



camden council

# Camden 2040 Delivery Program

## Six Month Report January to June 2014

*Transforming Community  
Vision into Action*

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## ***Introduction***

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

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

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

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

When reading this report, it is important to note that there will be some activities that do not have previous commentary to compare between periods; this is a result of Council reviewing the annual Operational Plan and Budget and the introduction of new priority activities. These activities will have comparison updates in the next reporting period.

Council also continues to review its suite of Delivery Program Success Indicators. This ongoing review process aims to introduce new indicators (where a gap is identified), to refine or remove existing indicators that are no longer useful / meaningful and to enhance and strengthen those indicators that could be improved. Furthermore, there may be occasions where data sources become unavailable meaning Council will need to revise indicators associated with these data sets.

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

Enquiries regarding this report can be directed to Council's Finance and Corporate Planning Branch on 4654 7777.

## ***Integrated Planning and Reporting***

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

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

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

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

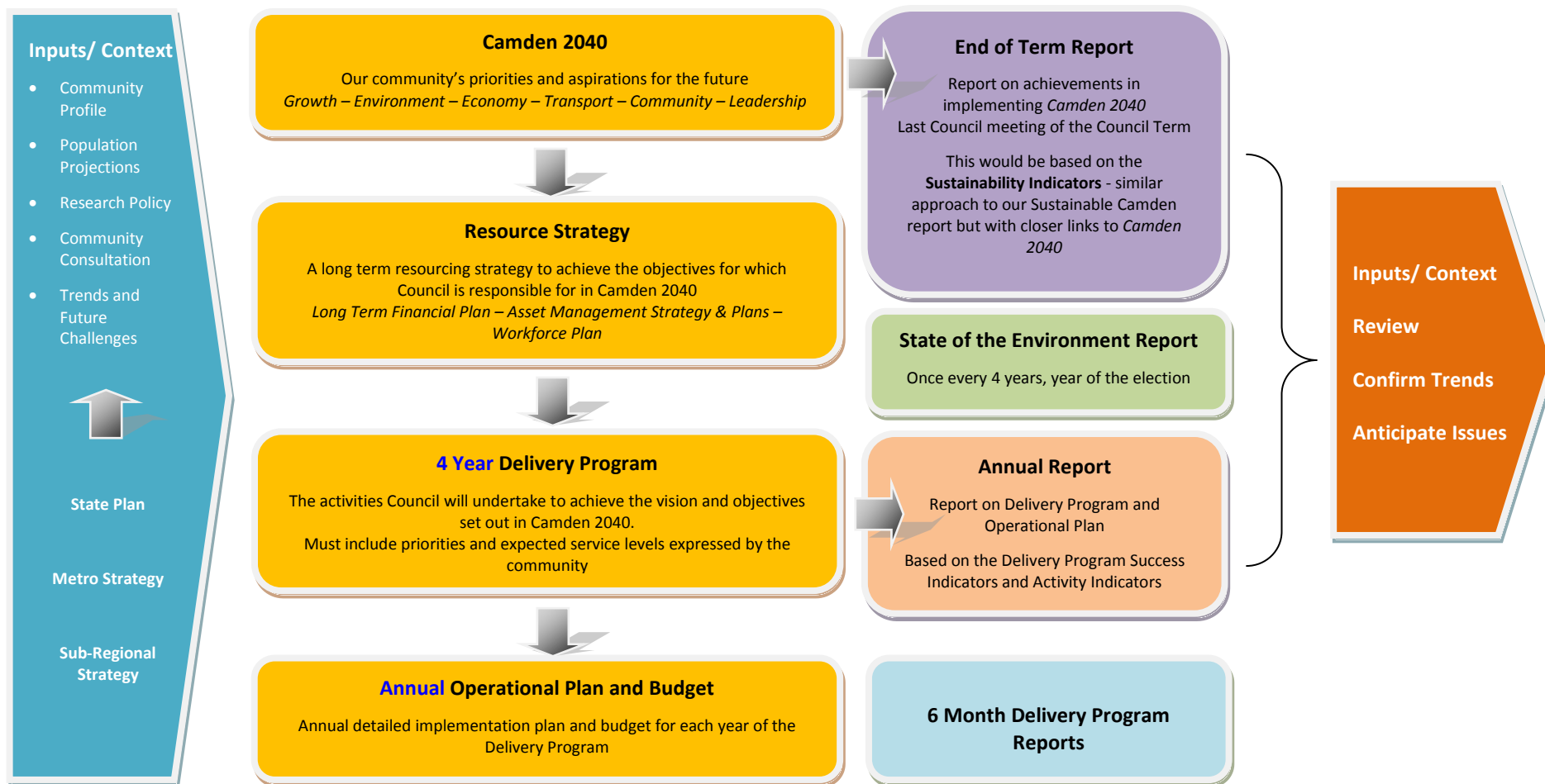
It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measurable. The Delivery Program is a statement of commitment to the community from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

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program. Please note, where there are substantial changes to the Delivery Program after Council's annual review, the 6 Month Delivery Program report will reflect these changes. Council amended the 4 Year Delivery Program, and after public exhibition, was adopted in May 2014.

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

# Camden Council Integrated Planning Framework

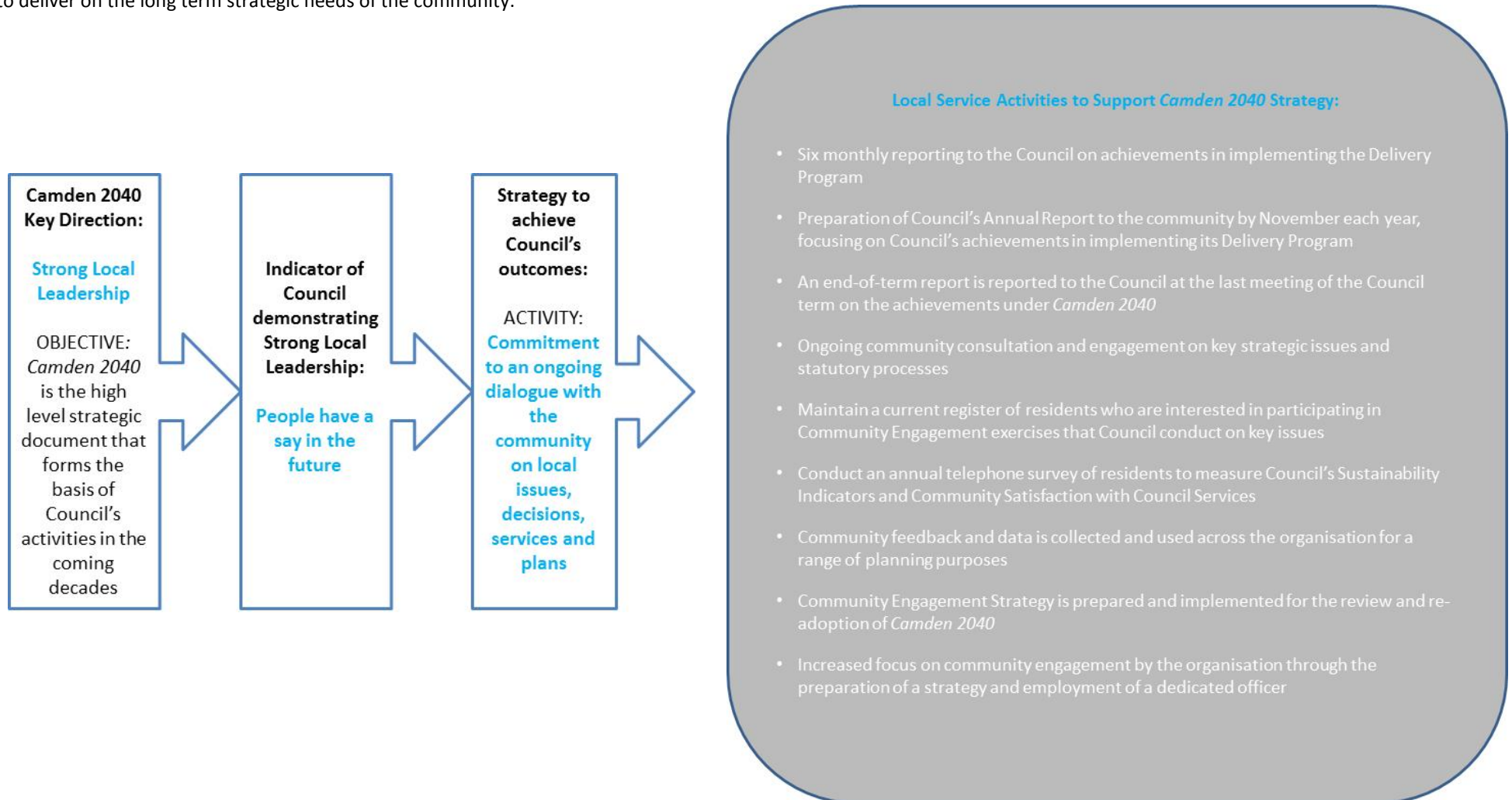
In essence, this document is all about ensuring the plans, programs and budgets (the yellow boxes) are integrated, consistent with each other and make progress towards our community goals that is then reflected in the Sustainability Indicators.



## Delivery Program Overview

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

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







## How to Read this Report

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

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

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

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

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

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

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

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

### **Annual Telephone Survey and Resident Satisfaction Scores**

The majority of Delivery Program Local Services have an indicator that measures community satisfaction with the service. This is measured through a biennial 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 next update of this data is expected in 2015.

In the alternating years (odd years), the telephone survey measures Council's achievement against our sustainability indicators, those indicators that track how Council is performing against the vision outlined in *Camden 2040*.

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

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

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

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

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

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



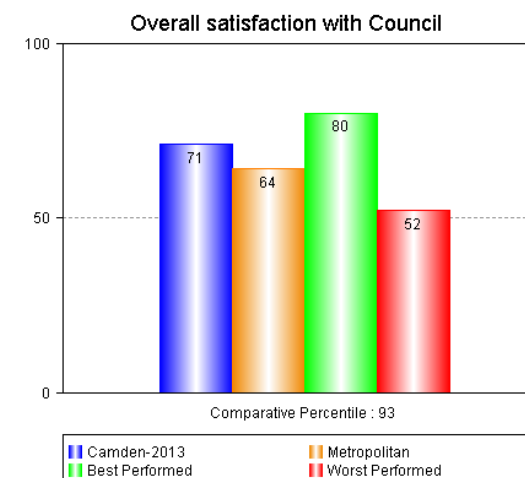
## Highlights

### Community Satisfaction with Council

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

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

The next community satisfaction survey will be conducted in 2015.







### Growth in the Period January to June 2014

- Council assessed a total value of approximately \$247,464,010 million worth of development
- Domestic waste services increased 1.03% in the January to June 2014 period, seeing 679 new residential waste services issued.
- Council's staffing numbers (full time equivalent) increased slightly during the reporting period, Council now has 313 full time staff members.
- The total number of rate assessments in the Camden Local Government Area increased by 484 in total, which demonstrates a slower period of growth in the Camden LGA. The total number of rate assessments is down from the number of rate assessments in the previous reporting period (778 in total).

## Summary – Performance Against Targets Over the Period

### 1. All Indicators



There are 109 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 2014.

		July to December 2013	January to June 2014
	Target met or exceeded	67%	67%
	Progress made towards target	5%	6%
	Requires attention	14%	16%
	No data currently available	14%	11%

It is important to note that the frequency of data has a direct impact on how the indicators are reported. If there is no update in the reporting period, the indicator will remain the same as the previous reporting period.

### 2. Movement Towards or Away from Target

Based on our results in the previous reporting period (July to December 2013), a number of Delivery Program Success Indicators moved either *towards and achieved the target*, or *away from the target where the target had previously been achieved*. This means that the indicator changed in the second six month period. The following table is a snapshot of the indicators that have moved in either of these ways in the January to June 2014 period.

<i>Indicators that have Achieved Target</i> 	<i>Indicators that Moved Away from the Target</i> 
<ul style="list-style-type: none"> <li>Timely delivery of infrastructure included in developer agreements - Developer compliance with Voluntary Planning Agreements</li> </ul>	<ul style="list-style-type: none"> <li>Incidents of dog attacks, nuisance and stray dogs</li> </ul>
<ul style="list-style-type: none"> <li>Onsite sewage management systems are operating satisfactorily - Number of approvals to operate issued</li> </ul>	<ul style="list-style-type: none"> <li>Incidents of illegal dumping – number of incidents</li> </ul>
<ul style="list-style-type: none"> <li>The Camden Civic Centre is enjoyed by the community as a venue for a range of events - Number of visitors</li> </ul>	<ul style="list-style-type: none"> <li>Number of non-complying premises are decreasing (food and skin penetration) - Number of improvement notices issued</li> </ul>

<i>Indicators that have Achieved Target</i> <span style="color: green;">●</span>	<i>Indicators that Moved Away from the Target</i> <span style="color: red;">●</span>
<ul style="list-style-type: none"> <li>The Camden Civic Centre is enjoyed by the community as a venue for a range of events - Ratio of returning client to new clients</li> </ul>	<ul style="list-style-type: none"> <li>Incidents of overgrown land (private) - Number of orders issued</li> </ul>
<ul style="list-style-type: none"> <li>Councils resources are well protected - Liability Claims</li> </ul>	<ul style="list-style-type: none"> <li>More people participate in active recreation using Council facilities - Seasonal bookings of sportsfields</li> </ul>
<ul style="list-style-type: none"> <li>Councils resources are well protected through careful risk management processes - Motor Vehicle Claims</li> </ul>	<ul style="list-style-type: none"> <li>Council's Community Halls are utilised - Occupancy rates</li> </ul>
	<ul style="list-style-type: none"> <li>Visitors to the Tourism Information Centre is increasing</li> </ul>
	<ul style="list-style-type: none"> <li>Council's workforce is appropriately skilled, safe and stable - Proportion of staff accessing education assistance as proportion of full time employees (FTEs)</li> </ul>
	<ul style="list-style-type: none"> <li>Council's workforce is appropriately skilled, safe and stable – Staff Turnover</li> </ul>
	<ul style="list-style-type: none"> <li>Councils resources are well protected through careful risk management processes - Property Claims</li> </ul>

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

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

- Incidents of dog attacks, nuisance and stray dogs – Number of Incidents
- Number of non-complying premises are decreasing (food and skin penetration) - Number of improvement notices issued
- More people participate in active recreation using Council facilities - Seasonal bookings of sportsfields

Red indicators serve as a flag for potential areas of concern; however, there are sometimes influences that will give a red result that is not necessarily reflective as a permanent move away from sustainability. It is an opportunity to look into these areas and establish factors that are affecting the results, and where applicable, refine how we measure the achievement of these indicators.

## ***Snapshot - Key Activities and Achievements***

### ***Actively Managing Council's Growth***

- Council continues to complete development assessments in a timely fashion, seeing the result of a 27.6 day average well below the 40 day target.
- Council was successful in securing emergency funding on behalf of the property owner from the State Government for the repair of the original lath and plaster ceilings of Macquarie Grove Cottage, in Cobbitty. The work has been completed, restoring an important element of the colonial property, built in 1850 and which is an item of State heritage significance.
- The East Leppington Voluntary Planning Agreement became operative on 31 March 2014. Under the VPA, the developers will be providing all of the on-site infrastructure and open space required by the future residents of the development, along with contributions towards the acquisition of land for the future regional cultural and community facilities at Leppington North. Importantly, the finalisation of the VPA allowed Council to issue subdivision certificates for the first stage of the development, facilitating the registration of lots and the commencement of housing construction.

### ***Healthy Urban and Natural Environments***

- Council has cut energy consumption at Narellan Library by 41% and Camden Civic Centre by 32% with the implementation of energy saving initiatives and the installation of solar photovoltaic cells at Narellan Library.
- Volunteers contributed 427 hours protecting and enhancing Kings Bush and Sickles Creek Reserve, an increase of 20 hours from the previous reporting period.
- Council has delivered an education package in local schools through EnviroMentors. EnviroMentors is Keep NSW Beautiful's education program. A team of experienced educators provide a range of education services to improve community awareness and engagement on local sustainability issues and initiatives. Like other programs, EnviroMentors focuses on motivating communities to participate in simple and practical ways to improve their environmental sustainability.
- During the report period, over 2,000 people have been involved in Council's sustainability programs such as Project Lunchbox, Wood Smoke Reduction Program, Story Time, Platypus education, Birds in the Bush Workshop and EnviroMentors.
- Council is currently implementing a new responsible pet ownership and dog safety program aimed at school children, years 3 to 6.

### *A Prosperous Economy*

- Council endorsed the concept of a Business Alliance/Economic Development taskforce for the Camden Local Government Area. Its core goal being to assist Council in achieving the outcomes of Council's Economic Development Strategy.
- Design and planning commenced for what will be Camden Council's "Business Month" held in September 2014. This event is designed to actively promote a range of business related events and training to the Camden business community. Some of the events include free workshops, seminars and other exciting initiatives aimed at assisting our local economy grow and prosper.
- Camden's online presence has been increased with the Macarthur Facebook Page receiving over 6,000 likes plus the addition of the Macarthur Instagram page allowing locals and visitors to share photos and stories through social media.

### *Effective and Sustainable Transport*

- Both Camden Bypass Intersection and Richardson & Link Road constructions have been undertaken in the reporting period and are due for completion on 19 August 2014, improving vital infrastructure to residents of the Camden LGA.
- Council has secured \$455,000 grant funding for Australian Botanic Garden Recreational Trail from the Metro Greenspace Program (MGP), a key initiative for State and local government to partner together to improve regionally-significant open space for recreational purposes.
- The Pedestrian Access & Mobility Plan (PAMP) was reviewed and formally adopted in June 2014. The plan has revised previously recommended pedestrian networks and prioritised actions in line with current information and behaviours. With expected population growth, the need arose to ensure safe and convenient facilities for the community and its visitors moving into the future.
- Council continues to promote safe road practices in the Camden LGA; programming for the 2014 'Drive to Stay Alive - road safety program for high schools ' was completed with 4 local high schools due to participate in the program between July and December 2014.

### *Enriched and Connected Community*

- A total of 119 event days booked from January to June 2014 using the Bicentennial Equestrian Park grounds.
- Camden Civic Centre hosted the '2014 Small Business Awards' that saw 546 guests attend the event which is the largest catered function staged within the venue to date.
- 23 events held with 3,750 participants from January to June. Events included 'International Women's Day' (300 participants), 3 Seniors Week events (450 participants), 18 Youth Week events (1,000 participants) and a Play Day event (2,000 participants).
- 149,127 people visited our libraries and 12,286 attended library programs in this period.
- In February 2014, Council adopted the Sportsground Strategy. A strategy that consolidates information on existing Council sites, provides a strategic platform for future planning, design and construction of new facilities.

### **Strong Local Leadership**

- Council's Organisational Development / Business Improvement Plan (OD/BIP) was developed and released following staff consultation, participation and input. The OD/BIP is Camden's "Action Plan" to ensure, as a Council organisation, we grow, adapt and evolve along with our community, in order to best meet our community's needs, establishing priorities for the whole Council organisation to collaboratively focus on and deliver over the next five plus years.
- Council has finalised and adopted the design brief for the new Administration Centre. Architects have been appointed and concept designs have been developed. The expression of interest (EOI) to select tenderers for the construction contract closes 31 October 2014.
- Council finalised the design and construction of a new rural fire service station in Camden West in June 2014, this is now operational.
- In response to the growth being experienced in the Camden LGA and in conjunction with the OD/BIP, Council is well advanced in the recruitment of twenty four new positions; this expansion will assist in ensuring a high level customer service is delivered to the community as we continue to rapidly grow.
- In June 2014, Council reviewed all insurance policies held and have entered into an agreement with Westpool, United Independent Pools & Willis Australia. This change in insurers will see Council saving an estimated \$250,000 annually.
- Council's 2014/15 Annual Operational Plan was adopted by Council 24 June 2014. The Operational Plan reviews those activities identified in the 4 Year Delivery Program, ensures the activities that were scheduled in the previous financial year have been completed, enables Council to reassess those activities scheduled for the upcoming year and reprioritise, as required, to ensure the community's needs are met.
- Council continues to utilise social media to provide valuable information to the community, Council's Facebook page take up has increased by 74% seeing the number of 'likes' go from 2,103 in the previous reporting period, to 3,663 in the period of January to June.

## **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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Development Control	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Development Control was 6.11 out of 10, which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.

Local Service 1.1 : Development Control						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less	●	27 Day Average. This result is particularly pleasing given the development pressures currently being experienced within the Camden LGA.	●	27.6 Day Average. This result is particularly pleasing and is generally consistent with the previous 6 months. The development pressures are currently high so to keep it consistent is good. The average is also well within Target
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less	●	16 Day Average. This result represents a continued improvement and well within the target.	●	15 Day Average. This result represents a continued improvement, particularly pleasing given the changes that have occurred during the past 6 months in the building certification team.

### Report on Delivery Program Activities

Local Service 1.1: Development Control				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
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	<b>27 Day Average</b> - 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.	<b>27.6 Day Average</b> – This result is particularly pleasing and is generally consistent with the previous 6 months. The development pressures are currently high so to keep it consistent is good. The average is also well within Target
	Additional processing resources to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications	The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.	The Development Branch has recently been restructured to respond to forecast growth and is currently filling positions so that service levels are maintained.



Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Construction Certificates</b>	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes	<b>16 Day Average</b> - This result represents a continued improvement and well within the target.	<b>15 Day Average</b> - This result represents a continued improvement, particularly pleasing given the changes that have occurred during the past 6 months in the building certification team.
<b>Construction Certificates</b>	Additional processing staff to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications	The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.	The Development Branch has recently been restructured to respond to forecast growth and is currently filling positions so that service levels are maintained.
<b>Occupation Certificates</b>	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	<b>25 Day Average</b> – This result is an improvement on the previous 6 month period.	<b>17 Day Average</b> – This result is an improvement on the previous 6 month period.
<b>Subdivision Certificates</b>	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Conditions of Development Consent and Engineering Specification.	Council's Subdivision Certificates process has recently been reviewed to improve efficiency and respond to the Organisational restructure.
<b>Inspection</b>	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	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.
<b>Building Certificates</b>	Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies	Assessments occur in a timely fashion	<b>8 Day Average</b> – This is a significant improvement but we have seen a drop in requests for these sorts of certificates.	<b>12.58 Day Average</b> – Whilst there has been an increase in the time taken, it is still within expected time frames.
<b>Fire Safety</b>	Ensure commercial and industrial buildings comply with fire safety standards	Number of inspections	Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified.	Council undertakes fire safety inspections and actively pursues building owners to ensure fire safety standards are being maintained.
<b>Swimming Pool Audit</b>	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool	Number of swimming pools inspected	Council has recently adopted a Swimming Pool Audit Program. The program requires additional staff. This	Council has not recruited staff given a lower than expected uptake in applications due to a change in

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	fencing		recruitment will soon commence.	legislation, which has pushed out the date when home owners require a compliance certificate.
<b>Road/Suburb/ Reserve Naming</b>	Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board	Consultation undertaken	Consultation with the Geographical Names Board occurs with every application along with the community.	Consultation with the Geographical Names Board occurs with every application along with the community.
<b>Section 149 Planning Certificates</b>	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 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the increasing applications Council receives due to urban land releases in the LGA.	Almost all of Council's 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the increasing applications Council receives due to urban land releases in the LGA.

