.26kg to 211.19kg during the reporting period, it is important to note that the general international trend as economies grow is to see an increase in waste generation.		Percentage garbage (red lid bins) has decreased from 211.19kg per capita in the previous reporting period to 209.8kg per capita in this reporting period.
Households are not consuming more water	Household water consumption per dwelling	Stays the same or decreases		Information obtained from Sydney Water shows that the average household in Camden LGA consumed 203.5kL in 2011/12 which was similar to the Sydney average of 203kL. Where the average unit consumed 133.74kL in 2011/12 below the Sydney average of 156kL. In the previous year Camden residents had consumed 214kL compared to the Sydney average of 211kL and Camden units consumed 179kL compared to Sydney's average of 189kL. Hence overall there has been a reduction in water consumption.		Information obtained from Sydney Water shows that the average household in Camden LGA consumed 203.5kL in 2011/12 which was similar to the Sydney average of 203kL. Where the average unit consumed 133.74kL in 2011/12 below the Sydney average of 156kL. In the previous year Camden residents had consumed 214kL compared to the Sydney average of 211kL and Camden units consumed 179kL compared to Sydney's average of 189kL. Hence overall there has been a reduction in water consumption. Data for 2012/13 will be available in October 2013.

<p>Council utilises natural resources more efficiently</p>	<p>Water and energy (electricity and gas) consumption</p>	<p>Decreasing on same period previous years</p>		<p>In 2011/2012, Council consumed 71,574kL of potable water compared to 80,387kL. This is almost an 11% decrease.</p> <p>In 2011/2012, Council consumed 4,036,675kWh in comparison to 3,869,911kWh in 2010/2011 which is a 4.13% increase. Of Council's largest energy consuming sites, increases in energy consumption was noted at Camden Pool, Mount Annan Leisure Centre, Narellan Administration Office, Camden Administration Office and Narellan Library. However a decrease in energy consumption was noted at Camden Library and the Civic Centre.</p>		<p>In 2012/2013, Council consumed 3,994,426kWh in comparison to 4,036,675kWh in 2011/2012 which is a 1.1% decrease. Of Council's largest energy consuming sites, decreases in energy consumption was noted at Camden Pool, Mount Annan Leisure Centre, Narellan Administration Office, Camden Administration Office, Camden Library and Narellan Library. However an increase in energy consumption was noted at the Civic Centre.</p>
<p>The community is becoming more educated about sustainability</p>	<p>Number of participants in environmental education programs</p>	<p>Maintained or improved</p>		<p>During the reporting period, Council has continued to educate the community about sustainability through events such as the Living Macarthur Nature Photography Competition (10 participants in a Walk & Talk and 22 of the 118 entrants to the competition were from the Camden LGA); Sustainable Schools Expo (12 of the 38 participating schools were from the Camden LGA); 5 visits to local preschools; 9 story time sessions that engaged 227 children and 173 adults); and the Elderslie Public School Medieval Fete.</p>		<p>During the reporting period, Council has continued to educate the community about sustainability through events such as the Zombie Apocalypse addressing food and water sustainability to 40 local young people. An extension of the Living Macarthur Nature Photography Exhibition enabled a special biodiversity exhibition at the Artycaf during January. Council also facilitated several staff initiatives including 2 'Food 4 Thought' events and Earth Hour to address sustainability issues including food waste and energy use. Council has secured \$77,296 funding for education programs addressing wood smoke and food waste. Eight Storytime sessions provided opportunity to address energy use and waste issues for Earth Hour and World Environment Day respectively for over 360 participating children and accompanying adults.</p>

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	During the reporting period preparation of a Sustainability Policy for Council commenced.	Preparation of an Environmental Sustainability Policy for Council is underway. It is expected this policy will be finalised in the first period of 2013/14.
Environmental Policy	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	During the reporting period, resources were not available to implement Council's Sustainability Action Plan as funding has not been received from the WaSIP program.	During the reporting period, resources were not available to implement Council's Sustainability Action Plan as funding had not been received from the WaSIP program.
	Prepare Council's State of the Environment Report	Report completed November 2012	A State of the Environment Reporting requirements were met as part of 2011/12 Annual Report, published November 2012. Next report is due in 2016, however, Council will continue to update and report on the Sustainability Indicators regularly as data becomes available.	The next report is due in 2016, however Council will continue to update and report on the Sustainability Indicators regularly as data becomes available
Environmental Awareness and Education	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	Preparation of an Education for Sustainability Strategy for the Camden LGA is underway and due to be completed by June 2013.	A draft Education for Sustainability Strategy for the Camden LGA has been prepared. It is expected to be finalised in the first period of 2013/14.
	Undertake a range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	During the reporting period, 5 preschools within the Camden LGA participated in a waste and recycling workshop and 9 storytime sessions had a sustainability focus. In addition, Council hosted a walk & talk as part of the Living Macarthur Nature Photography Competition and 12 schools from the Camden LGA attended and participated in the Sustainable Schools Expo 2012.	<p>During the reporting period:</p> <p>8 Storytime sessions (with a total of 235 children and 129 adults) were held at Camden and Narellan Libraries for Earth Hour and World Environment Day addressing energy use and recycling.</p> <p>Water/catchment workshops for over 800 students and their teachers from 7 local primary schools.</p> <p>Waste and water lessons for 60 primary school students.</p>

				<i>Schools Healthy Catchment Kits</i> were delivered to new schools within the Camden LGA.
Environmental Awareness and Education	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	A total of 250 students and 70 accompanying teachers from 38 schools in the Macarthur and greater South Western Sydney Region participated in the Sustainable Schools Expo on 12 September 2012. Of the 38 schools participating in the Expo, 12 were from the Camden LGA, including 6 presenting schools.	The 2013 Sustainable Schools Expo is scheduled to occur on 11 September 2013.
	Provision of information on Council's website relating to environmental sustainability	Information is current	Information relating to current programs and Sustainability Indicators are on Camden 2040 website and is updated as required.	Information relating to current programs and Sustainability Indicators are on Camden 2040 website and is updated as required.
	Seek grant funding for additional education programs and conduct those programs for which funding is received	Successful grants as a proportion of all applied for	During the reporting period, an application was submitted to undertake a Woodsmoke Reduction Education Campaign. It is anticipated that the successful candidates of these grants will be announced in February 2013.	Council was successful in its application to undertake a Wood Smoke Reduction Education Campaign. This project is currently being implemented. In addition, Council was successful in obtaining grant funding under the NSW Government's Love Food Hate Waste Program. This project which aims to reduce the amount of food waste disposed of will be implemented in 2013/2014.
Water and Energy Action Plan	Implement initiatives to reduce energy consumption at ten nominated Council sites	Number of activities completed as planned	Funding has been made available to implement projects from Year 1 of the implementation schedule; these projects include Power Factor Correction at Mount Annan Leisure Centre, Sub-metering at Narellan Library, and pump savings at Camden Pool.	Projects from Year 1 of the implementation schedule have been implemented and are estimated to save Council approximately \$20,000 annually.
	Implement initiatives to reduce water consumption at ten nominated Council sites	Number of activities completed as planned	Funding has been made available to implement projects from Year 1 of the implementation schedule; these projects include sub-metering at Camden Pool, Mount Annan Leisure Centre, Wandarrah Reserve and Camden Civic Centre.	An order has been made to install water monitoring at Camden Pool, Mount Annan Leisure Centre and the Civic Centre. This is estimated to save Council approximately \$20,000 per annum in water consumption charges.



Water and Energy Action Plan	Continuation of the Waste and Sustainability Improvement Payment (WaSIP)	Number of projects completed as planned	The State Government has not yet confirmed the continuation of the WaSIP program for 2012/2013 and therefore no new projects have commenced.	During the reporting period, the NSW Government advised Council that the WaSIP program was being replaced with the Waste Less, Recycle More initiative. Under this initiative Council received the \$363,078.41 to assist in the transition to a suite of new local council grants and programs to commence in July 2013. The funds will be utilised in delivering 9 projects in 2013/14 including Sustainable Camden Communities, Renewable Energy Offset Program, a Waste Education Package for new residents and implementation of actions identified in the draft Local Biodiversity Strategy.
	Implement outcomes from renewable energy generation options study	Outcomes implemented as planned	Solar Technology Australia has been engaged to install a 79.5kW system at Narellan Library. This installation is due to be completed by June 2013.	A 79.5kW solar photovoltaic system has been installed at Narellan Library. This system is expected to generate approximately 30% of the Library's electricity needs. In addition, with funds from the 2012/13 WaSIP program, an additional 20KW will be added to the system at Narellan Library and a system installed at Camden Library in 2013/14.
	Undertake study into Council's street lighting network for options to move to more energy efficient technologies	Study complete	During the reporting period Council engaged consultants Ironbark Sustainability to identify options for Council to move to more energy efficient street lighting technologies. This report is due to be completed in early 2013.	A draft Business Case for Council to move to more energy efficient street lighting technologies has been prepared. This report is expected to be finalised shortly.
	Implementation of climate change risk assessment for Council's operations	Implementation complete	Implementation of actions identified in the Climate Change Risk Assessment for Council's operations is being implemented as resources are made available. During the reporting period, the South Creek Flood Study was undertaken.	Implementation of actions identified in the Climate Change Risk Assessment for Council's operations is being implemented as resources are made available.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Enforcement of Legislation and Policies was 6.32 in 2013 which is a statistically significant decrease in satisfaction since 2011.

Comment

As noted above, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result.

Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Monitoring, inspection and investigation of illegal activities	Ensure relevant legislation is considered and applied in Development Applications, including Noise, Contaminated Lands, Air Quality (incl. odour), Salinity and Water Quality	Timely advice is provided on Development Applications	Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation with the high majority being returned with advice within the normally requested period of 14 working days. For certain large scale or complex applications a longer response time may have been required due to the additional detailed level of assessment required prior to providing a suitable	Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation. The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.

Monitoring, inspection and investigation of illegal activities			response.	
	Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like.	Investigation initiated within service standard	All monitoring, inspection and investigation of illegal activities pertaining to fencing, unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc are investigated within the service standard.
	Investigate and enforce legislation in relation to barking dogs	Investigation commences within service standard	All barking dog complaints were investigated within the 7 days service standard.	All barking dog complaints were investigated within the service standard. Last report there were 19 barking dog complaints received with 7 of these complaints receiving a further complaint This reporting period there were 26 barking dog complaints received with only 3 second complaints made from the original complainant.
	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	There were a total of 36 overgrown complaints within 1/7/2012 and 31/12/2012 in which 75% were investigated within the service standard period.	There were a total of 59 overgrown complaints within this reporting period in which 81% were investigated within the service standard period.
	Investigate and enforce legislation relating to microchipping and registering of dogs and cats	Increasing percentage of impounded animals comply with registration requirements	This measure remains unchanged when compared to the last reporting period with 61% of dogs arriving at the pound were microchipped and 10% of cats were microchipped.	This measure is similar to the previous report being 62% of the dogs arriving at the pound were microchipped and 7% of cats were microchipped. It is hoped that this percentage will increase with the free microchipping program being undertaken in this period.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	No statistically significant change noted between 2009 and 2011. The results will be updated after the next Community Satisfaction survey conducted in 2013 and will be available in the next Delivery Program report.	●	The mean satisfaction score for Appearance of Public Areas was 6.99 in 2013 which has remained stable since 2011.
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%	●	All maintenance cycles have been completed within approved service levels.	●	Appearance of public areas have been maintained to acceptable standard.

Report on Delivery Program Activities

Local Service 2.8: Appearance of Public Areas				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Public Amenities	Daily cleaning of public amenities and repair of fixture and fittings within them	Completion of program	Public amenities have been attended to on a daily basis and when required during special events.	Program completed, amenities were attended on a daily basis and whenever required for special events.

Public Amenities	Installation of new amenities at Cut Hill Reserve	Installation complete	Investigation works are being undertaken in discussions with user groups to determine whether a new facility or rectification of existing will provide a best value for money. Stakeholder consultation being finalised, by Capital Works.	Following consultation with stakeholders, designs have been completed. The existing clubhouse and toilets have been demolished. Construction is scheduled to be completed February 2014.
Pavement Cleansing	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Pavement surfaces have been cleaned periodically or regularly as required.	Program completed, selected pavement surfaces were attended regularly and as required.
Litter Pick Up and Removal of Dumped Rubbish	Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves	Community satisfaction with the appearance of public areas	Litter and rubbish have been attended to periodically or whenever the needs arise.	Litter and rubbish have been attended to promptly however additional litter due to wet weather created minor backlog.
General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs	Attending bench seats, litter bins, fences, walls, gates, water bubblers, signs and bus shelters, etc. and clean, repair or replace them as necessary. Remove graffiti that are found and those reported by the public	Park and street furniture are functional and available for public use for at least 90% of the time	No facility was reported being unavailable for public use for extended period except those that were subject to vandalism.	Program completed, with exception of 1 bus shelter and 3 playground equipment being unavailable beyond the stipulated 10% down-time.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved		6.79. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report		The mean satisfaction score for Economic Development was 6.58 in 2013 which has remained stable since 2011.

The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing	●	The total number of jobs in the Camden LGA in March 2012 was 15,055, up from 14,332 in 2011. ¹	●	The total number of (projected) jobs in the Camden LGA in February 2013 was 19,889 up from 15,055 in 2012.
Gross regional product will increase	Gross Regional Product	Increasing	●	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)	●	Gross Regional Product has grown annually over the past 5 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10, 1.8% in 10/11 and 0.9% in 2011/12 (based on chain volume measures supplied by AECGroup).

Report on Delivery Program Activities

Local Service 3.1: Economic Development				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Economic Development Initiatives	Support economic development through the shared service arrangement with Campbelltown and Wollondilly Councils as part of the Macarthur Regional Organisation of Councils	Participation in MACROC	Council continues to participate in MACROC.	Council continues to participate in MACROC.
	Represent Council at Chambers of Commerce meetings	Council is represented at Chamber meetings	Council is represented at Chamber of Commerce meetings. Council officers attended the October meetings of both Camden and Narellan Chambers with the express purpose of discussing the consultation process for the review of Camden 2040. Surveys were collected from Chamber members at these meetings. Further, the presidents of both Chambers were consulted in November during the initial stages of the preparation of the Economic Development Strategy to enable their input into the process.	Council is represented at Chamber of Commerce meetings. Council officers presented at the March 2013 meetings of both the Camden and Narellan Chambers of Commerce in relation to the draft Economic Development Strategy.

