



camden council

Camden 2040 2013/14 - 2016/17 Delivery Program

Six Month Progress Report

January to June 2015

*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 4645 5166.

Integrated Planning and Reporting

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

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

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

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

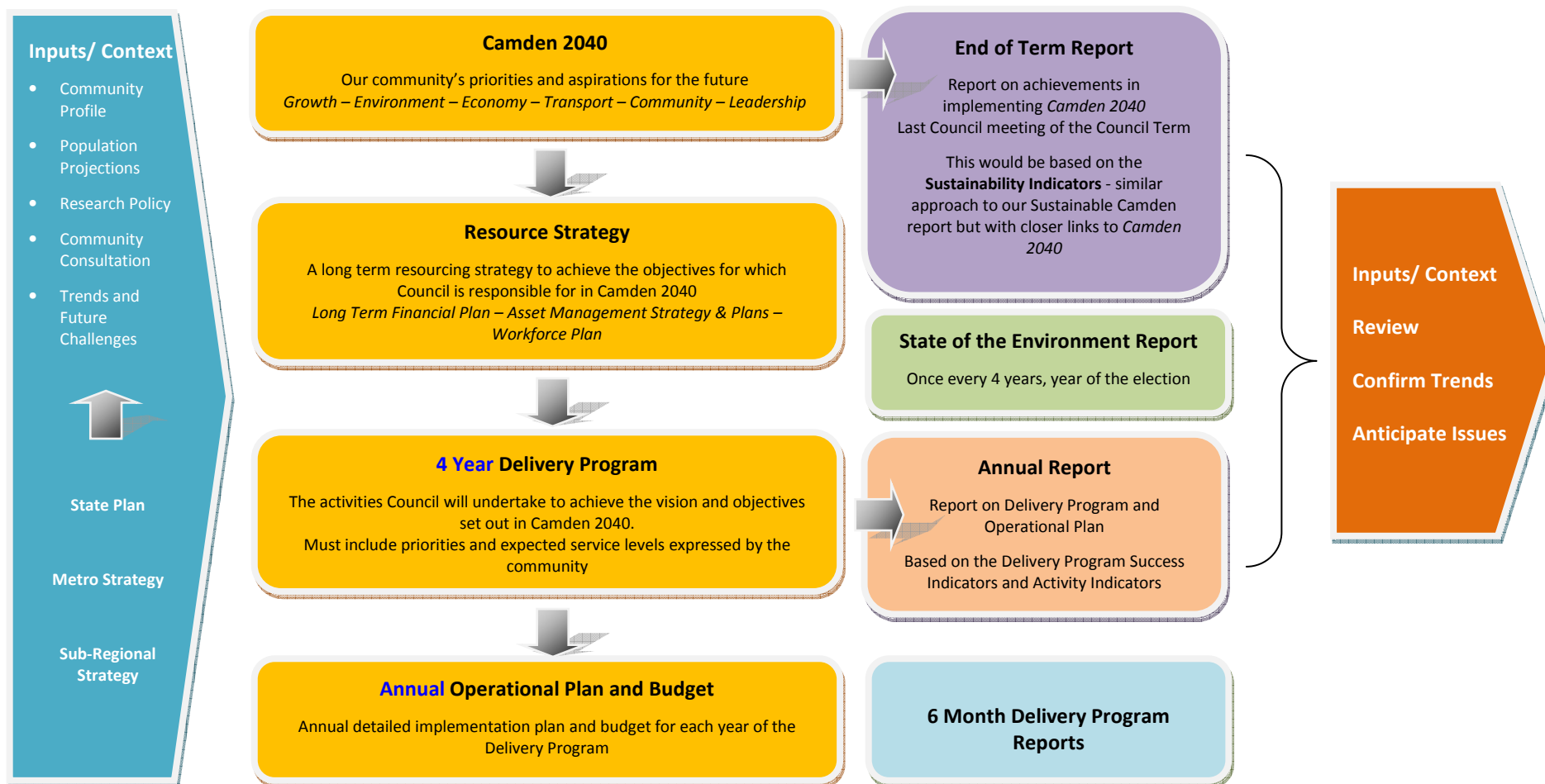
It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measureable. The Delivery Program is a statement of commitment to the community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

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program. Please note, where there are substantial changes to the Delivery Program after Council's annual review, the 6 Month Delivery Program Progress 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

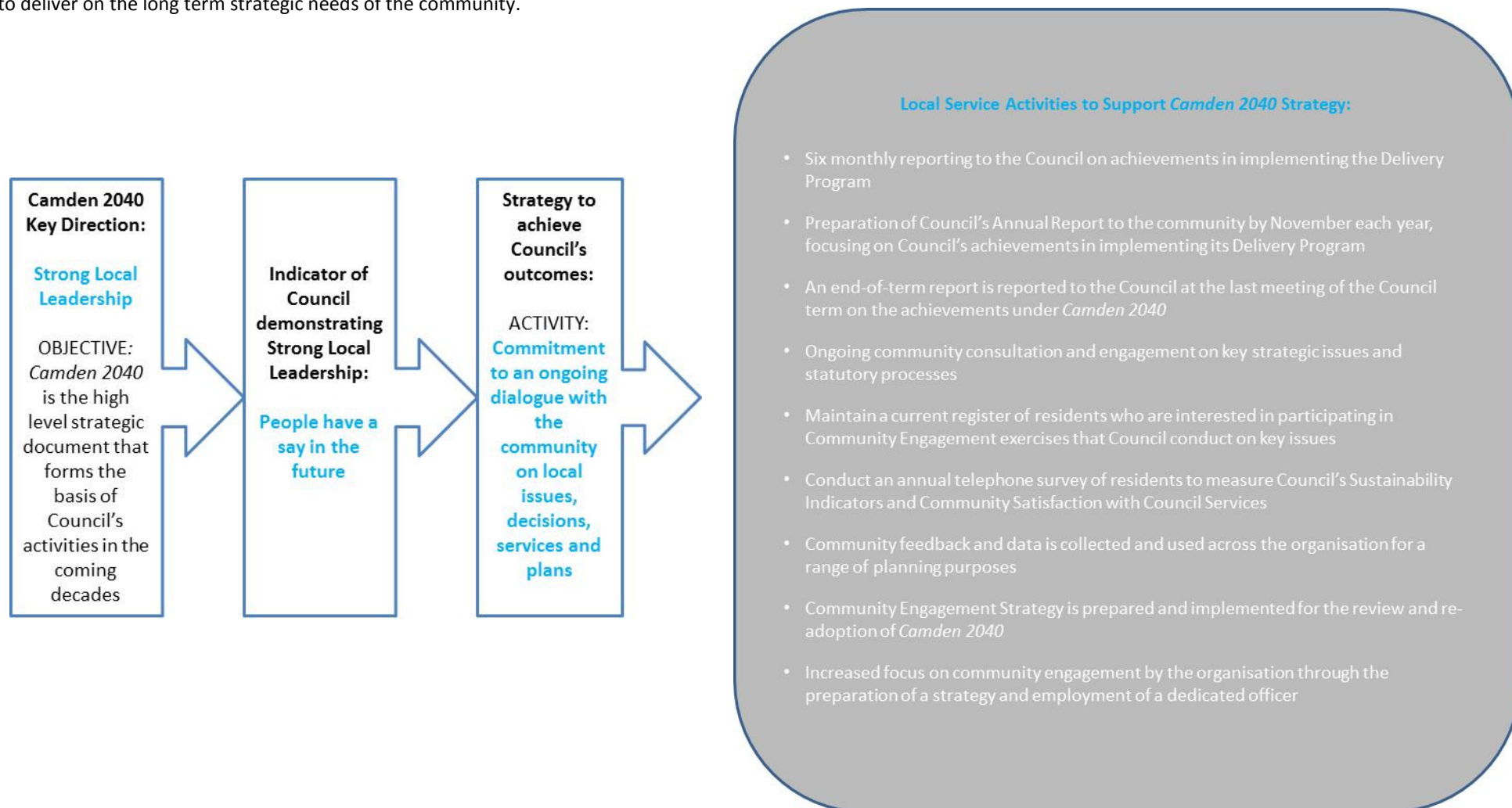
In essence, this document is all about ensuring the plans, programs and budgets (the yellow boxes) are integrated, consistent with each other and make progress towards our community goals that is then reflected in the Sustainability Indicators.



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.

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 survey will be conducted in the first quarter of 2015-16 with the results be reported in the next Six Month Delivery Program Report (July to December 2015) scheduled for Council consideration in March/April 2016.

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

The biennial Resident Satisfaction Survey will be conducted in the first quarter of 2015-16. The results will be reported in the next Six Month Delivery Program Report (July to December 2015) scheduled for Council consideration in March/April 2016.