<b>Geographical and Land Information</b>	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
	Undertake a review of mapping software utilised in Council	Review Completed	Council is currently seeking expressions of interest for a consultant to undertake the review on Council's behalf.	Council has employed a consultant to put together what is needed from a new GIS System
<b>Landscape Assessments</b>	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 27 days.	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 21 days.
<b>Tree Preservation</b>	Assessment of applications to remove trees within private property	Assessments undertaken in a timely fashion	<b>16 Day Average</b> – Whilst an increase from the previous period, is still a positive result.	<b>8 Day Average</b> – This is a very positive result and a significant improvement from the previous period.
<b>Investigating Development Compliance on Private Property</b>	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.
<b>Public Road Activities</b>	Determination of works within the public road that is associated with development that includes driveways	Determination completed in a timely fashion	<b>10 Day Average</b> – Whilst an increase, this is as a direct result of increased development currently being experienced.	<b>2 Day Average</b> – Despite an increase in applications, this pleasing result has been achieved by refining the approval process.
<b>Review of Council's Engineering Specifications</b>	A need to review the Specifications has been required to keep up to date with policies and include new technologies.	Review completed	Review still being refined prior to being reported to Council, likely next reporting period.	Further review is being undertaken to review Council's engineering specifications, it is estimated this will be reported to Council in the next reporting period.
<b>Review of Contamination, Noise, Salinity and Wastewater Policies</b>	A need to review the contamination, noise, salinity and wastewater policies has come about because of changes in legislation and keep pace with best practice.	Review completed	Council has received advice from an external consultant, and will be implemented in the next reporting period.	Implementation has not yet commenced, it is anticipated that this will occur in the next reporting period.

<b>Review of Development Assessment Conditions</b>	A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues.	Review completed	Refinement is currently occurring in relation to conditions to have a set of adopted standard conditions.	Council continues to refine Development Assessment conditions whilst working towards producing a set of adopted standard conditions.
<b>Review of Building Surveying Team checklists, templates and procedures</b>	Standardisation of the checklists, templates and procedures used by the Building Surveying Team is necessary to keep pace with legislation and best practice.	Review completed	This work is likely to be refined using a new process and procedure template during the next period.	Ongoing refinement continues in developing new processes and procedure templates that are due to be launched in the next reporting period.
<b>Review of Subdivision Certificate checklists</b>	A review Council's existing Subdivision Certificate checklists is necessary to ensure they comply with relevant legislation and best practice.	Review completed	This work is likely to be refined using a new process and procedure template during the next period.	Ongoing refinement continues in developing new processes and procedure templates that are due to be launched in the next reporting period.
<b>Review of Section 149 Planning Certificates templates</b>	A review Council's existing Section 149 Planning Certificate templates is necessary to ensure they comply with relevant legislation and best practice.	Review completed	This work is almost finalised with a new Process and procedure being developed. It is expected that this will be implemented in the next period.	This work has been completed.
<b>Review of Development Information on Council's website</b>	A need to review the development information on Council's website is necessary to ensure that it is relevant, up to date and complies with best practice.	Review completed	Work has commenced with the purchasing of an upgrade of Masterview which will allow plans and information relating to DA's to be available on Council's website. It is expected that this will be rolled out in the next period.	The upgrade of Masterview has been purchased and is currently being installed which will allow plans and information relating to DA's to be available on Council's website. It is expected that this will be implemented in the next period.

## Local Service 1.2 – Heritage Protection

### What is Heritage Protection?

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

### Report on Delivery Program Success Indicators

Local Service 1.2: Heritage Protection						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Heritage Protection was 6.87 out of 10, which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.
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 2013	January to June 2014
Advice and Assistance	Provide advice and assistance both internal and external on heritage related matters	Number of times advice provided	Advice provided on : <ul style="list-style-type: none"> <li>• 7 simple single issue heritage enquires</li> <li>• 23 medium level heritage issues; and</li> <li>• 1 complex heritage issue.</li> </ul>	Advice provided on : <ul style="list-style-type: none"> <li>• 47 simple single issue heritage enquires</li> <li>• 26 medium level heritage issues; and</li> <li>• 1 complex heritage issue</li> </ul>
	Engage the services of Council's heritage advisor as necessary	Number of times advisor services required and costs incurred	7 heritage items including appropriate alterations to conservation works on Wivenhoe, 30+32 Hill Street, and 11 Broughton Street Camden.  Macquarie Grove House, Camden Showgrounds (fencing), Macaria and the Camden Town Farm.	Advice from Heritage Advisor provided on 9 heritage projects between  These range from advice on conservation and repair, appropriate alterations, inspecting grant funding work.
DA Referral	Attend pre DA meetings and provide advice on DA referrals on heritage matters	Number of meetings attended and number of referrals made	DA and Planning Proposal advice provide on: <ul style="list-style-type: none"> <li>• 9 simple single issue heritage referrals</li> <li>• 28 medium level heritage referrals, requiring multiple advice ; and</li> <li>6 complex heritage referrals requiring negotiation.</li> </ul>	DA Advice provided on : <ul style="list-style-type: none"> <li>• 16 simple single issue heritage enquires</li> <li>• 28 medium level heritage issues; and</li> <li>• 5 complex heritage issue</li> </ul> Planning Proposal advice on 8 reports
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	Work has commenced on development of a CMP register.  Advice provided on the CMP for Cobbitty Church and Wivenhoe.	The first stage of the CMPs has been completed. A summary of heritage requirements and council actions will be progressively added - ongoing.  Advice provided on 1 CMP - Wivenhoe

<b>Information and promotion of heritage issues</b>	Make relevant and current information readily available to staff and community	Number of publications provided	Heritage will be updated once Council's new webpage is finalised.	Information provided to Camden Advertiser on Macquarie Grove Cottage. Website review undertaken.
		Information is current	Let's Connect article on Oran Park House, and Gledswood. Review has commenced on Strategic Planning Heritage Library.	Lets connect articles on 11 Broughton Street and Macquarie Grove Cottage.
	Facilitate staff workshops on relevant heritage matters	Number of staff workshops held	No staff workshops were held during the reporting period.	Presentation to Strategic Planning Staff on the history of Camden.
	Work with external organisations as appropriate to promote heritage issues	Number of contacts made with external organisations	Contact is ongoing with Heritage of Western Sydney Group and Camden Historical Society.	Continued involvement in the HOWs Group (Heritage of Western Sydney Group).

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Urban and Rural Planning was 5.93 in 2013 which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed	●	<p>A number of amendments have been processed for both the Camden LEP and DCP to ensure both instruments remain current.</p> <ul style="list-style-type: none"> <li>• Woodfired Heaters Amendment 25 finalised in November of 2013.</li> <li>• DCP amendment 11 finalised July 2013.</li> </ul>	●	<p>A number of amendments have been processed for both the Camden LEP and DCP to ensure both instruments remain current.</p> <p>5 LEP Amendments and 2 DCP Amendments have been completed during the reporting period.</p>
Timely delivery of infrastructure included in developer agreements	Developer compliance with Voluntary Planning Agreements	100%	●	Oran Park PCG has been operating to manage the delivery of works under the Oran Park VPA.	●	Council staff continue to work with developers who have entered into VPAs via a range of means to ensure compliance.



**Report on Delivery Program Activities**

Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
New Release Areas Planning	<p>Coordinate the rezoning process for the following precincts:</p> <ul style="list-style-type: none"> <li>• Austral/Leppington North precinct</li> <li>• East Leppington precinct</li> <li>• Leppington Urban Release Area</li> <li>• Catherine Field South precinct</li> <li>• Emerald Hills</li> </ul>	<p>State Government time frames met</p>	<p>The planning for <b>Leppington Precinct</b> continues in line with State Government timeframes. Exhibition is likely in the first quarter of 2014.</p> <p><b>Catherine Fields (Part) Precinct</b> was rezoned on 20 December 2013. A Contributions Plan has been adopted by the Council for this precinct.</p> <p><b>Emerald Hills</b> planning package was publicly exhibited Nov/Dec 2013 with some submissions received.</p>	<p>Planning for <b>Leppington Precinct</b> has been advanced by the Department of Planning and Environment. Public exhibition likely to occur in August 2014.</p> <p>Planning for the <b>Catherine Field (Part) Precinct</b> is complete. It is likely that developers will seek to enter into Works In Kind Agreements and possibly Voluntary Planning Agreements.</p> <p><b>Emerald Hills</b> Final Planning Proposal Package adopted by Council April 22, 2014. A Voluntary Planning Agreement has been prepared and will come into effect upon the land being rezoned. Further work to refine planning controls related to visual impact is being undertaken.</p>
	<p>Manage and respond to emerging strategic planning issues within rezoned precincts:</p> <ul style="list-style-type: none"> <li>• Oran Park precinct</li> <li>• Turner Road precinct</li> <li>• Spring Farm precinct</li> <li>• Elderslie precinct</li> <li>• Harrington Grove precinct</li> <li>• Mater Dei precinct</li> <li>• El Caballo Blanco / Gledswood precincts</li> </ul>	<p>Relevant stakeholders engaged</p>	<p>Strategic planning issues are actioned in a timely manner</p>	<p>Project Working Groups have continued for the Oran Park and Turner Road Precincts to resolve issues relating to construction delivery.</p>

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities, and undertake annual review.	Strategy complete	The Draft Infrastructure Delivery Strategy has been reviewed and requires further work. A program for delivering the IDS is being worked through.	The Draft Infrastructure Delivery Strategy was placed on hold pending the Council restructure.
New Release Areas Planning	Undertake the infrastructure initiatives as identified in the Infrastructure Delivery Program.	Initiatives implemented as programmed	<p>A number of initiatives are being implemented including:</p> <ul style="list-style-type: none"> <li>• Rickard Road strategic alignment</li> <li>• Raby Road strategic alignment</li> <li>• Narellan Sports Complex Strategy</li> </ul>	<p>Rickard Road strategic alignment work has been completed. A report has been published by the Department of Planning &amp; Environment.</p> <p>Council has received support for a Raby Road Working Group to include representatives from RMS and DP&amp;E. Representatives from DP&amp;E are being finalised with the Working Group to commence shortly.</p> <p>The Narellan Sports Complex Strategy is underway.</p>
	Additional resources to facilitate Strategic Planning in Growth Centre areas.	Workforce increase	A Precinct Acceleration Protocol submission for Lowes Creek/Maryland has been received by the State Government. Subject to its approval, additional planning resources will be required to facilitate the planning process.	It is anticipated that further land release will occur within the short to medium term; resources have been allocated within the budget and the recruitment for this position is expected within the next reporting period.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<p><b>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</b></p>	<p>Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy &amp; Procedure Manual.</p>	<p>75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt</p>	<p>There are 6 VPAs under negotiation:</p> <ul style="list-style-type: none"> <li>• East Leppington – Stockland</li> <li>• Emerald Hills – Macarthur Developments</li> <li>• Spring Farm – Cornish Group</li> <li>• Spring Farm – Urban Growth NSW</li> <li>• Denbigh (Oran Park) – AV Jennings</li> <li>• Narellan Town Centre</li> </ul> <p>The Cornish and Urban Growth NSW proposed VPAs have significant policy issues that are taking time to resolve. All other VPAs are on track to be completed within the target time.</p> <p>There are no Works In Kind Agreements (WIKA) currently under negotiation.</p>	<p>The East Leppington – Stockland VPA has been executed.</p> <p>The Emerald Hills VPA has been signed by the developer and will come into effect upon rezoning of the land.</p> <p>The following VPAs remain under negotiation and are nearing completion:</p> <ul style="list-style-type: none"> <li>• Spring Farm – Cornish Group</li> <li>• Spring Farm – Urban Growth NSW</li> <li>• Denbigh (Oran Park) – AV Jennings</li> <li>• Narellan Town Centre</li> </ul> <p>As at June 2014, there were no Works In Kind Agreement (WIKA) under negotiation.</p>

<p align="center"><b>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</b></p>	<p>Monitor Voluntary Planning Agreements.</p>	<p>Regular Monitoring is Conducted</p>	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource.</p> <p>A PCG operates to monitor the implementation of the Oran Park VPA (GDC).</p>	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource. As such, Council has secured funding in the 14/15 budget for an additional position.</p> <p>A PCG operates to monitor the implementation of the Oran Park VPA (GDC).</p>
	<p>Provide advice on development contributions matters.</p>	<p>Responses provided in a timely manner</p>	<p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancy.</p>	<p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancy, which has subsequently been filled.</p>
	<p>Administer the Development Contributions Management Committee.</p>	<p>Ensure meetings are appropriately administered and held regularly</p>	<p>The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.</p>	<p>The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.</p>
	<p>Complete policy and procedures Manual.</p>	<p>Policy and Procedure manual completed</p>	<p>This Policy and Procedure Manual is not complete due to position vacancy and competing priorities.</p>	<p>This Policy and Procedure Manual is not complete due to position vacancy and competing priorities.</p>
	<p>Preparation of new contributions plans as part of new precinct planning</p>	<p>Plans adopted</p>		<p>New contributions plans have been prepared for:</p> <ul style="list-style-type: none"> <li>• Catherine Field Part Precinct (adopted)</li> <li>• Leppington North Precinct (exhibited and pending adoption)</li> <li>• East Leppington Precinct – plan preparation nearing completion</li> <li>• Leppington Precinct – plan preparation underway</li> </ul>

<p><b>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</b></p>	<p>Review of contributions planning in line with the development contributions reforms included in the white paper</p>	<p>Review completed</p>		<p>Council has actively participated in the Development Contributions Reform Working Group run by the Department of Planning and Environment and on other project teams convened by the Department for particular issues (e.g. units of charge). Review of contributions plans is pending announcement of reforms.</p>
<p><b>Land Use and Planning</b></p>	<p>Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate</p>	<p>Advice provided in a timely manner</p>	<p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p><b>LEP Amendments</b></p> <p>Amendment 26 - Mapping Anomalies (16 August 2013)</p> <p>Amendment 25 – Woodfired Heaters (1 November 2013)</p> <p>Amendment 28- ECBG Minimum lot size (29 November 2013)</p> <p><b>DCP Amendments</b></p> <p>DCP Amendment Amendment No 11 – Review (4 September 2013)</p> <p>Camden Development Control Plan Amendment No 12 – Woodfired Heaters (18 September 2013).</p> <p><b>Other LEP Amendments (In Progress)</b></p> <p>Housekeeping Amendment 14- Currently underway</p> <p>Amendment 15 – Glenlee- Rezoning for industrial purposes</p> <p>Gledswood Hills – RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 – 121 Raby Road</p> <p>Amendment 16 – Carrington – Expansion of Carrington Seniors Facility.</p>	<p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p><b>LEP Amendments</b></p> <p>Amendment 20 – Liverpool Boundary Adjustment</p> <p>Amendment 18 – Spring Farm East</p> <p>Amendment 22 – Spring Farm Link Road</p> <p>Amendment 24 – Struggletown</p> <p>Amendment 30- Orielton</p> <p><b>DCP Amendments</b></p> <p>Spring Farm Masterplan Review</p> <p>Elderslie Masterplan Review completed, no amendments made to Masterplan.</p> <p><b>Other LEP Amendments (In Progress)</b></p> <p>Amendment 15 – Glenlee- Rezoning for industrial purposes</p> <p>Amendment 21- Gledswood Hills – RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 – 121 Raby Road – large lot residential</p> <p>Amendment 16 – Carrington – Expansion of Carrington Seniors Facility.</p> <p>Amendment 32- Grasmere – 4 lots to R5 Residential</p> <p>Amendment 34 – Mapping (73a Minor anomalies amendment)</p> <p>Amendment 19 – reclassification of lands</p> <p>Amendment 29 – Housekeeping Amendment</p>
		<p>Amendments gazetted</p>		

<b>Land Use and Planning</b>	Review of Camden LEP and DCP resulting from the White Paper and the EPA amendment Bill	Appropriate amendments undertaken within agreed timeframe	Comprehensive reports and submissions were developed by Council and submitted to the White Paper Exhibition period.  A comprehensive review in light of changes is proposed to commence in February 2014.	Comprehensive DCP review is currently underway.
	Coordinate the rezoning process for the Glenlee industrial area	Completed within 2 years of receipt	Gateway determination for the Glenlee Rezoning was received on 3rd July 2013. Council are currently coordinating with the proponent and Campbelltown Council detailed technical studies for the proposed rezoning to industrial lands.	Draft reports received and internal review currently being undertaken.
	Undertake review of development controls for business zone land in the vicinity of the Narellan Town Centre	Review completed and amendments made to planning instruments		Consultants have being commissioned to undertake the initial review, and provide evidenced based recommendations.
	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	Detailed technical studies are currently being prepared as required by the gateway determination. Negotiations are ongoing with the Office of Environment and Heritage. Extension for rezoning received until 16th July 2014.	Detailed technical studies completed.  Currently negotiating outstanding issues around bio banking with the proponent and the OEH representatives.
	Elderslie/Spring Farm urban release areas	Undertake review of existing controls and indicative layout plans to ensure relevance	Review of Elderslie Masterplan commenced in the later half of 2013. Consolidation of comments and feedback is expected to be reported to Council in the first half of 2014.  A revision to the Spring Farm Masterplan was exhibited in November of 2013, in associated with the relocation of the school site. This will be reported back to Council in early 2014	Elderslie Masterplan review completed. No amendments were made.  Spring Farm Masterplan Review completed and amendments adopted by Council. In force March 2014.  The former school site was deferred from the adopted DCP. Discussions are continuing regarding a revised Masterplan for the site which is expected to be reported to Council in October 2014.

<b>Land Use and Planning</b>	Mater Dei/Harrington Grove urban release areas	Ensure strategic planning issues are dealt with in a timely manner	Council continue to work with the proponents on Mater Dei and Harrington Grove to resolve ongoing issues.	Work with Mater Dei regarding potential DCP amendments. Continue to work with Harrington Grove as needed.
	El Caballo Blanco/Gledswood release area	Ensure strategic planning issues are dealt with in a timely manner	Council continue to work with the proponents on both the ECBG and Gledswood sites. To identify and remedy emerging planning issues.	Held discussions with new developers for the East Side Land portion, with regard to alternative use of the RE2 Lands.
	Co-ordinate planning proposal for Gledswood Hills (Amendment 21)	Achieve rezoning within gateway timeframe		Public agency consultation is currently underway and expected to be finalised in Aug 2014.
	Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system	Lot projections are current	Draft lot projections have been identified for some new release areas.	Lot projections developed in conjunction with profile.ID.
		Tracking System developed	An improved system to collect data and a finalised lot/population projection will be investigated in the first half of 2014.	System developed in conjunction with LIS to map and monitor registered lots in new release areas.
	Process Planning Proposals as submitted	Receipt acknowledged and preliminary feedback provided within 3 weeks of receipt	All received planning are acknowledged within 3 weeks of receipt.	2 planning Proposals received during the period all received within the 3week period.
		Planning Proposal processed within timeframe provided by Gateway	1 extension of gateway timeframes was sought during the reporting period for the Carrington Planning Proposal. All other proposals continue to operate within gateway deadlines.	No extensions sought within the current period.
	Undertake an Urban Design Audit of Residential Release Areas	Urban design Audit completed	This activity will commence in 2014, update is expected in the next reporting period.	Will commence in July of 2014. Expressions of Interest have been undertaken and a consultant to be engaged shortly.
Undertake an Employment Lands Strategy	Employment Lands Strategy completed	This activity will commence in 2014, update is expected in the next reporting period.	Project planning has commenced. Project is to be broken into two phases 1) Audit and research and 2) Strategy Development.	

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Waste Services was 8.53 in 2013 which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.
Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%	●	Currently at 73%	●	Currently at 73%



## Report on Delivery Program Activities

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Collection of Household Waste</b>	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	99.9% of bins are collected on the scheduled day	99.94% of bins are collected on the scheduled day. Of a possible 62,900 bin collections each week an average of 41 bins are reported as missed services.
<b>Kerbside Collections of Hardwaste</b>	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 waiting period before December was 2-3 weeks. Over December and January it has increased to 3-4 weeks. December to January is traditionally our busiest period. We are also reaching our collection capacity and will be purchasing an additional collection truck in the next financial year.	The average waiting period for Kerbside collection is now 1-2 Weeks. Operational changes to our collection processes have increased our capability each day and decreased our waiting times during peak periods. This has been achieved without the purchase of additional Plant.
<b>Collection of Commercial Waste</b>	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 receiveal facility.	99.2% of bins are collected on the scheduled day. We do not have separate data for commercial customers.	99.94% of bins are collected on the scheduled day. No separate data is collected for commercial services.
<b>Waste Education</b>	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.	Our current diversion rate is 73%. Welcome packs for new residents in our new estates are being finalised. We are reviewing the service we deliver to our new release areas to ensure we are providing an appropriate service.	Our current 12 month average diversion rate is 73%. Waste and recycling guides have been delivered to all residents within the Camden LGA giving residents an overview of our Waste service and information about Recycling and Waste disposal. Council has developed an education package for delivery in local schools through 'EnviroMentors'. Council is also working on a Regional Waste strategy through MACROC and other possible education opportunities like a Smart Phone Application.





Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Continuing Service Expansion to Meet Needs of Growing Population</b>	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 all service requirements and capacity. We are reviewing our truck capacity and additional purchases to ensure we continue to meet the growing needs of our new release areas.	A review of Council's plant capacity and calculations has seen some key changes to the proposed plant purchase program. This will ensure Council continues to meet the growing needs of our expanding community.
<b>Bin Lid Repairs</b>	Bin lid repairs to be conducted en route by drivers as a more proactive, cost-effective and productive service.	Bin lid repairs conducted en route	Currently around 117 repairs are carried out each month. Our waste management software allows our drivers to report damaged bins while carrying out collections. Lids and bins are then repaired by our purpose built Bin Maintenance truck which is stocked with all the required parts for bin repairs. This new truck allows repairs to be carried out quickly and efficiently as all parts are already on board the vehicle. This then allows our collection vehicles to continue carrying out collections.	An average of 88 bin repairs are carried out each month and numbers are slowly declining. We believe our proactive repairs through 'Wastedge' have been reducing the number of damaged bins in the public domain.  Repairs will continue to be carried out by our Bin Maintenance truck rather than collection drivers as this is more efficient.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Regulating the Use of Public Areas was 6.77 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing		<p>The number of dogs entering the pound microchipped has increased to 69% compared to 57% last reporting period. The number of cats entering the pound microchipped has not changed since last reporting period being at 6%.</p> <p>These results show a 12% increase in the number of dogs entering the pound being microchipped which could be a direct result of Councils advertising on the importance of microchipping and free microchipping days.</p>		<p>The number of dogs entering the pound microchipped has stayed comparable to last reporting period at 68% with a total of 232 dogs impounded.</p> <p>The number of cats entering the pound microchipped has also stayed comparable at 6.9% with 159 cats impounded.</p>

Local Service 2.2 : Regulating the Use of Public Areas

Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Incidents of dog attacks, nuisance and stray dogs	Number of incidents	Stays the same or decreases	●	<p><b>Dog Attacks</b> – Council has been notified of 32 dog attacks during the reporting period.</p> <p><b>Nuisance Dogs</b> – Council has investigated 19 complaints of Nuisance dogs.</p> <p><b>Stray dogs</b> - Council has received 155 complaints in regards to dogs straying. From this 80 were contained and 75 reported as roaming</p>	●	<p><b>Dog Attacks</b> – There have been 28 dog attacks reported to Council in this reporting period. This is a decrease on last period.</p> <p><b>Nuisance Dogs</b> – Council has investigated 36 complaints of nuisance dogs which is an increase compared to 19 last reporting period. The majority of these reports relate to dogs reported roaming while owners are not home. Council issued 4 Nuisance Orders on dogs who were continually straying from their property. It is anticipated that as we see the population increase, the number of dog related incidents will increase.</p> <p><b>Stray dogs</b> – Council received 161 complaints in regards to dogs straying. This is comparable with last reporting period and it must be noted that some of these reports are duplicate. From this 101 dogs were contained and 60 dogs were uncontained.</p>

Local Service 2.2 : Regulating the Use of Public Areas

Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Incidents of illegal dumping	Number of incidents	Stays the same or decreases	●	Council has investigated 225 Illegal Dumping's within the reporting period. Council Rangers have identified 40% of the illegal dumping's through proactivity.	●	Council has investigated 300 illegal dumping's within the reporting period. From this Council have identified 36% of the illegal dumping's through pro-active observation. Council continues to monitor these incidents to determine if the dumping is from local or out of area sources.

● **Comment**

The total number of dog attacks has decreased in this reporting period; however, we see an increase in the number of nuisance dog complaints and the number of stray dogs. It is anticipated that as we see the population increase, the number of dog related incidents in the area will correlate. This indicator may need to be reviewed to give a ratio of animals to residents in the future to provide a better indication of this measure. Incidents of illegal dumping has seen an increase in this reporting period also, Council continues to monitor these incidents and where possible, the source of the waste to identify if the dumping is by local sources or out of area sources.

## Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Monitoring and Enforcement of Car Parking</b>	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	<p>Council has seen an increase in the number of parking complaints received.</p> <p>Council received 99 parking complaints during the reporting period up from 74 last reporting period. That is an increase of 33%. This increase relates to residential and heavy vehicle complaints.</p> <p><b>School Zones</b> – Has seen a decrease with only 8 complaints received in comparison to 11 last reporting period. Parking patrols have been undertaken and enforcement programs in conjunction with the Police appear to have assisted with the decrease in complaints.</p> <p><b>Parking Public Land</b> – 67</p> <p><b>Heavy Vehicles</b> – 24</p> <p>Council has been placing illegal parking messages through the media but an increase in enforcement is required to reduce this increase.</p>	<p>Council has seen an increase in the number of parking complaints received with a total number of 125 complaints received this reporting period. This is an increase by 26%.</p> <p><b>School Zones</b> – Council has seen an increase in the number of complaints received with a total of 21 within this reporting period. It should be noted that Council do receive duplicate complaints for these matters. Council have issued 81 GPN and issued 25 warnings to vehicles parking contrary to the Road Rules 2008.</p> <p><b>Parking Public Land</b> – 86</p> <p>This is an increase of 28% with the majority of complaints received from vehicles parking on the footpath/nature strip. Council received 52 complaints in regards to vehicles parking on the footpath/nature strip.</p>
<b>Investigate Illegal Dumping of Waste on Public Land</b>	Investigation and removal of unauthorised dumping of waste on public land	Investigation initiated within the allocated service standard	<p>Council has investigated 225 Illegal Dumping's within the reporting period. Council Rangers identified and initiated 40% of these reports through proactivity. Of the 225 incidents 135 have been reported by the public which is an increase of 40%. A majority of these dumping's were not witnessed and did not contain any identification.</p>	<p>Council has investigated 300 illegal dumping's within the reporting period. From this Council have identified 36% of the illegal dumping's through proactive observation. Council continues to monitor these incidents to determine of the dumping is from local or out of area sources.</p>

<p><b>Monitoring and Enforcement of Unauthorised Activities in a Public Place</b></p>	<p>Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)</p>	<p>Activities are addressed by Council rangers as they are detected</p>	<p>A total of 125 reports have been made during the reporting period but a large portion of these complaints are generated through Officers proactivity.</p> <p><b>Abandoned Vehicles</b> - A total of 70 complaints have been investigated compared to 35 last reporting period. From this 41 complaints were received from members of the public compared to 35 last reporting period. Officers Proactivity located 29 vehicles that were not registered and parked on the road.</p> <p>From the 70 vehicles detected only 3 vehicles required to be impounded by Officers.</p> <p><b>Unauthorised Land Use</b> – A total of 21 complaints investigated compared to 17 last reporting period. From this figure Council only received 18 Complaints from residents while 3 reports were initiated by Officers proactivity.</p> <p><b>Illegal Signage</b> - A total of 34 reports have been made with 13 of those being generated from members of the community. A review shows that the majority of the reported complaints about signage is from competitor businesses and electoral signs that were not removed after the election. Officers are very proactive in the removal of signs and are in the process of reviewing its Policy.</p> <p>There have been no significant changes to the reporting of Roadside Trading and Trail Bikes Activity.</p>	<p>A total of 124 reports have been made during the reporting period. From these reports officers generated 36 of these reports through proactive observation.</p> <p><b>Abandoned Vehicles</b> - A total of 78 A/V were investigated with 32% of these generated through proactivity. No A/V were impounded by Council during this reporting period.</p> <p><b>Unauthorised Land Use</b> - A total of 16 reports were received which is a decrease by 23%. Council’s proactivity and regular enforcement may be a contributing factor to this</p> <p><b>Illegal Signage</b> - A total of 28 reports received with 10 of these being generated by proactive observation..</p> <p>There has been no significant change to the reporting of road side trading with 2 reports received.</p>
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<p><b>Impounding of Stock</b></p>	<p>Given its rural areas, instances arise where stock escape onto public roads and Council officers attempt to return that stock to the owner but sometimes must remove and impound stock.</p>	<p>Investigation initiated within the allocated service standard</p>	<p>Council has seen an increase in the number of complaints received, with a total of 28 complaints received. Council impounded stock on 4 occasions.</p> <p>53% of the time when Officers attended Stock could not be located in a public place.</p> <p>Officers have taken extensive action on one property by issuing fencing orders and a General Penalty Notice. All requests were investigated within the service standard.</p>	<p>Council has received a total of 29 complaints in regards to stock. From this Council have only been required to impound on 4 occasions.</p>
<p><b>Respond to instances of dog attacks, nuisance and stray dogs on public lands</b></p>	<p>Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places</p>	<p>Investigation initiated within the allocated service standard</p>	<p>All customer requests for dog attacks and stray animal pick ups were actioned within the allocated service standard.</p> <p><b>Dog attacks:</b> Officers have taken the following action: - 4 x under investigation, 6 x surrendered, 2 x warnings issued, 7 General Penalty Notices issued, 1 x Notice of Intention to Declare Menacing issued, 2 x Notice of Intention to Nuisance issued, 10 No further action.</p> <p><b>Nuisance dogs:</b> 9 x received roaming letters, 3 x received warning letters, 1 x referred to another Council and 6 no further action taken due to insufficient evidence.</p> <p><b>Stray dogs:</b> From this 170 dogs have been seized with 18 Return to Owners and 152 impounded.</p>	<p><b>Dog Attacks</b> – Council has had 28 dog attacks reported to Council.</p> <p><b>Nuisance Dogs</b> – Council has investigated 36 complaints of nuisance dogs which is an increase compared to 19 last reporting period. The majority of these reports relate to dogs reported roaming while owners are not home. Council issued 4 Nuisance Orders on dogs who were continually straying from their property. It is anticipated that as we see the population increase, the number of dog related incidents will increase.</p> <p><b>Stray dogs</b> – Council received 161 complaints in regards to dogs straying. This is comparable with last reporting period and it must be noted that some of these reports are duplicate. From this 101 dogs were contained and 60 dogs were not contained.</p>









## Local Service 2.3 – Public Health

### What is Public Health?

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

### Report on Delivery Program Success Indicators

Local Service 2.3: Public Health						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Public Health was 7.32 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing		Council has issued 9 Improvement Notices to Food Premises during the reporting period.		Council has issued 24 Improvement Notices to Food Premises during the reporting period. Council continues a strong inspection regime and notes that growth in the area may affect this data. There were no Improvement Notices to Beauty / Hair premises.
Onsite sewage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing		There were 23 Approvals to Operate issued for this reporting period.		There were 77 Approvals to Operate issued for this reporting period.

#### Comment

The number of non-complying premises resulting in improvement notice issues has increased in this period. Council continues a strong inspection regime and see that there also may be cause for a ratio based measurement rather than number of improvement notices to provide a more balanced indication of this area. This indicator will be monitored in the coming reporting period and may be reviewed if this trend increases.

## Report on Delivery Program Activities

Local Service 2.3: Public Health				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Swimming pool Inspection and Testing</b>	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 were a total of 12 public swimming pools registered during the reporting period. Of these swimming pools 100% were inspected at least once between 1/7/13 and 31/12/13.	There were a total of 12 public swimming pools registered during the reporting period. Of these swimming pools 17% were inspected and 83% were not inspected between 1/1/14 – 30/6/14.
<b>Microbial Control - Water Cooling Towers</b>	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	There were a total of 4 cooling towers registered. Due to lack of staff resources none of these have been inspected during this reporting period.	There is a total of 2 cooling towers in Camden LGA. Both were inspected during the reporting period.
<b>Food Shop Inspections</b>	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 293 registered Food Premises. 42% of high risk food premises have had at least one inspection during the reporting period. 37% of medium risk food premises have had at least one inspection during the reporting period.	Council has 300 registered Food Premises. 58% of high risk food premises have had at least one inspection during the reporting period meeting 100% of the KPI for the financial year. 63% of medium risk food premises have had at least one inspection during the reporting period meeting 100% of the KPI for the financial year.
<b>Skin Penetration and Hairdressing Premises</b>	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	96 Hairdresser and Skin Penetration premises were registered with Council. 5 of these are licensed under AHPRA. Of those inspected by Council, 81% of hairdressers and 32% of skin penetration premises had at least one inspection over the reporting period.	92 Hairdresser and Skin Penetration premises were registered with Council. 5 of these are licensed under AHPRA. Of those inspected by Council, 5% of hairdressers had at least one inspection over the reporting period making a total of 86% of hairdresser inspected over the 12month KPI period. 68% of skin penetration premises had at least one inspection over the reporting period making a total of 100% of Skin Penetration / Beauty Salons inspected over the 12month KPI period.

Local Service 2.3: Public Health

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<p><b>Noxious Weed Control</b></p>	<p>Conduct regular inspections of both private and Council owned lands and address through action or regulation</p>	<p>Declared noxious weeds on Council lands are treated or removed</p>	<p>Councils Noxious Weeds Officer conducted inspections on private land. These inspections were targeted to specific issues i.e. 1,2,&amp; 3 Noxious Weeds, declared aquatic Noxious Weeds and new incursions of both noxious weeds and other invasive plants. The private property inspections involved mentoring occupiers of land about noxious weed control and in some instances enforcement in the way of Noxious Weed Control orders. Areas of public land were targeted for inspections i.e. Nepean river and various other waterways and water bodies around the LGA. This ensures that any potential aquatic weed outbreak is detected and controlled accordingly. Roadsides and high risk areas were also targeted for declared invasive grass weeds impacting on our LGA.</p>	<p>Council's Noxious Weeds Inspection programs continued throughout the year. Numerous properties were inspected with very few new infestations detected. A large infestation of Water Hyacinth was detected on a construction site which was promptly managed by the project manager. Roadsides, reserves and waterways were inspected for early detection of Noxious weed Incursions. Whilst Camden LGA has a significant existence of Class 4 Noxious Weeds on roadsides and within reserves there was no evidence of Class 3, Class 2, or Class 1 Noxious weeds emerging. The New Weed control order issued by state government was gazetted in Feb. There were a number of new declarations added to the list for the Camden LGA. This will shift the focus for some significant plants in the LGA which are now declared Noxious Weeds.</p>
	<p>Planned program of spraying identified weeds in the Nepean River – currently twice per year</p>	<p>Enforcement action is taken to address noxious weeds identified on private land</p>	<p>Councils Noxious Weeds Officer has commenced works on various control programs throughout the LGA. The first round of herbicide treatment for Alligator Weed has been completed along the Nepean River and Harrington park lake system. Ludwigia Longifolia has also been hand removed from the creek at Stockman's Drift Mt Annan. Numerous private property inspections have been undertaken. Positive results from previous inspections in the southern LGA are evident as landholders can now ID Serrated Tussock and are actively controlling this weed. Numerous property inspections were undertaken in the North Eastern Portion of the LGA with a strong focus on Aquatic weeds. Numerous properties were issued with Section 18A Notices under the Noxious Weeds Act. The response to the notices was positive</p>	<p>Camden Council continued on the annual Aquatic Weed Control Program on the Nepean River. In addition to this there was additional grant funding sought which has been spent on Alligator Weed Control and Woody Weed Control at Camden Town Farm. Both projects have run well and are showing positive signs of successful weed management. Whilst the Alligator weed problem cannot be eliminated there is significant evidence of a dramatic reduction in the infestations. During the private property inspections there were a number of land holders mentored and educated on Noxious Weeds. There has been less need for enforcement action upon land holders due to an increased level of voluntary compliance. The majority of landholders engage in the necessary weed control practices without the need</p>

Local Service 2.3: Public Health









Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
			but ongoing monitoring is required. Some areas have been inspected after last years flood event. No significant issues have been detected to date.	for a Notice.
<b>Noxious Weed Control</b>	Increase Council resources towards weed control	Increase in weed control activities	This activity has not yet commenced, commencement is pending the establishment of a natural areas team.	Program was delayed and will be progressed with the integration of the Natural Areas Team.
<b>On-Site Sewage Management</b>	Approve, inspect and certify on-site sewerage disposal systems	Number of approvals to operate	There were 23 Approvals to Operate issued for this reporting period.	There were 77 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Protection of the Natural Environment was 6.77 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Water quality in rivers and waterways is maintained or improved	Water quality is maintained or improved	Maintained or improved		Limited testing has been undertaken for the Nepean River during the reporting period. Results indicate there have been departures from acceptable parameters. The Narellan Creek Catchment water quality testing for 2013/14 is currently underway and a report will be finalised by June 30 2014.		Cyanobacteria (Blue Green Algae) testing has been completed. 1 Red alert was detected during this monitoring period. With Management controls implemented in accordance with the South West Regional Algae Co-ordinating Committee Guidelines.  Recreational water monitoring is undertaken fortnightly. Current sampling indicates compliance with the Australian New Zealand Guidelines For Fresh and Marine Water Quality 2000.
Bushland under active management	Hectares of natural areas within Council's ownership that are being actively managed	Increasing		During the reporting period, Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha), John Peat Reserve (1.4ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council.		During the reporting period, Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha), John Peat Reserve (1.4ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council.
Bushland under active management	Number of volunteer bushcare hours	Stays the same or increases		During the reporting period, volunteers contributed 407 hours protecting and enhancing Kings Bush and Sickles Creek Reserve.		During the reporting period, volunteers contributed 427.5hours protecting and enhancing Kings Bush and Sickles Creek Reserve.

## Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Stormwater Management</b>	Community education and awareness about stormwater issues	Education campaigns conducted	During the reporting period Council participated in the Macarthur Nature Photography Competition. 55 of the 240 entries were from the Camden LGA with 9 of the 18 winners from the Camden LGA. Planning for the delivery of environmental workshops around catchment and litter was also commenced for 2014	During the reporting period Council facilitated the delivery of one of two EnviroMentors modules to a total of 755 students from 5 local schools. Modules were Catchment Action and In the Bin. In addition, planning of the 2014 Macarthur Nature Photography Competition is underway.
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	The water quality testing for 2013/14 is continuing according to the program. A final report detailing the results and analysis for 2013/14 will be completed by 30 June 2014. Results and data have been received for each of the 16 sites within the Narellan Creek catchment.	A preliminary report detailing the results and analysis for 2013/14 was completed received by council on 10 April 2014. Council reviewed this, provided comment and the final report detailing the results and analysis for 2013/14 was received by council on 15 July 2014. The process has begun for the acquisition of data for 2014/15.
	Undertake a flood risk management study for South Creek including a framework for flood risk management	Risk management study completed	The Draft Floodplain Risk Management Study and Plan has been completed.	The Draft Floodplain Risk Management Study and Plan has been completed. Council officers have prepared a briefing for councillors and are awaiting a time to present the Draft Floodplain Risk Management Study and Plan to Council in order to gain approval for a period of community consultation.
	Increase technical resources in drainage design	Increased resources in place	During the reporting period Council employed a Stormwater and Floodplain Engineer	New Stormwater and Floodplain engineer continues to add value to the team and improve our effectiveness in monitoring, designing and responding to all stormwater and floodplain issues.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Stormwater Management</b>	Project management of design and construction of selected stormwater related projects	Facilities provided to Council's requirements within agreed timeframes and budgets	During this reporting period, Council have actively project managed the Lake Annan Gross Pollutant Retrofit.	Design has progressed on the Lake Annan GPT retrofit with construction tenders scheduled in the first quarter of the 2014/15 financial year. A strategy has also been developed to undertake works in and around Lake Annan to improve water quality.
	Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	Council has carried out additional geotechnical investigation. Due to this additional scoping, design has not yet been completed. Quotation is currently awaiting design finalisation.	This project is being currently managed by the design team and will be constructed by Capital Works; the works involve construction of a new GPT upstream of the existing open GPT at Lake Annan and removal of the old open GPT.
	Maintenance and reconstruction of stormwater assets to ensure effective useful life	100% of program completed	Road drainage and street sweeping are ahead of program. Storm water program is currently meeting program requirements	100% road drainage and street sweeping completed.
		Condition rating stays the same or improves	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.	Condition ratings are unable to be reported as these are dependent on the new data being collected during the reporting period. New data is unavailable this time. Expected to be collected 14/15 financial year.
	Increased Council resources are required to effectively maintain the drainage network	More maintenance is undertaken	No additional maintenance undertaken due to drying conditions; below average rainfall	No additional maintenance undertaken due to drying conditions; below average rainfall.
	Additional Gross Pollutant Trap maintenance due to increase in assets	Maintenance increases in line with assets	50% of GPT cleaning program completed.	100% of large GPT's completed. 50% of pit baskets cleaning completed.
	Increase Council's fleet to effectively manage overflow of the drainage network	Gross Pollutant Traps are serviced regularly	New plant has yet to be purchased.	Works are being contracted on a programmed basis, in lieu of a significant capital outlay for a maintenance vehicle.
	Drainage Infrastructure – Asset renewal to ensure Stormwater Management is not		No renewals were required during the reporting period, all assets currently	No renewals were required during the reporting period, all assets currently

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Stormwater Management</b>	compromised	Assets renewed	suitable to ensure effective Stormwater Management.	suitable to ensure effective Stormwater Management.
	Continued expansion of the drainage network in Elderslie, Spring Farm, infill areas and the South West Growth Corridor	Projects completed on time and to budget	Design of sections of the Elderslie Trunk Drainage were completed in Dec 2013. Council will be going to tender and commencing construction of these works in 2013/14 financial year. Ongoing WIKA and planning agreements are also in place to deliver drainage assets within the identified area.	Council continues to expand and improve its drainage network as new areas are developed. These works are mostly completed and monitored as part of the development application process associated with subdivisions.
	Narellan Drainage Channel Improvements	Completion of project on time and within budget	Removal of the sediment from the sand filter will be completed in the later part of the 2013/14	Works currently in progress cleaning drainage channel –Council staff unable to complete works on the sand filter while surface is wet.
<b>Bushfire Hazard Reduction</b>	Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Program completed	This program is currently up to date and ongoing works will be carried out where needed.	Program is up to date with all areas maintained.
	Rural Road Hazard Reduction Program	Program completed	Works planned to occur in next period.	No works were carried out in this period due to a large number of public tree maintenance requests. Works are being programmed to occur in the next period.
	Coordinate bushcare program at Kings Bush and Sickles Creek	Program completed to time and budget	During the reporting period volunteers contributed 407 hours protecting and enhancing Kings Bush and Sickles Creek.	During the reporting period, volunteers contributed 427.5hours protecting and enhancing Kings Bush and Sickles Creek Reserve.



Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Maintenance of Riparian Lands</b>	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas	Program completed	Litter removal has been undertaken to schedule. Additional works to be completed with establishment of Natural areas maintenance team.	Litter removal has been undertaken to schedule. Kikuyu and non native grass control undertaken. Additional works to be completed with establishment of Natural Areas maintenance teams.
<b>Maintenance of Wetlands, Lakes and Dams</b>	Regular inspections, maintenance, and repair/renovation work to ensure the systems function well & the dam structures are in a safe state	Program completed	Regular dam inspection being undertaken as per program Additional works to be undertaken with establishment of Natural areas Team.	Kikuyu, weeds and non native grass control undertaken on and around dam wall and outlets. All dam inspection being undertaken as per program. Additional works to be undertaken with establishment of Natural Areas Team.
<b>Bushcare Protection and Maintenance</b>	Conduct bushcare maintenance activities to preserve and restore natural bushland	Program completed to time and budget	Bushcare Maintenance activities are currently being completed with the assistance of Bushcare volunteers.	Bushcare activities completed with the assistance of bushcare volunteers.
	Support and facilitate volunteers of bush care groups	Level of support provided to groups	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 3 Bushcare related training workshops were provided for volunteers.	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 2 Bushcare related training workshops were provided for volunteers.
	Increase in bushcare maintenance activities in line with community expectations	Bushcare activities increased	As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.	As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.
	Additional Plant Requirements – Bushcare Management Truck and Trailer	Plant operational	Additional plant is expected to be purchased within the next reporting period.	With the appointment of the team the purchase of plant was delayed and will occur during the next reporting period.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Review plan of Management for Natural Areas	Plans of Management are in place	A review of the Natural Areas Plan of Management has commenced. It is anticipated that the review of the Natural Areas Plan of Management will be completed in September 2014.	A review of the Natural Areas Plan of Management has commenced. It is anticipated that the review of the Natural Areas Plan of Management will be completed in 2014/2015.
<b>Bushcare Protection and Maintenance</b>	Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve	Plan of Management are in place	The preparation of a Plan of Management for Rheinberger's Hill Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.	A draft Plan of Management for Herbert's Hill Reserve (previously referred to as Rheinberger's Hill Reserve) has been prepared. It is anticipated that this Plan of Management will be reported to Council seeking endorsement for public exhibition in the first quarter of 2014/2015.
	Implementation of Plan of Management for Kirkham Reserve	Implementation commenced as per program	The preparation of a Plan of Management for Kirkham Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.	The preparation of a Plan of Management for Kirkham Reserve has been put on hold whilst the development of Narellan Sports Hub is being considered.
	Undertake community education programs	Number of programs conducted	During the reporting period, the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo were held.	During the reporting period, Council provided educational opportunities using the Australian Museums Platypus in a Box. In addition, Council partnered with Greater Sydney Local Land Services to deliver the Birds in our Bushland Community Event.
	Additional resources to respond to the protection and maintenance of natural areas	Area of bushcare management increased	Work is progressing to employ two Bush Regenerators	A team leader has been employed in the bushcare management team, it is anticipated that additional resources will be employed within this reporting period.
<b>Native Tree Events</b>	Conduct National Tree Day event	Number of volunteers	80 volunteers participated in National Tree Day at Ron Dine Memorial Reserve Camden South on 28 July 2013. In addition, 13 local schools received 20 native plants for their school grounds.	Preparations are underway for National Tree Day on 27 July 2014 at Ron Dine Memorial Reserve Camden South. In addition, local schools have been offered native plants for their school grounds.
	Conduct annual tree giveaway to residents	Number of trees given away	2000 native plants were given away to local residents at the Annual Tree Giveaway conducted at the inaugural Picnic in the Park on 8 September 2013.	Preparations are underway for the Annual Tree Giveaway to be conducted at Picnic in the Park – September 2014.

Local Service 2.4: Protection of the Natural Environment







Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Nuisance Fauna	Manage Australian White Ibis populations within the LGA	Management of bird population	During the reporting period Council continued to implement actions identified in the Management Plan for AWI.	During the reporting period Council continued to implement actions identified in the Management Plan for AWI.
	Manage nuisance bird populations within the LGA	Management of nuisance birds	During the reporting period Council continued to implement actions identified in the Management Plan for AWI.	During the reporting period Council continued to implement actions identified in the Management Plan for AWI. In addition Council purchased an additional 4 Indian Myna bird traps to loan to residents.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Parks and Playgrounds was 6.90 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
There are places to play	Hectares of parks and playgrounds per 1000 children	Stays the same or increases		Information still not available. Anecdotal information indicates levels are being maintained, however, significant mapping is needed to ascertain land sizes.  As a part of Council's 4 Year Delivery Program one of the main initiatives is the review of the existing mapping software currently utilised.		Council's mapping software is still being reviewed.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment		Council has maintained its condition rating during this reporting period.		Council has maintained its condition rating during this reporting period. Works have been undertaken on Greenway Reserve, Forest Park and Hambeldon Reserve.

**Report on Delivery Program Activities**

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Strategic Planning of Parks and Playgrounds</b>	Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community	Community Satisfaction	Draft Sportsground Strategy completed and placed on public exhibition. Playground replacements ordered for 3 sites. A report will go to Council in February 2014.	River Road dog off leash area reviewed to accommodate small dogs and solar lights to extend use on long winter nights. Narellan Sporting Hub indicative layout developed. Expression of Interest called for management of tennis court . Quotes sought for the study of the Recreation use of Nepean River in Camden Site assessment undertaken for the development of an outdoor multipurpose youth facility
	Provide input, comments and advice on strategic documents related to new subdivisions and new release areas	Input provided	Comment provided on the design of sportsgrounds in Oran Park and the design of amenities buildings provided. Comment also provided on IPART's Costs of Infrastructure Benchmarks.	Input provided on location and type of play spaces on future sites in Leppington Precinct. Policy on personal trainers use of public open space drafted.
	Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems	Database updated	Council are currently reviewing submissions made for council consideration in the naming of parks in Oran Park and Gregory Hills.	An initial review has been undertaken of categories of parks, and development of principles to guide the recommended naming of parks and areas within parks for consistency and appropriate input from local community.
	Review existing website information and printed literature to ensure all new sites are listed and referenced	Annual review undertaken	The annual review is currently being conducted; update is expected in the next reporting period.	Information format on website and data updated in accordance with new website launch scheduled for August.

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Policy Development for Parks and Playgrounds</b>	Develop policies on level of provision and range of play space and opportunities	Policies are current	Recreation Demand Study completed and is currently on public exhibition.	Recreation Demand Study adopted and funds allocated in budget for 2014/15 year to develop new sites, in conjunction with annual renewal program.
	Develop standards guidelines for reviewing parks and playgrounds at end of life cycle	Guidelines completed	The Recreation Demand Study has been completed and is currently on public exhibition. Council have commenced work on the development of standards guidelines.	The Recreation Demand Study was adopted by Council on 11 February 2014. Works continue on the development of standards guidelines.
<b>Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields</b>	Project management of design and construction of selected parks, playground and sports field related projects	Facilities provided to Council's requirements within agreed timeframes and budgets	Specifications provided for upgrade of Greenway Reserve, Forest Park Reserve, and Campbell Reserve. Reconstruction of 2 fields in Liquidamber Reserve commenced and Cuthill Reserve. Amenities 90% completed.	New playgrounds were completed at Greenway Reserve, Forest Park and Hambeldon Reserve. The new amenities building at Cuthill Reserve was completed and is operational. Field reconstruction works at Liquidamber Reserve were completed. Turf is expected to be re-established by the end of September 2014 ready for use. Floodlights installed at Kirkham park, fields 1 and 2; and Liquidamber Reserve No. 3 Additional lights commissioned for installation at Hilder Reserve
	Ensure that new parks, playgrounds and sportsfield related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements.	Facilities are provided as per agreements	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council is continuing to provide its requirements for new parks and spots facilities in new release residential areas of the LGA.
	Implementation of Kirkham Reserve Masterplan – Light the existing playing fields	Implementation commenced	New poles and sportsfield lights have been purchased. Quotations for installation are in progress, to allow construction in the early part of 2014.	Works were completed in April 2014 and are operational.

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields</b>	Implementation of Kirkham Reserve Masterplan – Acquire remaining recreation land for playing fields	Acquisition completed	Work continues on defining Council's priorities in relation to the purchase or transfer of land via Sec 94 agreements for Kirkham Reserve. The adoption of Council's draft recreational strategy will assist with this process.	The timing of land acquisition has yet to be determined.
	Playground Replacement Program	Completion of program	Council has prepared detailed quotation documents to facilitate construction in 2014. It is intended that works will be carried out within the next reporting period.	Playground replacement was substantially completed  Playgrounds Greenway Reserve, Forest Park and Hambeldon Reserve.
	Community Infrastructure Renewal Program – Parks Equipment	Completion of Program	The majority of works identified as part of the CIRP have been completed within the reporting period.	Works completed. Onslow main arena fence was installed
	Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards	100% of programs completed	The Maintenance and repairs Program has commenced with works being undertaken on Council assets.	Maintenance works completed and ongoing.
	General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	This program has commenced and is on schedule with 50% of works being carried out to date.	This program was completed with 100% expenditure and works completed.
	Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	Council undertakes repairs to recreational facilities as a need is identified, ongoing monitoring ensures areas of focus are quickly identified.	Works are ongoing on an as needs basis. BBQ and surrounding facilities cleaned to program, furniture painting and staining continued to program. Playground repairs, cleaning and soft fall replacement completed.
	Maintenance and upkeep of landscaped areas	Completion of program	Program has commenced and is on schedule with expected timeframes.	Program was fully expended. Mulching programs were implemented. Maintenance programs implemented and completed. Garden bed improvements completed.
	Undertake a Weed Management program	Completion of program	This project is due to commence in conjunction with the natural areas team.	On ground program commencement delayed. Program will be implemented with establishment of natural areas officer and natural areas team.

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Maintenance and upkeep of sportsfields	Completion of program	Maintenance program has commenced and is up to date at the time of reporting.	Program fully expended and completed.
	Annual renovation of sportsfields to maintain standard of field playability	Completion of program	Spring renovations program completed; aeration, fertilising, topdressing and pest spraying.	Program completed and fully expended; aeration, fertilising, topdressing and pest spraying.
	Purchase additional equipment to maintain Parks, Playgrounds and Sportsfields	Equipment is acquired	This is an ongoing activity and as a need is identified, Council will purchase as required.	This is an ongoing activity and as a need is identified, Council will purchase as required.
<b>Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields</b>	Installation of Shade Structures in Council Parks and Playgrounds	Installation complete	This activity has yet to commence, it is expected that this will be conducted within the next reporting period.	Planning and review of Council's parks has been undertaken during this reporting period and it is expected that appropriate sites are identified and installation is completed in the next reporting period.
	Asset renewal program for Parks and Playgrounds	Completion of program	This program is well underway and is proceeding in line with forecasted timeframes.	Program was completed and fully expended.









## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Environmental Activities was 6.70 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing		Percentage garbage (red lid bins) has increased from 209.8kg per capita in the previous reporting period to 218.6kg per capita in this reporting period.		Percentage garbage (red lid bins) has decreased slightly in the current reporting period from 218.6kg to 218.1kg. Although a slight decrease, this is still up on the same period last year.
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 the Camden LGA consumed 227kL in 2012/13 which is slightly higher than the Sydney average of 221kL. Where the average unit consumed 148kL in 2012/13 which is less than the Sydney average of 159kL. In the previous year, Camden households consumed 203.5kL compared to the Sydney's average of 203kL and residents living in units consumed 133.74kL compared to Sydney's average of 156kL. Hence overall, residents in houses have increased their consumption whilst residents living in units have reduced their consumption.		Data was not available at the time of reporting, it is expected this will be made available in the next reporting period.

Local Service 2.6: Environmental Activities

Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Council utilises natural resources more efficiently	Water and energy (electricity and gas) consumption	Decreasing on same period previous years		During the July – December 2013 reporting period, Council's consumed 1,952,375kWh in comparison to 2,135,885 kWh in July-November 2012 which is a 9% decrease. Of Council's largest sites, significant decreases have been achieved at Narellan Library through the implementation of energy saving initiatives and the installation of a solar photovoltaic system and at Camden Civic Centre through upgrade of the air condition and lighting.		During the January – June 2014 reporting period, Council consumed 3,787,294.31kWh in comparison to 3,976,614.67kWh which is a 5% decrease. Of Council's largest sites, significant decreases have been achieved at Narellan Library (41%) through the implementation of energy saving initiatives and the installation of solar photovoltaic and at Camden Civic Centre (32%) through the upgrade of the air conditioning and lighting.
Council utilises natural resources more efficiently	Water and energy (water) consumption	Decreasing on same period previous years		In 2012/2013, Council consumed 212,025kL of potable water. Trend will be updated in 2 reporting periods as data is based on financial year.		Data was not available at the time of reporting, it is expected this will be made available in the current reporting period.
The community is becoming more educated about sustainability	Number of participants in environmental education programs	Maintained or improved		During the reporting period, Council has continued to educate the community about sustainability through events such as the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo. During the reporting period resources were not available to conduct storytime sessions and pre-school visits.  Approximately 1,330 have participated in these environmental education programs.		During the report period, Council has continued to educate the community about sustainability through events such as EnviroMentors, Project Lunchbox, Wood Smoke Reduction Program, Story Time, Platypus education, Birds in the Bush Workshop.  Over 2,000 participants have been engaged in these programs

## Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	Work has commenced on the development of an Environmental Sustainability Policy for Council.	During the reporting period, a draft Environmental Sustainability Policy was developed. This policy once adopted will supersede the Environmental Policy adopted in 2002.
	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	During the reporting period Council installed a 17.5kW solar system at Narellan Library. This system adds to the existing 79.5kW system.	Council has cut consumption at Narellan Library by 41% and Camden Civic Centre by 32% with the implementation of energy saving initiatives and the installation of solar photovoltaic cells at Narellan Library.
Environmental Awareness and Education	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	Work on the Draft Education for Sustainability Strategy is ongoing, finalisation is expected within the next reporting period.	Work is still ongoing and further consultation with key stakeholders is being undertaken.
	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 resources were not available to conduct storytime sessions and pre-school visits.  Workshops for primary schools addressing 'catchment issues' and 'littering' have been scheduled to be delivered in the next reporting period.	During the reporting period, 2 storytime sessions were held with over 160 children and accompanying parents/carers.  In addition, Council facilitated the delivery of one of two EnviroMentors modules to a total of 755 students from 5 local schools. Modules were Catchment Action and In the Bin.
	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	The 2013 Sustainable Schools Expo was held on 11 September 2013.	Planning for the 2014 Sustainable Schools is underway.
	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 are updated as required.

Local Service 2.6: Environmental Activities

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Environmental Awareness and Education</b>	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 Council undertook the Wood Smoke Reduction Education Campaign which sought to educate residents on the effects of wood smoke on the environment and their health. In addition, planning has commenced for the Love Food Hate Waste Program. This project aims to reduce the amount of food waste disposed.	During the report period, Council received funding for the 2014 Wood Smoke Reduction Program which continues to educate residents on the effects of wood smoke on the environment and their health. In addition, Council has implemented the Love Food Hate Waste Program educating the community on methods to reduce food waste.
<b>Water and Energy Action Plan</b>	Implement Energy Savings Plan initiatives	Reduction in energy usage	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include upgrading the lighting at Camden Library and Council's Works Depot. In addition, during the reporting period Council received funding to upgrade existing electric hot water systems to solar-electric boosted systems at 7 community facilities.	Implementation of lighting upgrades at Camden Library and Council's Works Depot is underway.
	Implement water savings measures	Reduction in water usage	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.	During the reporting period, Council has continued to install water saving devices at Council's highest water consuming facilities.
	Additional funding to support the Water Saving Program	Funding allocated	Funding is being utilised to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.	Funding is being utilised to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.

Local Service 2.6: Environmental Activities





Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<p><b>Water and Energy Action Plan</b></p>	<p>Continuation of the Waste and Sustainability Improvement Payment (WaSIP)</p>	<p>Number of projects completed as planned</p>	<p>With funding received under the WaSIP program, Council has commenced the implementation of 9 projects including the Sustainable Camden Communities, Renewable Energy Offset Program, a Waste Education Package for new residents and implementation of actions identified in the draft Local Biodiversity Strategy. All projects funded under this program are due to be completed in June 2014.</p>	<p>With funding received under the WaSIP program, Council implemented 9 projects including</p> <ul style="list-style-type: none"> <li>• Sustainable Camden Communities</li> <li>• Integrated Littering and Illegal Dumping Plan</li> <li>• Garage Sale Trail</li> <li>• Waste Education Package for new residents</li> <li>• Implementation of Biodiversity Strategy actions</li> <li>• Sustainability Program for Staff</li> <li>• Renewable Energy Offset Program</li> </ul>

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Enforcement of Legislation and Policies was 6.32 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
Incidents of overgrown land (private)	Number of orders issued	Maintained or decreasing		45 Complaints were received in relation to overgrown vegetation. All complaints were acted upon in a prompt and timely manner.  As this is the first time that this has been reported, there is no previous results to compare these figures to.		54 Complaints were received in relation to overgrown vegetation. It is anticipated that this is a result of favourable conditions for good growth followed by a dry season. All complaints were acted upon in a prompt and timely manner.

#### Comment

The incidents of overgrown land (private) orders issued has seen a slight increase in this reporting period. It is anticipated that this is a result of favourable conditions for good growth followed by a dry season. Council will continue to monitor this indicator over the coming reporting periods.

## Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Monitoring, inspection and investigation of illegal activities</b>	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 Health Branch have been assessed against the most relevant legislation.  The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.	Development applications that have been referred to the Environment and Health Branch have been assessed against the most relevant legislation.  The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads
	Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like.	Investigation initiated within service standard	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.
	Investigate and enforce legislation in relation to barking dogs	Investigation commences within service standard	Council have received 28 barking dog complaints, 1st complaint which is an increase of 47%. From this Council have only received 2 second complaints compared to 7 in the last reporting period. All investigations commenced within the service standard.	Council received 41 complaints of barking dogs which is an increase of 46%. As the area is growing and block sizes are decreasing it is expected that this figure would increase. From this Council have received 16 second complaints. After investigating the second complaint Council has not been required to take any further action against the owner.
	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	A total of 45 complaints were received within the reporting period.  The majority of complaints were investigated within the service standard period.	A total of 54 complaints were received within the reporting period which is an increase from the last reporting period.  The majority of complaints were investigated within the service standard period.

Local Service 2.7: Enforcement of Legislation and Policies

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Companion Animals Management</b>	Investigate and enforce legislation relating to microchipping and registering of dogs and cats	Increasing percentage of impounded animals comply with registration requirements	<p>Companion animals who are seized on the first occasion and are microchipped and registered are generally RTO if it is practical.</p> <p>Any animal seized by Council and is not registered is immediately taken to the pound.</p> <p>Council are continuing to undertake follow up registration letters but this is very time consuming for officers.</p>	<p>Any companion animal impounded which is not microchipped or registered is immediately transferred to Councils pound.</p> <p>Council issued 14 GPN to owners who have failed to comply with registering their pet within the last reporting period.</p>
	Additional funding to support existing and future needs of the Companion Animals Management Program	Funding Allocated	Council has a new Companion Animals Advisory Committee which is in the process of making recommendations on how Council could best utilise the funding to educate residents on being a responsible pet owner.	Council is currently implementing a new Responsible Pet Ownership and dog safety program aimed at school children in year 3 – year 6. This is an ongoing program.
<b>Community Education</b>	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	Council has seen an increase of 12% of dogs entering the pound who are microchipped.	With the education program Council will be delivering the message of changing details when moving and ensuring when dogs are chipped and registered to ensure their safe return.



<p><b>Community Education</b></p>	<p>Promote and encourage residents in relation to responsible pet ownership through a range of strategies, including regular advertising</p>	<p>Decrease in the per capita number of animals euthanised at Council's pound facilities</p>	<p><b>Dogs:</b> Overall 188 dogs entered Council's pound. This includes dogs seized and also surrendered by their owner to the pound. From this 27 dogs were euthanised which is a total of 14%. From this figure though only 1 x dog was euthanised that workers could not re-home.</p> <p>The remaining dogs that were euthanised were done so because they were either declared dangerous dogs, surrendered due to being involved in a dog attack, unsuitable for rehoming or at the request of the owner.</p> <p>Per capita for this reporting period is 0.0476 but as stated previously only 1 x dog was euthanised who could not be re-homed.</p> <p><b>Cats:</b> A total of 130 cats entered Council's pound. From this 47 were euthanised being 36%. From this though only 1 x cat could not be rehomed.</p> <p>7 x were ill, 8 were feral and 31 were unsuitable.</p> <p>Per capita is 0.082 compared to 0.073 last reporting period.</p>	<p><b>Dogs:</b> 232 dogs entered Council's pound with 9 RTO. From this 16 dogs were euthanised but 4 dogs were declared restricted/dangerous so could not be resold.</p> <p><b>Cats:</b> 159 cats entered Council's pound. From this 67 were euthanised. Council have been undertaking feral cat trapping within the LGA.</p> <p>Per capita is 0.11 companion animals euthanised</p>
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## Local Service 2.8 – Appearance of Public Areas

### What is Appearance of Public Areas?

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

### Report on Delivery Program Success Indicators

Local Service 2.8: Appearance of Public Areas						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Appearance of Public Areas was 6.99 in 2013 which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%	●	Appearance of public areas have been maintained to acceptable standard.	●	Appearance of public areas have been maintained to acceptable standard.
Street trees are proactively managed within budget	Number of trees attended to per annum	Maintained or improved	●	During the reporting period maintenance works were undertaken on 459 trees.	●	During the reporting period maintenance works were undertaken on 571 trees.

### Report on Delivery Program Activities

Local Service 2.8: Appearance of Public Areas				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Public Amenities	Daily cleaning of public amenities and repair of fixture and fittings within them	Completion of program	Program completed, amenities were attended on a daily basis and whenever required for special events.	Program completed, amenities were attended on a daily basis and whenever required for special events.

Local Service 2.8: Appearance of Public Areas

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Installation of new amenities at Cut Hill Reserve	Installation complete	Amenities building and sealed access road has been completed. Additional works including a large shade shelter, paths and landscaping will be completed early February 2014.	Installation complete.
<b>Pavement Cleansing</b>	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Program completed, selected pavement surfaces were attended regularly and as required.	Program completed, selected pavement surfaces were attended regularly and as required.
<b>Litter Pick Up and Removal of Dumped Rubbish</b>	Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves	Community satisfaction with the appearance of public areas	Litter and rubbish have been attended to promptly, all scheduled and ad-hoc services completed as per schedules.	Scheduled litter pick up completed to programs. Litter and rubbish have been attended to promptly, all scheduled and ad-hoc services completed as per schedules.
<b>General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs</b>	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	Scheduled cleaning (BBQ's, high profiles areas) is on target. Ad-hoc cleaning and repairs programs ongoing, as the need arises.	Park furniture program completed and expended. Scheduled cleaning was completed and furniture repairs and painting undertaken. Street furniture program completed. Bus shelters were cleaned and repaired as needed.
<b>Landscape Garden Areas Refurbishment</b>	Additional resources to facilitate the provision of attractive, quality open space within the Council area	Workforce increase	An additional resource has been employed to facilitate Landscape Garden areas refurbishment.	Program focussed on areas receiving new or replacement facilities. All identified areas completed.
<b>Management and Maintenance of Public Trees</b>	Establishment and implementation of public tree asset data base	Database implemented	Requirements for a public tree asset database are currently being investigated.	Requirements for a public tree asset database are currently being investigated.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Economic Development was 6.58 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing		The total number of (projected) jobs in the Camden LGA in February 2013 was 19,889 up from 15,055 in 2012 (based on		No data available at the time of reporting.