¹ Statistical data is current as at 2011 ABS Census







Economic Development Initiatives	Prepare an Economic Development Strategy	Strategy prepared	Council engaged a consultant in November to prepare the Economic Development Strategy. Initial consultations were held with key internal and external stakeholders, with a workshop to be held with Councillors in January 2013. The strategy is intended to be publicly exhibited during March and April 2013.	A draft Economic Development Strategy was prepared and publicly exhibited during March 2013, concurrently with Camden 2040. The Strategy was sent to Council for final adoption in early July 2013.
	Undertake economic development initiatives as identified in Economic Development Strategy	Initiatives implemented as planned	An Economic Development Officer will be recruited in the first half of 2013 to implement the strategies and actions identified in the Economic Development Strategy.	Recruitment of the Economic Development Officer took place in the first half of 2013, with the successful applicant commencing on 1 July 2013.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Tourism was 6.75 in 2013 which has remained stable since 2011.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing		The current website data was altered making it incomparable to previous statistics. A new look updated website will be launched in March 2013 and statistical updates will be available from this time.		Since its implementation in February 2013 the Macarthur.com.au website has had an average of 152 visitors per day. This figure will be used as a benchmark to monitor changes in the next period.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing		Visitation numbers have increased slightly over the last 6 month period. The months that saw the largest increase include July at 14.78% and September at 13.11%.		Visitation numbers have increased on an average of 21% over the past 6 months. We have also had a 25% increase in phone calls and a huge increase of 139% of emails received. The majority of these increased enquiries were in relation to Camelot following from the TV Series "A Place to Call Home".

Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves	●	Open discussions with visitors, surveys conducted at tourism events and follow up phone calls after group tours indicates that visitors are extremely satisfied with their experience in the Macarthur region.	●	We have received a complaint regarding inaccurate information being distributed via the Visitor Information Centre however, we continue to receive positive feedback from visitors to the centres and Macarthur events.
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Report on Delivery Program Activities

Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Tourism Product Development and Partnerships	Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region.	Increase in cooperative projects & packaged experiences	The number of group tour packages and special group rates continues to grow in the region. Although there have been some business closures, there is an increasing number of tourism based businesses and tours opening.	Group Tours continue to be developed and improved to meet the changing needs of the target markets. Staff have also worked closely with operators to develop package deals to promote.
Marketing and Promotion	Use Public Relations, branding, trade shows, marketing material and advertising to increase awareness of the area and the experiences offered.	Increased website enquiries, increased tour & accommodation bookings.	<p>Statistical information was not available during the website redevelopment period (July – Dec). Finalisation of the new website will enable reporting from March 2013.</p> <p>Local accommodation venues have reported busy periods over the spring/summer period compared to the previous period in 2012.</p>	<p>Since its implementation in February 2013 the Macarthur.com.au website has had an average of 152 visitors per day. This figure will be used to monitor increases for the next period.</p> <p>Accommodation Venues have been particularly busy late in this period due to a number of sports carnivals and events being held in the Macarthur region.</p>
Visitor Servicing	Operate a seven day information service and visitor centre	Maintain Level 2 Accreditation	Accreditation Extension Application was approved in January 2013. Level 2 accreditation is maintained.	Level 2 accreditation is maintained.
		Visitors increase	Visitation numbers have increased slightly over the last 6 month period. The months that saw the largest increase include July at 14.78% and September at 13.11%.	Visitation numbers have increased on an average of 21% over the past 6 months. We have also had a 25% increase in phone calls and a huge increase of 139% of emails received.




Visitor Servicing	Provide quality and accurate information to potential and current visitors to encourage visitation to the region.	Information is current	The Visitors Information Centre continues to provide accurate and current information to visitors. The Regional Visitors Guide circulation has been altered to allow annual update and reproduction, as oppose to updating every eighteen months.	The Visitors Information Centre continues to provide accurate and current information to visitors. A complaint was received that the information given was inaccurate and the VIC Coordinator is working on a program to assist volunteers in being up to date with information.
	Work with The Mt Annan Botanic Garden, which is currently investigating options for the development of a Regional Information Centre.	Council has participated in the exploration of options	Council has met with members of the Australian Botanic Garden, Mount Annan and provided its support for the concept of a Regional Visitor Information Centre to be located at the Garden. Further updates on progress is expected.	No information has been distributed by the Botanic Garden during this period. Council staff will continue to provide support to this project as it develops.
Event Support and Sponsorship	Provide financial and in kind support to organisations holding events in Camden that could potentially attract large numbers of spectators/participants from outside the Camden LGA.	Local events are well attended with evidence of Visitors from outside the area.	An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could potential attract visitors to the area. A survey taken at the Taste Food and Wine Festival indicated that 60% of attendees over the day were from outside the Camden LGA.	An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could potential attract visitors to the area.
Group Tour Development	Run group tours and provide customised tour packages to tour groups.	Increased group tour bookings.	40% increase in group tour bookings compared to the same period in 2012.	Group Tour bookings were down for this period, it is believed that because sales calls were not undertaken in this time that numbers dropped off. The Sales calls will be reintroduced.
Industry Support	Provide strong leadership that can advocate for small, local operators and be the driving force behind the operator network.	Operators feel educated, informed and involved	Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.	Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Management of Significant Places was 7.15 in 2013 which is a statistically significant decrease in satisfaction since 2011.
The community is actively engaged in planning for places	Percentage of planning processes for 'significant places' that had resident engagement processes	Stays the same or increases		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment. In addition, the Camden 2040 community engagement process provides the opportunity for the community to be involved in the planning for the places at the strategic level.		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment. Public exhibition processes were undertaken during this period for the draft Camden 2040 review and Economic Development Strategy.
Significant place strategies are developed	Proportion of significant places and town centres that have place strategies	Stays the same or increases		At this stage only the Camden Town Centre has a strategy in place beyond planning controls. Further work needs to be undertaken in this area.		At this stage only the Camden Town Centre has a strategy in place beyond planning controls. Further work needs to be undertaken in this area. Council's adopted Delivery Program budget for 2013/14 onwards has funding to undertake a review of the Camden Town Strategy over 2013/14 and 2014/15.

Comment

As noted above, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result.

Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Place Strategies and Development Controls	Council develops appropriate strategies and development controls for the significant places and town centres throughout the LGA having regard for the unique and different roles these places have	Appropriate strategies and development controls are in place for significant places	Development Controls exist for all places. From time to time these are reviewed. Further work is required in this area.	Development Controls exist for all places. From time to time these are reviewed. Further work is required in this area.
Camden Town Centre Works Program	Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy	Consultation is ongoing	Council is Currently undertaking a traffic study to identify traffic needs for the implementation of the Camden Town Centre Strategy.	The traffic study to inform the future of this project is 90% completed. Council will review the future of this project following the outcome of this study.
Significant Places Maintenance Program	Carefully maintain significant historical and cultural areas, precincts and buildings that are within Council's ownership	Preparation and implementation of management and maintenance plans for properties owned by Council	Management plans have not been developed, however, a building maintenance plan is being developed and implemented.	Preparation of some management and maintenance plans will be funded in 2013/2014.
Oran Park Town Centre Governance Arrangement	Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre	Governance Model Adopted by Council	Works are progressing on developing a Community Management Framework for the Town Centre. A Public Areas Access Management Plan is a key feature of this framework. Several meetings have occurred with relevant stakeholders to document standards of amenity within the Town Centre.	Works have now progressed to the point where the Community Management Framework can be presented to Council for consideration.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Transport Options was 6.14 in 2013 which is a statistically significant increase in satisfaction since 2011.

New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year		New cycleways are created by developers as part of subdivision work, statistic on the length of new cycleways constructed is reported at financial year end. No data available at the time of reporting.		Council through direct works and developer driven works has significantly increased the number of cycle ways and paths constructed in the LGA. 1.7km of shared path has been constructed by Council in 2012/13.
Identified projects are completed as planned	Projects are meeting specified timeframes	80%		Traffic related Projects are tracking at 80% completed on time.		Traffic related Projects are tracking at 100% completed on time.

Report on Delivery Program Activities

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Network Extension	Seek grants for extension of cycleways and paths and implement successful grant programs	Kilometres of new footpaths and cycleways delivered through grant funding	\$118,000 grant funding received towards two shared path projects. Hilder Street / Lodges Road shared path constructed by October 2012. Camden Valley Way shared path programmed for construction in February 2013. \$50,000 grant funding received for Nepean River gravel trail in October 2012. Total KM's completed to date is 1.5KM of cycleways.	1.5km shared paths have been constructed by Council in Hilder Street and Lodges Road between July - October 2012. 200m of shared path constructed by Council between April - June 2013. Nepean River Gravel Trail programmed for 2013/14. Cycling Advisory Group started quarterly meetings in February 2013. Camden Bike Plan revision underway for completion in 2013/14.





<p>Regional Transport Network</p>	<p>Lobby State Government for the upgrade of State Roads including:</p> <ul style="list-style-type: none"> • Camden Valley Way • Northern Road • Narellan Road • Bringelly Road • Remembrance Drive 	<p>Number of requests to State Government to upgrade State Roads</p>	<ul style="list-style-type: none"> • Ongoing liaison during construction of Camden Valley Way Upgrade. • Review of Environmental Factor (REF) comments provided for Northern Road Upgrade in November 2012. • Pre-REF comments provided for Narellan Road Upgrade in December 2012. • Stakeholder consultation undertaken for Bringelly Road Upgrade in December 2012. Council to comment on 50% design plans in March 2013. • RMS commenced construction of Remembrance Driveway / Burrangorang Road signals in January 2013. Council continues to lobby for additional pedestrian steps. • Council lobbying for further intersection and lighting upgrades on Remembrance Driveway. 	<ul style="list-style-type: none"> • Council provided response to Narellan Road REF in June 2013. • RMS completed Burrangorang Road / Remembrance Driveway signals in April 2013. Council has secured RMS funding to undertake additional works in the verge. • Council is working in partnership with DoPI to develop Rickard Road Transit Boulevard and has successfully lobbied for east-west a sub-arterial through Leppington through this project.
	<p>Lobby State Government for greater access to public transport and an increase in the variety of public transport options</p>	<p>Number of opportunities taken to lobby the State Government</p>	<p>New bus services to Gregory Hills and Oran Park from Narellan commenced from April 2012. Council facilitating construction of associated infrastructure.</p>	<p>As above</p>
<p>Regional Transport Network</p>	<p>Road designs to be finalised for the following:</p> <ul style="list-style-type: none"> • Camden Bypass Intersection • Richardson Road and Link Road 	<p>Partnership entered into with the State Government</p>	<p>Designs complete. Construction commenced December 2012.</p>	<p>Road designs for both works have been completed, construction has commenced.</p>
	<p>Coordinate discussions with the Department of Planning and Landcom to implement funding arrangements and project delivery for the construction of the Link Road between Elderslie and Spring Farm</p>	<p>Funding arrangements implemented</p>	<p>Funding secured. Street lighting agreement to be finalised.</p>	<p>Construction is currently underway.</p>

Local Service 4.2 – Road Safety

What is Road Safety?

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

Report on Delivery Program Success Indicators

Local Service 4.2: Road Safety						
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Road Safety was 7.05 in 2013 which is a statistically significant increase in satisfaction since 2011.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.

Report on Delivery Program Activities

Local Service 4.2: Road Safety				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Road Safety Strategy	Drink drive prevention - education and awareness programs	Programs completed as planned	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed and drink driving. This is including provision of resources and advertising 'bursts' to coincide with local operations. Two campaigns conducted in reporting	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed and drink driving. This includes provision of resources and advertising 'bursts' to coincide with local operations. A campaign was held over the Easter and

			period. Council will continue to support local Enhancement Enforcement Programs (EEP) and Regional operations through local advertising and some staff support.	Anzac Day period. Council will continue to support local Enhancement Enforcement Programs (EEP) and Regional operations through local advertising and some staff support.
	Slow Down - Speed awareness programs	Programs completed as planned	As Above.	As Above.
	Older Drivers - Years Ahead - annual workshop on road safety for seniors	Number of participants	Preparation of this program is in progress and it is anticipated that this will occur during Seniors Week in 2013.	Project not delivered due to heavy program in Seniors Week. Program to be re-evaluated in 2013/14 in consultation with Community Services.
	Memorandum of Understanding (MOU) with Camden Police for a weekly reporting and management system for traffic issues within the LGA	Weekly reporting occurs	Regular reports are logged by Traffic Services. The MOU is due for review and the Council will work with Camden Highway Patrol to achieve this.	Regular reports continue to be logged by Traffic Services. The MOU has been updated and is now active for the next 12 months.
Learner Driver Programs	Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils – 7 events held per year	Number of participants	4 events held during the reporting period, a further 3 events are scheduled for 2013.	2 daytime events and 1 nighttime event were held during the reporting period. A further 2 daytime events and 2 nighttime events are scheduled for 2013.
	Macarthur Young Drivers Assistance Program to progress six disadvantaged learners to obtain their P1 licence – 6 people assisted per year	6 young people assisted each year	6 students have completed the program. Driving lessons continue for 4 learner drivers.	Driving lessons still continue for the remaining 4 students participating in the program.
Learner Driver Programs	Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers – 2 workshops per year	Number of participants	First workshop held in October 2012. The next workshop scheduled for April 2013. 16 Supervisors of learner drivers attended this workshop.	A workshop was held in April 2013. The next workshop is scheduled to be held in August 2013.
Occupant Restraint Fitting and Checking	Five fitting and checking days conducted per year	Number of restraints fitted or checked	3 events held in reporting period. 2 further events scheduled for 2013.	2 child restraint fitting and checking days have been held in the reporting period, with over 60 restraints fitted and / or checked. A further 2 days are scheduled to run in 2013.
School Programs	School Safety Program to carry out engineering, education and enforcement with schools as scheduled	Activities conducted as scheduled	The School Safety Program continues to be rolled out to schools in the Camden LGA. Council continues to work with new schools to ensure and improve road safety. 4 Schools have been scheduled for program roll out between	The School Safety Program has been held at Narellan Vale, Harrington Park and Elderslie Public Schools during the reporting period. Further schools are scheduled for 2013.