Growth in the Period January to June 2015

- Volunteers contributed 420 hours more to restore local bushland during this reporting period (605 hours in July – December compared to 1,025 hours in January – June).
- There has been a 23.62% increase on the regional tourism website visitation on the previous period.
- Council recruited for an additional 48 positions established as part of the Structural Review and Council's 2014/15 Budget. This new framework places a particular emphasis and focus on customer service, cross organisational involvement and service delivery.
- Council processed 243 casual hire bookings for community centres and halls which is an increase of 81 from the previous period.

Summary – Performance Against Targets Over the Period

1. All Indicators

There are 108 Success Indicators in total contained in the Delivery Program. The following table provides a breakdown of these indicators by their status for the period of July to December 2014.

		July to December 2014	January to June 2015
	Target met or exceeded	49%	56%
	Progress made towards target	5%	6%
	Requires attention	9%	4%
	No data currently available	37%	34%

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 be grey.

2. Movement Towards or Away from Target

Based on our results in the previous reporting period (July to December 2014), 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 2015 period.

<i>Indicators that have Achieved Target</i> ●	<i>Indicators that Moved Away from the Target</i> ●
<ul style="list-style-type: none"> Onsite sewage management systems are operating satisfactorily 	<ul style="list-style-type: none"> Incidents of illegal dumping
<ul style="list-style-type: none"> Households are not consuming more water 	<ul style="list-style-type: none"> The community is generating less waste
<ul style="list-style-type: none"> The number of jobs in the Camden Local Government Area increases 	<ul style="list-style-type: none"> Incidents of dog attacks, nuisance and stray dogs
<ul style="list-style-type: none"> Visitors to the Tourism Information Centre is increasing 	<ul style="list-style-type: none"> Incidents of overgrown land (private)
<ul style="list-style-type: none"> Council's Community Halls are utilised 	
<ul style="list-style-type: none"> Disaster Plan remains current 	
<ul style="list-style-type: none"> Local emergency management committee is familiar with the facility and latest procedures 	
<ul style="list-style-type: none"> Council's workforce is appropriately skilled, safe and stable (Lost time as a proportion of full time employees) 	
<ul style="list-style-type: none"> Council's workforce is appropriately skilled, safe and stable (Staff Turnover) 	
<ul style="list-style-type: none"> Council's resources are well protected (Liability Claims) 	
<ul style="list-style-type: none"> Council's resources are well protected through careful risk management processes (Motor Vehicle and Property Claims) 	

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

It is important to note that the proportion of indicators with no data available relate to the Community Satisfaction Survey that is undertaken biennially. These indicators will be populated with data over future progress reports.

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. Sharp periods of growth can skew the results and will often trend back towards sustainability in future progress reports. Additionally, some performance measures fail to account for the Council and the LGA's rapid growth. These indicators have been flagged and will be adjusted when a large scale review of the measures takes place. These indicators can be improved with small changes such as replacing raw total numbers of increasing or decreasing data with measures that account for growth. For example changing targets to be measured in 'per capita' terms rather than the total number of units.

Snapshot - Key Activities and Achievements

Actively Managing Council's Growth

- Council continued to undertake development assessments in a timely fashion, at an average of 29.9 days - well below the 40 day target.
- Council continued to issue construction certificates in a timely fashion at an average of 13 days - well below the 28 day target.
- Work commenced to comprehensively review the Camden Local Environmental Plan and Development Control Plan.

Healthy Urban and Natural Environments

- Council continues to divert a substantial amount of waste diverted from landfill with this figure is currently sitting at 70%.
- During the reporting period, volunteers contributed 1025 hours working to improve bushland at King's Bush, Sickles Creek Reserve, and Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve), Parrots Farm, Camden Wetlands Reserve and Nepean River Corridor – Rotary Cowpasture Reserve. This is a substantial increase from 605.5 hours in the previous period.
- The following works were undertaken in parks and playgrounds across the city:
 - The construction of new sportsgrounds at Oran Park were substantially commenced and will be completed in late 2015
 - The new adventure playground at John Peate Reserve was completed
 - Work to construct a new carpark commenced at Rosevale Reserve
 - New picnic shelters, BBQs, pathways, shelters and associated landscaping were completed at Curry Reserve
 - An upgrade of floodlights and installation of illuminator system at Nott Oval Reserve was completed
 - The relocation of the entry gate to Cut Hill Reserve was completed.

A Prosperous Economy

- This reporting period saw a 23.62% increase on the regional tourism website visitation on the previous period.
- Visitation to the Tourist information Centre increased by 12% from the previous period.
- Council's website and Facebook continue to increase their online presence. The Macarthur Facebook page now has more than 10,000 likes.
- Council joined the Small Business Friendly Program and has worked proactively to support small business, and delivered many initiatives that aim to promote long term sustainability for local small businesses. This Program was part of our commitment to the small business community, in partnership with the NSW Small Business Commissioner and the NSW Business Chamber.

Effective and Sustainable Transport

- Construction of the bicycle crossing at Richardson Road and the pedestrian refuge at Welling Drive were completed.
- Council has delivered 880 lineal metres of new footpaths across the Camden LGA.
- Council continued to promote safe road practices and launched the PCYC Traffic Offenders Program on 31 January with six traffic offenders' sessions held since.
- Two daytime and two night time Log Book Run events were held with more than 100 participants attending, a Graduated Licensing Scheme Workshop was held for parents and supervisors of learner drivers and two fitting and checking events were held with the child restraints of 52 vehicles checked.

Enriched and Connected Community

- Council received a total of 177 sportsground bookings over the reporting period from seasonal hirers, schools and casual hire.
- The total number of visitors to Mt Annan Leisure Centre for the period January to June 2015 was 151,099 with 109,574 participants in Learn to Swim, Health Club, School PE and Swim Squad programs. Camden Memorial Pool had 29,309 visitors with 9,775 participants in programs including Aqua Aerobics, School Activities, Learn to Swim and Swim Squads.
- 114 equestrian, community and private events were booked at the Bicentennial Equestrian Park including equestrian eventing days, private functions, school cross country events, community church and council events.
- A total of 47 event days were held at the Town Farm including 25 Saturdays of "Fresh Produce Markets".
- Civic centre utilisation increased showing growth of 9.7%.
- Council's Family Day Care maintained the highest possible assessment rating under the National Framework.

Strong Local Leadership

- Camden Council's Fit for the Future proposal was prepared and submitted to IPART as part of the NSW State government's reform process for local councils.
- The Communication and Community Engagement Strategy and Policy was adopted by Council in May.
- Over one third of the Council workforce continues to participate in delivering projects associated with the business improvement program. 100% of projects scheduled for commencement have commenced, with seven immediate priorities thus far delivered, including Council's Communication Strategy. Progress continues to be monitored and measured on a monthly basis.

- Council continues to utilise social media to provide valuable information to the community, Council's Facebook page 'likes' increased by 757 in the reporting period and the website received 496,264 page views.
- Business Continuity Management Plans were updated and tested in March 2015.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Development Control	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less	●	29.5 day average. This is a very good result considering the volume and complexity of DA's that were determined during the 6 month period. The	●	29.9 day average. Very good average development assessment timeframes have been maintained during the 6 month period. The average is well within target.

Local Service 1.1 : Development Control						
Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
				average is well within target.		
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less	●	15 day average. This result represents a continued improvement, particularly pleasing given the process improvement currently underway in the building certification team.	●	13 day average. This result represents a continued improvement, particularly pleasing given the process improvement currently underway 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 2014	January to June 2015
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	29.5 day average. This is a very good result considering the volume and complexity of DA's that were determined during the 6 month period. The average is well within target.	29.9 day average. Very good average development assessment timeframes have been maintained during the 6 month period. The average is 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 continue to evolve to respond with increased Development activity.	The Development Branch was spilt into 2 branches (Statutory Planning and Certification and Compliance) in response to increased development activity.
Construction Certificates	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes	15 day average. This result represents a continued improvement, particularly pleasing given the process improvement currently underway in the building certification team.	13 day average. This result represents a continued improvement, particularly pleasing given the process improvement currently underway in the building certification team.
	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 continue to evolve to respond with increased Development activity.	The Development Branch was spilt into 2 branches (Statutory Planning and Certification and Compliance) in response to increased development activity.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Occupation Certificates	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	17 Day Average – This result is consistent with the previous 6 month period.	16 Day Average – This result is consistent with the previous 6 month period.
Subdivision Certificates	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council's Subdivision Certificates process continues to be refined so that it is efficient as possible. In addition work has commenced in respect of handover of assets.	Council's Subdivision Certificates process continued to be refined so that it is efficient as possible. In addition work commenced in respect of handover of assets.
Inspection	The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent	Inspections are carried out in a timely fashion	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.	Council continued to carry out inspections booked by customers. These inspections were at the time the customer requests the inspection.
Building Certificates	Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies	Assessments occur in a timely fashion	22 Day Average – Whilst there has been an increase in the time taken, it is still within expected time frames.	5 Day Average. This lower rate now includes stop the clock to account for the delay with time taken for additional information.
Fire Safety	Ensure commercial and industrial buildings comply with fire safety standards	Number of inspections	Council undertakes fire safety inspections and actively pursues building owners to ensure fire safety standards are being maintained.	Council undertook fire safety inspections and actively pursued building owners to ensure fire safety standards were maintained.
Swimming Pool Audit	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool fencing	Number of swimming pools inspected	Council has not recruited staff given a lower than expected uptake in applications due to a change in legislation, which has pushed out the date when home owners require a compliance certificate.	Council did not recruit staff given a lower than expected uptake in applications due to a change in legislation, which pushed out the date when home owners require a compliance certificate.
	Additional workforce requirement to undertake mandatory swimming pool audits	Funding allocated to support workforce requirements	Additional resources were not needed this last 6 months however additional resources will be needed in the next 6 months.	Additional resources were not needed however they may be required in the next 6 months.
Road/ Suburb/ Reserve Naming	Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board	Consultation undertaken	Continued consultation with the Community and the Geographical Names Board and the community thorough public exhibition with each application of Road, Suburb and Reserve Naming.	Consultation continued with the Community and the Geographical Names Board and the community thorough public exhibition for each application of road, suburb and reserve naming. Council website and social media avenues now have the facility for