Local Service 3.1: Economic Development						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
				employment by industry by LGA supplied by AECGroup. New release data is expected July 2014.		
Gross regional product will increase	Gross Regional Product	Increasing	●	Gross Regional Product has grown annually over the past 5 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10, 1.8% in 10/11 and 0.9% in 2011/12 (based on chain volume measures supplied by AECGroup). New release data is expected July 2014.	●	No data available at the time of reporting.

### Report on Delivery Program Activities

Local Service 3.1: Economic Development				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
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.	Whilst Council remains an active member of MACROC, in the main economic development initiatives are actively pursued by Council's Economic Development Officer.
	Represent Council at Chambers of Commerce meetings	Council is represented at Chamber meetings	Councils Economic Development Officer has attended all Chambers of Commerce meetings since engagement. Councils EDO also provides Council update at each meeting.	Council's Economic Development Officer continues to attend Chamber of Commerce meetings and provides a Council update at each meeting.

<p><b>Economic Development Initiatives</b></p>	<p>Implementation of the Economic Development Strategy</p>	<p>Selected priority strategies are implemented</p>	<p>A comprehensive 1st year work plan for the EDO has been created that links directly to the Economic Development Strategy.</p>	<p>Economic Development Officer continues to pursue implementation of Economic Development Strategy including participation of our first Economic Development newsletter and monthly communication to a database of over 600 stakeholders.</p> <p>Design and planning commenced for what will be Camden Council's "Business Month" held in September 2014. This event is designed to actively promote a range of business related events and training to the Camden business community. Some of the events include free workshops, seminars and other exciting initiatives aimed at assisting our local economy grow and prosper.</p>
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## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Tourism was 6.75 in 2013 which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing	●	Approximate hits on the regional tourism website is 23,623, an increase of 42% from the previous reporting period.	●	Approximate hits on the regional tourism website is 46,147, an increase of 82% from the previous reporting period.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing	●	Approximate visitors to the Tourism Information Centre is 3,193, an increase of 29% from the previous reporting period.	●	Visitors to the Visitor Information Centre is 1,812. The previous period's figure was unusually inflated due to the filming of 'A Place Called Home'. Figures for the corresponding period were 1,855 meaning the reportable period is comparable with recent visitor numbers.
Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves	●	All feedback from both the visitors centre and Macarthur events have been positive during this reporting period.	●	All feedback from both the visitors centre and Macarthur events have been positive during this reporting period.

### ● Comment

We see the number of visitors decrease within the reporting period. It is suggested that the previous period's increase of 29% was due to local filming of 'A Place to Call Home'. This series has now been completed.

## Report on Delivery Program Activities

Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Tourism Product Development and Partnerships</b>	Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region.	Increase in cooperative projects & packaged experiences	Group Tours continue to be developed and improved to meet the changing needs of the target markets. Staff have also worked closely with operators to develop package deals to promote.	Tourism staff continue to work to improve existing product and build new products and packages.
<b>Marketing and Promotion</b>	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.	Website visitation has increased 42% in the last reporting period.	Website visitation has increased to 82% in the last reporting period.
<b>Visitor Servicing</b>		Maintain Level 2 Accreditation	Level 2 accreditation is maintained.	Level 2 accreditation is maintained.
	Operate a seven day information service and visitor centre	Visitors increase	Visitation numbers have increased on an average of 29% over the past 6 months	Council continues to operate a information and service centre for the local area. Visitation numbers are down from the previous reporting period, Council will continue to monitor this.
	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, current information to visitors.	The Visitors information Centre continues to provide accurate, current information to visitors.
	Continue investigating options for the development of a Regional Information Centre.	Council has participated in the exploration of options	The Visitors information Centre continues to provide accurate, current information to visitors.	Council is considering options for Visitor Information provision as part of the Camden Town Centre Enhancement Strategy.
<b>Event Support and Sponsorship</b>	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. This has now been incorporated into Council's Events Sponsorship Policy.	An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could attract potential visitors to the area. This has now been incorporated into Council's Events Sponsorship Policy.



Local Service 3.2: Tourism





Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Group Tour Development</b>	Run group tours and provide customised tour packages to tour groups.	Increased group tour bookings.	Group Tour Bookings have increased from 32 in the previous reporting period to 34 in this reporting period.	Group Tour bookings have increased from 34 in the previous reporting period to 50 in this reporting period.  An increase of 47%.
<b>Industry Support</b>	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.
<b>Online Promotion</b>	Continually investigate opportunities for online promotion of Tourism	Improved online presence		Camden's online presence has been increased with the Macarthur Facebook Page receiving over 6000 likes plus the addition of the Macarthur Instagram page allowing locals and visitors to share photos and stories through social media.

### 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Management of Significant Places was 7.15 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
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.		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment.

## Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Place Strategies and Development Controls</b>	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 significant places in the Camden DCP. These controls are reviewed as necessary.	Development Controls exist for all significant places in the Camden DCP. These controls are reviewed as necessary.
<b>Camden Town Centre Strategy</b>	Undertake review of Camden Town Centre Strategy	Completion and adoption of revised Camden Town Centre Strategy	The review of the Camden Town Centre Strategy is to be commenced in 2014	In April 2014 a Study Brief was prepared to undertake a review of the Camden Town Centre Strategy. Quotation were sought from 5 firms. In June 2014 JBA Urban were engaged to undertake the study with a time frame of 12 weeks.
<b>Significant Places Maintenance Program</b>	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	No update is able to be provided at the time of reporting, an update is expected in the next reporting period.	Council has responsibility for many property assets in the Camden LGA. With expected changes in the coming years, a study brief has been prepared with the aim of identifying assets, opportunities and constraints of each of the assets identified and to develop well informed options and recommendations to manage the future of each of these assets. This study will be undertaken in the next reporting period.
	Undertake repairs and external works to Macaria as per heritage report	Repairs completed	Works are scheduled to be carried out within the next reporting period.	External repair works have been completed to Macaria.
<b>Oran Park Town Centre Governance Arrangement</b>	Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre	Governance Model Adopted by Council	Work on the Community Management Scheme is nearing completion & it is expected that this will be presented to Council in late February/March for consideration.	The Community Management Scheme was adopted by Council at its Ordinary Council meeting 13 May 2014

Local Service 3.3: Management of Significant Places

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<p><b>Camden Town Centre Works Program</b></p>	<p>Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy</p>	<p>Consultation is ongoing</p>	<p>Draft traffic study has been completed, Council workshop has been conducted. Council are currently investigating several areas with a view to presenting findings to Council within the next reporting period.</p>	<p>Council has developed a concept plan for Argyle Street building on the traffic and transport study. The concept plan includes traffic lights, footpath widening, materials and furniture. Council will commence public consultation in the next reporting period.</p>

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Transport Options was 6.14 in 2013 which is a statistically significant increase in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.

New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year	●	<p>700m additional shared path constructed in The Hermitage (through VPA) in October 2012</p> <p>600m additional shared path constructed in Camden Acres (By Council) - in May 2013</p> <p>1200m shared path constructed on Peter Brock Drive (through VPA) in July 2013</p> <p>230m path constructed in Garden Gates(through WKA) in October 2013</p>	●	A total of 3,950m new path and cycleways constructed in the Camden LGA mainly in new development areas.
Identified projects are completed as planned – Bike Paths	Projects are meeting specified timeframes	90%	●	<p>Little Sandy Bridge shared path on target for completion by April 2014</p> <p>450m shared path programmed for completion in Liz Kernohan Drive by June 2014</p>	●	<p>Little Sandy Bridge shared path completed on 24 April 2014</p> <p>450m shared path in Liz Kernohan Drive completed in June 2014</p>
Identified projects are completed as planned – Road Construction	Projects are meeting specified timeframes	90%	●	Macarthur Road design and planning underway.	●	<p>In the reporting period the following works were completed:</p> <ul style="list-style-type: none"> <li>• Macarthur Road –near Burrawong Crs was reconstructed including new kerb and gutter</li> <li>• Hartley Drive southern carriageway was rehabilitated between Sedgwick St and Anzac Pde</li> <li>• Greendale Road stage 1 section of road was reconstructed</li> <li>• Cawdor Road rehabilitated near Burragorang Rd and resurfacing of 2 sections of this road</li> <li>• McCrae Drive was reconstruction including kerb and gutter near Cowper Drive</li> </ul>

**Report on Delivery Program Activities**

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Cycle ways / Path Network Extension</b>	Seek grants for extension of cycleways and paths and implement successful grant programs	Kilometres of new footpaths and cycleways delivered through grant funding	<p>Footpaths completed in Queen Street, Lowe Crescent, Harrington Street and Tramway Drive in November 2013.</p> <p>Nepean River gravel trail and Little Sandy Bridge works commenced in October 2013.</p> <p>Australian Botanic Garden Recreational Path – Council approved in December 2013.</p> <p>Richardson Road bicycle crossing grant submission.</p>	A Memorandum of Understanding is being created for the Australian Botanic Garden Recreational Trail.
	Cycling Advisory Group	Group established and meetings are held quarterly	Cycling Advisory Group met in August and November 2013.	Cycling Advisory Group met in February and May 2014.
	Maintain an updated Bike Plan for the Camden LGA	Bike Plan is current	Camden Bike Plan revision underway for completion in 2013/14.	Bike Plan 1996 under review. 1996 maps digitalised and uploaded to webpage together with dedicated Cycling page.

Local Service 4.1: Transport Options

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Regional Transport Network</b>	Lobby State Government for the upgrade of State Roads including: <ul style="list-style-type: none"> <li>• Camden Valley Way</li> <li>• Northern Road</li> <li>• Narellan Road</li> <li>• Bringelly Road</li> <li>• Remembrance Drive</li> </ul>	Number of requests to State Government to upgrade State Roads	Ongoing liaison between Council and RMS for Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade.  Verge works completed at Burragorang Road / Remembrance Driveway in July 2013.	Ongoing liaison between Council and RMS for Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade.
	Lobby State Government for greater access to public transport and an increase in the variety of public transport options	Number of opportunities taken to lobby the State Government	The Rickard Road Transit Boulevard Report was released December 2013.  Representation was made to TfNSW in November 2013 for new bus service to Cobbitty Park seniors living complex	Ongoing liaison between Council and State Government for various public transport access and option.
	Road designs to be finalised for the following: <ul style="list-style-type: none"> <li>• Camden Bypass Intersection</li> <li>• Richardson Road and Link Road</li> </ul>	Partnership entered into with the State Government	Both Camden Bypass Intersection and Richardson & Link Road designs are due for completion in June 2014.	Both Camden Bypass Intersection and Richardson & Link Road construction are due for completion on 19 August 2014.
	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	Funding arrangements implemented	Construction is currently underway.	Construction is currently underway.



Local Service 4.1: Transport Options

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Regional Transport Network</b>	Provide assistance for the construction of major infrastructure Roads and Rail within the LGA	Infrastructure is delivered in a timely fashion	<p>Ongoing liaison between Council and Camden Valley Way Upgrade contractor.</p> <p>Ongoing liaison between Council and the South West Rail Link contractor and TfNSW.</p>	<p>Ongoing liaison between Council and Camden Valley Way Upgrade contractor.</p> <p>Ongoing liaison between Council and the South West Rail Link contractor and Transport for NSW.</p> <p>During the reporting period, Council has responded to the announcement of both the 2<sup>nd</sup> Sydney airport at Badgerys Creek and the potential extension of the South West Rail Link to Narellan. Land has been identified for long term future infrastructure needs for the Camden LGA in response to these announcements.</p>
<b>Bus Stop Accessibility</b>	Implement program of works for Bus stops within the LGA to complies with the requirements of the Disability Discrimination Act (DDA) and enhance access	Percentage of bus stops compliant	Not progressed in this period.	82.5 % of bus stops compliant except tactile indicators. Investigation of tactile indicators underway.
	Tramway Drive – Construction of an indented bus bay	Construction complete	RMS has provisionally agreed to install the bus bay as part of the Narellan Road Upgrade.	These works are scheduled to be undertaken as part of the Narellan Road Upgrade. No progress has been made within this reporting period.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Road Safety was 7.05 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The next update for this satisfaction score will be in 2015.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction	●	2012 – 4.16 per 1000 population (251 crashes; 60546 ERP)	●	No data update available in the reporting period.

### Report on Delivery Program Activities

Local Service 4.2: Road Safety				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Road Safety Strategy</b>	Drink drive prevention - education and awareness programs	3 programmed campaigns per year for drink driving. Slow Down	Council continues to work with Camden Highway Patrol to reinforce local operations and reduce speed and drink driving. An advertising campaign to support this aim ran in local newspapers in November 2013 for 3 weeks. Council will continue to support Enhanced Enforcement Programs through local advertising and some staff support.	Council continues to work with Camden Highway Patrol to reinforce local operations and reduce speed and drink driving. An advertising campaign to support this aim ran in local newspapers in June for 2 weeks. Council will continue to support Enhanced Enforcement Programs through local advertising and some staff support.

<b>Road Safety Strategy</b>	Slow Down - Speed awareness programs	3 programmed campaigns per year for drink driving. Slow Down	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed. Reporting between Council and Police continue with the aim of enforcing speed issues and investigation as appropriate. Local advertising will assist in promoting local operations.	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed. Reporting between Council and Police continue with the aim of enforcing speed issues and investigation as appropriate. Local advertising will assist in promoting local operations. A new joint program with Campbelltown City Council is currently under development. This will target speeding across the Macarthur region with a combined approach.
	Memorandum of Understanding (MOU) with Camden Police for a weekly reporting and management system for traffic issues within the LGA	Weekly reporting occurs	Reports continue to be sent and received. Weekly reports are sent by Council to Police.	Reports continue to be sent and received. Weekly reports are sent by Council to Police.
<b>Learner Driver Programs</b>	Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils – 7 events held per year	Number of participants	2 daytime events and 1 night time event were held during the reporting period. 1 night time event was cancelled due to a lack of numbers.	2 daytime events and 2 night time event were held during the reporting period.
	Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers – 2 workshops per year	Number of Workshops held	The August workshop was cancelled due to a lack of numbers. It is anticipated that the next workshop will be held in April 2014.	A workshop was held on 16 April 2014, with 12 parents or supervisors of learner drivers attending. The next workshop will be held in August 2014.
<b>Occupant Restraint Fitting and Checking</b>	Five fitting and checking days conducted per year	Number of restraints fitted or checked	2 child restraint fitting and checking days have been held in the reporting period with over 58 restraints fitted and / or checked. It is anticipated that 4 days will be held in 2014. This program continues to be extremely popular with residents and is always fully booked.	2 child restraint fitting and checking days have been held in the reporting period with over 52 restraints fitted and / or checked. Scheduling has been completed for the 2014/2015 financial year, with Council committing to holding another 4 fitting and checking days within this time frame.

<b>School Programs</b>	School Safety Program to carry out engineering, education and enforcement with schools as scheduled	Activities conducted as scheduled	The program was held at Harrington Park Public School, Narellan Vale Public School, Mount Annan Public School, Currans Hill Public School and Mawarra Public School. A Yellow Pedestrian Safety Line was installed at Harrington Park Public School as a result of a need identified through the School Safety Program. This initiative was subsequently announced as a finalist in the Australian Road Safety Awards.	The program was held at Narellan Vale Public School, Currans Hill Public School and Cobbitty Public School in the reporting period. Inspections and facility changes have been proposed at Cobbitty Public School, Mount Annan High School and Leppington Public School. These are currently under review and will go before LTC.
	Drive to Stay Alive - road safety programs held in high schools	Program conducted at 4 high schools per year	The program was held at 4 of the 5 schools. It was not held at Mount Annan Christian College this year as they had been having Year 10 students attend and it was decided that Year 11 is the target audience. Therefore the program had already been held for this year's Year 11 students. This school will recommence with the program in 2014.	Programming for the 2014 year was conducted within the reporting period. All 4 schools have been confirmed and the program will be rolled out between July and December 2014.
<b>Bike Safety Education</b>	Conduct bike safety at Camden Play day school to promote appropriate helmet use, road rules, and ensure the safety of young drivers	No of programs held	The second year of the pilot was held at Oran Park Anglican College. Future programs will need to be investigated with a view to expanding the program and possibly holding it at a CARES facility. Camden Play Day is programmed for May 2014.	The Bike Course was not held at Camden Play Day in May. Continuing investigation is being undertaken to conduct future programs at the CARES facility.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Local Traffic Management was 6.21 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The next update for this satisfaction score will be in 2015.
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%	●	100% of recommendations achieved.	●	100% of recommendations achieved.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction	●	2012 – 4.16 per 1000 population (251 crashes; 60546 ERP).	●	No data update available in the reporting period.
Successful completion of Black Spot funded projects	Projects completed	100%	●	No Black Spot funded projects in 2013/14.	●	No Black Spot funded projects in 2013/14.

## Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Local Traffic Committee</b>	Facilitate the operation of the Local Traffic Committee - act as Secretariat, manage and implement the Committee's recommendations	Percentage of recommendations completed on time within 2 months of approvals	All new recommendations completed on time.	All new recommendations completed on time.
<b>Design and Construction</b>	Design and implementation of parking and traffic management facilities	Design programs are completed and implemented to time and all relevant specifications	Designs completed for Old Hume Highway Bus Stop enhancements.	Construction completed for Old Hume Highway Bus Stop enhancements, outside Camden South Primary School.
<b>Pedestrian Access &amp; Mobility Plan</b>	Plan preparation & implementation successful grant program	Updated plan & Grant Funds received	Draft Plan completed in September 2013.	Pedestrian Access & Mobility Plan (PAMP) completed in June 2014.
<b>Black Spot Funding Program</b>	Identification of black spots, secure funding for remedial works and undertaken works according to funding received	Grant funding is received for identified black spots	No Black Spot projects in 2013/14. No recorded crashes in 1.5 years of data since at Camden Valley Way / Kirkham Lane intersection upgraded.	No Black Spot projects in 2013/14
		Works are implemented on time and to budget	No Black Spot projects in 2013/14.	
<b>Public Road Management Activities</b>	Management of utilities works, special events and disruption from construction works	Applications are processed within 2 working days of receipt	100% of applications processed within 2 days or receipt.	100% of applications processed within 2 days or receipt.
<b>Maintenance and Replacement of Signs and Line Markings</b>	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users	100% of program completed on time	Cyclic maintenance was conducted and completed on time. Customer requests were completed.	Cyclic maintenance was conducted and completed on time.

Local Service 4.3: Local Traffic Management





Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Public Road Projects	Installation of traffic intersection lighting at Mount Annan Drive & Rose Drive	Installation complete	This action has not yet commenced.	This action has not yet commenced.

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

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

This service aims to construct, upgrade and repair Camden’s roads, footpaths, kerbing, drainage, cycleways, carpark 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Construction and Maintenance of Local Roads, Footpaths and Kerbing was 6.20 in 2013 which is a statistically significant increase in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
The condition of local (Council Owned) roads	Department of Local Government IIMM2006 condition rating	Maintained or Improved		Data is not available for the July to December period.		Data is not available for the January to June period.



**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 2013	January to June 2014
<b>Bridge Maintenance</b>	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	Works are not scheduled to commence until the next reporting period.	Annual inspection program not completed. Inspection of all bridges is due 2014/15 part of the Assets Revaluation Program. Follow up actions from previous inspections are to be carried out 14/15 CIRP Bridge renewals program
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.
<b>Roads and Kerb &amp; Gutter Maintenance and Reconstruction</b>	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	Maintenance Program commenced and ongoing.	Maintenance programs completed.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data was unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.
	Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs.	Program completed to time and budget	As part of the CIRP, Kerb & Gutters program was completed. Road surfacing commencing in the next reporting period.	Road resurfacing and kerb and gutter program 100% completed.
	Increase in maintenance required as a result of continued urban development	Maintenance programs completed	Program on target for completion at end of year.	Maintenance programs were substantially completed, some outstanding works will be completed in next financial year.

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

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Roads and Kerb &amp; Gutter Maintenance and Reconstruction</b>	Increase in maintenance required as a result of continued urban development	Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.
	Project management of design and construction for selected road upgrade and new infrastructure projects	Facilities provided to Council's requirements within agreed timeframes and budgets	During this reporting period, Council have worked extensively on Macarthur Road Traffic Management and Springs Road / Richardson Road projects.	Design of Springs Road stage 2 has been completed. Streetlight of Liz Kernohan Drive between Camden Bypass and Lodges Road has been completed. Concept designs for upgrade of the intersection at Richardson Road and Camden Valley Way have been completed for review by the RTA.
<b>New Roads Construction</b>	Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development	Traffic management improvements completed	Works will have to be coordinated with proposed roundabout at Merino Drive/Macarthur Road intersection.	Design for upgrade of the roundabout at the intersection on Merino Drive and Richardson Road has commenced in preparation for consultation with services authorities and local residents.
	Purchase of equipment required for the surveying of sites in order to facilitate design planning	Equipment is acquired	Investigations and research has been completed to purchase a new Total Station.	Council accepted the quotation for a Total Station on the 21st February 2014 and received the equipment in early March. The Total Station has been in successful operation for 4 months.
	Additional resources to facilitate surveying works within Council	Workforce increase	Job advertisements and interviews have been completed to fill the positions of Surveyor and Survey Assistant.	During the reporting period council appointed a Surveyor and Survey Assistant.

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

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Footpaths, Cycleways and Pathways Maintenance and Reconstruction</b>	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	Ongoing inspections were carried out during the reporting period and ad-hoc works were carried out where required.	Footpath and cycleways program completed.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.
<b>Carparks Maintenance and Reconstruction</b>	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the carparks clean all year around	100% of program completed	Wandarrah Reserve Car Park construction completed in September 2013. Narellan Community Hall Car Park Drainage Works completed in November 2013.	Carparking facility constructed on Rickard road near school. Carpark sweeping has been completed throughout the year.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.
<b>Street Furniture Maintenance and Reconstruction</b>	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	Condition of street furniture was monitored and on-going and other maintenance work was completed.	Condition of street furniture was monitored and on-going maintenance completed except guard rails
		Damage and faults addressed within 10 working days	Response times are being monitored.	Response times are being monitored.
<b>Bus Shelters Maintenance and Reconstruction</b>	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	Inspections, cleaning and maintenance up to date, being conducted weekly.	Routine maintenance program completed. All bus shelters inspected and maintained.
		Damage and faults addressed within 10 working days	Response times are being monitored.	Response times are being monitored.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Recreation Services and Facilities was 7.48 in 2013 which is a statistically significant increase in satisfaction since 2011. This follows a significant increase between 2009 and 2011.	●	The next update for this satisfaction score will be in 2015.