			February and June 2013.	
	Drive to Stay Alive - road safety programs held in high schools	Program conducted at 4 high schools per year	Program conducted at 4 high schools during reporting period with an additional program run at Camden High School.	Program conducted at 5 schools within the period.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Local Traffic Management was 6.21 in 2013 which is a statistically significant increase in satisfaction since 2011.
Approved projects are completed as planned	Projects are meeting specified timeframes	80%		Projects on target.		Council has completed the majority of works planned to be delivered within the 12/13 reporting period. 100% of these projects were completed on time.
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%		90% of recommendations achieved.		99% of recommendations achieved.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.
Number of "Black Spots" reduce (based on State Criteria)	Number of "Black Spots"	Reduction		Only one potential black spot location identified against Roads and Maritime Services criteria for 2013/14.		Crash data for Camden Valley Way / Kirkham Lane intersection following Black Spot Program implementation in June 2011 indicates no recorded crashes over 12 months of data available.

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Local Traffic Committee	Facilitate the operation of the Local Traffic Committee - act as Secretariat, manage and implement the Committee's recommendations	Percentage of recommendations completed on time	90% of recommendations completed on time. Only 2 outstanding recommendations to be completed, with design underway and awaiting funding.	All new recommendations completed on time. Design complete for one remaining recommendation. Funding application planned for 2013/14.
Design and Construction	Design and implementation of parking and traffic management facilities	Design programs are completed and implemented to time and all relevant specifications	Preliminary design completed for Murray Street Pedestrian Crossing, Menangle Road Pedestrian Crossing, Cawdor Road Pedestrian Crossing, and Tramway Drive Bus Bay. Southdown Road Pedestrian Crossing constructed in September 2012.	Designs completed for Cawdor Road Pedestrian Crossing, Menangle Road Pedestrian Crossing, Tramway Drive Bus Bay and Fairfax Reserve. Menangle Road Pedestrian Crossing implemented June 2013.
	Camden Town Centre Traffic Studies and Minor (Concept) Works (budget)	Traffic Studies Complete	Feasibility undertaken. Study tender due to be issued February 2013.	80% complete. Consultant advised to undertake revision of some elements of work.
	Camden CBD - additional parking for people with a disability	Design commenced	Accessible parking facilities within the Camden CBD was complete in 2011/12 there has been no additional accessible parking implemented within this reporting period.	Accessible parking facilities within the Camden CBD was complete in 2011/12- there has been no additional accessible parking implemented within this reporting period.
	Harrington Street Pedestrian Refuge Design	Pedestrian Refuge design implemented	The refuge design was completed in 2011/12 and the facility has been constructed and is now operational.	The refuge design was completed in 2011/12 and the facility has been constructed and is now operational.
	Disability Discrimination Act Compliance of Bus Stops	% of bus shelters completed	Currently 45% compliant. Site assessment for 2012/12 program is underway. On target to achieve full compliance.	72% of bus stops compliant except tactile indicators. Investigation of tactile indicators underway.

Black Spot Funding Program	Identification of black spots, secure funding for remedial works and undertaken works according to funding received	Grant funding is received for identified black spots	Grant funding received for two projects to a value of \$410,000.	Road Toll Response project identified for Raby Road for 2013/14 did not secure funding. Black Spot Program submission for Burragorang Road / Cawdor Road submission postponed until 2014/15 due to RMS signal requirements.
		Works are implemented on time and to budget	Works on Springfield Road and Macquarie Grove Road are 80% complete. Works also completed on Welling Drive and Currans Hill Drive in September 2012.	Springfield Road and Macquarie Grove Road Black Spot Program complete.
Public Road Management Activities	Management of utilities works, special events and disruption from construction works	Applications are processed within 2 working days of receipt	100% of applications processed within 2 days of receipt.	100% of applications processed within 2 days or receipt.
Camden CBD - additional parking for people with a disability	Commence design brief for the provision of additional parking for people with a disability in the Camden CBD	Design completed	The design brief for the Camden CBD mobility parking program has been conducted and completed.	The design brief for the Camden CBD mobility parking program has been conducted and completed.
John Street/ Mitchell Street Intersection Enhancement	Implementation of design for enhancing intersection	Intersection enhancement completed	Design on hold due to technical constraints. Intersection being assessed as part of town centre study.	Design on hold due to technical constraints. Intersection being assessed as part of town centre study.
Disability Discrimination Act Compliance of Bus Stops	Implement program of works to bus stops to meet compliance requirements of the Disability Discrimination Act	Program completed as planned	Site assessment for 2012/2013 program is underway. On target to achieve compliance.	72% of bus stops compliant except tactile indicators. Investigation of tactile indicators underway.
Maintenance and Replacement of Signs and Line Markings	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users	100% of program completed on time	This activity is progressing as planned, on-going work is done to ensure all line markings and signs meet standards of safety at all times.	Cyclic maintenance on signs and line markings were completed with the additional ad-hoc work as required.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing	Community Satisfaction Survey	Maintained or Improved	●	5.89 in 2011 compared to 5.67 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.	●	The mean satisfaction score for Construction and Maintenance of Local Roads, Footpaths and Kerbing was 6.20 in 2013 which is a statistically significant increase in satisfaction since 2011.
Approved projects are completed as planned	Projects are meeting specified timeframes	80%	●	Projects completed to date have been completed within the specified timeframes. Those projects that are still in works, are expected to be completed by June 2013.	●	Projects were completed on time, even with the amount of disruption due to wet weather. Greendale Road part reconstruction is postponed to following year to be done as joint project with Liverpool City Council.

Report on Delivery Program Activities

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Roads and Kerb & Gutter Maintenance and Reconstruction	Project management of design and construction of existing road upgrades and new infrastructure	Capital projects completed to time and budget	Project management of identified program works are progressing.	The majority of adopted projects have been completed on time and within budget.
	Roads Reconstruction Program – annual program of works to undertake reconstruction of roads as they age	Program completed to time and budget	Road reconstruction program is progressing as scheduled.	Road reconstruction program fully completed except for Greendale Road will be done in 2013/2014 as joint project with Liverpool City Council.
New Roads Construction	Road network expansion as a result of new urban development	Program completed to time and budget	New roads continue to be prepared by developers under planning agreements such as a WIKA.	New roads continue to be prepared by developers under planning agreements such as a WIKA.
	Design and construction of Camden Valley Way/ Hilder Street Intersection	Design and construction completed	Traffic studies have identified these works are not required at this time. Confirmation of rescheduled date to be advised.	Traffic studies have identified these works are not required at this time. These works have been identified as not required in Council's next four year Delivery Program.
	Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development	Traffic management improvements completed	Design works are progressing in preparation for improvements along Macarthur Road.	Design works are 90% completed and budgets for construction have been allocated in the 13/14 financial year.
	Construction of roundabout on Springs Road adjacent to Camden zone substation and kerb and gutter works between this substation and Richardson road	Roundabout constructed	Endeavour Energy delays around joint cable pit works have been resolved and works to begin on roundabout in March.	These works are 60% completed due to delays associated with installation of transmission power which is being delivered by Endeavour Energy. The works are due to be completed by August 2013.

New Roads Construction	Reconstruction of Lodges Rd from rural to urban standard	Reconstruction completed	Roadworks completed. Landscaping works progressing.	These works are completed. The project has been very successful providing greatly improved access to this area. The project has been delivered with substantial savings against the project budget despite difficult site constraints.
	New streetscaping works at Hilder St, Lodges Rd, Link Rd between Lodges Rd and Camden Bypass and Springs Rd	Works completed	Landscaping works have begun on Lodges Road and Hilder Streets. Landscaping of Link road works to be completed prior to opening of Camden Bypass intersection works in August.	The streetscaping works in Lodges Rd and Hilder St. are completed and have significantly improved the amenity and pedestrian access to the area. Streetscaping works at Springs Road have been rescheduled to the 13/14 financial year.
Bridge Maintenance	Conduct annual inspections on bridges, in accordance with the adopted bridge inspection regime, and complete all required follow up actions	All follow up actions completed	Some follow up work on the bridges will be completed during the next reporting period.	Some follow up works were completed, additional work to be funded from future Community Infrastructure Renewal Program.
		Condition rating stays the same or improves	Condition rating has just been recently established; reporting will take place from here on.	Condition rating is unable to be reported as new data is unavailable in this period.
	Reconstruction of "Little Sandy" bridge over Nepean River that was destroyed in recent floods	Bridge reconstructed	Council are in the process of releasing a tender for the reconstruction of Little Sandy bridge.	Reconstruction work has been postponed due to financial constraints.
Roads and Kerb & Gutter Maintenance and Reconstruction	Camden Bypass – Narellan Vale Batter Stabilisation	Stabilisation work complete	This work has commenced and is anticipated to be complete by the end of May 2013.	Works have been completed and have come in well ahead of budget. The remaining revenue has been reallocated to the 13/14 budget for other projects.
	Check and assess the condition of roads and kerb & gutter once a year, program reconstruction and other necessary work to ensure all roads are available for public use with minimum interruptions	100% of program completed	Road condition assessment is unavailable this year, it may be done in 2013/14 if budget allocation is made available.	Program completed, condition of roads/kerb & gutter was monitored and maintained to standard.

Roads and Kerb & Gutter Maintenance and Reconstruction		Condition rating stays the same or improves	Rating is dependent on new data collected during the reporting period; new data is unavailable this time.	Condition rating is unable to be reported as new data was unavailable in this period.
	Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs (contingent upon continuation of funding beyond 2012/13)	Program completed to time and budget	All road and kerb & gutter projects under the program will be completed before the current CIRP ends in June 2013.	Program completed to time and budget, 2012/2013 Community Infrastructure Renewal Program roads, kerb and gutter projects were delivered.
	Increase in maintenance required as a result of continued urban development	Maintenance programs completed	On-going maintenance work is progressing as planned and is to ensure all roads meet the expected standards as the road network grows.	Program completed, all roads and kerb & gutter condition meet accepted standards.
		Condition rating stays the same or improves	Rating is dependent on new data collected during the reporting period; new data is unavailable this time.	Condition rating is unable to be reported as new data is unavailable in this period.
Footpaths, Cycleways and Pathways Maintenance and Reconstruction	Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways this then is followed with rectification work for the removal of dangerous trip hazards	Program completed	4 monthly inspections are temporarily suspended until specialist staff are available, however, required rectification work is promptly undertaken as required.	Footpath condition was monitored and on-going rectification work is promptly carried out as required.
		Condition rating stays the same or improves	Rating is dependent on new data collected during the reporting period; new data is unavailable this time.	Condition rating is unable to be reported as new data is unavailable in this period.
	Community Infrastructure Renewal Program – footpath replacement programs (contingent upon continuation of funding beyond 2012/13)	Program completed	All footpath projects are expected to be completed by the time when the current CIRP ends in June 2013.	Program completed, 2012/2013 Community Infrastructure Renewal Program footpath projects were delivered.
Carparks Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the carparks clean all year around	100% of program completed	On-going work on carparks are being done to ensure they are meeting the expected standards.	Program completed, where carparks were monitored and attended to whenever required.
		Condition rating stays the same or improves	Rating is dependent on new data collected during the reporting period; new data is unavailable this time.	Condition rating is unable to be reported as new data is unavailable in this period.

Carparks Maintenance and Reconstruction	Wandarrah Reserve Car park Design and Construction	Car park constructed	Construction works are expected to commence in May 2013.	This project has been completed.
Street Furniture Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.	100% of routine maintenance program completed	On-going work on street furniture is being done to ensure they are meeting the expected standards.	Condition of street furniture was monitored and on-going and other maintenance work was completed.
		Damage and faults addressed within 10 working days	Response time will be monitored next year when a new work order system is in place and fully implemented.	Response times will be able to be monitored next year when a new work order system is in place and fully implemented.
Bus Shelters Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around	100% of routine maintenance program completed	Routine maintenance work on target	Condition of bus shelters was monitored and on-going and other maintenance work was completed.
		Damage and faults addressed within 10 working days	Response time will be monitored next year when a new work order system is in place and fully implemented.	Response times will be able to be monitored next year when a new work order system is in place and fully implemented.

Key Direction 5 – Enriched and Connected Community

What is an Enriched and Connected Community?

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

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

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





Local Service 5.1 – Recreation Services and Facilities

What is Recreation Services and Facilities?

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

Report on Delivery Program Success Indicators

Local Service 5.1: Recreation Services						
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	Result 1/1 to 30/6/13	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. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.	●	The mean satisfaction score for Recreation Services and Facilities was 7.48 in 2013 which is a statistically significant increase in satisfaction since 2011. This follows a significant increase between 2009 and 2011.

More people participate in active recreation using Council facilities	Sportsfield use requests	Increasing		<p>Total number of bookings July to December : 102</p> <p>Total number of summer season sports ground users is 487 teams as well as 625 athletics competitors. Data from the previous period is unavailable therefore a comparison is unable to be given at the time of reporting. Trend data will be detailed in the next report.</p>		<p>Total Number of bookings January to June: 117</p> <p>Total number of teams using the sports grounds in the winter season were: 651 teams in the sports of Australian Rules, Rugby League, Soccer, Netball and Oztag.</p> <p>There was 88% ground utilisation of available grounds.</p>
	Swimming pool usage	Increasing		<p>Total complex attendances for Mt. Annan Leisure Centre for the period of June to December 2012 was 174,315.</p> <p>Total complex attendances for Oct, Nov, Dec 2012 for the Camden complex was 23,713 This is a slight decrease from the last reporting period which saw Mt Annan's pool attendances at 175,035 and Camden's at 25,737.</p>		<p>Total complex attendances for Mt. Annan Leisure Centre for the period of January to June were 174,682.</p> <p>The total attendance at Camden pool for Jan, Feb and March were 25,945. The poor weather experienced in March impacted on total attendance figures.</p>

Report on Delivery Program Activities

Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Management of Recreation Facilities	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	From July to December 2012, community facilities occupancy rates Monday to Thursday was 25.85%. There were 46 regular hirers in 2012.	Ron Dine Sportsground new amenities building inspected for compliance with requirements at near completion. Draft lease terms negotiated for execution.