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
				members of the community and community groups to suggest road and reserve naming options.
Section 149 Planning Certificates	Produce Planning Certificates for the community as required that outlines the controls that relate to land. They are used in sale contracts when people buy and sell land	Section 149 Certificates produced in a timely fashion	All urgent Section 149 Certificates are produced within 4 hours and regular Section 149 certificates are produced within 3 working days. In the case of where further information and validation is required (i.e. Flood, etc.) will take 4 – 5 days to produce the certificate.	Improvements in the processing of Section 149 Certificates were made resulting in urgent S149 Certificates processed in 1-2 hours and regular S149 Certificates processed in 1 to 2 days with a large proportion (90%) issued within 1 day. Land Information Services processed 30 to 60 S149 Certificates per day.
Geographical and Land Information	Inputting of ownership and mapping details for properties and maintaining the data	Land information is current	Council's Land Information Unit continues to ensure that all Land Information is current and accurate.	Council's Land Information Unit continued to ensure that all land information is current and accurate.
	Undertake a review of mapping software utilised in Council	Review Completed	Review has been completed and recommendations are being submitted to ELG in February 2015	GIS Replacement Tender Specification was developed and an evaluation committee formed. Tender is expected to be released in Aug/Sep 2015.
Landscape Assessments	Assessing landscape proposals on large developments during development application process	Assessments undertaken in a timely fashion	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 21 days.	Council continued to undertake landscape assessments of development proposals within a timely fashion which contributed to achieving an average DA determination timeframe of 29.9 days.
Tree Preservation	Assessment of applications to remove trees within private property	Assessments undertaken in a timely fashion	8 Day Average – This is a very positive result and is consistent with the previous period.	15 Day Average – Whilst an increase from the previous period, is still a positive result and well within the 40 day statutory timeframe.
Investigating Development Compliance on Private Property	Investigate complaints received from the general public in relation to concerns about development on private property	Investigations undertaken in a timely fashion	Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.	Council undertook compliance investigations as non-compliant development was identified. These investigations commenced once a non-compliant development was identified and thoroughly completed.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Public Road Activities	Determination of works within the public road that is associated with development that includes driveways	Determination completed in a timely fashion	6 Day Average – Despite an increase in applications, this pleasing result has been achieved by refining the approval process.	2 Day Average. This result represents a continued improvement, particularly given the process improvement currently underway in the building certification team.
Review of Council's Engineering Specifications	A need to review the Specifications has been required to keep up to date with policies and include new technologies.	Review completed	Engineering specifications have been previously reviewed but need a further update, while issues identification and programming has occurred on other assets specification such as Open Space.	Engineering specifications have been previously reviewed but need a further update, while issues identification and programming occurred on other assets specification such as Open Space. Programmed for later half of 2015 due to competing priorities.
Review of Contamination, Noise, Salinity and Wastewater Policies	A need to review the contamination, noise, salinity and wastewater policies has come about because of changes in legislation and keep pace with best practice.	Review completed	Review has been completed and will be incorporated into wider DCP review work that is being commenced by Strategic Planning.	Review completed previously and will be incorporated into wider DCP review work that is being undertaken by Strategic Planning.
Review of Development Assessment Conditions	A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues.	Review completed	Council officers have prepared a set of standard conditions that are currently being used with the intention of having them adopted by Council once they have been refined.	Council implemented a revised set of standard conditions.
Review of Building Surveying Team checklists, templates and procedures	Standardisation of the checklists, templates and procedures used by the Building Surveying Team is necessary to keep pace with legislation and best practice.	Review completed	Ongoing refinement continues in developing new processes and procedure templates implemented.	Ongoing refinement continued in developing new processes and procedure templates implemented.
Review of Subdivision Certificate checklists	A review Council's existing Subdivision Certificate checklists is necessary to ensure they comply with relevant legislation and best practice.	Review completed	Ongoing refinement continues in developing new processes and procedure templates implemented.	Ongoing refinement continued in developing new processes and procedure templates implemented.
Review of Development Information on Council's website	A need to review the development information on Council's website is necessary to ensure that it is relevant, up to date and complies with best practice.	Review completed	An upgrade of Masterview occurred in December which has allowed Council to show DA information on our website.	Ongoing refinement of development information on Council website continued.
Review of Council's Bushfire Maps	A need has been identified to review the bushfire map so that it keeps pace with the changing vegetation within the local government area as	Review completed	Councils are required to review all Bush Fire Prone Land and property maps every five years in accordance with the	Activity complete.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	development occurs.		<p>legislation, or more frequently as required. In 2013, the Commissioner of the NSW Rural Fire Service certified the Camden LGA Bush Fire Protection Map. In June 2014, the NSW Government passed the Environmental Planning and Assessment (Bush Fire Prone Land) Regulation 2014 that allows landowners to apply to the Rural Fire Service to update a bushfire prone land maps where there has been a change to the bushfire risk in designated Urban Release Areas. During the reporting period, the NSW Rural Fire Service received 2 applications with respect to the Camden LGA Bush Fire Protection Map, one being for Gregory Hills and the second for The Hermitage.</p>	

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	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. Indicator Under Review	●	There have been no new items of heritage significance listed in Council’s LEP. Indicator Under Review

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
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"> • 21 simple single issue heritage enquires • 39 medium level heritage issues; and • 0 complex heritage issue 	Advice provided on : <ul style="list-style-type: none"> • 5 simple single issue heritage enquires • 36 medium level heritage issues; and • 0 complex heritage issue
	Engage the services of Council's heritage advisor as necessary	Number of times advisor services required and costs incurred	No. of times heritage advisor engaged – 5. These range from advice on conservation and repair, and appropriate alterations.	No. of times heritage advisor engaged - 8.
	Additional funding for the provision of advice and assistance on heritage related matters	Additional funding provided	Funding has been provided as part of 2014/15 budget.	Release of new State Government Funding in October of 2015 has been targeted.
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 advice provided on : <ul style="list-style-type: none"> • 6 simple single issue heritage enquires • 41 medium level heritage issues; and • 2 complex heritage issue Planning Proposal advice on 13 reports. 	DA advice provided on : <ul style="list-style-type: none"> • 6 simple single issue heritage enquires • 65 medium level heritage issues; and • 1 complex heritage issue.
Conservation Management Plans	Assist owners of heritage listed properties in the preparation of CMPs as appropriate in order to identify development opportunities and long term conservation outcomes	Assistance provided to owners of heritage listed properties	Advice on interpretation of Conservation Management Plans relating to DAs and planning proposals – 7 including Gledswood, Harrington Park, Kirkham, Denbigh, Hilsyde, Oran Park and Carrington Hospital.	Provided advice on 3 Conservation Management Plans for Orielton, Oran Park and Wivenhoe.
Information and promotion of heritage issues	Make relevant and current information readily available to staff and community	Number of publications provided	Council Website Information Reviewed prior to launch of new site.	Website information and FAQ's are up to date.
		Information is current	Lets Connect articles on Conservation Works at Macaria, 37 John Street.	No publications in the reporting period.