Local Service 5.1: Recreation Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
More people participate in active recreation using Council facilities	Seasonal bookings of sportsfields	Maintained or Increased	●	<p><b>Total Number of bookings July to December: 84</b></p> <p>Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the summer season is 6,019.</p> <p>Of the available grounds there was a 54% use with 46% available for allocation.</p>	●	<p><b>Total Number of bookings January to June: 92</b></p> <p>Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the winter season is 5,726. This decrease is a result of Council having less ground available for bookings this year due to repair and reconstruction work.</p> <p>Of the available grounds available in winter 2014 there was 85% utilisation. The 14.8% of space available included Cut Hill mid week, and 3 grounds on Sunday.</p>
	Swimming pool usage	Increasing	●	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of July to December were <b>190,460</b>.</p> <p>The total attendance at Camden pool for October, November and December were <b>26,227</b>. The poor weather experienced in November and December impacted on total attendance figures.</p>	●	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of January to June were <b>163,305</b>, which is a slight decrease from the same period last year.</p> <p>The total attendance at Camden pool for the period of January to June was a total of <b>27,389</b>, which is an increase from the same period last year.</p>

● **Comment**

The total number of seasonal sportsfield bookings has seen a 21.3% decrease from the same period last year. This decrease is a result of Council having less ground available for bookings this year. For example, Onslow Oval was unavailable for a period due to repair works, and also the reconstruction of Liquidamber reserves 1 and 2 meant that regular users had to be relocated to other sites.

## Report on Delivery Program Activities

Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Management of Recreation Facilities</b>	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	<p>The use of Narellan library meeting rooms have been reviewed and user groups relocated to Harrington Park community centre resulted in successfully providing opportunities for new user groups.</p> <p>All Conditions of Hire have been amended to include Safe party notification requirement for all parties after 6pm.</p>	<p>Narellan Community Hall upgrades were not completed until end of January impacting on availability of use.</p> <p>The Partitions dividing the community rooms in the Library were repaired making the 2 rooms available for separate bookings from March.</p> <p>A regular booking for before and after school activities ceased operations impacting on reduction of total hours used</p> <p>For this period the occupancy for Monday to Thursday was approx. 20% based on 9am to 10pm availability.</p>
	Development of policies, strategic documents to guide the development and use of public open space and facilities.	Number of plans and policies developed	<p>Sportsground strategy document includes a section on guidelines for the development of capital works on council land, and the principles that guide allocation of use.</p> <p>Expressions of Interest call for new sportsgrounds at Oran Park.</p>	<p>In February 2014, Council adopted the Sportsground Strategy. A strategy that consolidates information on existing Council sites, provides a strategic platform for future planning, design and construction of new facilities.</p> <p>Council has drafted guidelines for Personal Trainer use of public open space.</p>
<b>Recreation and Facility Planning</b>	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	<p>Work commenced on design of Narellan Sports Hub to accommodate needs of athletics and netball. Also, discussions commenced with South Camden Tennis around formalising arrangements for the management of South Camden Tennis courts.</p>	<p>Narellan Sports Hub masterplan drafted.</p> <p>PCYC footprint for site at Kirkham Park confirmed.</p> <p>Site analysis for development of a multipurpose outdoor youth facility undertaken.</p>

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Recreation and Facility Planning</b>	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	<p>Netball lease of building at netball complex finalised.</p> <p>Meetings held with local croquet club to identify a suitable site to develop facilities and club Netball lease of building at netball complex finalised.</p> <p>Meetings held with local croquet club to identify a suitable site to develop facilities and club.</p>	<p>Croquet club accommodated on a private site.</p> <p>Meetings held with Narellan Jets regarding grant for development of improvements at Narellan park.</p> <p>Community Support officer commenced duties.</p>
<b>Aquatic Recreational Facilities</b>	Contract manage two swimming pools which provide a range of programs to the local community	Attendance	<p>Youth programs now adopted as standard, and family memberships prove to be successful.</p> <p>The total number of attendances in the key programs at Mt. Annan YMCA which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 186,661.</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 24,694 for the months of October, November and December.</p>	<p>The total number of attendances in the key programs at Mt. Annan YMCA which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 115,142.</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 8,295.</p>
	Commence design work for Stage 2 Development at the Mt Annan Leisure Centre	MALC Stage 2 Design Commenced	<p>The Recreation Demand study has been completed and placed on public exhibition to be reported to Council in February. This will provide the information required to proceed.</p> <p>The Recreation Demand Study identified possible changes in proposed facilities. Concept design may have to be amended following final decision on project scope before detailed design can commence.</p>	<p>The scope of works for stage 2 of MALC has not been able to be finalised due to negotiations with PCYC as to what services that facility will provide. These negotiations are nearing completion and options will be provided to Council in the first quarter of the next financial year.</p>

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Aquatic Recreational Facilities	Ensure that aquatic recreational related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements, satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
	Mt Annan leisure centre capital building improvements.	Works complete within agreed timeframes and budgets	Council is undertaking a recreational needs study which will inform the new facilities to be provided at Mount Annan Leisure Centre. Design will commence at completion and adoption of this study.	The recreation needs study has been completed. Council has been in discussions with PCYC to consider what services and facilities will be provided at the proposed PCYC facility to determine to scope of works at MALC. Design is scheduled to commence once the scope is finalised and staging of the works is resolved.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	<p>Due to changes in committee members and responsibilities the comparison figures are not available. A Community Committee support officer has been appointed to support the volunteer committees.</p> <p>Council estimates over 20,000 attendees participated in 51 events, and 1,600 walkers estimated to be using Bicentennial Equestrian Park.</p>	Total of 119 event days booked from January to June 2014 using BEP grounds.
Camden Town Farm	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	The Camden Town Farm Committee continues to meet regularly.	Total of 19 event days booked into the Town farm from January to June.
	Development of the Camden Town Farm Community Garden	Volunteer Participation	<p>Ongoing volunteer participation through community garden – managed by Camden Community Garden Association. The project now has minimal Council input.</p> <p>As such, volunteer participation numbers are not able to be reported.</p>	The Community Committee Support Officer was appointed to work with the committee to develop reporting information and statistics.



Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Camden Town Farm</b>	Additional resources to manage the operation of Bicentennial Equestrian Park and Camden Town Farm	Workforce increase	Council has appointed a new recruit who will commence in February.	Support office has commenced and working with committee.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community and Cultural Development and Planning was 7.09 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The next update for this satisfaction score will be in 2015.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing	●	<p>Artisan and Designer Markets outside Narellan Library twice</p> <p>Various workshops at Narellan Library and Camden Civic Centre- Sculpture Class, Drawing for Beginners, Art Making Inspired by World Music, Mosaic Workshop, Lino Cutting, Pop Up Camden Eco Lab, Drama, Sensational Softies, Simply Felt, Botanical Drawing, Colour and Design, Print your Own T-Shirt</p> <p>Number of events at the Civic Centre - Camden Fine Art Gallery Exhibition and Sale at Civic Centre, Antique Fair, Macarthur Singers Concert, Rodney Rude Tour, Wedding Expo, Frankie Valle and the Four Seasons plus Beachboys shows, Abba show, Arj Barker performance, Artist of the Month Exhibition, Artists Network meeting, Christmas Carols Festival, Christmas Art Exhibition.</p>	●	<p>Voicez event at Civic centre, very well attended.</p> <p>Artisan markets at Narellan and Camden Civic Centre.</p> <p>Portraits group meeting weekly.</p> <p>Funding round for the 2014 community cultural performance subsidies for Camden Civic Centre open.</p> <p>Large community cultural events staged within Camden Civic Centre including the Camden Art Prize, Lachlan Glen concert, Camden Fine Art Gallery exhibition, Macarthur Art group Exhibition, School holiday workshops and a range of community dance events profiling local dancers.</p> <p>For youth – inclusion of local youth in Rockwave 2014 as entertainers, designers and promotional material developers and marketing volunteers .</p>

Local Service 5.2: Community and Cultural Development and Planning

Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Council delivers programs catering for identified target groups	Number of programs for target groups	A minimum of 2 activities per target group each year	●	<p>1 x CALD activity - Narellan Rhythms Festival held in October 2013.</p> <p>5 x Children &amp; Families programs – transition to school information stalls at Mt Annan Shopping Centre Aug 2013, Narellan Shopping Centre Sept , Oct 2013 and Nov 2013, Harrington Park Dec 2013.</p> <p>2 x Aboriginal activities – NAIDOC week ceremony in John Street Camden and event at Town Farm in July 2013.</p> <p>5 x Youth programs – including 6 Skateboard clinics at Elderslie Oct – Dec 2013, basketball comp at Harrington Park Oct – Dec 2013, 6 boot camps and 6 free swimming sessions at Mt Annan , recreation activities at Narellan Oct - Dec, Beach Bus in Dec 2013.</p> <p>3 x Seniors programs- morning tea and tour of Botanical Gardens Sept 2013, Christmas Lunch Nov 2013.</p> <p>2 x Disabilities activities - Carer’s Week event at Town Farm Sept 2013. International Day for People with Disabilities – workshops resulting in performance at Campbelltown Arts Centre in Dec 2013.</p>	●	<p>International Women’s Day event March at Civic Centre.</p> <p>Seniors Week March – concert, bus trips</p> <p>Seniors Autumn Lunch May at Belgenny Farm.</p> <p>Youth Week April – 18 activities across the LGA. Council’s program has been nominated as finalist in the Local Government Awards</p> <p>Play Day event in May at Kirkham Oval.</p>

**Report on Delivery Program Activities**

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
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	<p>Camden Interagency held 3 times – @ Spring Farm, Camden Hospital, UWS Campbelltown</p> <p>Council represented regularly at the following 7 forums:</p> <p>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.</p>	<p>Camden Interagency held 3 times - @ Country Women's Association (Feb 3), Men's Shed Narellan (April 7), Leppington Progress Association (June 2).</p> <p>Outcomes include: Organisations linked to Council and other community services. Health Department outreaching to Leppington Progress Association.</p>
	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	<p>355 Committees provided with administrative support. New BEP/Town Farm worker recruited.</p> <p>5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.</p>	<p>Worker attended CIFA meeting to provide information on new committee guidelines.</p> <p>Worker attended Seniors Committee meetings.</p> <p>5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.</p>

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	<p>Councils Cultural Development officer continues to work on:</p> <p><b>The Access Friendly Project</b> that addresses the need for people with disabilities to enter local retail shops still underway;</p> <p>Data received from <b>Neighbourhood Natters</b> community consultations that will be incorporated into Councils social plan;</p> <p>Various <b>Youth Outreach Projects</b> that are funded and delivered across neighbourhoods;</p> <p>Partnering with the Civic Centre and Libraries to deliver various cultural programs to meet varied demographics including the artist of the month, film screenings, workshops and network meetings.</p>	<p><b>Neighbour Day program</b> carried out in May.</p> <p>Elderslie group awaiting approval for use of land at Herbert Park Elderslie, for a community garden.</p> <p>Identified priority areas include: Camden South, Spring Farm, Elderslie, Currans Hill, Harrington Park, Leppington, and Catherine Fields.</p> <p>Priorities incorporated into Project Officers work plans.</p>
	Council actively seeks relevant grant funds in order to undertake community and cultural activities	Number of grants applied for	<p>Sponsorship has once again been obtained to host the annual Narellan Rhythms festival.</p> <p>Council also applied for an Arts NSW grant, however, was unsuccessful.</p>	\$1000 NAIDOC week grant obtained from Office of Premier and Cabinet: Indigenous Capability and Development Program.
Planning and Advocacy	Develop strategic and action plans to address key issues and opportunities for target groups	Relevant strategic plans are in place	<p>Since the Disability Action Plan was placed on public exhibition, Council has since adopted the plan and lodged it with Antidiscrimination Board.</p> <p>The Disability Action Plan can be accessed via Councils website.</p>	Cultural Plan under development.
	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	Data continues to be collected for Councils Social Plan that provides vital information around key target groups.	Data collection finalised. Social Diversity and Inclusion Plan 2014 – 2018 has been drafted.
	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	Council provided comment on plans for two child care centres in Currans Hill, on the Camden Woolworths refurbishment; Whiteman's Building additions and the Camden Courthouse.	<p>Comments provided to Strategic Planning on new Development Control Plan for child care centres.</p> <p>Statistics provided to Strategic Planning regarding seniors and seniors housing needs.</p>

<b>Planning and Advocacy</b>	Prepare and review Council policy in relation to building the local community and encouraging inclusive practices	Policies are regularly reviewed	Council has reviewed the Community Financial Assistance Policy resulting in minor changes to Community Small Grants, Special Achievers and Donations procedures.	Council completed the review of the Volunteer Policy.
<b>Resources</b>	Identify underutilised Council resources (e.g. facilities, and equipment ) and develop these to meet the needs of the community	Underutilised resources identified and developed	Council has identified that the Community Events Trailer was being underutilised. The Community Events Trailer has since been fitted out and booking procedures put in place.	Photo inventory Community Cultural Planning &Development (CCP&D) complete.
<b>Community Financial Assistance</b>	Support community organisations and individuals through the Community Financial Assistance Program	Number of groups assisted	<ul style="list-style-type: none"> <li>• 24 organisations received funding for community projects under the Community Small Grants Program.</li> <li>• 24 individuals received funding under the Special Achievers Program for the whole of 2012/13</li> <li>• 12 organisations received funding under the Donations for Charitable Purposes program for the whole of 2012/13</li> </ul>	<p>July opening of Community Small Grants has been advertised.</p> <p>2 information sessions were held at Narellan Library, attended by representatives of 15 organisations.</p>
	Increase financial support available to groups and individuals	Increased number of groups assisted	Council has seen an overall, increase in the number of applications received and funded this financial year; compared to same time last financial year.	Budgets adopted for Community Financial Assistance Program.
<b>Cultural Development</b>	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>Local artist engaged to work on Sensory Garden.</p> <p>Local artist engaged to work on Narellan Community Centre sign.</p> <p>Artist's network met twice in this period. Working closely with Economic Development Officer on Creative Industries.</p> <p>Artisan Market held twice in this period – Aug and Dec 2013.</p> <p>Supported 2 x UWS professional practice projects to increase public access to Council's library resources and museum collections.</p>	<p>Visual Arts Undergraduate on placement in CCP&amp;D area.</p> <p>Planning for local artists to be engaged in Little Sandy Bridge artwork.</p> <p>Artist's network met twice.</p> <p>Artisan Market held twice in this period – March and June</p> <p>About Face Portrait Group</p> <p>Workshop in Artycaf during Youth Week</p>

<b>Cultural Development</b>	Secure funding for the delivery of arts programs and performances to engage the community	Funding secured	Planning Voicez Unlimited workshops and Event within existing budget. No external funding available.	Cultural activities funded from CCP&D budgets e.g. Narellan Rhythms Festival, Youth budget (for Voicez). Markets generate external income.
		Events staged		Voicez event held at Camden Civic Centre in May.
	Provide advice to developers regarding Public Art	Advice provided as needed	<p>Council has provided input to local developers for:</p> <ul style="list-style-type: none"> <li>• Sensory Garden</li> <li>• Gregory Hills Development</li> <li>• Narellan Community Centre</li> <li>• Oran Park Development</li> </ul>	<p>Input into Oran Park Town Public Art Strategy provided.</p> <p>Input into NTC VPA offer provided.</p> <p>Input into Narellan Family and Community Centre design elements continue.</p>

## Local Service 5.3 – Community Support Facilities and Services

### What is Community Support Facilities and Services?







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

### Report on Delivery Program Success Indicators

Local Service 5.3: Community Support Facilities and Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community Support Facilities and Services was 7.40 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The next update for this satisfaction score will be in 2015.
Council's Community Halls are utilised	Occupancy rates	Increasing	●	Narellan Community Centre was not available for use for the whole period due to refurbishment work. Occupancy rates of available venues was 26.33% of available space.  The information will change in future report to include weekends as we now have a fee structure in place that provide more accurate booking information	●	Narellan Community Centre was not available for use in January due to the completion of refurbishment work. Also a significant regular hirer ceased operations.  Occupancy rates of available venues was 20% of available space.



Local Service 5.3: Community Support Facilities and Services

Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Camden Civic Centre is enjoyed by the community as a venue for a range of events	Number of visitors	Increasing		<p>The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue.</p> <p>95,387 visiting the upper level</p> <p>11,365 visiting the lower level</p> <p>This is the first time data has been collected; trend will be detailed in the next reporting period.</p>		<p>Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year</p> <p>Additionally 13,130 visited the lower level facilities in the same period, reflecting a 11% increase in number of visitors to the lower level community facility.</p>
	Ratio of returning client to new clients	Stays the same or increases		<p>One in every ten bookings in the six month period is a new client to the centre bringing new visitors to the centre and increased business opportunity.</p> <p>A number of these clients are one off users utilising the venue for celebrations, others will equate to return business.</p> <p>This is the first time data has been collected; trend will be detailed in the next reporting period.</p>		<p>The 2014 Small Business awards attracted 546 people to the venue for a seated dinner which is the largest to date catered function staged within the venue</p> <p>Return business represents 88% of the everyday business of the Centre.</p> <p>The percentage of new clients is slightly higher level, increasing to 1.2 of every 10 bookings representing new clients to the Centre</p>
Camden families have access to quality Family Day Care services	Hours of care provided	Stays the same or increases		<p>Average Effective Full Time Places were 193. This equates to approximately 182,000 hours of care. This is on a basis of an educator to child ratio of 1:5.</p>		<p>Average Effective Full Time Places were 177. This equates to approximately 160,360 hours of care.</p> <p>It should be noted that the national quality framework now requires educator to child ratios to be 1:4. The previous reporting period was on a basis of a 1:5 ratio. The previous period's hours of care would equate to</p>

Local Service 5.3: Community Support Facilities and Services

Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
						145,600 upon applying the new standard which means the hours of care have increased.
Camden families have access to quality Family Day Care services	Accreditation is maintained	Maintained	●	The Service has not been assessed for accreditation during the reporting period.	●	The Service has not been assessed for accreditation during the reporting period.

## Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Provision of Community Centres and Halls	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	Narellan Community Centre was undergoing refurbishment and extensions in this period.  53 regular hires were processed and 93 casual bookings during the period of July – Dec 2013.	134 casual hirer bookings were processed.
	Project management of design and construction for selected community facility projects	Facilities provided to Council's requirements within agreed timeframes and budgets	During this reporting period, Council has worked extensively on the expansion of the Narellan Community Hall and consulted on the Recreation Demand Study.	Works at Narellan Community Hall were completed and the refurbished hall and community offices are operational.
	Ensure that community facility related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
Family Day Care	Provision of a quality Family Day Care service through training and administration of Family Day Care Educators	Accreditation is Maintained	Currently 55 registered educators and 5 In home Care Educators.  427 children enrolled.  The service is continuing to grow in line with the areas growth.	Currently 59 Educators and 6 In Home Care Educators  460 Children enrolled  The service is continuing to grow in line with the areas growth.  Rating and assessment visit scheduled early July.
		Customer Satisfaction		

Local Service 5.3: Community Support Facilities and Services

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Camden Civic Centre	Provide a venue for civic, cultural, celebratory and community events and functions	Customer feedback	<p>The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue during this reporting period.</p> <p>95,387 visiting the upper level; 11,365 visiting the lower level; Total visitors: 106,752</p> <p>One in ten bookings in this reporting period are new clients to the centre bringing new visitors to the centre and increased business opportunity. A number of these clients are one off users utilising the venue for celebrations, others will equate to return business.</p>	<p>Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year</p> <p>Additionally 13130 visited the lower level facilities in the same period, reflecting a 11% increase in number of visitors to the lower level community facility.</p> <p>The Centre usage continues to increase with a recent increase in larger scale community events and dance concerts both mid and end of year.</p> <p>The 2014 Small business awards attracted 546 people to the venue for a seated dinner which is the largest to date catered function staged within the venue.</p>
		Income is Maintained or Increased	<p>The Civic Centre incomes continue to increase, capital works continue to be undertaken to upgrade facilities. These works it is anticipated will increase utilisation and further reduce the deficit for the venue.</p>	<p>The capital works schedule increased the interest in the venue and has had a positive influence on the number of bookings planned.</p>
	Civic Centre Building Improvements	Completed on time and within budget	<p>Ongoing work to complete the upgrade funded by NSW Government.</p>	<p>The 2013/2014 upgrade to facilities were completed on time and within budget with the following items completed;</p> <p>Line and paint of Auditorium, gallery and Foyer walls</p> <p>Creation of a customer service office</p> <p>Painting of the Auditorium ceiling and improved lighting</p> <p>Replacement of stage curtains</p> <p>Improved signage inside the venue.</p>

Local Service 5.3: Community Support Facilities and Services

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>ARTyCaf@Narellan Library</b>	Investigate and establish a viable and sustainable operational model	Service is Self-Sustaining	<p>Council has advertised for expressions of interest advertised and submissions have been received.</p> <p>Council are currently reviewing the submissions.</p>	EOI have been readvertised for the Narellan Library ARTyCaf café with view to having an operator in place within the coming six month period.
<b>Public Cemetery</b>	Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests	22 burials occurred during the period. 100% of service requests were carried out on time.	34 burials occurred during the period. 100% of service requests were carried out on time.
		Percentage of plot allocation taken up per annum	28% of the plot allocation has been taken up	37% of the plot allocations were taken up.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community Safety was 6.80 in 2013 which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Stays the same or improves	●	There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. This indicator will next be updated in 2014.	●	The next update for this satisfaction score will be in 2014. In the next reporting period.

## Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Facilitate and/or represent Council at community interagencies, forums and networks</b>	Develop and support effective interagencies and networks between Council, police and relevant community groups to ensure working relationships and partnership opportunities	Number of Interagencies Attended	Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with interagencies to develop partnerships to improve community safety. These interagencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary.	Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with interagencies to develop partnerships to improve community safety. These interagencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary. CRSO will once again be delivering a presentation to NSW Police on how to best work with Local Government. This will be conducted on 17 September 2014.
<b>Community Safety Projects and Programs</b>	Develop and manage projects and programs that address community safety issues, including community safety audits	Number of projects implemented	<p><b>The Park Smart</b> program was launched in November 2013 and ran over 4 nights at Campbelltown and Leumeah railway stations, concluding in December 2013. A local rollout of the program is now scheduled for 2014, targeting shopping centre car parks. Bus Shelter posters were installed in August 2013.</p> <p><b>Seniors Safety Morning Teas</b> have been launched in this period, delivered at Seniors Living facilities and groups and facilitated by Council's Seniors Officer.</p> <p>The program presentations include personal safety by Police, pedestrian and mobility safety by Council and licensing conditions for older drivers by a driving instructor. 4 presentations held.</p>	<p><b>The Park Smart</b> program continues to be rolled out. Train station car parks were targeted in May 2014, with CRSO working with Campbelltown Council CSO, Camden Police CPO and Campbelltown Police CPO. Macarthur, Campbelltown and Leumeah stations were targeted. Additionally, local car park audits were conducted at Harrington Park Plaza, Mount Annan Marketplace and Narellan Town Centre in the reporting period. Educational information was distributed. This was done in partnership with Camden Police CPO and YLO.</p>

Local Service 5.4: Community Safety

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<p><b>Community Safety Projects and Programs</b></p>				<p><b>Seniors Safety Morning Teas</b> were held at Carrington, Narellan Stroke Recovery Group and Camden Senior Citizens in the reporting period. These presentations were well received and planning and dates have been set for the new financial year.</p> <p><b>The Respect It Don't Wreck It</b> – Graffiti Education program was launched in June 2014. This program has been offered to all high schools in the Camden LGA, with 4 of the 6 local high schools taking part. The program is designed to be an early intervention program in order to prevent young people getting involved in graffiti vandalism.</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 undertaken during this reporting period.</p>	<p>No grant funding activity undertaken during this reporting period.</p>
	<p>Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships</p>	<p>Information Resources are Current</p>	<p>Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.</p>	<p>Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.</p>
	<p>Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off licensed premises</p>	<p>Number of initiatives implemented</p>	<p>Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues.</p> <p>Breath testers were installed in selected venues over the Christmas / New Year period, along with promotional material, in order to highlight the Drink Drive message.</p>	<p>Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues.</p> <p>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.</p>



Local Service 5.4: Community Safety

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Community Safety Projects and Programs</b>	Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas	Issues addressed as they arise	New Alcohol Free Zones were established at Currans Hill, in accordance with Council's adopted procedure.	The Alcohol Free Zone located at Old Hume Highway, Camden between Broughton Street and Ironbark Avenue has been re-established. This will become effective once the appropriate signage is installed. This was done in line with Council's adopted procedure.
<b>Community Safety Strategic Planning</b>	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 ensures 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 ensures 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.
<b>Graffiti Management</b>	Provision of tools for residents and partner with state agencies to minimise the incidence of graffiti	Number of kits provided to residents	Rotary received initial funding of \$2,000 from Council and has advised that these funds were used to purchase equipment. They have now advised Council that the second round of funding being \$8,000 for high pressure water cleaner will not be required as this component of the program is not progressing. Council will seek to reallocate these funds towards graffiti prevention treatments, including green screening, in the LGA.	The Respect It Don't Wreck It – Graffiti Education program was launched in June 2014. This program has been offered to all high schools in the Camden LGA, with 4 of the 6 local high schools taking part. The program is designed to be an early intervention program in order to prevent young people getting involved in graffiti vandalism.  Graffiti removal kits continue to be made available to residents who wish to remove graffiti from their private property.  Site inspections were conducted for possible green screening. This was done in conjunction with Camden Police CPO.
	Develop Graffiti Action Day to raise awareness within the community about graffiti encouraging the community to take responsibility and ownership	Graffiti Action Day Conducted	Graffiti Removal Day was held by Camden Rotary in October 2013 at five sites. Council assisted with site allocation and promotion of the program as requested by Rotary.	Graffiti Removal Day now falls under the control of Rotary. The event will again be held in October 2014 and Council will provide assistance and support as appropriate.

Local Service 5.4: Community Safety

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Establishment of Camden Rotary Graffiti Removal Team	Team established	Rotary has advised that funding has been used to purchase graffiti removal resources, utilised on Graffiti Removal Day. Further graffiti removal is proposed to be undertaken at six sites before June 2014.	Funds for Graffiti Management has been redirected into Council education programs and possible green screening.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community Events was 7.33 in 2013 which is a statistically significant decrease in satisfaction since 2011.	●	The next update for this satisfaction score will be in 2015.
Participants are satisfied with community events	Survey of event participants	Satisfaction stays the same or increases	●	Event statistics demonstrate that participants are satisfied with Community Events. Taste, Food and Wine Festival rated 7/10 positive and Picnic in the Park rated 7.6/10 positive. Council has set the benchmark of a 75% satisfaction rating, currently Council averages 73%. As this is a new indicator, trend will be able to be established over time.	●	Australia Day and the 125th Anniversary of Camden Council were the only larger scale events that were held in this 6 month period. Neither one had surveys conducted due to limited resources. A lot of positive feedback was received via Council's Facebook page and emails following the Council's 125th Anniversary event.
The community attends Council events	Resident Telephone Survey	Increasing	●	In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events.  Whilst there have been some decreases, there have also been increases in the remaining 45% of events.  This indicator will next be measured in 2014.	●	This indicator will be measured in the next reporting period via the annual telephone survey.

Local Service 5.5: Community Events						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases	●	Council successfully secured sponsorship for Camden Festival \$3000 and \$8950 for Paws in the Park.	●	No events were held in the 6 month reporting period where sponsorship could be sought.

### Report on Delivery Program Activities

Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Community Development Events for Target Groups</b>	Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition	Number of Events	<p>15 events with total 2450 participants</p> <ul style="list-style-type: none"> <li>• Children &amp; Families – 3 transition to school information stalls - Mt Annan, Harrington Park and Narellan shopping centres – approximately 100 people stopped at each = 300 participants</li> <li>• Seniors – 2 events - Spring Luncheon and Christmas Lunch = 360 participants</li> <li>• Carers Week – 1 event involving workshops and BBQ held was held at Camden Town Farm = 30 participants</li> <li>• Youth – 6 x Outreach programs continued over the six month period, including 10 weeks of Twilight basketball at Harrington Park = 300 participants, 10 weeks of Thursday night activities outside Narellan Library = 300 participants, 6 Skateboarding clinics at Kirkham Skate Park = 210 participants, 10 Boot Camp/free Swimming at MALC during school holidays = 350 participants, free transport for young people = 220 tickets used</li> </ul>	<p>23 events with total 3750 participants</p> <ul style="list-style-type: none"> <li>• 1 x International Women's Day event at Civic Centre in March = 300 participants</li> <li>• 3 x Seniors Week events March – 2 x bus trips with 100 participants, 1 x concert = 350 participants</li> <li>• 18 x Youth Week events across Camden LGA in April = 1000 participants in total</li> <li>• 1 x Play Day at Kirkham Park = 2000 participants</li> </ul>

Local Service 5.5: Community Events

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
			<ul style="list-style-type: none"> <li>Disabilities – 1 theatre program with performance at Campbelltown Arts Centre = 3 Camden residents participating in workshops and 80 audience participants</li> <li>NAIDOC Week – 2 events - flag raising ceremony followed by event at Town Farm plus film screening at Narellan = 300 participants.</li> </ul>	
<b>Cultural Events</b>	Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities	Number of Events	50 cultural events from July to December. These included art, exhibitions, music, dance and performance based events and counted events which span over one or more consecutive days as one event. An additional 75 church The Auditorium was out of action for 5 weeks (July/Oct) due to upgrades.	<p>Voicez event at Civic Centre in May – 100 participants</p> <p>Artisan Market held twice in this period – March and June – 200 participants</p> <p>About Face Portrait Group met regularly over this period – 20 participants on each occasion</p> <p>One workshop was held in Artycaf during Youth Week – 50 participants</p> <p>Artists network met twice – 50 participants</p>
<b>Community and Civic Events</b>	Plan and deliver a range of community and civic including, but not limited to Australia Day, Local Government Week, Camden Festival and Paws in the Park	Number of Events	Camden Festival, Paws In the Park and Local Government Week were all successfully held during this period. A new event, Picnic in the Park was incorporated into the Camden Festival.	Australia Day was a successful event held during this period. As was the HSC High Achievers and South West Sydney Academy of Sport Civic reception. A new event was also staged to celebrate Council's 125th Anniversary and the opening of Little Sandy Bridge.
	Additional funding to support Australia Day activities and other civic ceremonies to promote community pride and participation	Events Undertaken	Funding has been secured and reporting on progress in the planning of the Event will occur in the next period.	Funding has been secured and reporting on progress in the planning of the Event will occur in the next period.
	Introduction of an annual floral festival in Macarthur Park	Event Undertaken	Council undertook this activity; in preparation for the festival garden beds were prepared and the annual floral plantings were completed.	This event will take place in the next reporting period.

Local Service 5.5: Community Events







Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Additional funding for Camden Festival to include rural activities	Event Undertaken	Funding was secured and the inaugural Picnic in the Park event enjoyed outstanding success.	Planning is well and truly underway by Council's Events Officer with the assistance of the Camden Festival Committee. The Festival will include a new event this year called a Youth Movie Night at United Cinemas where subsidised tickets will be on offer for youth aged between 12-25years. This event will replace SK8OPIA which was failing to attract numbers previously.
Sponsorship	Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered	Amount of Sponsorship	Sponsorship for Paws in the Park increased, however funding for Camden Festival decreased.	No events in this period required the need for Sponsorship
	Implement the Community Sponsorship Program to facilitate sponsorship requests received by Council	Program completed		Policy & Procedures adopted and implemented with the first successful in take in February. This process will be repeated in September.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Library Services was 8.14 in 2013 which is a statistically significant decrease in satisfaction since 2011. This followed an increase between 2009 and 2011 so on the whole the result has remained stable over the 4 years.		The next update for this satisfaction score will be in 2015.
Library membership is high amongst residents	Proportion of residents who are library members	Higher than the Sydney average (37%)		66% of residents are library members compared to that of the Sydney average being 37%.		61% of residents are library members compared to that of the Sydney average being 37%.
Council's library facilities and programs are well-attended	Number of people using facilities and attending programs	Increasing		144,409 people visited our libraries and 15,152 attended library programs in this period.		149,127 people visited our libraries and 12,286 attended library programs in this period.

## Report on Delivery Program Activities

Local Service 5.6: Library Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Children's Programs</b>	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	10,261 children/families attended 256 children's programs including Storytime, Bibs, holiday programs and outreach during this period	8,918 children/families attended 196 children's programs including Storytime, Bibs, holiday programs and outreach during this period.
<b>Youth Programs</b>	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	306 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online during this period	179 young people attended youth programs including HSC lectures, HSC Lock In, holiday programs and Your Tutor online during this period.
<b>Educational Programs</b>	Additional funding for the Your Tutor program for Children and Youth	Availability of the program for target groups	There has been an increase of 21% in usage of the Your Tutor service during this period.	Your Tutor service is well used by students in Years 3 to 12.
<b>Adult Programs</b>	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	4,585 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.	3,002 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.
<b>Local Studies</b>	Deliver targeted local programs including; Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program	Number of participants using programs or services will stay the same or increase	There are 3,620 images on Camden Images online. There have been 6,601 sessions on Camden Images, 2,985 Trove referrals and 29,448 hits on Flickr in this reporting period.	There are 3,620 images on Camden Images online. There have been 3,280 sessions on Camden Images, 1,298 Trove referrals, 51,469 hits on Flickr, and 249 hits on Changing Camden blog in this reporting period.
<b>Older people</b>	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	1,686 items were lent to 6 institutions across the LGA, 1,908 items were lent to 36 Home Library Service customers and 16 boxed loans were received from SLNSW for customers from a CALD background.	1,685 items were lent to 3 institutions across the LGA, 1,866 items were lent to 35 Home Library Service customers and 11 boxed loans were received from SLNSW for customers from a CALD background.



Local Service 5.6: Library Services

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Review and design new library webpage</b>	Develop an Open Source library webpage and catalogue, integrating social networking with virtual library	Webpage downloads quickly, with few timeouts	New library webpage went live 22 November 2013. We have received 6,348 visits and 17,328 page views in the first 6 weeks. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.	We have received 37,519 visits and 101,909 page views in this reporting period. 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	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.
<b>Digital Learning Space</b>	Operate the digital learning space to enable best practice delivery of services and promote community access to technology opportunities	Number of people attending programs	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.
<b>Collections</b>	eBooks will be introduced into the library due to demand from the community and changes in technology	Circulation of new e-collections will increase	eBooks were introduced in August and eMagazines were introduced in September. 271 eBooks and 230 eMagazines have been downloaded during this period.	Circulation of e-Collections is increasing. 571 eBooks, 203 eAudio and 357 eMagazines have been downloaded during this period.
	Purchase of eBooks for the digital library	eBooks available for use	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.
<b>Upgrade Library Management System, Wireless and RFID system</b>	Library Management System operates under managed services	System is useable and efficient	LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November with 3 days offline. Wireless internet access	LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November with 3 days offline. Wireless internet access

Local Service 5.6: Library Services

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
		Limited number of days offline during upgrades	was upgraded and now managed via NSW State Library's WMS rollout. RFID systems have been reviewed with a proposal to upgrade in 2014.	was upgraded and now managed via NSW State Library's WMS rollout. RFID systems have been reviewed with a proposal to upgrade in 2014.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Strong Local Democracy was 6.17 in 2013 which is a statistically significant decrease in satisfaction since 2011.	●	The next update for this satisfaction score will be in 2015.
All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	Complaints regarding meeting practice	Zero	●	Council has received no formal complaints about meeting practice.	●	Council has received no formal complaints about meeting practice.

Local Service 6.1: Strong Local Democracy						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Council's policies are current	Regular review and updating of policies	100%	●	Council's statutory policies are up to date. The internal policy review is continuing.	●	Council has a rolling cycle of review for all Council policies. All statutory policies are up to date.

### Report on Delivery Program Activities

Local Service 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Local Representation	Provide Council with business papers for both information and decision making purposes and record the outcome and decisions taken by Council	Compliance with Code of Meeting Practice	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.
	Co-ordinate Code of Conduct matters	Compliance with DLG guidelines	The Co-ordination of all Code of conduct matters has complied with the DLG guidelines	The Co-ordination of all Code of conduct matters has complied with the DLG guidelines
	Improving response times to resident enquiries to Councillors	Response within 5 working days	<p>An interim process has been developed to assist in recording and responding to resident enquiries to Councillors in a timely and appropriate fashion.</p> <p>A formalised system based process is currently being explored, with the Executive Services Coordinator researching methods utilised at other Councils and investigating further system development.</p>	<p>Further system development continues to be explored with Council's software provider.</p> <p>Council is monitoring responses to Councillors enquiries, with a high percentage of such responded to above the standard service time during the six month reporting period.</p> <p>It should be noted that the 5 working day response time is being reviewed against industry standards.</p>

Local Service 6.1: Strong Local Democracy

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Regional Representation</b>	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden actively participates in MACROC, with the aim of high level collaboration at a regional level, in particular a vision of resource sharing.	Camden continues to be an active member of MACROC, participating in MACROC resource sharing initiatives including the Macarthur Regional Resource Sharing and Regional Collaboration Task Force.
<b>State Representation</b>	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 attended the LGNSW Conference held in Sydney in October 2013.  Council strongly advocated its position on a number of matters, in particular by way of the submission of strategic issues on Waste (Asbestos/ Clean Up Provisions for Unhealthy / Unsafe Properties), to be considered and debated by those delegates in attendance.	Council continues to communicate issues of importance to LGNSW in order for them to seek representations regarding a variety of matters affecting the Local Government industry.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Stewardship of Community Resources was 6.37 in 2013 which has remained stable since 2011.	●	The next update for this satisfaction score will be in 2015.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved	●	The Delivery Program Six Month Report for the period January to June 30, 2013 was tabled at the Council meeting of 10 September 2013. This was adopted and placed on Council's website.	●	The Delivery Program Six Month Report for the period July to December 2013 went to Council at the meeting of 25 February 2014 and was placed on Council's website following that date.
Council addresses areas of poor performance in its Delivery Program	Strategies are identified and implemented as part of the 6 month Delivery Program Report	100%	●	A consolidation of all poor performing indicators was undertaken by Corporate Planning Team Leader, this was then reported to each manager to address in the upcoming performance period.	●	Council's Organisational Development / Business Improvement Plan (OD/BIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 6 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the Immediate Priorities is underway, with some completed and many substantially commenced.

Local Service 6.2: Stewardship of Community Resources						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Council engages the community in the Community Strategic Plan and Resourcing Strategy	Community Engagement Strategy implemented	Engagement is conducted as per Community Engagement Strategy	●	Community Engagement officer not yet appointed.	●	Community Engagement officer not yet appointed.

### Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Integrated Planning and Reporting Framework</b>	Council must prepare and exhibit an annual Operational Plan and budget	Annual Operational Plan and Budget complete	The draft 2014/15 Operational Plan & Budget is currently being prepared for adoption by Council in June 2014.	The 2014/15 Operational Plan & Budget was adopted by Council on 24 June 2014.
	Preparation of Council's 4 Year Delivery Program and Annual Operational Plan	Timeframes are met	Ongoing monitoring of the 4year Delivery Program was undertaken	Ongoing monitoring of the 4 year Delivery Program was undertaken
<b>Performance Measurement and Reporting</b>	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 13 September 2013 and was placed on Council's website following that date.	The report for the 6 Month Period July to December 2013 went to Council at the meeting of 25 February 2014 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	The Annual Report was for 2012/13 was completed in December of 2013, and placed on Councils Website.	The annual report will be prepared in this reporting period.
	Undertake comprehensive review of Council's Corporate Performance Indicators, including systems and strategies for improving areas of lower performance	Council has a suite of simple, effective and measureable indicators	An initial review has commenced in this area. Further work is to be undertaken in the next reporting period.	Council continues to review the corporate performance indicators and associated trends emerging from the indicators. It is anticipated the further review and refinement of these indicators will be ongoing.

<b>Performance Measurement and Reporting</b>	Implement business improvement program to continuously improve the organisation's effective and efficient operation	Demonstrated efficiency gains and service improvement	An Organisational Improvement Program is currently underway that aims to provide guidance in relation to Council's systems, processes and structure to ensure the organisation continues to operate in the most efficient and effective manner.	Council's Organisational Development / Business Improvement Plan (OD/BIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 6 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the Immediate Priorities is underway, with some completed and many substantially commenced.
<b>Long Term Financial Plan</b>	Monitor and maintain Council's Long-Term Financial Plan	Long Term Financial Plan is reviewed quarterly	The LTFP is reviewed after each quarterly budget review to ensure there are no material impacts on financial forecasts.	Council's 2014/15 LTFP (10 years) was adopted by Council 24 June 2014.
	Implementation of Long Term Financial Planning (LTFP) software	Implemented by 31 December 2013	The implementation of the LTFP software will be done in conjunction with the roll out of Council's new electronic budget management system. This system will integrate with the LTFP software.	The implementation of the budget management system has been undertaken. To ensure the system is operating as required, the implementation of the LTFP has been delayed. It is expected that this implementation will occur in the next reporting period.
<b>Strategic Asset Management</b>	Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets	Asset Management system and practices reviewed and updated annually	This on-going project requires new data to be collected for all asset classes, funding is unlikely to be made available until after 2014/2015.	Asset management Coordination Group has been created to review current practices and identify and implement improvements.
	Additional resources to facilitate Strategic Asset Management	Workforce Increase	Additional resources identified in workforce planning plans	2 additional assets staff have been recruited with significant works being undertaken on asset data backlog.
<b>Workforce Planning</b>	Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce demographics	Workforce Plan reviewed at least annually	Workforce plan was not required to be reviewed within this reporting period.	Workforce plan was not required to be reviewed within this reporting period.
		Succession planning in place for critical positions	Council continues to participate in surveys and monitors and reports on workforce trends.	Council continues to participate in surveys and monitors and reports on workforce trends.







<b>Management of Council's Property</b>	Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	The preparation and adoption of this strategy has been delayed awaiting the outcome of the Local Government Act Review and Council's current review of land holdings.	This strategy will be influenced by the outcomes of the Local Government (LG) Act Review. The finalisation of the LG Act review is unknown at this time.
	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	The review is currently still in progress.	This review is very much determined by the outcome of the Local Government Act Review
		Licences and leases reviewed regularly	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.
	Review of Council's Community Land Holdings	Review complete	This review is dependant upon the Local Government Act Review and the adoption of Council's land Property Management Strategy.	The review of Council's Community Land Holdings has been placed on hold pending the outcome of the Local Government Act Review and the treatment of community and operational land classifications
	Land acquisitions upon instruction	Process completed in a timely manner	Council has completed the acquisition of one major parcel of land in accordance with the Land Acquisition (Just Terms Compensation) Act.	Council has completed the acquisition of a carpark in Harrington Park under a contract of sale.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Engagement was 6.49 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
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 reporting period, Council did not exhibit any plans that required Community Engagement.		During the reporting period Council publicly exhibited 12 matters for public comment. Council also utilises a range of engagement methods to encourage a demographically diverse spread of the Camden LGA population.

**Report on Delivery Program Activities**

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Community Engagement</b>	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	Information is provided to the community on a regular basis in relation to key Council activities and event in accordance with statutory requirements. Extensive community consultation was undertaken by Council to inform Council's Recreation Demand Study.	During the reporting period Council publicly exhibited 12 matters for public comment. Council also utilises a range of engagement methods to encourage a demographically diverse spread of the Camden LGA population.
		Amount of feedback received	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.
	Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues	Register is updated annually	The register is kept annually, the next update is scheduled for August 2014.	The register is kept annually, the next update is scheduled for August 2014.
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	The annual telephone survey was conducted in July 2013. Results on from this telephone survey are included in this report.	The annual telephone survey will be conducted in the next reporting period.
	Community feedback and data is collected and used across the organisation for a range of planning purposes	Data collection system established	This activity has not yet commenced, awaiting the appointment of the Community Engagement Officer.	This activity has not yet commenced, awaiting the appointment of the Community Engagement Officer.

Local Service 6.3: Community Engagement







Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Community Engagement</b>	Preparation and implementation of a Community Engagement Strategy to improve the organisation's capacity to effectively engage residents in decisions, plans and service delivery	More people are engaged in community issues	Council continues to consult the community on a range of matters and information derived and analysis of the process undertaken will be drawn upon in the future preparation of a Community Engagement Strategy.	Council continues to consult the community on a range of matters and information derived and analysis of the process undertaken will be drawn upon in the future preparation of a Community Engagement Strategy.
	Additional funding for the implementation of the Community Engagement Strategy	Funding Allocated	Funding is currently available in the budget for the employment of a dedicated officer and some limited program costs.	Funding is currently available in the budget for the employment of a dedicated officer and some limited program costs.
	Increased focus on community engagement by the organisation through employment of a dedicated officer	More people are engaged in community issues	Community Engagement continues through the organisation. Activity in this area is expected to increase with the appointment of a dedicated officer	Community Engagement continues through the organisation. Activity in this area is expected to increase with the appointment of a dedicated officer.