Recreation and Facility Planning	Development of policies, strategic documents to guide the development and use of public open space and facilities.	Number of plans and policies developed	A draft strategy has been developed for the provision of netball facilities to service the Camden LGA as the community grows with an alternative site identified to construct the preferred complex. A potential alternative site has been identified to develop a dedicated athletics track to reduce the impact on Onslow Reserve.	Briefs developed for the reconstruction of Liquidambar and Harrington Park sports fields. Recreation Demand Study commissioned to provide update on the existing 10 year old data.
	Development of site master plans for Council's recreational facilities, detailed design to resolve increasing demands for facilities, guide resource allocation, and maximise grant opportunities	Site master plans are completed	Site identified for the provision of a dedicated athletics facility. Discussions held with State bodies for Athletics, Netball, Rugby League and cricket with a view to developing a strategic document for the delivery of sport. Other sports still to be consulted.	Discussions held with Australian Rules, Macarthur District Soccer Association, and Oztag for input to Sportsground strategy. Input provided to layout of Kirkham Park future extensions and proposed 2 new fields. Discussions held with Cobbitty Cricket Club and Cobbitty/Narellan Cricket Club, and Archery regarding location and scope of new amenities for Cut Hill.
	Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions	Number of meetings	Monthly meetings held with YMCA management relating to the pool operations. Discussions also held with YMCA regarding provision of indoor sports venues. Discussions held and a memorandum of understanding has been negotiated with the PCYC for the provision of indoor sports venue.	Monthly meetings with the YMCA completed as well as additional meetings on the asset replacement plan and location of shade structures at Camden pool. Informal meetings held with BEP representatives on the specific issues such as systems and policies and procedures for hire of venue for parties.
Aquatic Recreational Facilities	Contract manage two swimming pools which provide a range of programs to the local community	Attendance	A wide range of activities and programs were offered at the 2 complexes including. Teen Gym, Youth Partnership program, Junior Fitness leader, Junior Gym, Schools partnership program, Mums and bubs, Family Fun days, Crèche, Family friendly classes, Seniors classes and summer celebrations. Disabled programs, as well as mental health programs. The total number of attendances in the	The wide range of programs continue with the addition of Youth Week programs and the trial of a Family Membership. The total number of attendances in the key programs at Mt. Annan which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 132,088.

Aquatic Recreational Facilities			<p>key programs at Mt. Annan which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 131,463 attendances, in comparison to 153,114 for the previous reporting period.</p> <p>This shows a decline in attendance.</p> <p>At Camden the total attendances in the key programs of Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 8724 for the period , in comparison to 23,059 for the previous reporting period, showing a decline in attendance.</p>	<p>At Camden Pool the attendances in the Key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 7,537.</p>
	Commence design work for Stage 2 Development at the Mt Annan Leisure Centre	MALC Stage 2 Design Commenced	Brief resolved with respect to the scale and scope of works necessary to complement the future PCYC indoor sports facility.	Council has commissioned consultants to undertake a Recreation Demand Study for the area. This will consider the most appropriate facilities to be provided and inform the Stage 2 project scope. Design will commence in early 2014 following completion of this study.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	The annual report was not available at this time. However a system is being developed to enable the reporting of attendance and events on a monthly basis to ensure half yearly reports are feasible.	<p>From the 2012 Annual report the following statistics are provided for the 12 month period of Jan – Dec 2012</p> <p>There were 278 activity days:</p> <p>11,748 competitors</p> <p>30,710 spectators</p> <p>43,800 informal users</p>
	Repair of existing bridges	Repairs complete	The repair of existing bridges in the Bicentennial Equestrian Park are in progress and due for completion within the required timeframes.	Main repair work on the bridge was completed with other minor work to be conducted by the Camden Mens Shed group.
	Masterplan implementation – installation of camping power outlets	Installation complete	Installation is programmed to commence in the next reporting period.	Installation commenced and will be completed in 2013/2014.





	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	Attendance at programs and events held at the Camden Town Farm saw an estimated 6,765 visitors utilise the facility via the Community Management Committee. A new committee has been appointed by Council following the quadrennial election.	Programs and events at Town Farm are well attended, e.g. Produce Markets, community garden workshops. Increasing requests from community to hire facility for private functions.
Camden Town Farm	Development of the Camden Town Farm Community Garden	Volunteer Participation	<p>Scarecrow workshop for ages 4-15 in October = 33 participants</p> <p>Kids Workshops in December for ages 2-8 = 28 participants</p> <p>Narellan Congregational Community Services = 5 aged residents planting out potatoes in September, harvested pre Christmas by residents and staff</p> <p>Community Gardens Christmas Function = 30 participants</p> <p>Community Gardeners and volunteers = 70 participants</p> <p>Working bees monthly July – Nov = 10+ each time, 50% retirees</p> <p>Wesley Disability services = 1- 3 clients max weekly July through December = approx. 18</p> <p>St Justin's kinder kids in November = 60 participants</p> <p>Chester Hill community centre 70-95 yr. olds visit = 35 participants</p>	<p>Increasing volunteer participation in Community Gardens – more than 50 members.</p> <p>Continued volunteer participation on 355 committee.</p>
Camden Town Farm				

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Community and Cultural Development and Planning was 7.09 in 2013 which is a statistically significant increase in satisfaction since 2011.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing		Narellan Rhythms Festival continues into its 4th with an estimated attendance of 3,000 community members. With the extension of the artist of the month program, introduction of the About Face Group, growth in response to the Artisan Market, re-introduction of arts workshops with specialised artisans the community has had an increased opportunity to participate in cultural events and activities which has resulted in very positive feedback. Camden Civic Centre has hosted 36 varied cultural events within the three month period including art exhibits, performances and recitals.		Cultural events continue to increase in number as new networks and partnerships are forged. The Artist of the Month, portrait group, Artisan Market, cultural network, school holiday program and collaborative works and exhibitions continue to increase in number. Within the Civic Centre facility alone there have been 30 significant cultural programs or events held within the past three months.

<p>The number of programs implemented for Target Groups grows</p>	<p>Number of programs for target groups</p>	<p>Increasing</p>	<p>●</p>	<p>Number of programs has increased, particular for young people and in new areas.</p> <p>A range of arts programs are run for artists of all ages including About Face, Artisan Market, Artist Network, Artisan workshops and School Holiday programs.</p>	<p>●</p> <p>1 Refugee Week event at Mt Annan High School in March. Estimated participation 300.</p> <p>17 Youth Week Activities across the LGA during April. Estimated participation 1,500.</p> <p>4 youth outreach programs - event at Camden Civic Centre, fitness programs at Mt Annan Leisure Centre, Recreation events at Harrington Park and Thursday night program at Narellan. Estimated total participation 500.</p> <p>3 events for seniors - 2 during Seniors week in May including a bus trip and concert and 1 other Autumn Concert, also in May. Estimated total participation 600.</p> <p>1 Play Day event for children and families at Kirkham Park in May. Estimated total participation 2,000.</p> <p>1 International Women’s Day event in April. Estimated total participation 500.</p> <p>New library resources purchased to promote community acceptance of diversity.</p>
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Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents	Interagencies and networks supported	Camden Interagency facilitated 3 times at different locations: Oran Park Town in August, Spring Farm in October, Camden Civic Centre in Dec. Council represented at: DV Committee meetings, MacUnity, Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum.	Camden Interagency held 3 times – Gregory Hills, Camden Mens Shed, Civic Centre Council represented regularly at the following: DV Committee meetings, MacUnity (ATSI), Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum, Community Relations Commission Regional Advisory Committee, Oran Park Town Community Partners meetings.
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes	Committees and groups supported	355 Committees re-elected, manual updated and distributed to committee members. Administrative support provided to Town Farm Committee, Seniors Committee and CIFA Committee. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.	355 Committees provided with administrative support. Extra funding allocated to Camden Town Farm. Approval of new BEP/Town Farm position. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.
Projects and Programs	Develop and manage projects and programs that address community needs and build local community assets	Projects and programs developed that meet identified community need	Commenced new annual 2012/13 program of school holiday programs for young people across various suburbs, in July. 2 Transition to School information stalls held at Narellan Town Centre – October and November. Commenced new gardening workshops for children and parents at the Community Garden in December. NAIDOC Week event held in July. Narellan Multicultural Festival held in November. Community Gardens engaged in supplying "Taste" food and wine festival, coordinated visit by 10 people from across the country as part of nationally recognised event run by the Australian City Farms and Community Gardens	Town Farm Community Garden Project addressed need for people with disabilities to be included in social activities that increase their health and well-being. More workshops, information provision, path and shade structure development, networking and resource acquisition in this final 6 month period. Project finished in June. 2013/14 Youth Outreach Program activities and promotion finalised. Access Friendly Project addressing the need for people with disabilities to enter local retail shops. Project launched at Business Awards. Inclusion of 'Access Award' in the annual

			<p>Network, participated in Farm Fresh food tours, run by Nicci Percival June – Nov = 8 – 12 on each tour once a month. Power of Community Film screen at Narellan Library with 20 participants.</p> <p>Camden Civic Centre, in partnership with Cultural Development, have continued to develop and deliver arts specific programs providing opportunity for local artisans to promote and sell as well as skill develop and network.</p>	<p>Business Awards.</p> <p>Neighbourhood Natters community consultations commenced in Harrington Park, Mt Annan and Currans Hill. Project rolling out in other areas. This is an initiative that is currently being trialled by Council whereby Council staff go out to suburbs within the LGA and chat with locals, observe what is happening in the local area, document their findings in order to keep in touch with all residents and businesses within the local area.</p> <p>During National Youth Week a showcase of youth talent was profiled within the Civic Centre venue including artwork by a local artist, performances by 10 local young people and two cultural events - a dance party for 150 youth and Singstar youth performance showcase.</p> <p>The Cultural Development Officer continues to partner with the Civic Centre and Libraries to deliver cultural programs to meet varied demographics including the artist of the month, film screenings, workshops and network meetings.</p>
	Council actively seeks relevant grant funds in order to undertake community and cultural activities	Number of grants applied for	<p>1 grant applied which was unsuccessful (to update Senior Citizen Centre ramp). Community Builders grant application submitted. Obtained sponsorship for Narellan Rhythms Festival - \$8,500 cash & \$12,000 in kind.</p> <p>Cultural Development made application to ARTS NSW for program money – the grant was unsuccessful due to major funding changes. Working with the artist network programs are being delivered in partnership at an increased cost to the community.</p>	<p>2 successful grant applications for NAIDOC week - \$2,500.</p> <p>2 Camden Community Connections applications supported – 1 successful, the other still in progress.</p> <p>Arts NSW application submitted for numerous projects.</p> <p>Sponsorship obtained for Camden Play Day - \$2,000.</p>
	Develop strategic and action plans to address key issues and opportunities for target groups	Relevant strategic plans are in place	Disability Action Plan has been drafted and distributed for review and comment. Expected finalisation date is July 2013.	Disability Action Plan went on public exhibition in June.

Planning and Advocacy	Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners	Information on key target groups is current and available on Council's website	Update of Target Group snap shot reports is in progress following the release of new census data in October 2012. Census data summarised and distributed to Non Government Organisations.	Information around key targets has been updated and is available on Council's website.
	Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties	Comments provided in agreed timeframes	Comments made on Leppington Development reports twice in agreed time frames. Information provided as requested to external parties and individuals.	Comments made on plans for Childcare Centre, Narellan Town Centre, Plough and Harrow Pub, Camden Courthouse, former Whiteman's retail outlet.
	Prepare and review Council policy in relation to building the local community and encouraging inclusive practices	Policies are regularly reviewed	Council Volunteer Program in process, policy development consultation phase ready for adoption in early 2013.	Council Volunteer Program policies and procedures formally adopted. Forms on the intranet. Page on Council's website created. Links incorporated into 355 Community Management Committee Manual.
Develop Places	Monitor community development and provide input into service planning based on places throughout the Camden Local Government Area	Input provided	Plans for neighbourhood research have been developed. Council actively participate in Oran Park Town meetings. The development of Town Farm Master Plan in progress.	'Neighbourhood Natters' community consultation project commenced.
Community Financial Assistance	Support community organisations and individuals through the Community Financial Assistance Program	Number of groups assisted	28 organisations funded from Community Small Grants; 15 Special Achievers applications funded; 6 Donations for Charitable Purposes applications funded and 6 Annual subsidies processed Funding provided through the Cultural Performance Policy to 10 community performance groups providing entertainment to 5,500 local community members. Additional funds to be utilised to attract additional performances for specific target groups in the second half of the year.	Grant application processes reviewed and improved in terms of timing and guidelines. Funding through the Cultural Performance Policy provided 14 community performance groups opportunity to perform within the Civic Centre to large audiences. A large number of audience and performers are from the LGA.
	Increase financial support available to groups and individuals	Increased number of groups assisted	Information distributed to groups advising of any potential funding opportunities using existing networks.	Data not available in the current reporting period, it is anticipated that the next round will commence in 6 months.