Local Service 1.2: Heritage Protection

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Facilitate staff workshops on relevant heritage matters	Number of staff workshops held	Nil in Reporting Period	Nil in Reporting Period.
	Work with external organisations as appropriate to promote heritage issues	Number of contacts made with external organisations	Continued involvement in the HOWs Group (Heritage of Western Sydney Group)	HOWs Group (Heritage of Western Sydney Group), in developing Heritage of Western Sydney App.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved	●	The next update for this score will be in 2015.	●	The next update for this score will be in late 2015.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed	●	Large LEP amendment with the Gazettal of Emerald Hills. There are a number of amendments currently being processed. In the six month reporting period Council completed: <ul style="list-style-type: none"> • 2 LEP Amendments • 1 DCP Amendments. 	●	The comprehensive LEP and DCP review now fully scoped. In the six month reporting period Council completed: <ul style="list-style-type: none"> • 1 LEP Amendment • 2 DCP Amendments.
Timely delivery of infrastructure included in developer agreements	Developer compliance with Voluntary Planning Agreements	100%	●	Council staff continue to work with developers who have entered into VPAs via a range of means to ensure compliance	●	Council staff continued to work with developers who have entered into VPAs 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 2014	January to June 2015
New Release Areas Planning	Coordinate the rezoning process for the following precincts: <ul style="list-style-type: none"> Leppington Urban Release Area Emerald Hills Lowes Creek and Maryland PAP 	State Government time frames met	<p>Planning for Leppington Precinct has been advanced by the Department of Planning. The draft Indicative Layout Plan (and associated supporting materials) for the Leppington Precinct was publicly exhibited from 10 November to 19 December 2014. The Department of Planning & Environment is considering submissions received.</p> <p>Emerald Hills rezoning was gazetted on 19 September 2014. A DCP Amendment is on public exhibition until January 2nd 2015. The amendment addresses mapping errors in the original DCP and refines some planning controls around visual impact.</p> <p>A Planning Agreement for part of the Lowes Creek and Marylands Precincts was publicly exhibited from 19 November to 18 December 2014 by the Department of Planning & Environment to accelerate the precinct planning process.</p>	<p>Planning for Leppington Precinct continued to be advanced by the Department of Planning. Council continued to meet with the Department of Planning to resolve implementation issues with the delivery of the precinct.</p> <p>Emerald Hills DCP Amendment was adopted by Council on 27 January 2015. Development has commenced on site.</p> <p>The Department of Planning are finalising a Planning Agreement for part of the Lowes Creek and Marylands PAP Precincts following public exhibition in December 2014.</p>
	Relevant stakeholders engaged	Strategic planning issues are actioned in a timely manner	<p>Project Working Groups continue to meet on a bi-monthly basis for Oran Park and Turner Road precincts to resolve issues related to delivery.</p> <p>Turner Road – LEP amendment 33 - awaiting gazettal to rezone land adjacent to the canal that was inadvertently excluded during precinct planning process. In addition a rezoning proposal was received in relation to the riparian corridors in response to changes to State Government policy and is currently under consideration by Council.</p> <p>Spring Farm – Ongoing work to amend the DCP to facilitate residential development on the Spring Road Site, formally identified as the school site.</p> <p>Harrington Grove – Minor DCP</p>	<p>Project Working Groups continued to meet on a bi-monthly basis for Oran Park and Turner Road precincts to resolve issues related to delivery.</p> <p>Turner Road - LEP Amendment 33 - to rezone land adjacent to the canal that was inadvertently excluded during precinct planning process was gazetted on 20 February 2015. In addition a rezoning proposal was in relation to the riparian corridors in response to changes to State Government policy was endorsed by Council on 28 April 2015 for the purposes of seeking a Gateway Determination from the Department of Planning.</p> <p>Spring Farm Amendment to the DCP to facilitate residential development on the former school site came into force 20 May</p>
	Manage and respond to emerging strategic planning issues within rezoned precincts: <ul style="list-style-type: none"> Oran Park precinct Turner Road precinct Spring Farm precinct Elderslie precinct Harrington Grove precinct Mater Dei precinct El Caballo Blanco / Gledswood precincts 			

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			<p>amendments to facilitate relocation of the bike path.</p> <p>Austral/Leppington North – Section 94 Contributions Plan adopted by Council at its meeting on 28 October 2014.</p> <p>Catherine Field South (part precinct) – Early discussions have commenced with the landowners representative in relation to a Voluntary Planning Agreement for part of the precinct</p> <p>El Caballo Blanco/Gledswood – Ongoing discussions with representatives from both the eastern and western portions of the site in regards to delivery of VPA items.</p> <p>Ongoing Management of - Elderslie, Mater Dei</p>	<p>2015.</p> <p>Harrington Grove DCP and VPA amendment to facilitate altered cycleway location, amendment to Crear Hill Lookout and payment of monies for the Narellan Sports hub was endorsed for public exhibition on June 23rd.</p> <p>Mater Dei Precinct - Ongoing management of the VPA to ensure compliance.</p> <p>El Caballo Blanco /Gledswood Precinct - Council currently considering amendments to the VPA and DCP.</p>
	<p>Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities, and undertake annual review.</p>	<p>Strategy complete</p>	<p>Preliminary internal discussions have commenced on further reviewing the draft Infrastructure Delivery Strategy, which also needs to consider issues such as the future rail line extension, the impact of the proposed Badgerys Creek Airport and other infrastructure announcements.</p>	<p>Exhibition of the South West Rail line and Outer Sydney Orbital occurred, while the EIS for the Airport has yet to be released. Council entered into a joint arrangement with other councils to review the EIS. Council also progressed an LGA wide traffic model to assist in future traffic and transport planning.</p> <p>The Infrastructure Delivery Strategy will progress further when there is additional clarity on some of these issues.</p> <p>A related Business Improvement Project is the development of an Advocacy Strategy to identify key community issues.</p>
	<p>Undertake the infrastructure initiatives as identified in the Infrastructure Delivery Program.</p>	<p>Initiatives implemented as programmed</p>	<p>Rickard Road strategic alignment work has been completed. A report has been published by the Department of Planning & Environment.</p> <p>Council has received support for a Raby Road Working Group to include representatives from RMS and DP&E. Representatives from DP&E are being finalised with the Working Group to commence shortly.</p> <p>The Narellan Sports Complex Strategy</p>	<p>Discussions continued with the State government on enabling infrastructure works (electricity, water and sewer) as well as identifying locations for road and drainage upgrades.</p> <p>Raby Road Working Group did not progress due to a focus on other release area precincts.</p> <p>Funding was identified in the 2015/16 budget to commence designs associated with several major collector roads.</p>