## Local Service 6.4 – Community Information

### What is Community Information?

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

### Report on Delivery Program Success Indicators

Local Service 6.4: Community Information						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Information was 6.49 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases		9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated in 2014.		Results will be updated the next reporting period in 2014.
The promotion of Council services, programs and local information is delivered effectively to the community	Total number of webpage hits	Stays the same or increases		No statistics available to report at this time. Information will be provided when new website operational.		No statistics available to report at this time. Council's updated website is scheduled to be launched during the next reporting period.

## Report on Delivery Program Activities

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Advertising and Promotion</b>	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	A total of 52 media releases were distributed during this period, all of a positive nature.	39 media releases were distributed during this time all of a positive nature.
<b>Communication Strategy</b>	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	Work is continuing on the development of a comprehensive Communication Strategy and it is anticipated a draft of the entire Strategy will be available in the next reporting period.	Work is continuing on the development of a comprehensive Communication Strategy with a draft being presented to ELG and SMT for review and changes/suggestions now being implemented. The Strategy is planned to be adopted by Council in the next reporting period.
<b>Website and Social Media</b>	Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly	Hits on Council's Website	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live within the coming months.	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. The new website was scheduled and ready to go live in June however has been placed on hold and is now scheduled for early September.
		Proportion of residents who use Council's website	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.	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 has increased to 2103 'likes' from 928 in the previous reporting period.	Council's Facebook page has increased to 3663 'likes' from 2103 in the previous reporting period.

Local Service 6.4: Community Information

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Website and Social Media</b>	Additional resources to facilitate the management of Council's website and social media pages	Workforce increase	Additional resources will be secured in the next reporting period.	Additional resources will be secured in the next reporting period allowing the Public Relations Officer to focus on this task.
<b>Community Newsletter</b>	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.
	Review of community newsletter Let's Connect to increase size and circulation	Newsletter is updated	Council has not secured resources to undertake the review at this time.	Council has not secured resources to undertake the review at this time.
<b>Efficient and effective operation of Council's Customer Service Centres</b>	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	The implementation of a new customer service request system has had beneficial results for Council's customers and staff. Increased reporting ability will continue to develop resulting in greater efficiency.	Council has implemented a new CRM system which has improved the recording of customer service requests and provided improvements to reporting. Work will continue on developing functionality and more detailed reporting.
		Customer satisfaction		

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Management of Emergency Events was 7.58 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The next update for this satisfaction score will be in 2015.
Disaster Plan remains current	Regular reviews completed	Completion	●	A draft Emergency Plan (EM plan), previously known as (DISPLAN) has been prepared and is waiting further review from the Regional Emergency Management Officer (REMO).	●	Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by December 2014.
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves	●	No Emergency management exercises were performed during the reporting period.	●	No Emergency management exercises were performed during the reporting period.



## Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Management of Capital Projects</b>	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	Construction of the RFS building commenced in October 2013 and is due for completion March 2014.	The new RFS station was completed in June 2014 and is now operational.
<b>Support and Facilitate the Local Emergency Management Committee</b>	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	The Review of Plan has been completed.	The Review of Plan has been completed.
<b>Risk Assessment</b>	Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DISPLAN	Risk register is updated annually	Review of risk register was not conducted in this period; it will be completed in the next reporting period.	Risk register still to be completed.
	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	In conjunction with the review of the risk register, the identification of vulnerable facilities will be completed in the next reporting period.	Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by 2014.
<b>Emergency Operations</b>	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 options.
<b>Supporting Emergency Services</b>	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	This project has commenced and works are being undertaken.	Budgets adopted to provide suitable support to Emergency Services, building and plant maintenance are meeting requirements.
	Lighting upgrade facilitated at the Catherine Fields Rural Fire Service carpark	Upgrade completed	Works have not yet commenced, an update is expected in the next reporting period.	Additional lighting installed.

Local Service 6.5: Management of Emergency Events

Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Supporting Emergency Services	Building extension facilitated at the Cobbitty Rural Fire Service Station	Works completed	Works have not yet commenced, an update is expected in the next reporting period.	Works have Not yet been completed.

## 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 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Council's workforce is appropriately skilled, safe and stable	Staff believe they have adequate access to training and development opportunities appropriate for their role	Stays the same or increases	●	Training budget of \$240,000 for 300 full time staff training needs.	●	All staff are able to attend training as part of the annual corporate training calendar. All staff are able to attend external training programs that a job specific to update necessary skills.
	Proportion of staff accessing education assistance as proportion of full time employees (FTEs)	Stays the same or increases	●	11.5% staff.	●	9.5% staff. Although this is a decrease on the previous period, it is anticipated that as new staff settle into the organisation the takeup rate of employees seeking education assistance will increase.
	Lost time as a proportion of full time employees	Decreasing	●	.096% lost time for workplace accidents compared to full time wages paid	●	.085% lost time for workplace accidents compared to full time wages paid
	Staff Turnover	Stays the same or decreases	●	Turnover for the past six months was 2.28% which although was an increase this was primarily due to retirements and remains under the industry average.	●	Turnover for the past six months was 4.71%. Although this is an increase it should be noted that the previous period's figures were low compared to other organisations. The increase can be directly attributed to the retirement of long standing employees. It should also be noted that due to the recent corporate restructure that saw no job losses, 24 new positions were created.

Camden Council is regarded as a good place to work	Exit interview data	Remains positive	●	98% of employees exiting the organisation commented positively that Council is regarded as a good place to work.	●	80% of employees exiting the organisation commented positively that Council is regarded as a good place to work. (In response to specific question being asked)
Staff display Council's Corporate Core Values in their work	Staff are meeting or exceeding expectations in relation to Council's Core Values based on 6 month performance review	Increasing	●	In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values.	●	In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values. No change from previous report.
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	●	There have been no outages this period relating to Council's radio link and Council's helpdesk system has assisted in achieving satisfactory response times.	●	There has been minimal disruption to services during this period; the IT Helpdesk has had 1636 enquiries with a completion rate of 98.9% and an average completion time of 14.7 minutes.
Council's finances are managed prudently	Unqualified audit report	Unqualified	●	Council received an unqualified audit report as at 30 June 2013.	●	Council received an unqualified audit report as at 30 June 2014.
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 2013 was 2.87:1 (2012 - 2.51:1) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.	●	The ratio as at 30 June 2014 was 4.92:1 (2013 = 2.87:1) 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 Cover Ratio		●	The ratio as at 30 June 2013 was 3.01 (2012 -5.03) this ratio remains better than benchmark of 200%.	●	The ratio as at 30 June 2014 was 1.38 (2013 = 3.01) although this ratio has declined it is expected to return to above the industry benchmark of 200% in the next period.
	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage		●	The ratio as at 30 June 2013 was 6.10% (2012 - 6.31%) although this is not an improvement on 2012 the ratio is still above the benchmark of 5%. This is predominately a result of Council's Pensioner Assistance Policy.	●	The ratio as at 30 June 2014 was 4.16% (2013 – 6.10%). This ratio is now within benchmark.

Council's finances are healthy	Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio	Results are "green" or trending towards "green"		The ratio as at 30 June 2013 was 31.69% (2012 – 54.70%) the ratio is still below the benchmark of 100%. Council continues to address its infrastructure backlog through the Community Infrastructure Renewal Program, applying for State Government Interest subsidised loans and by creating an Asset Renewal Reserve for the future replacement of assets.		The ratio as at 30 June 2014 was 24.38% (2013 = 31.69%) the ratio is still below the benchmark of 100%. As part of the implementation of the new organisational structure and Organisational Improvement Program Council has created a dedicated section to address Asset Management.
Council's resources are well protected	Liability Claims	Decreasing		Liability Claims – 41 in the reporting period, compared to 38 in the previous period.		Liability Claims – 34 in the reporting period, compared to 41 in the previous period
Council's resources are well protected through careful risk management processes	Motor Vehicle Claims	Decreasing		Motor Vehicle Claims – 30 in the reporting period, compared to 14 in the previous period. A number of strategies are currently being investigated to address this issue		Motor Vehicle Claims – 22 in the reporting period, compared to 30 in the previous period
	Property Claims	Decreasing		Property Claims – 2 in the reporting period, compared to 9 in the previous period.		Property Claims – 3 in the reporting period, compared to 2 in the previous period. Although this is movement away from the target it is only a slight increase. Council will continue to monitor this indicator.
Information Systems are reliable with minimal system shut down time	System Availability	98%		With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellan and Camden offices the service to staff continues to improve.		The rotation of staff between Camden and Narellan continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.
IT technical support to users is provided promptly	Support is provided	100%				

## Report on Delivery Program Activities

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
<b>Financial Management</b>	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 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		
	Cash Management – bank reconciliations and daily cash control(liquidity)	Monthly reconciliation, daily review of cash balances	All reconciliations and the review of Council's daily cash needs have been completed for the period.	All reconciliations and the review of Council's daily cash needs have been completed for the period.
	Investments	Investments comply with Ministers Order and Council's Investment policy	All investments have complied with the Ministers Order and Council's Investment Policy.	All investments have complied with the Ministers Order and Council's Investment Policy.
	Review of Council's Investment policy/strategy and Investment advisory services	Annual Review and report to Council by 31 August 2013	Council appointed a new investment advisor during this quarter. Officers have undertaken a review of Council's current investment strategy with the new advisor, the review of Council's Investment Policy is expected to go to Council during the next period.	This policy will be reported to Council in August 2014.
Review of Council Rating policies (farmland rating and rate recovery policy)	Adopted by Council by 31 December 2013	Council's farmland rating policy has been adopted by Council. It is expected that the rate recovery policy will go to Council during the next period.	Council's Rate Recovery Policy will be undertaken in the next reporting period.	

<b>Financial Management</b>	Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement.	Unqualified Audit Report	Council received an unqualified audit report for the 2012/13 reporting period and the financial reports were completed within the statutory timeframe.	Council received an unqualified audit report for the 2013/14 reporting period and the financial reports were completed within the statutory timeframe.
		Completion of the Annual Financial Reports within the statutory deadline		
	Review of Purchasing and Procurement Policy and adoption by Council	Adopted by Council before 31 December 2013	This policy is nearing completion and is expected to go to Council for adoption in the next reporting period.	This policy review forms part of the organisational development and improvement program. The policy is complete and expected to be reviewed by a cross organisational group and adopted during the next period.
	Additional resources to support and promote the financial health of Council to ensure financial sustainability	Workforce increase	There have been no additional resources hired within this reporting period.	While there have been no additional resources hired within this reporting period the 2014/15 Operational Plan funds an additional 24 positions.
	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	Council's 2014/15 budget process has commenced and will be adopted by Council during the next period.	Council's 2014/15 Delivery Program and Operational Plan was adopted by Council 24 June 2014.
		Quarterly review of Council's Long Term Financial Plan		
	Section 94 Reporting to DCMC - cash balances, surplus credits, plan borrowings, budget commitments and interest balances	Monthly report to Development Control Management Committee (DCMC)	A monthly report has been tabled at DCMC.	A monthly report has been tabled at DCMC.
	Implementation of monthly Financial Corporate Report	Completed within 10 working days of end of month	This report is nearing completion and will be sent to the Executive Leadership Group for adoption in the next reporting period.	This report forms part of the organisational development and improvement program and is still under review.

<b>Governance</b>	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 required 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		
	Compliance and administration of the Government Information Public Access Act (GIPA) and Privacy and Personal Information Protection Act and Protected Disclosures Act	Council is compliant with all Acts and Regulations	Governance continues to monitor compliance with the Local Government Act and Regulations. An organisational policy review is currently underway. The Privacy Management Policy has been adopted by Council.	Governance continues to monitor compliance with the Local Government Act and Regulations. Council will employ a dedicated compliance officer (GIPA, PIPA and PD) in the 2014/15 budget.
	Bi-annual Governance Health Check	Industry best practice is being employed	Council continues to review its Governance practices to ensure industry best standard. A Governance Health check was undertaken during this period.	The Office of Local Government audited Council in May under its Promoting Better Practice Review program. The results of this review will be reported in the next period.
	As per Department of Local Government requirements, establishment of an Internal Audit Committee	In place by 31 December 2013	It is expected that during the next period Council will employ an internal auditor and establish an internal Audit Committee.	A recent review of the Organisational Structure identified the need for a Business Assurance Officer (Internal Auditor) this position was endorsed by Council as part of adopting the 2014/15 Operational Plan. The position is currently being advertised. Upon employment of that position the audit committee will be established.
As per Department of Local Government Requirements, establishment of a Tender Committee	In place by 31 December 2013	As part of adopting the Purchasing and Procurement Policy in the next period a charter for a Tender Compliance Committee will also be recommended to Council.	Upon adoption of the Purchasing and Procurement Policy a charter for a Tender Compliance Committee will also be recommended to Council.	
<b>IT Services</b>	Provision and support of Council's Information Technology hardware and systems	Down time is minimised	With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellan and Camden offices the service to staff continues to improve.	The rotation of staff between Camden and Narellan continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.
		Internal customers are satisfied with the support they receive from IT		



<b>IT Services</b>	Core systems and infrastructure and corporate-wide software upgrades	Upgrades complete	During this period Council's core financial system was upgraded, there was also a move to managed services for Council Library Management System.	During this period a new performance monitoring system was deployed which identifies poor performance or system failure.
	System security, protection of public information, Disaster Recovery systems	Up to date and employing industry best practice	Council's security and disaster recovery systems are up to date and employ industry best practice to ensure the protection of public information.	Council's security and disaster recovery systems are up to date and employ industry best practice to ensure the protection of public information.
	Support cross organisational working groups for Mobile Device Technology and Intranet Stage 2 implementation	Review and outcomes implemented by 31 December 2013	The mobile device policy has been implemented and Intranet Stage 2 implementation is expected to be completed during the next review period.	The roll out of mobile devices continues throughout the organisation where there is a business need. Stage 2 Intranet is still under review.
	Introduction of an organisational IT Steering Committee (ITSC)	Co-ordinate Council's IT Strategy	The IT Steering Committee (ITSC) will be implemented during the next review period	The adoption of a new Organisational Structure identified the need for a Technology Solutions Manager. The IT Steering Committee will be implemented upon the recruitment process being completed.
<b>Records Management</b>	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	TRIM reporting allows for the monitoring of compliance with Council's records management policy and the State Records Act.	A survey for a post system implementation review has been developed to provide feedback on customer satisfaction. The results of this survey will be known in the next reporting period. Council continues to monitor compliance through TRIM system functionality.
		Internal customers are satisfied		
	Digitisation of hardcopy records using TRIM	Ongoing	This is an ongoing process and depends on budget and the volume of Records to be digitised.	Council has sent a number of Maps and Plans to be digitised this period. This is an ongoing program to improve access information and the security of these records.
	Additional funding for the digitisation of hardcopy records using TRIM	Funding Allocated		
	Restore and digitise archived minutes books	Completed within 2 years	The restoration process is completed the minute books will be digested on a rolling basis and will depend on budget.	The restoration process is completed the minute books will be digitised on a rolling basis and will depend on budget.

<b>Records Management</b>	Additional resources to facilitate the management and storage of Council records	Workforce increase	Council recruited a new records officer in during the reporting period.	An additional resource has been allocated in the 2014/15 Operational Plan.
<b>Risk Management &amp; Insurance</b>	Development of Council's Risk Management Framework	Appropriate risk management strategies are in place	Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings.  Work continues on development of an Enterprise Risk Management program	Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings.  Work continues on development of an Enterprise Risk Management program
	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	There has been an increase in the number of liability claims (41 up from 38)  There has been a decrease in property claims (2 down from 9)  The has been an increase in motor vehicle claims (30 up from 14)	The has been a decrease in the number of liability claims (34 down from 41)  There has been an increase in property claims (3 up from 2)  The has been a decrease in motor vehicle claims (22 down from 30)
		Council is appropriately insured	Council maintains current insurance policies to cover identified risks.	In June 2014, Council reviewed all insurance policies held and have entered into an agreement with Westpool, United Independent Pools & Willis Australia. This change in insurers will see Council saving an estimated \$250,000 annually.
<b>Risk Management &amp; Insurance</b>	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	Business Continuity Plans have been completed.  Implementation and training of key staff to commence in February 2014.	Business Continuity Plans completed and implemented. Senior Council staff have attended training.  Plan now requires revision due to the new structure.
<b>Workplace Safety</b>	Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations	Compliance with policies and procedures	Major policies remain in draft, will be addressed as part of the implementation of the WHS Management System	Work Health and Safety Policy has been signed by General Manager and adopted by Council. It is displayed throughout council in line with legislative requirements.

<b>Workplace Safety</b>	Development & Implementation of a comprehensive and compliant WH&S System	Legislative Compliance	<p>Total of 98 Safe Work Procedures have been developed for Waste, Works and Parks for high risk tasks. Of these 47 are document controlled and are being rolled within there respective departments. Remaining 51 are currently being reviewed by workers and supervisors.</p> <p>Business case for the WHS Management System was presented to Council and accepted. Tender Submissions were received, unfortunately due to unforeseen circumstances will need to re-tender.</p>	<p>Continued improvement across council departments to identify hazards and risk. A further 60 documents have been developed in consultation with staff. Total of 107 documents in various stages of implementation.</p> <p>There were 52 tender submission received in the second re-tender process. Recovery Partners were the successful tender. Work commenced early June with an audit being undertaken against AS:4801.</p> <p>Representatives of council departments make up the Corporate Safety Team.</p> <p>This team will work with Recovery Partners to ensure all project milestones are met ensuring the project remains on time and within budget.</p>
	Management of Workers Compensation	Number and cost of claims	10 claims were lodged for the reporting period. Total cost of claims for the period \$41,392.	6 claims were lodged for the reporting period. Total cost of claims for the period \$44,947. Total cost of claim 13/14 is \$86,339
		Lost time hours	Lost time hours recorded for the period totalled 408 increased hours due to surgery compilations.	Lost time hours recorded for the period totalled 203. Total lost time hours for 13/14 is 631 hours.
	Additional resources to promote and support WHS within Council	Workforce increase	Recruitment process for a new Claims Office has been undertaken	Council has appointed a Claims Officer in this reporting period.
<b>Workforce Management and Support</b>	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	<p>Employee Relations continue to support Managers and Employees in all relevant areas.</p> <p>Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.</p>	<p>Employee Relations continue to support Managers and Employees in all relevant areas.</p> <p>Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.</p>
		Breaches are minimised	No breaches reported.	No breaches reported.

<b>Workforce Management and Support</b>	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 on 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	Mid Year Reviews have been undertaken in November and December. A budget bid has been submitted to investigate an online program to support the process.	Annual Reviews have been undertaken in April/May.
	Undertake recruitment and selection of new employees	Internal customers are satisfied with the employment process	During the reporting period Council recruited for 30 positions. An internal customer satisfaction survey has been created and is in the process of being finalised	During the reporting period Council recruited for 45 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	During the reporting period Council attended 1 Career Expo and continues to provide traineeships and work experience opportunities	1 expo attended during the reporting period. Continue to provide traineeships and work experience opportunities.
<b>Staff Training and Development</b>	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	Mid year reviews were conducted including revision and update of staff annual training plans.	Annual reviews were conducted, staff annual training plans updated and annual corporate training calendar developed.
	Provide traineeships, apprentices and work experience placements, including annual expansion of the program of one position per year for the life of the Delivery Program	Number of placements provided	Two Horticulture apprentices completed their 4 year apprenticeships in December 2013. Recruitment and interviews for 3 new Horticulture apprentices were conducted in December 2013.	7 work experience placements Currently 3 Horticulture apprentices. July 2014 - Library and Waste depot trainees completed, current 10 Trainees. Waste trainee awarded 2014 State Training Services Trainee of the Year, library trainee finalist in awards. Additional trainee position in HR 2014.
	Additional funding to extend the Trainee Program	Trainee program extended	Additional funding for 2 extra trainees approved. Trainee's position interviews were conducted in December 2013.	2 trainees commenced with Council in January 2014. At this stage there will not be additional positions under this program in the future.

<b>Staff Accommodation, Fleet &amp; Equipment</b>	Provide clean, safe and pleasant workplaces that are energy and water efficient, and economical to run	Maintenance programs 100% complete	Maintenance program completed, condition of Council workplaces are continually monitored for safety and efficiency.	Maintenance program completed condition of council workplaces are continually monitored for safety and efficiency.
		Energy and water efficiency plans in place	Works are ongoing.	Works are ongoing.
	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	Fleet being monitored to ensure it is cost effective and appropriate.	Fleet being monitored to ensure it is cost effective and appropriate.
	Provision of additional workspaces to accommodate an increasing Council workforce	Additional space provided	Works are ongoing.	Staff movements are being accommodated as part of the Business Improvement Program and restructuring of Council branches to various accommodation locations
	New Central Administration Building – preliminary design and consultation	Preliminary design and consultation undertaken	Works to Council's new Administration Centre are continuing on programme. The Design Brief is being prepared by Brewster Hjorth Architects. A series of workshops and consultations with Council staff & Councillors have been undertaken, with the Brief to be presented to Council on 11 March 2014. Expressions of Interest have been undertaken for the role of Design Consultant. A selected Tender is currently underway with final selection of the Design Consultant expected in March 2014.	Council has finalised and adopted the design brief for the new Administration Centre. Architects have been appointed and concept designs have been developed.
	Provision of a low loader trailer to assist moving heavy plant and equipment	Resource Utilised	This plant has not yet been purchased, it is expected to be purchased in the next reporting period.	Held over pending review of plant and equipment needs.
	Installation of multi-level storage shelving in the Narellan Works Depot stores	Installation complete	This activity has not yet been completed.	Installation completed May 2014.
	Council Works Depot – environmental improvements	Works completed	Works postponed pending the finalisation of the Environmental Management Plan	Works postponed pending the finalisation of the Environmental Management Plan. Plan is in its final stages. Works to be determined once complete.

<b>Major Projects</b>	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	Work continues to explore options associated with Depot facilities & the growing workforce.	Site selection has been completed, the central administration building will be located in Oran Park Town. Council continues to explore options available for the depot relocation and working on the funding strategy for this project.
<b>Management of Capital Projects</b>	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	Capital Works projects completed in this period include the Narellan Hall Redevelopment, Cut Hill Amenities Building, Springs Road Roundabout.	As indicated in the details of the delivery plan report, Council has completed a wide range of new capital projects within agreed timeframes and with budget. Key community projects include West Camden RFS station, Little Sandy Bridge, Narellan Community Hall, Cut Hill amenities building and Sportsfield lighting at Kirkham Park and Liquidamber Reserves.