Cultural Development	Provide opportunities for the community to engage in cultural activities, liaise and link with arts groups and local artists, develop local opportunities for artists	Opportunities provided	<p>The introduction of the About Face Life Drawing group, the growth of the Pop Up Artisan Market, the re-introduction of specialised arts programs and events including school holiday programs has provided excellent opportunity for the community to engage in cultural activities.</p> <p>The building of the Artist Register continues with over 100 artisans' registered and new networks and linkages being formed.</p> <p>Programs such as the Cultural performances, Artist of the Month and the 48hr Eco challenge have provided opportunity for increased exposure. These programs have also strengthened relationships with neighbouring areas.</p> <p>In partnership with UWS delivered the project "Click on Camden" an interactive website for the management of public art places, activities, arts registers and community information and events – interactive mapping project which is in final stages of design.</p>	<p>The About Face Portrait Group, Artist of the Month, Artisan Market and Cultural network continue to grow with more local artists registering for inclusion on the artist register.</p> <p>The Cultural interagency/network have continued to evolve with a skill share, mentoring and cultural exchange underway for the next meeting.</p> <p>As the Public Art Policy nears completion opportunities to incorporate public art in developments are being sought with high profile local artist Keith Lane currently involved in the Narellan Community Hall development.</p> <p>Click on Camden is also developing to include the artist register.</p>
	Facilitate the Annual Art NSW program of training and performances (contingent upon securing grant funding)	Number of events and attendees	<p>2011/12 funds acquitted and report accepted, funding for 2013 not secured through Arts NSW.</p> <p>The program of training and performances is being developed through the arts network and community groups.</p>	A submission for Arts Funding 2013/2014 was submitted, awaiting advice.
	Provide advice to developers regarding Public Art	Advice provided as needed	The Public Art Strategy is under review with a draft to be finalised April 2013.	The Public Art Strategy is nearing completion, delayed due to specific information around Section 94 being put into the Plan.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Community Support Facilities and Services was 7.40 in 2013 which is a statistically significant increase in satisfaction since 2011.
Facility occupancy rates increase	Occupancy rates	Increasing		The use of Harrington Park Community Centre was revised to eliminate parties with alcohol on Friday and Saturday nights which has resulted in a significantly lower level of use. Catherine fields community hall operating hours were also reviewed to an earlier closing time. The impact of this will be known in the next 12 months. Occupancy rates for Mon-Thursday were 25.85% and there were 46 regular hirers.		The Narellan Community Centre was closed from March for upgrade and extension reducing the amount of space available for occupancy. The occupancy rate for the available facilities increased by 28.2%.

Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Provision of Community Centres and Halls	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	Of the 19,448 hours available between 9am and 10pm Mon - Thursday in the 6 month period, 5,026 hours were used. This does not include leased spaces.	Civic Centre utilisation rates typically reduce in the winter months, during this time 45% of the overall bookings were corporate meetings/training sessions or meetings, 14% community, 14% cultural with the other 27% made up of civic, celebratory or other such as church groups, sporting groups.
			Civic Centre occupancy rates continue to rise with the centre hosting 623 events during the quarter, 155 of those being community events.	
	Expansion of Children's and Families facilities in Narellan (Narellan Community Hall)	Expansion complete, on time and to budget	Design works completed end of 2012. Tender for construction issued in January. Construction works to be undertaken in 2013.	These works are 50% through construction and on schedule to be completed in November 2013. It is anticipated that project budget will meet the requirements of the project.
	Design and construction of a Youth Centre in Spring Farm	Design and construction completed as per program	A review of project requirements and timing has been undertaken and determined these works to be rescheduled to a later date. Land and acquisition to be identified and finalised in preparation for the future need.	A review of project requirements and timing has been undertaken and determined. These works to be rescheduled to a later date.
	Termite repairs at Mount Annan Cottage	Repairs complete	Work are still in progress and in its final stages.	Delayed completion of repair work due to further discovery of termite activities in the building.
Family Day Care	Provision of a quality Family Day Care service through training and administration of Family Day Care Educators	Accreditation is Maintained	Currently accredited. 46 registered Educators including 3 on maternity leave and 1 due to commence providing a service January 2013. A number of prospective educators participating in orientation due to commence February 2013. The service will commence new round of recruitment February 2013. 391 children enrolled.	Currently there are 54 registered educators, 3 registered in home care educators, 6 prospective educators working through their orientation process. 379 children are currently enrolled in care. The service is continuing to grow in line with the area's growth.
		Customer Satisfaction	Annual satisfaction surveys will be sent February 2013 and detailed in the next reporting period.	A satisfaction survey was sent out to all families in the scheme, only two responses were received. Both responses indicated satisfaction with

				the service, positive feedback with regard to the quality of the service.
Camden Civic Centre	Provide a venue for civic, cultural, celebratory and community events and functions	Customer feedback	<p>100% positive feedback received with verbal and written feedback provided regularly to staff and management.</p> <p>Positive feedback received in relation to specific new markets; funerals/wakes and themed events.</p> <p>Increased return business from events, increase in annual event returns and increase in off shoot functions.</p> <p>Overall a 9% increase in number of functions.</p>	<p>Positive feedback is maintained at 100% with return business continuing to reinforce satisfaction levels.</p> <p>Specific positive feedback in relation to the Macarthur Small Business Awards with over 520 people catered for within the Auditorium.</p> <p>The Civic Centre indicated growth in the number of functions held over the twelve month period. The most significant growth exists in corporate meetings/training/expos and events with 45% of the events in the last quarter being corporate.</p>
		Income is Maintained or Increased	Civic Centre income has increased steadily with a 33% increase in income in the first six months of the year comparison to the 2011/2012 financial year.	The 2012/2013 Financial year result indicated a saving on the bottom line consistent with previous years. Identified savings were reinvested in capital items to address WHS issues of concern.
	Civic Centre Building Improvements	Completed on time and within budget	Improvements to the Camden Civic Centre building did not take place within the reporting period. An application for community partnership funds has submitted for consideration. The outcome of the community partnership application will be detailed in the next reporting period.	<p>Securing grant funding through the Community Builders Partnership and savings have enabled works to be undertaken within the venue, with a total of \$92,000 to be spent within the venue over the coming twelve months.</p> <p>To date improvements include:</p> <ul style="list-style-type: none"> • Replacement of heavy weight tables with light weight tables. • Replacement of non compliant high risk keg system • Replacement of aged stage curtains • Resurfacing and painting of walls within the main auditorium.
ARTyCaf@Narellan Library	Provision of community and cultural facility at Narellan Library	Service is Provided	ARTyCaf continues to operate on an as needs basis with advertisements in place to attract expressions of interest from a full time short term leasee, closing February	The Artycaf has been utilised as a arts workshop space over the past three months only operating as a café for special events such as Artisan Market, and Seniors Week





			18th 2013.	activities.
	Investigate and establish a viable and sustainable operational model	Service is Self-Sustaining	As a component of the EOI document business models will be presented to Council.	A second advertisement for EOI's will be run in July/August.
Public Cemetery	Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests	44 burials occurred during the period. 100% of service requests were carried out on time.	65 burials occurred during the period. 100% of service requests were carried out on time.
		Percentage of plot allocation taken up per annum	43% of the plot allocation has been taken up.	48% of the plot allocation has been taken up.
	Prepare action plan for regular maintenance program and implement performance monitoring including public satisfaction with site management	Action Plan Prepared and Performance Monitoring Implemented	Plans are being prepared as new contracts are being called to manage this activity. Further, Council are working in consultation with corrective services who will be managing supplementary maintenance over that to be contracted at no cost to Council.	The plans were completed and a new contract is in place. Corrective Services are also providing supplementary maintenance in the cemetery at no cost to Council.
	Monitor plot take-up by religious denomination and assess whether demand is being met, and reassess caps accordingly	Monitoring and reassessment of plot caps by religious denomination completed	43% of the cap has been taken up. The Cap for external residents has been reached for the Catholic Section. The cap for the Presbyterian section is reaching completion.	48% of the cap has been taken up. The Cap for external residents has been reached for the Catholic Section. No other caps were reached.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Community Safety was 6.8 in 2013 which has remained stable since 2011.
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Stays the same or improves		There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night.		There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. This indicator will next be updated in 2014.

Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
<p>Facilitate and/or represent Council at community interagencies, forums and networks</p>	<p>Develop and support effective interagencies and networks between Council, police and relevant community groups to ensure working relationships and partnership opportunities</p>	<p>Number of Interagencies Attended</p>	<p>Council continues to have a representative attend Camden Community Safety Forums, Local Government Community Safety & Crime Prevention Network and relevant community groups. Council also continues to develop a relationship with Camden Local Area Command. This is all been done to ensure appropriate working relationships in order to improve community safety.</p>	<p>Networks and partnerships continue to be fostered. Council's Community Road Safety Officer is on the Executive of the Local Government Community Safety and Crime Prevention Network and attends these meetings quarterly. Council also attends the Community Safety Forum meetings and develop and work in partnership with external agencies, including Camden Local Area Command, in order to improve community safety.</p>
<p>Community Safety Projects and Programs</p>	<p>Develop and manage projects and programs that address community safety issues, including community safety audits</p>	<p>Number of projects implemented</p>	<p>4 community safety audits have been conducted, including Hayter Parade Camden South, Lando Way Currans Hill, Birriwa Reserve Mount Annan and Liquidamber Reserve Narellan Vale.</p>	<p>A new program has been developed in partnership with Camden Council, Campbelltown City Council and the Camden and Campbelltown Local Area Commands in order to address stealing from motor vehicles. This program will be launched in November 2013. Facility improvements were made at Lando Way, Currans Hill, Birriwa Reserve, Mount Annan and the Community Centre car park off Queen Street, Narellan to address and improve community safety at these locations.</p>
	<p>Seek grant funding for new community safety programs as required</p>	<p>Number of grants applied for</p>	<p>No grant funding activity for the time frame.</p>	<p>No grant funding activity for the time frame.</p>
	<p>Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships</p>	<p>Information Resources are Current</p>	<p>Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.</p>	<p>Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.</p>
	<p>Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off</p>	<p>Number of initiatives implemented</p>	<p>Drink Drive initiative conducted over Christmas and New Year.</p>	<p>Council continues to work with the Camden Liquor Accord to disseminate information to</p>







Community Safety Projects and Programs	licensed premises		Partnership developed with Camden High for Responsible Service of Alcohol contribution to students through Camden Liquor Accord.	improve safety in and around licensed venues. Breath testers were installed in selected venues over the Easter / Anzac Day period, along with promotional material, in order to highlight the Drink Drive message.
	Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas	Issues addressed as they arise	Liquidamber Reserve and Liquidamber Drive, Narellan Vale under consideration for establishment of Alcohol Prohibited Area and Alcohol Free Zone as a result of request by Police.	Lando Way, Currans Hill Drive and Tramway Drive are currently under assessment for the establishment of an Alcohol Free Zone. A report seeking endorsement is going before Council in July 2013.
	Prepare a Licensed Venues Directory to assist in building relationships and identifying opportunities for joint action	Directory Completed	Directory has been completed and is updated as required.	Directory has been completed and is updated as required.
Community Safety Strategic Planning	Prepare a Community Safety Strategic Plan to guide future projects, programs, and partnerships to address key community safety issues within the Camden Local Government Area	Strategic Plan Completed	Strategic plan to be reviewed and new Community Safety Action Plan has been developed.	Community Safety Action Plan has been developed and completed.
	Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners	Information is Current	Council staff ensure that all information and legislation is current, this information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.	Council staff ensure that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.
Graffiti Management	Provision of tools for residents and partner with state agencies to minimise the incidence of graffiti	Number of kits provided to residents	Partnership has been established between Council and Rotary for the removal of graffiti from private property Fewer kits requested than previous period.	Partnership has been established between Council and Rotary for the removal of graffiti from private property. Council is awaiting commencement of the program by Rotary. The first round of funding has been provided.
	Carry out Graffiti Action Day to raise awareness within the community about graffiti	Graffiti Action Day Conducted	Graffiti Removal Day was held by Camden Rotary in September 2012. Council assisted in the planning and promotion of the event.	Graffiti Removal Day is now held by Rotary. Council will assist as appropriate.

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 31/12/12	Comment	Result 1/1 to 30/6/13	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. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.		The mean satisfaction score for Community Events was 7.33 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Feedback from community events participants is positive	Feedback	Positive		Survey taken at Taste Food Wine and Music Festival was positive. Many attendees were local residents and heard about the event through local media and advertising. Attendees enjoyed the event and look forward to attending again.		Positive feedback received in 130 surveys distributed at Camden Play Day in May. Positive feedback received verbally and via email for NAIDOC Week event in July.
The community attends Council events	Resident Telephone Survey	Increasing		In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. Council will monitor attendance of community members at events and address any changes in		In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. This indicator will next be measured in 2014.

				numbers should they continue to vary significantly.		
The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases	●	Camden Festival remained the same however Paws in the Park increased by 50% with interest growing.	●	Australia Day has always struggled to attract sponsors. This remained the same as in previous years. The Camden Play Day event attracted \$2,000 sponsorship.
More people are volunteering at events	Number of volunteers	Increasing	●	The event committees are made up of volunteers and remained the same.	●	The event committee for Australia day apart from Council staff and Police are volunteers. This remained the same as in previous years. Formalised positions and procedures has resulted in an increase of volunteers in Community Development events.

● Comment

Council will monitor attendance of community members at events and address any changes in numbers should they vary significantly. Australia Day was well-attended, particularly given the change in venue for the event. The July to December period contains a greater number of events so feedback and participation will continue to be measured.

Report on Delivery Program Activities

Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Community Development Events for Target Groups	Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition	Number of Events	1 x Narellan Rhythms Festival - November 2 x stalls at Narellan Town Centre – Transition to School project with Big Fat Smile – October and December 1 x Seniors Spring Lunch - September 1 x Seniors Christmas Lunch - December 1 x NAIDOC Week Flag Raising and Morning Tea in July 1 x Elders lunch with Campbelltown and Wollondilly Councils in December Approximately 25 x School holiday activities for young people from July – Dec including: Scarecrow workshop at Camden Town Farm in	1 x International Women's Day Trivia Night event at Camden Civic Centre in March – 500 participants 1 x Camden Play Day event at Kirkham Park during Families Week in May 2013 – 2000 participants 2 x NAIDOC Week flag raising event, first outside the Mayors Office in John Street Camden and then a social event at Camden Town Farm – 200 participants. 20 x youth events across the LGA during









			<p>October, series of Cardio Boxing and Swimming sessions at Mt Annan Leisure Centre</p> <p>October - December, Ignition Event at Harrington Park in September, Poi and Haka workshop at Curran's Hill in September , funded Narellan Outreach delivered by CCC weekly from October to December.</p>	<p>Youth Week in April – 138 workers and volunteers involved in planning and organising, 1592 young participants.</p> <p>2 x Seniors events in March/April - Bus Trip and Concert – 400 participants.</p> <p>1 x Refugee Week event at Mt Annan High School in June – 300 participants</p>
Cultural Events	Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities	Number of Events	29 cultural events managed by Cultural Development, 36 managed within the Civic Centre facilities.	30 cultural events staged within the Civic Centre venue including the Camden Art Prize and Macarthur Textiles Expo.
Community and Civic Events	Design, plan, deliver and support a range of community and civic events including Australia Day, Taste Macarthur and Light Up Camden	Number of Events	During this time period events such as Local Government week, The Camden Festival, Paws in the Park, Taste Festival, Kids Fun Day, Light Up Camden, Cinema under the Stars and Carols in the Botanical Gardens took place.	During this reporting period, Australia Day is the largest event to take place which saw the introduction of a new event location, which was received positively and well attended. Australia Day included the Key to the Camden Township presentation to Daniel Geale. The HSC High Achievers reception was also held in March.
Sponsorship	Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered	Amount of Sponsorship	If sponsorship were to increase the events would be able to grow. New events such as a Camden Australiana themed event and a Garden Festival and High Tea event in Macarthur Park are some examples of events that are being considered for inclusion as part of the Camden Festival.	Increased sponsorship would allow further development of Australia Day, making additional inclusions possible. The Camden Play Day event attracted \$2,000 in sponsorship.