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			Master plan has been adopted by Council, and design investigations have commenced.	Design investigations progressed on the Narellan Sports Complex, however the South West Rail Line exhibition has identified potential impacts on the Complex, which may require a review of the master plan.
	Additional resources to facilitate Strategic Planning in Growth Centre areas.	Workforce increase	An additional Strategic Planning position has been advertised and is expected to be appointed in early 2015, this will likely coincide with the release of the Lowes Creek Maryland Precinct as subject to the Precinct Acceleration Protocol.	The additional Strategic Planning position was appointed in February 2015.
Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements	Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy & Procedure Manual.	75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt	<p>The Emerald Hills VPA has been executed. The draft VPA for Spring Farm – Cornish Group was publicly exhibited from 3 December 2014 to 20 January 2015. The draft VPA for Narellan Town Centre was publicly exhibited from 10 December 2014 to 20 January 2015. The following VPAs remain under negotiation and are nearing completion:</p> <ul style="list-style-type: none"> • Spring Farm – Urban Growth (delayed due to issues related to historic credits) • Denbigh (Oran Park) – AV Jennings (delayed due to issues related to the Schedule of Works) <p>At 31 December 2014, a Works In Kind Agreement is under negotiation for Investa/AV Jennings Elderslie development and is nearing completion.</p> <p>An offer to enter into a VPA for Catherine Fields South (part) precinct was received from Hixson/Dandaloo.</p>	<p>Cornish Spring Farm VPA was executed on 9 March 2015. Narellan Town Centre VPA was executed on 1 April 2015. The following VPAs remain under negotiation and are nearing completion:</p> <ul style="list-style-type: none"> • Spring Farm – Urban Growth (delayed due to issues related to historic credits) • Denbigh (Oran Park) – AV Jennings expected to be reported to Council for exhibition by August 2015 • Catherine Park Planning Agreement (negotiations continue with the applicant). <p>Investa/AV Jennings Works in Kind Agreement was executed on 14 May 2015 A Works In Kind Agreement is under negotiation for Urban Growth NSW Spring Farm development and is nearing completion.</p>
	Monitor Voluntary Planning Agreements.	Regular Monitoring is Conducted	This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource. This resource is yet to commence pending	This was difficult to achieve due to resource constraints. This area is important and would benefit from a dedicated resource.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			the outcome of the Business Improvement Plan project. A PCG operates to monitor the implementation of the Oran Park VPA (GDC).	This resource is yet to commence pending the outcome of the Business Improvement Plan project. A PCG operated to monitor the implementation of the Oran Park VPA (GDC).
	Provide advice on development contributions matters.	Responses provided in a timely manner	Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancies (which are now filled) and the turn over of staff.	Simple enquiries were generally answered within 24 hours. Complex enquiries were answered with advice generally provided within 3 days of receipt. This service standard was generally maintained despite high number of enquiries.
	Administer the Development Contributions Management Committee.	Ensure meetings are appropriately administered and held regularly	The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.	The Development Contributions Management Committee continued to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes were maintained.
	Complete policy and procedures Manual.	Policy and Procedure manual completed	This Policy and Procedure Manual is not complete due to position vacancy/staff turn-over and competing priorities.	The Policy and Procedure Manual is on hold pending the outcome of the Business Improvement Plan project.
	Preparation of new contributions plans as part of new precinct planning	Plans adopted	The Leppington North Precinct contributions plan has been adopted. A draft Contributions Plan is currently being prepared for Leppington Precinct.	Work commenced to prepare a draft Contributions Plan for Leppington Precinct.
	Review of contributions planning in line with the development contributions reforms included in the white paper	Review completed	Council continues to work closely with the State Government on contributions reform. However, the future of the White Paper and the reforms remains unclear.	Council continued to work closely with the State Government on contributions reform, however the future of the White Paper and the reforms remain unclear.
	Additional resources to facilitate the management of Voluntary Planning Agreements and Works in Kind Agreements	Workforce Increase	Resource allocated is hold pending the outcome of the Business Improvement Plan Project.	Resource allocated is on hold pending the outcome of the Business Improvement Plan project.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate	Advice provided in a timely manner	<p>LEP Amendments Completed</p> <ul style="list-style-type: none"> • Emerald Hills 1280 Lots – Gazetted 19/09/2014 • Amendment 34 – Mapping Anomalies – gazetted 14/11/2014 <p>DCP Amendments</p> <ul style="list-style-type: none"> • Emerald Hills Amendment to include site specific controls for Emerald Hills <p>Other LEP Amendments (In Progress)</p> <ul style="list-style-type: none"> • Amendment 33 – Canal Lands rezoning (Gregory Hills) – adopted by Council 9 December 2014 and awaiting gazettal. • Amendment 15 – Glenlee- Rezoning for industrial purposes • Amendment 21- Gledswood Hills – RU2 to General Residential approx. 260 lots • Amendment 27 – 121 Raby Road – large lot residential • Amendment 16 – Carrington – Expansion of Carrington Seniors Facility. • Amendment 32- Grasmere • Amendment 19 – reclassification of lands • Amendment 29 – Housekeeping Amendment. 	<p>LEP Amendments Completed</p> <ul style="list-style-type: none"> • Canal Lands LEP Amendment 33 gazetted 20/2/2015 <p>Other LEP Amendments (In Progress)</p> <ul style="list-style-type: none"> • Amendment 15 – Glenlee- Rezoning for industrial purposes • Amendment 21- Gledswood Hills – RU2 to General Residential approx. 260 lots • Amendment 27 – 121 Raby Road – large lot residential • Amendment 16 – Carrington – Expansion of Carrington Seniors Facility. • Amendment 32- Grasmere – Rural to R5 Large lot residential (4 lots) • Amendment 37 – Pearson Cres R2 – R3 • Amendment 38- Manooka – Mapping Anomalies <p>DCP Amendments completed</p> <ul style="list-style-type: none"> • Spring Farm Former School Site • Emerald Hills Amendment <p>DCP Amendments in progress</p> <ul style="list-style-type: none"> • Draft Childcare DCP Amendment • Harrington Grove DCP Amendment (Cycleways).
	Review of Camden LEP and DCP resulting from the White Paper and the EPA amendment Bill	Appropriate amendments undertaken within agreed timeframe	Comprehensive DCP review is currently underway. First stage will look at Childcare Controls, Notification DCP and Residential Controls.	Camden LEP and DCP comprehensive reviews are underway. DCP review started with the Childcare DCP Review and Notification Requirements expected to be publicly exhibited by September of 2015. LEP review scoping was completed and project plan finalised. Stage 1 will commence in November 2015.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Coordinate the rezoning process for the Glenlee industrial area	Completed within 2 years of receipt	Awaiting receipt of amended specialist reports to enable State Government Consultation.	90% of specialist studies now finalised. State Government consultation will commence from August of 2015.
	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	DRAFT consultant report received and is currently being reviewed internally prior to finalisation of the DRAFT in early 2015.	Initial consultant report received. Based on the recommendations of this report additional work will be undertaken in the next 6 months on: <ul style="list-style-type: none"> Market feasibility Traffic and parking demand.
	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	In process of resolving outstanding issues relating to biodiversity concerns on the site raised by the Office of Environment and Heritage during State Agency Consultation.	Further information to satisfy bio-certification concerns received from proponent which is being assessed by Council officers.
	Elderslie/Spring Farm urban release areas	Undertake review of existing controls and indicative layout plans to ensure relevance	Working with landowners of the former school site to develop residential controls for this site the deliver a good urban design outcome that integrates with the surrounding housing.	Ongoing management of Strategic Planning issues continued for both of these sites. DCP amendment for the former school site came into force 20/5/2015.
	Mater Dei/Harrington Grove urban release areas	Ensure strategic planning issues are dealt with in a timely manner	Work with both developers in ongoing in the delivery of both master plans.	Worked with both developers in the delivery of both masterplans.
	El Caballo Blanco/Gledswood release area	Ensure strategic planning issues are dealt with in a timely manner	Ongoing discussions with landowner representatives to facilitate delivery of the master plan and VPA requirements.	Discussions continued with landowner representatives to facilitate delivery of the master plan and VPA requirements.
	Co-ordinate planning proposal for Gledswood Hills (Amendment 21)	Achieve rezoning within gateway timeframe	Responses received from all public agencies. Currently working with the proponent to address outstanding issues with regards to Mineral Resources, TFNSW and the Office of Environment and Heritage.	Responses received from all public agencies. Currently working with the proponent to address outstanding issues with regards to Mineral Resources, and TFNSW.
	Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system	Lot projections are current	ID Forecast Model has been updated with Projections to 2031.	Completed, lot projections are current.
		Tracking System developed	Initial framework has been developed in conjunction with LIS. Council can now track Subdivision Certificate approval for	Lot tracking system developed and being implemented.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			Elderslie, Spring Farm and Oran Park.	
	Process Planning Proposals as submitted	Receipt acknowledged and preliminary feedback provided within 3 weeks of receipt	Amendment 37 – Pearson Cres Received on 18-Dec 2014, Acknowledgment letter forwarded 22 Dec 2014.	Following receipt of further information from the proponent an initial briefing was undertaken with Council.
		Planning Proposal processed within timeframe provided by Gateway	Extensions have been sought for: <ul style="list-style-type: none"> • Amendment 15- Glenlee • Amendment 16 – Carrington • Amendment 19 – Reclassification. 	Extension sought for Amendment 16.
	Undertake an Urban Design Audit of Residential Release Areas	Urban design Audit completed	Urban Design Audit commenced, DRAFT report is with Council officers for review.	Urban design audit concluded. Findings will inform the DCP review of residential controls.
	Undertake an Employment Lands Strategy	Employment Lands Strategy completed	Audit and research phase is currently underway with completion of the field work for Smeaton Grange.	Audit completed. A consultant was engaged to undertake a review of the audit and prepare a strategy to inform the LEP review process.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%	●	Currently at 78%.	●	Currently at 70%.

Report on Delivery Program Activities

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Collection of Household Waste	Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin)	99.8% of bins are collected on the scheduled day	99.91% of bins are collected on the scheduled day. Of a possible 64,200 collections each week an average of 53 bins are reported as missed services.	99.91% of bins were collected on the scheduled collection day.
Kerbside Collections of Hardwaste	Collection of hardwaste that is not able to be disposed through the weekly bin collections. Residents can use the service twice per annum.	All conforming services are rendered on the agreed day and within 3 weeks of their request.	The average waiting period for a Kerbside collection is 1-2 weeks. This extended out to 2-3 weeks over the Christmas period. A total of 5,300 kerbsides were conducted during this period.	The average waiting period for a kerbside collection was 2-3 weeks. This has reduced to 1-2 weeks in the winter months. A total of 5,761 kerbside collections were conducted during the reporting period.
Collection of Commercial Waste	Removal of recycling and general waste from commercial premises	99.8% of bins are collected on the scheduled day and waste is conveyed to the receival facility.	99.91% of bins are collected on the scheduled day. No separate data is collected for commercial services.	99.91% of bins were collected on the scheduled day. No separate data was collected for commercial services.
Waste Education	The community is educated to encourage households to manage their waste in order to minimise waste generation and divert waste from landfill into recycling. Council's target is to have 66% diversion from landfill by 2014.	66% of the total of all waste streams will be diverted from landfill by the year 2014.	Our current average diversion rate is 78%. Council engaged the MCSL to set up worm farms at schools and conduct a 2 hour educational workshop. 'EnviroMentors' have also been engaged again to deliver an education package to local schools. MACROC Regional Waste Strategy is near completion and a council smartphone application is underway. Council engaged a photographer to get waste specific images that depict waste collection services, processing and management. These have been used in community education through newspaper and social media articles, brochures and designing educational material for events such as a marquee.	Our current average diversion rate is 70%. Council continued to run workshops at schools through the MCSL. These workshops were been tailored to best suit each school. A regional Waste Avoidance and Resource Recovery Strategy was adopted by MACROC. This strategy will help with regional planning for waste, waste avoidance and reduction, recycling and diversion, litter and dumping and management of problem waste. Camden Council plan to release a Council App in August. This app will feature information on waste disposal and allow residents to search their collection day.