Local Service 5.6 – Library Services

What is Library Services?

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

Report on Delivery Program Success Indicators

Local Service 5.6: Library Services						
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	Result 1/1 to 30/6/13	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. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.		The mean satisfaction score for Library Services was 8.14 in 2013 which is a statistically significant decrease in satisfaction since 2011. This followed an increase between 2009 and 2011 so on the whole the result has remained stable over the 4 years.
Library membership continues to grow	Number of members	Increasing		1183 new members during the period		1269 new members during the period
Circulation continues to grow	Circulation data	Increasing		120,906 issues in this period compared to 133,684 issues in the same period in 2011. Note: This is a reflection of current trends in library services.		119,963 issues in this period compared to 134,672 issues in the same period in 2012. Note: This is a reflection of current trends in library services.
More people use our library facilities and programs	Number of people using facilities and attending programs	Increasing		236,154 people visited our libraries in this period compared to 228,928 in the same period in 2011. 9,767 attended library programs in the period compared to 13,200 in the same period in 2011.		115,747 people visited our libraries in this period compared to 157,048 in the same period in 2012. 13,548 attended library programs in the period compared to 11,219 in the same period in 2012.

Comment

As with previous reporting periods, the decreasing trend toward library circulation is attributed to resources largely becoming e-based, which has meant people are moving away from the more traditional use of resources such as books. It is expected that continuation of this e-based technology will continue to impact circulation numbers. The indicators in the new Delivery Program that commenced in July 2013 were amended to reflect this.

Report on Delivery Program Activities

Local Service 5.5: Library Services				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Children's Programs	Deliver various programs for children including; Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	6,944 children/families attended children's programs including Storytime, Bibs, holiday programs and outreach compared to 8,089 children / families from the previous reporting period.	11,121 children/families attended children's programs including Storytime, Bibs, holiday programs and outreach compared to 8,089 children / families from the same time last year.
Youth Programs	Deliver various programs for youth including; Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools, Book Club, Author Visits, HSC lectures and Research Skills	Number of young people using programs or services will stay the same or increase	523 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online compared to 1,277 young people attending the same sessions from the previous reporting period.	664 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online compared to 1,277 young people attending the same sessions from the same time last year.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	2,300 adults attended programs including lifelong learning, author visits, and book discussion group compared with 1,820 adults attending the same sessions from the previous reporting period.	3,326 adults attended programs including lifelong learning, author visits, and book discussion group compared with 1,820 adults attending the same sessions from the same time last year.
Local Studies	Deliver targeted local programs including; Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program	Number of participants using programs or services will stay the same or increase	152 people participated in History Week program. 531 hits on the online exhibition 'Camden Threads'. There are 3,109 images on Camden Images online. 93 people attended events as part of the Heritage Festival in the previous reporting period.	There are 3,109 images on Camden Images online. There have been 9,348 sessions on Camden Images and 2,599 Trove referrals in this reporting period.

Older people	Deliver various programs for older people including; Home Library Service and Bulk Loans to local institutions	Number of Customers using HLS and Bulk Loans will stay the same or increase	2,011 items were lent to 4 institutions across the LGA, 1,858 items were lent to 34 Home Library Service customers and 13 boxed loans were received from SLNSW for customers from a CALD background. 2,394 items were lent to 5 institutions across the LGA, 1,720 items were lent to 34 home Library Service customers and 23 boxed loans were received from SLNSW for customers from a CALD background for the previous reporting period.	2,286 items were lent to 4 institutions across the LGA, 1,960 items were lent to 37 Home Library Service customers and 7 boxed loans were received from SLNSW for customers from a CALD background.
Review and design new library webpage	Develop an Open Source library webpage and catalogue, integrating social networking with virtual library	Webpage downloads quickly, with few timeouts	New library webpage will follow once Council's webpage has been developed. 95,776 hits on the current library website. Social networking such as blogs, Facebook and twitter are actively used for networking with customers.	New library webpage will follow once Council's webpage has been developed. 102,330 hits on the current library website. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.
	Engage with customers, promote programs & services and encourage participation using social networking technologies	Increased number of people accessing webpage and followers	Current website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system.	Current website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system.
Transition Youth Space from Casual Drop in Service to digital learning space	Transitioning the Youth Space from casual drop-in to a digital learning space will enable best practice delivery of youth services and the need to better service a broader range of local young people	Number of people attending programs	1,330 people attended programs held in the digital learning space including TAFE outreach, technology talks, connect@your library, and workshops such as Adobe Photoshop and Google SketchUp.	1,859 people attended programs held in the digital learning space including TAFE outreach, technology talks, connect@your library, and workshops such as Adobe Photoshop and Google SketchUp.
Collections	New Release Fiction, E-books will be introduced into the library, due to demand from the community and changes in technology.	Circulation of new e-collections will increase	eBooks will be introduced in early 2013.	eBooks will be introduced in late 2013.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved	●	The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.	●	The mean satisfaction score for Strong Local Democracy was 6.17 in 2013 which is a statistically significant decrease in satisfaction since 2011.

All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	Complaints regarding meeting practice	Zero	●	Council has received a number of submissions relating to meeting practice and the termination of the General Manager's contract. This process complied with both the technical requirements of the Local Government Act and Council's current Code of Meeting Practice.	●	Council has received no formal complaints about meeting practice.
Council's policies are current	Regular review and updating of policies	100%	●	The currency of Council's policy register is currently under review. Council's statutory policies are up to date. A number of internal policies are currently under review.	●	Council's statutory policies are up to date. The internal policy review is continuing.

Report on Delivery Program Activities

Local Service 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Local Representation	Improving response times to resident enquiries to Councillors	Response within 2 working days	The new Executive Services Coordinator position is assisting in response times to resident enquiries. Improved systems have been put in place to monitor outstanding enquiries.	The new Executive Services Coordinator position has put in place improved systems to record response times to resident enquiries. The move to a new Customer Request Management System will also dramatically improve service standards with exception reports highlighting areas of concern.
	Increase focus to developing the organisation's capacity to support local decision-making and advocacy	Resource in place	The new Executive Services Coordinator position is assisting Council's capacity to support local decision making and advocacy. Also, the Governance Team now has a full complement of staff to assist council in this role.	The new Executive Services Coordinator position is assisting council's capacity to support local decision making and advocacy. Also, the Governance Team now has a full complement of staff to assist Council in this role.





Local Representation	Council will fund the NSW Electoral Commission to administer local elections in Sept 2012	Election is conducted in accordance with appropriate legislation	The September 2012 Elections have been held in accordance with legislative guidelines.	The next election will be held in September 2016.
	Undertake an induction program for the new Council to ensure high quality and consistent information and education for new and returning Councillors	All new Councillors are appropriately inducted	A series of induction workshops and a bus tour was organised for the new council in early October 2013. Division of Local Government initiated training was also offered to councillors.	Following on from the Induction Program for Councillors late last year, a number of professional development opportunities have been brought to the attention of Councillors as they have arisen. In addition, Councillor workshops are used to assist in the learning and development of Councillors.
	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 and meetings were prepared in compliance with the Code of Meeting Practice.	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden is an active member of MACROC. Camden Councillor Penny Fischer has been appointed as the President of MACROC for the next 2 years.	Camden is an active member of MACROC. Camden Councillor Penny Fischer has been appointed as the President of MACROC for the next 2 years.
State Representation	Council participates and contributes to the Local Government & 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	Council is a financial member of One Association (formerly known as the LGSA). There are several State Government initiated reviews currently underway (including legislative and structural reforms) that have the potential to affect not only Camden but the entire Local Government sector. One Association will be an important partner of Camden Council should the need arise to lobby the State Government when these reviews are finalised (mid 2013).	There are several State Government initiated reviews currently underway that have the potential to affect not only Camden but the entire LG sector. LGNSW will be an important partner of Camden Council should the need arise to lobby the State Government when these reviews are finalised (September 2013). There are also Federal Government changes to motor vehicles (FBT) that will have a profound impact on the LG sector. LGNSW will assist the LG sector in lobbying for a fairer outcome.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.		The mean satisfaction score for Stewardship of Community Resources was 6.37 in 2013 which has remained stable since 2011.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved		During this period, Council completed the End of Term report for the previous term of Council; the 2011/12 Annual Report and the Delivery Program Report for January to June 2012.		The Delivery Program Six Month Report for the period July to December 2013 was tabled at the Council meeting of 26 March 2013 and placed on the Camden 2040 website.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Integrated Planning and Reporting Framework	Council must review and re-adopt <i>Camden 2040</i> following the election, including engaging the community	Community Engagement Strategy Prepared	Extensive community consultation, in line with council's adopted consultation strategy, occurred during this period. Over 1,300 people provided feedback over a 2 month period. A summary of this feedback was presented to council in a workshop in November 2012 and will be reported formally as part of the Camden 2040 review in early 2013.	The community engagement aspect of this activity was undertaken during the last reporting period. A draft Camden 2040 Review was publicly exhibited in March 2013 along with a draft Economic Development Strategy, as per the Community Engagement Strategy.
		<i>Camden 2040</i> reviewed and adopted by new Council	Following feedback (noted above), Camden 2040 is currently under review. A new draft version of Camden 2040 will be reported to Council in March 2013 and then placed on exhibition for public comment.	A revised version of Camden 2040 was adopted by Council on 14 May 2013. The next review will be undertaken following the elections in September 2016.
	Council must prepare a new four year delivery program detailing its own actions to be undertaken to implement <i>Camden 2040</i>	Delivery Program complete	The Delivery Program is currently being reviewed by senior management with a view to presenting the first draft to Council in May 2013.	The Delivery Program was placed on public exhibition in May and formally adopted by Council on 25 June 2013.
	Council must prepare and exhibit an annual Operational Plan and budget	Annual Operational Plan and Budget complete	In conjunction with the Delivery Program, the Operational Plan and Budget is currently under review by the senior management team. A first draft version will be presented to council in May 2013.	The Annual Operating Plan and Budget was placed on public exhibition in May and formally adopted by Council on 25 June 2013.
	Council must adopt a new Resourcing Strategy (Long Term Financial Plan, Asset Management Plans & Workforce Plan) detailing how it will resource its actions in implementing <i>Camden 2040</i>	Resource Strategy complete	As part of the review of Camden 2040, the Delivery Program and Operational Plan, existing Resource Plans are being reviewed to ensure they adequately respond to the needs of the community and the organisation.	The Resource Strategy was placed on public exhibition in May and formally adopted by Council on 25 June 2013.

Integrated Planning and Reporting Framework	Increase Council resources to implement the requirements of the Integrated Planning and Reporting requirements	Timeframes are met	A new staff member commenced in September 2012 to provide support for Council's Integrated Planning and Reporting requirements.	Completed.
Performance Measurement and Reporting	Six monthly reporting to the Council on achievements in implementing the Delivery Program	Two reports prepared for Council each year	The report for the 6 Month Period January to June 2012 went to Council at the meeting of 14 August 2012 and was placed on Council's website following that date.	The report for the 6 Month Period January to June 2012 went to Council at the meeting of 26 March 2013 and was placed on Council's website following that date.
	Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program	Annual Report available on Council's website in November	Council's Annual Report was completed and placed on the Camden 2040 website by 30 November 2012. The Annual Report was the first under the new Integrated Planning and Reporting Requirements, and as it fell in the year of the election also contained Council's End of Term Report achievements and State of the Environment Report. The Division of Local Government was notified as required.	No update in this period.
	An end-of-term report is reported to Council at the last meeting of the Council term on the achievements under <i>Camden 2040</i>	End of term report presented to last meeting of sitting Council	The End of Term Report on Camden 2040 was tabled at the final meeting prior to the election of the new Council (28 August 2012). This report highlights Council's achievements in implementing Camden 2040 since its adoption in December 2010.	No update in this period.
Long Term Financial Plan	Monitor and maintain Council's Long-Term Financial Plan	Long Term Financial Plan is reviewed quarterly	Upon adoption by Council of the December Quarterly Budget Review (Ord Meeting 26/2/2013) the current projections in Council's LTFP will be reviewed.	The LTFP was reviewed and updated in preparation for the recent TCORP assessment of Council's financial sustainability and for the 2013/14 Special Rate Variation application.
	Update annually as part of the development of the Operational Plan	Update Completed	Council's LTFP is to be considered by Council as part of adopting the 2013/14 Operational Plan in June 2013.	Council's 2013/14 LTFP was updated and adopted by Council 25 June 2013.
	Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	Council's Property Management Strategy is currently under review.	The strategy is expected to go to the Executive Leadership Group in August 2013.