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
				The waste team purchased event equipment including a marquee, staging platform for trucks, promotional and educational material and increased the number of events attended by a waste truck and staff. This is aimed to help promote waste education.
	Undertake an annual Household Chemical Cleanout Event to assist households in disposing of chemicals in a responsible and safe manner	Event Undertaken	The chemical clean out was on Sunday 1 st February and had approximately 720 people attend and dispose of 18 tonnes of chemical waste.	The chemical clean out was held on Sunday 1st February 2015 and had approximately 780 people attend to dispose of 28.5 tonnes of chemical waste.
Continuing Service Expansion to Meet Needs of Growing Population	Additional collection services required in new urban areas and the associated assets and workforce implications	99.8% of bins are collected on the scheduled day	New services continue to be delivered within the required delivery period. Our plant purchase program has been reviewed as part of the budget cycle to ensure our capacity continues to meet our growing number of residents.	New services were generally delivered within a 1-2 day period from receipt of the request. The plant procurement plan is reviewed on an annual basis to ensure our forward planning is on track with the number of service that are coming on line.
Bin Lid Repairs	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	Repairs are continuing to be conducted proactively through Wastedge when reported by drivers. An average of 89 bin repairs are conducted each month.	Repairs were proactively conducted through Wastedge when reported by drivers. An average of 121 bin repairs were conducted each month.
	Conduct a study around the viability of a Greenwaste Service Expansion for rural residents in the Camden LGA	Viability Study complete	Data has been collected during this period to assist in the review of supplying a green waste service to Rural areas. A report is now being prepared.	A study of the current service and ability to deliver a green waste service to rural areas was conducted. A report is being prepared for submission to Council for consideration.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing	●	The number of dogs entering the pound microchipped has stayed comparable to last reporting period with a total of 247 dogs impounded. The number of cats entering the pound microchipped has also stayed comparable at 125 cats impounded.	●	The number of dogs entering the pound decreased with a total of 184 dogs impounded with 136 microchipped. The decrease in number of dogs impounded could be a result of Council's education programs including the implementation of pet tags to Companion Animals released from the pound back to their owners. The number of cats entering the pound decreased to 107 of which 13 were microchipped.
Incidents of dog attacks, nuisance and stray dogs	Number of incidents	Stays the same or decreases	●	Dog Attacks – 40 Council have received 40 complaints in relation to alleged dog attacks. Council have investigated all complaints but have proven and reported to DLG 26 dog attacks. Nuisance Dogs – Council have investigated 20 complaints of nuisance dogs. From this 14 Nuisance Dog Orders have been issued. Note: Multiple	●	Dog Attacks – 49 Council received 49 customer requests in relation to alleged dog attacks. Council investigated all complaints with 49 proven and reported to DLG. Nuisance dogs – 19 Council received and investigated 19 customer requests of nuisance dogs. From this 9 Nuisance Dog Orders were issued.

Local Service 2.2 : Regulating the Use of Public Areas

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
				<p>dog orders have been issued within the 1 x complaint.</p> <p>Stray dogs – Council received 210 complaints in regards to dogs straying. It must be noted though that a quantity of these are duplicate reports. From this 81 dogs were ‘not contained’ when reported while 129 were ‘contained’.</p> <p>Note: Some of these dogs were returned to their owner prior to Officers attending for impounding.</p> <p>This indicator does not take into account the sharp population growth in the LGA and will be reassessed in a full KPI review.</p> <p>Indicator Under Review</p>		<p>Stray Dogs – Council saw a decrease with 154 customer requests received compared to 210 in the last reporting period. From this 74 dogs were ‘contained’ and 80 dogs were ‘not contained’.</p> <p>Note: Some of these dogs were returned to their owner prior to Officers attending.</p> <p>Indicator Under Review</p>
Incidents of illegal dumping	Number of incidents	Stays the same or decreases	●	<p>Council has investigated 248 illegal dumping within public land which is a decrease from last reporting period. From this 155 were reported by members of the public while 93 were through proactive observation by Officers.</p> <p>Indicator Under Review</p>	●	<p>Council received 320 customer requests for illegal dumping on public land which is a 29% increase. Officers have seen an increase in Building Waste/large Cardboard boxes from purchased appliances amongst the dumped items. This could be due to the rapid growth within the LGA. Of the 320 requests, 212 were reported by members of the public and 108 were through proactive observation by Officers.</p> <p>Indicator Under Review</p>

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Monitoring and Enforcement of Car Parking	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	<p>Council has seen an increase in the number of parking complaints received with a total of 152 complaints compared to 125 last reporting period.</p> <p>School Zones – 19 Council has seen a decrease in the number of complaints received within school zones. This could be as the direct result of the increase in high visibility patrols Officers are undertaking.</p> <p>Parking Public Land – 91 This is an increase of 6% with again the majority of complaints being 44 received in regards to vehicles parking on the footpath/nature strip.</p> <p>Heavy Vehicles – 42 Council has received 42 complaints of heavy vehicles. This is an increase with 19 reports made last reporting period. Some of these are duplicate complaints from multiple residents.</p>	<p>Council undertook weekly enforcement of on-street parking restrictions as well as heavy vehicle patrols. Council saw a slight increase in the number of customer requests received with a total of 162 received compared to 152 last reporting period.</p> <p>School Zones – 20 Officers were proactive with the School Education Program which is run through out the year with Council's Community Road Safety Officer.</p> <p>Public Land – 108 Council over the years has seen a steady increase in the number of customer requests received as residential parking complaints. A majority of the customer requests relate to residents parking on nature strips.</p> <p>Heavy Vehicles – 34 Council received 34 heavy vehicle customer requests. This is a decrease from the last reporting period which could be contributed to the continuing active patrols the rangers undertake especially on the weekends.</p>
Investigate Illegal Dumping of Waste on Public Land	Investigation and removal of unauthorised dumping of waste on public land	Investigation initiated within the allocated service standard	<p>Council has investigated 248 illegal dumping's within public land which is a decrease from last reporting period. From this 155 were reported by members of the public while 93 were through proactive observation by Officers.</p>	<p>Council investigated all reports of illegal dumping within the allocated service standard.</p>
Monitoring and Enforcement of Unauthorised Activities in a Public Place	Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)	Activities are addressed by Council rangers as they are detected	<p>A total of 110 incidents have been investigated during the reporting period.</p> <p>Abandoned vehicles – 84 25% of these investigations were through proactivity</p>	<p>Council saw an increase in the number of customer requests received with 150 during this reporting period.</p> <p>Abandoned Vehicles – 95 The number of customer requests stayed comparable to last reporting period.</p>

Local Service 2.2: Regulating the Use of Public Areas

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			<p>Unauthorised Land Use – 13 The majority of these complaints relate to person's roping off the council nature strip of their property.</p> <p>illegal Signage – 13 Council has seen a decrease of around 53% which it contributed to Council's consistency with their enforcement action.</p>	<p>Unauthorised Land Use – 23 There was a significant increase with a majority of the customer requests relating to obstruction on footpaths and the use of caravans on public roads.</p> <p>Illegal Signage – 32 Even though there was an increase in illegal signage in a public place Council continued to enforce these matters as soon as they arise.</p>
Impounding of Stock	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.	Investigation initiated within the allocated service standard	Council have seen a decrease in the number of complaints received with a total of 20 this reporting period. From this Council have impounded stock on 4 occasions.	Council investigated all reports of stock on public roads within the allocated service standard.
Respond to instances of dog attacks, nuisance and stray dogs on public lands	Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places	Investigation initiated within the allocated service standard	<p>Dog Attacks – 40 Council received 40 complaints in relation to alleged dog attacks. Council have investigated all complaints but have proven and reported to DLG 26 dog attacks.</p> <p>Nuisance Dogs – Council investigated 20 complaints of nuisance dogs. From this 14 Nuisance Dog Orders have been issued.</p> <p>Note: Multiple dog orders have been issued within the 1 x complaint.</p> <p>Stray dogs – Council received 210 complaints in regards to dogs straying. It must be noted though that a quantity of these are duplicate reports. From this 81 dogs were not contained when reported while 129 were contained. Note: Some of these dogs were returned to their owner prior to Officers attending for impounding.</p>	<p>Dog Attacks – 49 Council received 49 customer requests in relation to alleged dog attacks. Council investigated all complaints with 49 proven and reported to DLG.</p> <p>Nuisance dogs – 19 Council received and investigated 19 customer requests of nuisance dogs. From this 9 Nuisance Dog Orders were issued.</p> <p>Stray Dogs – Council saw a decrease with 154 customer requests received compared to 210 in the last reporting period. From this 74 dogs were 'contained' and 80 dogs were 'not contained'.</p> <p>Note: Some of these dogs were returned to their owner prior to Officers attending.</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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing	●	Council has issued 9 Improvement Notices during the reporting period. Indicating a significant increase in compliance.	●	Council issued 8 Improvement Notices indicating an increase in compliance.
Onsite sewage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing	●	There were 50 Approvals to Operate issued for this reporting period. This decrease is due to short-term staff shortage. Indicator Under Review.	●	138 Approvals to Operate were issued This is an increase from last period. Indicator Under Review.

Report on Delivery Program Activities

Local Service 2.3: Public Health				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Swimming pool Inspection and Testing	Council officers inspect and monitor the performance of swimming pools that are open to the public to minimise the spread of disease	All public swimming pools are inspected on an annual basis	There were a total of 12 public swimming pools registered during the reporting period. Of these swimming pools 100% were inspected between 1/1/2014 - 31/12/2014.	There were a total of 11 swimming pools registered during the reporting period. Of these swimming pools 100% were inspected between the reporting period.
Microbial Control - Water Cooling Towers	Council officers inspect and monitor the performance of water cooling towers that may cause the spread of Legionnaires disease	All premises with cooling towers are inspected on an annual basis	There are a total of 3 cooling towers in Camden LGA. All were inspected during the reporting period.	There were a total of 3 cooling towers in Camden LGA. 100% were inspected in accordance with the required Performance Measure.
Food Shop Inspections	Council officers inspect and monitor the performance of food outlets under the provisions of the Food Act (including Temporary vendors) to ensure the service of safe food and to prevent the spread of food borne illness	All food premises are inspected on an annual basis	<p>Council has 333 registered food premises. 289 of these premises require Council to inspect.</p> <ul style="list-style-type: none"> 253 initial inspections have been carried out on high risk premises. 88% of all high risk business have had there initial inspection undertaken. 12 initial inspections have been carried out on medium risk premise. 100% of all medium risk food business have had there one inspection for the year. Meeting 100% of the KPI. 	Council had 331 registered fixed food premises with 292 of these requiring annual inspection. 100% of fixed food premises were inspected within the annual reporting period in accordance with the required Performance Measure. Whilst the total number of registered shops has decreased due to closure, the number of premises requiring inspection has increased.
	Additional resources to facilitate the management of inspections and monitoring the performance of food outlets	Workforce increase	Additional resources not provided due to budget allocation elsewhere.	Resourcing limitations including the shortage noted in the previous reporting period and staff departure / vacancy impacted significantly on inspection and monitoring opportunities within this period.
Skin Penetration and Hairdressing Premises	Council officers inspect and monitor the performance of skin penetration and hairdressing premises to prevent the spread of disease	All skin penetration premises are inspected on an annual basis	<p>101 Hairdresser and Skin Penetration premises were registered with Council. 5 of these have closed and 5 are licensed under AHPRA.</p> <ul style="list-style-type: none"> 11 of the 56 Skin Penetration business have had there inspection. 	<p>102 hairdressing, beauty and skin penetration premises were registered in Camden LGA during 2014 /15 period. Of these 6 premises closed and 5 were registered with AHPRA.</p> <ul style="list-style-type: none"> 59 registered skin penetration

Local Service 2.3: Public Health

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			<ul style="list-style-type: none"> 20% of the Skin Penetration businesses have had at least one inspection over the reporting period. 11 of the 48 Hairdresser have been inspected. 23% of Hairdressers have had at least one inspection during the reporting period. 	<p>premises, of which 48 are required to be inspected.</p> <ul style="list-style-type: none"> 100% of premises were inspected in accordance with the specified performance measure for these premises. Of the 46 Hair / Beauty Salons 27 i.e. 58% had at least one inspection.
Noxious Weed Control	<p>Conduct regular inspections of both private and Council owned lands and address through action or regulation</p>	<p>Declared noxious weeds on Council lands are treated or removed</p>	<p>Council's Noxious Weeds Inspection programs commenced this year with targeted inspections at known locations where aquatic and Class 3 weeds were problematic. This is primarily in the north ward. Inspections for new incursions were conducted in the Cobbitty and Kirkham area. Camden LGA battles with significant numbers of Class 4 noxious weeds. Extensive on property education and mentoring of land holders contributes to the success of the reduction of numbers of these weeds across the LGA. A new incursion of Bitou Bush was detected on Turner road. Ongoing treatment is in place to ensure that this weed is eradicated from this location.</p>	<p>Council's Noxious Weeds Officer continued with the Noxious Weeds Inspection program on both public and private lands. Significant resources were directed at Class 3 Noxious Weeds specifically Green Cestrum which is highly toxic to livestock and Serrated Tussock which impacts significantly on primary production activities in the LGA. A serious infestation of Alligator Weed was detected on a development site (Spring Farm). This was actioned and rectified promptly by the developer. Ongoing monitoring of the Bitou Bush infestations at Turner Road were undertaken to ensure complete eradication, this is critical as this plant is highly invasive and has the potential to dominate landscapes.</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>The aquatic weed program commenced in October with one full spray treatment of the Nepean River. Extensive alligator weed control has also taken place at Camden Town Farm and Harrington Park / Narellan Creek. Extensive herbicide treatment at this above mentioned locations has resulted in a dramatic reduction in the Alligator Weed Infestations. A large number of private occupiers of land have engaged in weed control practices which is a result of extensive education and mentoring this in turn generates compliance with the</p>	<p>The annual aquatic weed control program was completed in May 2015. The Alligator Weed along the Nepean River underwent two rounds of herbicide treatment. Significant infestations of terrestrial Alligator Weed were detected on the river bank in the Glen Lee area. Additional treatments were undertaken in this area to reduce the weeds existence and prevent further spread. Numerous land holders were educated on noxious weeds and a significant focus was placed on salvinia infested areas in the north ward. Numerous weed control notices were</p>

Local Service 2.3: Public Health







Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			Noxious Weeds Act within the targeted areas.	issued to land holders whom had been previously educated on this weed but had failed to comply with the appropriate control requirements.
	Increase Council resources towards weed control	Increase in weed control activities	Woody Weed Controls will occur during January in the Camden Wetlands at Cowpasture Reserve.	1960m ² of woody weeds (Willows, Honey Locust & Box Elder) were removed from Camden Wetlands Reserve. 1Ha of woody weeds (Privet, American Hackberry, Green Cestrum, African Boxthorn, Honey Locust, African Olive and African Lovegrass) were removed from the Nepean River Corridor adjacent to Rotary Cowpasture Reserve. 1800m ² of privet was removed from the Camden Bicentennial Equestrian Park.
On-Site Sewage Management	Approve, inspect and certify on-site sewerage disposal systems	Number of approvals to operate	There were 50 Approvals to Operate issued for this reporting period.	There were 138 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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in late 2015.
Water quality in rivers and waterways is maintained or improved	Water quality is maintained or improved	Maintained or improved		<p>Cyanobacteria (Blue Green Algae) testing has recommenced. A total of 37 samples have been tested. 24 no alerts, 3 green, 10 amber and 0 Red alerts were detected during this monitoring period. With Management controls implemented in accordance with the South West Regional Algae Coordinating Committee Guidelines.</p> <p>Recreational water monitoring is undertaken weekly. 216 samples have been tested in the reporting period indicating compliance with the Australian New Zealand Guidelines for Fresh and Marine Water Quality 2000.</p>		<p>Cyanobacteria (Blue Green Algae) testing has continued. A total of 108 samples were tested with 48 no alerts, 30 green, 26 amber and 4 red alerts detected with management controls implemented in accordance with the South West Regional Algae Coordinating Committee Guidelines.</p> <p>Recreational water monitoring was undertaken weekly. 378 samples were tested at three locations indicating compliance with the Australian New Zealand Guidelines for Fresh and Marine Water Quality 2000.</p>
Bushland under active management	Hectares of natural areas within Council's ownership that are being actively managed	Increasing		During the reporting period, a Team Leader Natural Areas was employed whose main function is to manage natural areas. Council has actively managed BEP (0.15ha), John Peat Reserve (1.4ha), Hayter Reserve (1ha), Kings Bush Reserve (2.5ha), Ron Dine Reserve (3ha), River Road Reserve (0.7ha), Benwerrin Reserve (1ha), Sickles Creek Reserve (0.15ha), Gundungurra Reserve (2ha), Parrots Farm (0.4ha) and Spring		Council actively managed BEP (0.15ha), John Peat Reserve (1.4ha), Hayter Reserve (1ha), Kings Bush Reserve (2.5ha), Ron Dine Reserve (3ha), River Road Reserve (0.7ha), Benwerrin Reserve (1ha), Sickles Creek Reserve (0.15ha), Gundungurra Reserve (2ha), Parrots Farm (0.8ha) and Spring Farm Bush Corridor (3.5ha), Camden Wetlands Reserve (0.196ha), Nepean River Corridor – Rotary Cowpasture Reserve (1ha), Harrington Grove Reserve (1ha), Homestead Reserve