Strategic Management of Council's Property	Maintain Council's land register	Information is accurate and up to date	Council's Land Register is current.	Council's Land Register is Current.
	Manage Council properties	Current Plans of Management are in place	Council's Management Plans in relation to Council properties are currently under review.	The review is currently still in progress.
		Licences and leases reviewed regularly	Council's register of licences and leases held are currently under review.	This review has been finalised and a new enhanced register has been put in place to provide additional information to the end-user.
	Review of Council's Community Land Holdings	Review complete	The review of Council's Community Land Holdings are currently under review.	The review is continuing and is expected to be completed by 30 June 2014.
Workforce Planning	Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce demographics	Workforce Plan reviewed at least annually	Review of Workforce Plan currently being undertaken.	Workforce Plan review completed and revisions adopted.
		Succession planning in place for critical positions	Identification of succession planning opportunities for critical position will be undertaken during the review of the Workforce Plan.	Critical positions were reviewed and incorporated into the revised workforce plan. Succession planning incorporated into performance review process.
Strategic Asset Management	Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets	Asset Management system and practices reviewed and updated annually	This on-going project may not be able to be completed until new data have been collected for all the asset classes, funding is likely to be made available in 2013/14.	This on-going project requires new data to be collected for all asset classes, funding is unlikely to be made available until after 2013/2014.
	Proactive monitoring of the delivery of new assets and active involvement in the planning for provision of community assets and facilities	All specifications are reviewed and updated regularly	This is an on-going activity with a major review to commence soon, and to be completed in the next reporting period.	Review of the Engineering Specifications has been progressing, expected to be completed by August 2013.

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 31/12/12	Comment	Result 1/1 to 30/6/13	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 significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.		The mean satisfaction score for Community Engagement was 6.49 in 2013 which has remained stable since 2011.
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		Council will be preparing a Community Engagement Strategy in 2013 / 14 which will improve Council's engagement processes, including monitoring participant satisfaction.		Council will be preparing a Community Engagement Strategy in 2013 / 14 which will improve Council's engagement processes, including monitoring participant satisfaction.
Council engages with a demographic diversity of residents that is consistent with the community's demographic composition	Diversity of community engaged responds to the community profile	Improving		During the period a telephone survey was conducted which mirrors the demographic composition of the community in relation to age (over 18s only), gender and suburb. The Community Engagement Process for the review of Camden 2040 included concerted efforts to engage specific target groups, including young people through SK8TOPIA and Youth Council; Seniors, through the Seniors Lunch; people with a disability through the Access Committee, people from culturally and linguistically diverse backgrounds through the Cohesive Communities Action Group, and Aboriginal People through the Mygunyah Aboriginal Residents Group.		During the period Council publicly exhibited the review of Camden 2040 and a draft Economic Development Strategy. In addition to the usual advertising, a community information forum was held, with invitations distributed through a range of mailing lists which included Council's advisory groups such as the Access Committee and Youth Council.

Report on Delivery Program Activities

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Community Engagement	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	Council conducts a range of community engagement processes, and informs residents of key issues and events according to statutory requirements. Some key consultations that occurred during the period were for the review of Camden 2040 (1,317 people were consulted), and the Narellan Town Centre Planning Proposal.	Council conducts a range of community engagement processes, and informs residents of key issues and events according to statutory requirements. During this reporting period the review of Camden 2040 and a draft Economic Development Strategy were publicly exhibited. A Community Information Forum was held as part of this exhibition, attended by 18 people.
		Amount of feedback received	1,317 people provided input into the review of Camden 2040.	10 submissions were received on the Camden 2040 review and 4 for the Economic Development Strategy. 18 people attended the Community Information Forum.
	Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues	Register is updated annually	A register of residents is maintained and updated annually through the Telephone Survey. This register was used in October 2012 to put together focus groups for the review of <i>Camden 2040</i> .	This register will be updated for 2013 following the telephone survey in July.
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	The telephone survey was conducted in July 2012 and focused on measuring Council's Sustainability Indicators. The next survey will be conducted in July 2013 and will focus on community satisfaction with Council services.	The next survey will be conducted in July 2013 and will focus on community satisfaction with Council services.
Community Engagement	Community feedback and data is collected and used across the organisation for a range of planning purposes	Data collection system established	A data collection system will be prepared following the recruitment of a Community Engagement Officer in the second half of 2013. Currently reports from major community engagement exercises, such as that for <i>Camden 2040</i> , are reported to Council and available for use across the organisation.	This activity is on hold awaiting recruitment of a Community Engagement Officer.

	<p>Community Engagement Strategy is prepared and implemented for the review and re-adoption of <i>Camden 2040</i></p>	<p>Community Engagement Strategy complies with legislation</p>	<p>A Community Engagement Strategy for the review of <i>Camden 2040</i> was adopted by Council at its meeting of 28 August 2012 in accordance with the Integrated Planning and Reporting Requirements.</p>	<p>A Community Engagement Strategy for the review of <i>Camden 2040</i> was adopted by Council at its meeting of 28 August 2012 in accordance with the Integrated Planning and Reporting Requirements.</p>
		<p>Diverse groups are represented</p>	<p>A Community Engagement Strategy for the review of <i>Camden 2040</i> was adopted by Council at its meeting of 28 August 2012. Council commenced the review of <i>Camden 2040</i> following the adoption of the Community Engagement Process, which ran during September and October, with a small number of events conducted in December.</p> <p>A Council workshop was conducted in November for the commencement of Councillor input into the review.</p> <p>Some 1,317 people provided input into this process in a range of ways, including completion of surveys at events, online and by students of Camden High. Focus Groups were also conducted and a range of groups visited.</p>	<p>A Community Information Forum was held in May 2013 for the review of <i>Camden 2040</i> and the Economic Development Strategy. A total of 18 people attended this forum. Council continues to meet with a range of advisory committees including an Access Committee, Youth Council, Mygunyah Aboriginal Residents Group and Seniors Issues Group.</p>

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 31/12/12	Comment	Result 1/1 to 30/6/13	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. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.	●	The mean satisfaction score for Community Information was 6.49 in 2013 which has remained stable since 2011.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases	●	9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated after conducting the next Resident Telephone Survey.	●	9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated in 2014.

Report on Delivery Program Activities

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Advertising and Promotion	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	During this period, Council sent 39 positive media releases to local and/or metropolitan media outlets. During the same period in 2011 Council sent 29 positive media releases.	A total of 48 media releases were distributed during this period, all of a positive nature.
Communication Strategy	Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community.	Communication Strategy Adopted by Council	This policy is in draft and is expected to be completed by the next reporting period.	This policy is in draft and is expected to be completed by the next reporting period.
Website and Social Media	Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly	Hits on Council's Website	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live by the end of this financial year.	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live within the coming months.
		Proportion of residents who use Council's website	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis. According to participants surveyed during the annual telephone survey, 9.3% of residents use Council's website to access information, up from 5.7% of residents in the previous reporting period.	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.
	Update of Council's Facebook page to include information relating to Council activities.	Number of 'Likes' on Council's Facebook page	Council's Facebook page now has 336 'likes'. 173 people 'liked' Council's page during the reporting period compared to 49 'likes' in the same period in 2011.	Council's Facebook page has 928 'likes'. 274 people liked Council's page during the reporting period.







	Enhancing the availability of information to the community via technological upgrades, such as Council's website	Hits on website increase	Council's website is in the process of being upgraded help deliver information to the community. The upgrade should be completed by the next reporting period. A dedicated Camden 2040 website was also established during the reporting period.	Council's website is still in the process of being upgraded to help deliver information to the community. New websites are also being created for Camden Kids, Library Services and the Civic Centre to marry in with the new Council site to achieve a uniformed and corporate appearance across all online platforms. All new websites are due to go live by the end of 2013.
Community Newsletter	Production of printed newsletter Let's Connect for distribution to households throughout the LGA	Newsletter is distributed quarterly	Let's Connect continues to meet deadlines and is distributed quarterly.	Let's Connect continues to meet deadlines and is distributed quarterly.
		Proportion of residents who use Let's Connect to access information	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.
Efficient and effective operation of Council's Customer Service Centres	Provision of quality customer service to our customer's both internally and externally including all general enquiries, information, bookings, processing of applications and receiving payments.	Accurate and timely response	Customer satisfaction levels are generally acceptable however difficulties with Council's current phone system continues to result in negative feedback on occasion. Investigation into the establishment of a new phone system has been undertaken taking into consideration relocation to the new Administration Building.	Customer satisfaction levels continue to be acceptable however difficulties with Council's current phone system still continues to result in negative feedback on occasion. Investigation into the establishment of a new phone system has been undertaken taking into consideration relocation to the new Administration Building.
		Customer satisfaction	Despite limited survey data, general feedback indicates a stronger positive trend in relation to Council services.	Despite limited survey data, general feedback indicates a stronger positive trend in relation to Council services. This data will be more comprehensive with the introduction of our new Customer Request Management system for the next six month period.
	In order to ensure consistent and quality customer service across the organisation, Customer Service Charters will be prepared and staff will be educated and trained on what standards are expected	Charters prepared and staff information and training undertaken	Customer Service Charters have been developed and will be presented to the Senior Management Team for final review prior to an all staff launch across Council.	Customer Service Charters have been developed and will be presented to the Senior Management Team for final review prior to an all staff launch across Council.

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 31/12/12	Comment	Result 1/1 to 30/6/13	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved		The satisfaction score in 2011 was 7.33 which was a statistically significant decrease in satisfaction from 2009.		The mean satisfaction score for Management of Emergency Events was 7.58 in 2013 which is a statistically significant increase in satisfaction since 2011.
Disaster Plan remains current	Regular reviews completed	Completion		Review was put on hold awaiting the release of the new State Emergency Management Plan.		State Emergency Management Plan was released in late 2012 but Local EM Committees were requested to hold off reviewing plans until formal template is available from State Government.
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves		Routine exercises conducted to ensure that local Emergency Management procedures provide the most up to date procedures for the Committee.		No emergency management exercise was available to be held, however agencies had real involvement during the incident of severe/ damaging storm event in February.

Report on Delivery Program Activities









Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Support and Facilitate the Local Emergency Management Committee	Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience	Local emergency management committee plans are adopted	Review of Plan was put on hold till new State Emergency Management Plan is released and Regional Emergency Management Plan has been reviewed.	Review of Plan was commenced late in this period, it is expected to be completed in the next reporting period.
Risk Assessment	Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DISPLAN	Risk register is updated annually	Review of risk register is due to be conducted in the next reporting period.	Review of risk register was not conducted in this period, it will be completed in the next reporting period.
	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	Review of vulnerable facilities is conducted annually; the next review is due to be done in the next reporting period.	Review and update of vulnerable facilities register was conducted.
Emergency Operations	Partner or work with emergency services in facilitating emergency response required during a disaster event or an incident	Systems established in accordance with Management Plans	System is in place for activation during any emergency, for coordinating, facilitating and supporting emergency operations.	System is in place for activation during any emergency for coordinating, facilitating and supporting emergency operations.
Supporting Emergency Services	Contribute resources to emergency services which will help them in effectively managing or minimising the impacts of emergency events and natural disasters when these occur	Buildings, plant and equipment are maintained and replaced as per the adopted schedules	On-going maintenance and replacement of all equipment is up to date.	Program completed, including installation of new shelter for the SES building in Narellan.
Management of Capital Projects	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	Design works completed. Documentation for Tender being completed.	Construction tenders have been received however a contract has not been awarded due to budget constraints. The site conditions have caused the project cost to increase beyond the available funds. Council has been liaising with the Rural Fire Service as to funding solutions. Council will consider the funding proposal in August 2013.











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 31/12/12	Comment	Result 1/1 to 30/6/13	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		On average 94% of identified staff attended compulsory training. Compulsory training courses included Respect and Dignity in the Workplace, Performance Management, Staff Induction, Workplace Health and Safety. Staff that were unable to attend training due to illness or leave arrangements have been rescheduled into upcoming courses.		On average 93% of identified staff attended compulsory training. Compulsory training courses included Manual Handling, RMS Traffic Controller (Blue Card), Staff Induction, Sun Safe/Skin Protection, Fire Warden Emergency Response. Staff unable to attend training due to illness or leave arrangements have been rescheduled into upcoming courses.
	Safety measured by no. incidents, lost time from injury.	Safety - less incidents and less lost time.		34 incidents recorded for the reporting period, resulting in 12 claims being lodged. Of these claims 5 were for lost time and 7 medical expenses only.		34 incidents recorded for the reporting period, resulting in 11 claims being lodged. Of these claims 7 were for lost time and 4 medical expenses only.
	Stability measured by staff turnover.	Stays the same or decreases		Turnover for the past six months was 4.74% which is reduction of 2.28% and under the industry average.		Turnover for the past six months was 1.97% which is reduction of 2.77% and under the industry average.
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		This target has been met. Council is currently implementing a new helpdesk system which will further support IT's capability of meeting the KPI.		Council has implemented a new helpdesk system which is providing better support to the organisation. Council experienced some outage time with its radio link but in general the target has been met.

Council's finances are managed prudently	Unqualified audit report	Unqualified		Council received an unqualified audit report as at 30 June 2012. Council's next statutory audit will be reported following 30 June 2013.		Council received an unqualified audit report as at 30 June 2012. The audit report for the 2012/13 financial year will be received in October 2013.
Council's finances are healthy	Financial Health Check Indicator - Unrestricted Current Ratio	Results are "green" or trending towards "green"		The ratio as at 30 June 2012 was 2.51:1 (2011, 2.27:1) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1. Council's liquidity and ability to service its responsibilities remains in a good position.		The ratio as at 30 June 2012 was 2.51:1 (2011 - 2.27:1) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.
	Financial Health Check Indicator - Debt Service Ratio			The ratio as at 30 June 2012 was 4.02% (2011, 4.96%) this is an improvement on the previous year and the ratio remains better than benchmark. This ratio indicates that Council has a strong capacity to borrow which places Council in a very good position when considering long-term borrowings to construct a new administration building in 2015/16.		The ratio as at 30 June 2012 was 4.02% (2011 - 4.96%) this is an improvement on the previous year and the ratio remains better than benchmark. The ratio as at 30 June 2013 will be available for reporting in October 2013.
	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage			The ratio as at 30 June 2012 was 6.31% (2011, 6.79%) although this is an improvement on 2011 the ratio is still above the benchmark of 5%. This is both an indication of affordability and Council's policy not to legally pursue pensioners for outstanding amounts. Council has a compliant debt recovery system but is also considerate of affordability.		The ratio as at 30 June 2012 was 6.31% (2011 - 6.79%) although this is an improvement on 2011 the ratio is still above the benchmark of 5%. The ratio as at 30 June 2013 will be available for reporting in October 2013.
	Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio			The ratio as at 30 June 2012 was 54.70% (2011, 37.71%) although this is an improvement on 2011 the ratio is still below the benchmark of 100%. This means Council is not spending enough on building and Infrastructure asset renewal. Council has endorsed an application to IPART for a continuation of the Community Infrastructure Renewal Program to assist in meeting the challenge of asset renewal. It is still		The ratio as at 30 June 2012 was 54.70% (2011 - 37.71%) although this is an improvement on 2011 the ratio is still below the benchmark of 100%. The ratio as at 30 June 2013 will be available for reporting in October 2013.

				expected that with this Special Rate Variation the ratio will still be below benchmark. The issue of asset renewal is a long-term problem; it is a balance between affordability, service standards and sustainability. The issue of asset renewal needs a whole of government approach; Council continues to source funding opportunities where ever possible.	
Camden Council is regarded as a good place to work	Exit interview data initially. Staff satisfaction survey from 2012	Remains the same or increases	●	The Employee Opinion Survey conducted in April 2012 returned a 72% satisfaction rating and exit interview data continues to confirm that trend with employees indicating that despite their decision to leave they regarded Council as a good place to work.	●
Council's resources are well-protected through careful risk management processes	Claims - motor vehicle, public liability, property	Decreasing	●	Liability Claims – 24 in the reporting period compared to 57 in the previous period Motor Claims – 23 compared to 18 in the previous period Property Claims – 5 compared to 7 in the previous period.	●

● Comment

Overall there have been some increases in liability and property claims and a decrease in motor claims. With an increasing population and workforce it is to be expected that there will be an increase in claims over time. The indicator in the new Delivery Program that commenced in July 2013 was amended to better reflect risk management processes rather than total incidents.

Report on Delivery Program Activities

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	July to December 2012	January to June 2013
Financial Management	Collection of Council income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support	Timely and accurate customer support	The collection of Council income throughout the reporting period has been done so in a timely and accurate manner and in compliance with the Local Government Act.	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.
		Compliance with the Local Government Act		
	Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement.	Unqualified Audit Report	Target met as at 30 June 2012, next audit 30 June 2013. The audit report was unqualified and completed within the statutory deadline of 30 June.	Council will not receive its audit report until October 2013, upon the completion of the external audit of the 2012/13 annual financial statements. Council expects to receive an unqualified audit report, and to complete the report within the statutory timeframe.
		Completion of the Annual Financial Reports within the statutory deadline		
	Management Accounting - Preparing Council's Budget, quarterly budget reviews, financial reporting, Section 94 Accounting, Long-Term Financial Plan and cash reserves	Timely completion of Council's budget	This activity will take place in the next reporting period and will be reported subsequently.	Council's 2013/14 budget was adopted by Council 25 June 2013 at which time the 10 year Long Term Financial Plan was updated.
		Quarterly review of Council's Long Term Financial Plan		
Governance	Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer	Compliance with all Acts and Regulations	All legal aspects have been coordinated and conducted in compliance with the mandatory Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.	All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.
		Council seeks legal advice where appropriate		

Governance	Compliance and administration of the Government Information Public Access Act (GIPA) and Privacy and Personal Information Protection Act and Protected Disclosures Act	Council is compliant with all Acts and Regulations	Council has prudently applied items of Legislation at all times. Council is currently reviewing its Privacy Management Policy for adoption by Council before 30 June 2013.	Governance continues to monitor compliance with the Local Government Act and Regulations. An organisational policy review is currently underway. The Privacy Management Policy is expected to be adopted by the end of August 2013.
IT Services	Provision and support of Council's Information Technology hardware and systems	Down time is minimised	IT staff have worked to minimise all instances of downtime. Council is currently upgrading many of its PC's and Citrix units to Remote Desktop Session (RDS) which will provide greater efficiencies in providing IT support to a rapidly growing organisation.	IT staff have worked to minimise all instances of downtime. Council has all but completed the upgrade of its PC's and Citrix units to Remote Desktop Session (RDS) which will provide greater efficiencies in providing IT support to a rapidly growing organisation.
		Internal customers are satisfied with the support they receive from IT		
	Core systems and infrastructure and corporate-wide software upgrades	Upgrades complete	Council is currently implementing or upgrading a number of core systems including the Customer Response Management System (CRM), Electronic Document Management System (TRIM), Electronic Budget System and Long-term Financial Plan (BIS) and Performance Management System (CAMS). An upgrade to Council's core disaster recovery systems and to Authority version 6.4 has been completed.	IT have recently implemented a helpdesk management system, a mobile device management system, a new Electronic Document Management System (TRIM) and Customer Response management system (CRM), all of which result in greater efficiencies for the organisation and an enhanced public response time.
		Increase resources in help desk support	IT support has increased with the growing workforce	Council's IT staff has increased by 1 to provide a more efficient help desk service for both staff and Council's Libraries
Records Management	Administer Council's Electronic Document Management system, correspondence, ensure the security of Council's records information, ensure policies and procedures are in place to effectively manage Council's records.	Compliance with appropriate legislation	Target met – Records is currently implementing TRIM which will allow for more efficient monitoring of compliance with the State Records Act.	TRIM has been implemented, providing a better level of reporting and monitoring of organisational compliance with the State Records Act.
		Internal customers are satisfied	Target met – Records is currently implementing TRIM which will provide a more user friendly experience for staff.	TRIM went live 16 July 2013 and will provide staff and management with a more user friendly and efficient records management system.

Staff Accommodation, Fleet & Equipment	New Central Administration Building – selection of site and preparation of preliminary funding strategy	Site selected and preliminary funding strategy prepared	Council resolved to locate its new central administration building at Oran Park Town Centre at the meeting of 27 November 2012. A costing plan has been developed for the project. Expressions of interest for loan borrowings will be undertaken in early/mid 2013.	Site has been selected. Masterplanning options are being explored to co-locate the library and leisure centre on the same site as the future administration building.
	New Central Administration Building – preparation of procurement methodology and final funding strategy	Procurement methodology and final funding strategy prepared	The procurement methodology and final funding strategy will be presented to Council in early/mid 2013.	The procurement method will be finalised when the most appropriate masterplanned option is chosen.
	New Central Administration Building – preliminary design and consultation	Preliminary design and consultation undertaken	Council, at its meeting of 27 November 2012, resolved to appoint a Senior Architect and Project Manager to assist Council with the preliminary design of the new building. It is envisaged these appointments will be made in the early part of 2013.	Council has jointly commission architects Allen, Jack and Cottier to prepare masterplan options for Council's future admin building as well as the future library and leisure centre. This body of work will help inform the design brief.
	Provide clean, safe and pleasant workplaces that are energy and water efficient, and economical to run	Maintenance programs 100% complete	Maintenance program is taking place on a daily basis to ensure Council workplaces are safe, efficient and economical to run.	Maintenance program completed, condition of Council workplaces are continually monitored for safety and efficiency.
		Energy and water efficiency plans in place	Projects are progressing as planned with some to be completed in the next reporting period.	Energy saving project completed, progress on other projects is continuing.
	Replacement of damaged carpet at the Narellan Administration Building	Carpet replaced	Work for replacing damaged carpet in the Council building at Narellan has been completed.	Completed.
	Council Works Depot – environmental improvements	Works completed	Improvement to existing environmental system in the Narellan Depot is programmed to commence in the next 3 months.	Due to technical difficulties work was postponed and expected to be completed in 2013/2014.
	Provision of appropriate and cost-effective motor vehicles and construction equipment for utilisation by Council staff	Appropriate tools of trade are provided and maintained in a cost effective manner	This on-going task is progressing as planned to bring cost savings to the organisation whenever possible.	Council's vehicle fleet is continually monitored to ensure appropriateness and cost effectiveness.

Major Projects	Selection of appropriate site and develop a funding strategy for a central administration building and depot facilities to accommodate a growing workforce in a more effective manner	Selection of site completed and funding strategy prepared	<p>Council resolved to locate its new central administration building at Oran Park Town Centre at the meeting of 27 November 2012. A costing plan has been developed for the project. Expressions of interest for loan borrowings will be undertaken in early/mid 2013.</p> <p>At this stage, investigative work into the future of the council depot and its capacity to expand has not progressed beyond an initial desktop analysis.</p>	As previous reporting period.
	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	Ongoing	The majority of adopted projects have been delivered on time. There have been delays associated with Little Sandy Bridge, the Camden West RFS building and roundabout at Springs Rd.
	Increase resources to manage the increasing capital projects due to the urban growth of the area	Capital projects delivered on time and to budget	Pre planning for the employment of new staff for current development being investigated.	Planning for the employment of new staff for current development is being investigated.
	Increase resources for design works for capital projects to maximise future funding opportunities	Design works completed	Councils current priority is for design of projects currently funded.	Council's current priority is for design of projects currently funded.
Risk Management & Insurance	Development of Council's Risk Management Framework	Appropriate risk management strategies are in place	<p>Council's Emergency Management Plan has been revised and adopted. Staff and Fire Warden training will be implemented.</p> <p>Project Risk Management Guidelines have been developed and trialled on a major capital expenditure project.</p>	<p>All Fire Wardens have been trained in the new Emergency Response Plan. New Emergency Response procedures to be erected in all Council buildings.</p> <p>Work has been initiated to develop an Enterprise Risk Management program.</p>
	Management and administration of Council's insurance and claims in relation to public liability/professional indemnity, property insurance, motor vehicle insurance	Number and cost of claims stays the same or decreases	<p>There has been a decrease in the number of liability claims (57 down to 24)</p> <p>There has been a decrease in Property claims (7 down to 5)</p> <p>There has been an increase in motor vehicle claims (23 up from 18)</p>	<p>There has been a increase in the number of liability claims (38 up from 24)</p> <p>There has been a increase in Property claims (9 up from 7)</p> <p>There has been an decrease in motor vehicle claims (18 down to 14)</p>

Risk Management & Insurance		Council is appropriately insured	Council maintains current insurance policies to cover identified risks.	Council maintains current insurance policies to cover identified risks.
	Plans are prepared to ensure Council can continue to operate in the event of an interruption to its business	Business Continuity Plans are in place	Council's Business Continuity Plans are in final draft. Finalisation and implementation by June 2013.	Council's Business Continuity Plans are in final draft. Implementation was suspended to allow the implementation of Council's TRIM and CRM systems. Implementation is now expected in late August 2013.
Workplace Safety	Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations	Compliance with policies and procedures	Compulsory training was conducted for all staff on new changes to Workplace Health and Safety Legislation. Major policies are in draft awaiting adoption and implementation.	WHS Policy has been adopted and placed on notice boards throughout council. Other major policies are in draft awaiting adoption and implementation.
	Management of Workers Compensation	Number and cost of claims	12 claims were lodged for the reporting period. The total cost of claims for the period \$35,623.	11 Claims were lodged for the reporting period. Total cost of claims for the period \$18,420.
		Lost time hours	Lost time hours recorded for the period totalled 145.6 hrs.	Lost time hours recorded for the period totalled 238.
	Development of a comprehensive WH&S System	WH&S system implemented	As a result of two audits work continues on a Workplace Health and Safety Strategic Plan which will plan and prioritise the highest risk areas.	Safe Work Procedures currently in draft for high risks tasks. Hazard register developed. Business case in draft for the development and implementation of the WHS Management System.
Workforce Management and Support	Provision of advice and support to managers and employees, administration of Council's Employee Assistance Program, application of employment legislation, management of industrial matters, representation and support to Consultative Committee	Accurate and timely advice and support provided	Council's EAP program has been renewed and information sessions will be conducted to inform staff on the services available. Employee Relations continues to support Managers and Employees in all relevant areas. Consultative Committee training undertaken by committee members. Employee Relations continue to participate in Consultative Committee meetings and provide advice and support.	Staff information sessions on the EAP program have been run. Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.

Workforce Management and Support		Breaches are minimised	No breaches reported.	No breaches reported.
	Provision of payroll services to Council's employees and carry out all relevant statutory reporting, deductions and record-keeping	Employees are paid within agreed timeframes	All employees have been paid within agreed timeframes with a less than 1% error rating.	All employees have been paid within agreed timeframes with a less on 1% error rating.
		All statutory requirements are met	All statutory requirements for the reporting period have been met.	All statutory requirements for the reporting period have been met.
	Implementation of Council's Salary and Performance Management System	Performance evaluation remuneration undertaken in line with system	Council has undertaken a review of the Salary and Performance Management System. The new system has been implemented during the reporting period with all staff being assessed on new performance criteria and revised position descriptions.	Annual reviews undertaken between April and May using the revised performance management system. A review to measure effectiveness and obtain feedback on issues and suggestions for improvements will be undertaken.
	Undertake recruitment and selection of new employees	Internal customers are satisfied with the employment process	During the reporting period Council recruited for 33 vacant positions. 3 positions were not filled during this period and will subsequently be readvertised.	During the reporting period Council recruited for 23 vacant positions.
	Promotion of Council as an Employer of Choice through participation in events and expos, and development of partnerships with education providers	Participation in events and networks	Council worked in partnership with University Western Sydney and University Technology Sydney to recruit Trainees in the professions of Engineering and Building Surveying.	During the reporting period Council has attended 3 Careers Expos and continues to provide the Traineeships.
Staff Training and Development	Council staff provided with the training and development to carry out their jobs effectively to deliver high quality services to the local community.	Staff training needs are identified annually and met through appropriate training	Individual Learning and Development plans have been completed for all employees as part of the Annual Performance Review. A training needs analysis has been conducted to inform the development of the Corporate Training Calendar.	Individual Learning and Development plans have been completed for all employees as part of the Annual Performance Review. A training needs analysis will be conducted to develop the annual Corporate Training Calendar.
	Provide traineeships, apprentices and work experience placements	Number of placements provided	Council currently employs two apprentices and 10 Trainees. Council hosted 13 Work Experience placements during the reporting period.	Council currently employs two apprentices and 10 trainees. Council hosted 4 Work Experience placements during the reporting process