Local Service 2.4: Protection of the Natural Environment

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
				Farm Bush Corridor (3.5ha). This represents 9.97% of the natural areas (158.5ha) owned and managed by Council. Indicator Under Review		(0.2ha) and Smalls Reserve (0.5ha). This represents 12.05% of the natural areas (158.5ha) owned and managed by Council. Indicator Under Review
Bushland under active management	Number of volunteer bushcare hours	Stays the same or increases	●	During the reporting period, volunteers contributed 605.5 hours protecting and enhancing King's Bush, Sickles Creek Reserve, and Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve) and Parrots Farm following the establishment of new Bushcare Groups. Indicator Under Review	●	Volunteers contributed 1025 hours at King's Bush, Sickles Creek Reserve, and Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve), Parrots Farm, Camden Wetlands Reserve and Nepean River Corridor – Rotary Cowpasture Reserve. Indicator Under Review

Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Stormwater Management	Community education and awareness about stormwater issues	Education campaigns conducted	During the report period, Council supported regional initiatives that aimed to raise awareness about stormwater issues including the Sustainable Schools Expo and the 2014 Macarthur Nature Photography Competition. In addition Council purchased a catchment model to support education campaigns.	Council funded Keep NSW Beautiful EnviroMentors 'Catchment Action' and 'Drip, Drop, Splash' for 7 schools with 707 students participating.
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	Data acquisition for the 2014 period of the Narellan Creek Water Quality Monitoring Program has been completed, marking the collection of three years of water quality data. Following the 2013 Water Quality Monitoring Annual Report, the recommendation to start monitoring Enterococci bacteria in lieu of other coliform types was adopted as a preferred faecal indicator of human-pathogen risks in recreational waters. Data collection for 2015 is now underway and the 2014 data will be collated and presented in an Annual Report.	Data acquisition for the 2015 period of the Narellan Creek Water Quality Monitoring Program has been completed, marking the collection of four years of water quality data.
	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 Plan is intended for presentation to Council in April 2015, following further work on several other flood studies currently in progress.	Draft Floodplain Risk Management Plan was prepared with public exhibition planned September / October 2015.
	Increase technical resources in drainage design	Increased resources in place	The additional resource are enabling progress on a range of issues including the stormwater design for the Camden Town Centre improvements, the review of 3 flood studies, and improved turnaround times for flood information requests.	The additional resource enabled progress on a range of issues including the stormwater design for the Camden Town Centre improvements, the review of 3 flood studies, and improved turnaround times for flood information requests.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Project management of design and construction of selected stormwater related projects	Facilities provided to Council's requirements within agreed timeframes and budgets	Tenders for construction of the trunk drainage works at the Herbert and Oxley Rivulets in Elderslie were completed and works commenced. Works due to be completed early 2015.	Trunk Drainage works in Herbert and Oxley rivulets (downstream of Lodges Road) were completed.
	Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	Tenders have progressed for Lake Annan Stage 1 work to replace an old open GPT at the lake inlet with the construction of a new GPT facility to be sited further upstream from the lake inlet. Quotations have been completed for Lake Annan Stage 2 work to engage a consultant for the design of rehabilitation work to improve Lake Annan water quality.	The new GPT immediately upstream of Lake Annan was completed. The detailed design of Lake Annan Stage 2 work progressed to 60 % complete. Construction will commence in the 2015/16 financial year.
	New Gross Pollutant Trap at Harrington Park Lake 3C	Works Completed	No Capital Works budget allocation for this work.	No Capital Works budget allocation for this work.
	Maintenance and reconstruction of stormwater assets to ensure effective useful life	100% of program completed	Targets are being met inline with works programs.	100% road drainage and street sweeping completed.
		Condition rating stays the same or improves	New asset management team are undertaking inspections of stormwater assets.	Sample data collection of all asset categories in Stormwater Asset Class is expected to be completed in July 2015 (except for Dams).
	Increased Council resources are required to effectively maintain the drainage network	More maintenance is undertaken	Targets are being met inline with works programs.	Targets were met inline with works programs
	Additional Gross Pollutant Trap maintenance due to increase in assets	Maintenance increases in line with assets	Targets are being met inline with works programs.	Lists and maps of GPT locations now available in IFM to assist in planning and programming of works. Targets were met in line with works programs.
	Increase Council's fleet to effectively manage overflow of the drainage network	Gross Pollutant Traps are serviced regularly	Targets are being met inline with works programs.	Targets were met inline with works programs, fleet review commenced on plant and equipment to ensure the right equipment is available for Council needs

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Drainage Infrastructure – Asset renewal to ensure Stormwater Management is not compromised	Assets renewed	The review of the inventory information and condition assessment of all drainage assets is required to be completed by June 2015, which will better inform the assessment of future renewal needs.	Assessment and review of asset systems, inventory and condition of assets is in progress.
	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	Council continues to expand and maintain the drainage network via new development works and ongoing maintenance works being conducted in line with maintenance programs.	Council continued to expand and maintain the drainage network through new development works and ongoing maintenance works conducted in line with maintenance programs.
	Narellan Drainage Channel Improvements	Completion of project on time and within budget	Drainage channel maintenance works are ongoing in line with works program.	Works were completed and scheduled maintenance continued.
Bushfire Hazard Reduction	Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Program completed	Areas mown on an ongoing basis.	Areas were mown on an ongoing basis.
	Rural Road Hazard Reduction Program	Program completed	Works have been programmed to occur in the next period.	Volunteers contributed 750 hours at King's Bush, Sickles Creek Reserve, and Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve), Parrots Farm, Camden Wetlands Reserve and Nepean River Corridor – Rotary Cowpasture Reserve.
	Coordinate bushcare program at Kings Bush and Sickles Creek	Program completed to time and budget	During the reporting period, volunteers contributed 605.5 hours protecting and enhancing King's Bush, Sickles Creek Reserve, Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve) and Parrots Farm.	Major deadwood was removed from trees on Cobbitty Road, Cobbitty.
Maintenance of Riparian Lands	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas	Program completed	Litter removal has been completed to schedule	Litter removal was completed to schedule.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Maintenance of Wetlands, Lakes and Dams	Regular inspections, maintenance, and repair/renovation work to ensure the systems function well & the dam structures are in a safe state	Program completed	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.	Dam inspections undertaken as per program. Weed inspections were undertaken.
	Implementation of the Mt Annan Plan of Management	Plan Implemented	Consultants have been engaged to prepare detailed design for water quality treatment devices.	Works continued on the detailed design for water quality treatment devices.
Bushcare Protection and Maintenance	Conduct bushcare maintenance activities to preserve and restore natural bushland	Program completed to time and budget	Bushcare activities 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 supports six bush care groups with the provision of onsite supervision, tools and other items as required. Planning is currently underway for Bushcare related workshops for volunteers in conjunction with Campbelltown and Macarthur Councils.	Council supported six bush care groups through the provision of onsite supervision, tools and other items as required. The Bushcare Workshops planned with Campbelltown and Macarthur Councils are on hold due to resourcing. One on one training with new volunteers has been undertaken.
	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.	Council continued to work with bushcare volunteer groups including event planting days which occurred in the Camden Wetlands. Council also worked with the Green Army to deliver additional Bushcare projects.
	Additional Plant Requirements – Bushcare Management Truck and Trailer	Plant operational	Specifications have been developed to enable plant to be purchased.	Truck and trailer were specified, initial quotes received and assessment underway.
	Review plan of Management for Natural Areas	Plans of Management are in place	A review of the Plan of Management is underway. It is anticipated that the review of the Natural Areas Plan of Management will be completed in the next period.	The review of the Plan of Management continued with a draft prepared .It is anticipated that the review of the Natural Areas Plan of Management will be completed in the next period.
	Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve	Plan of Management are in place	A draft Plan of Management for Herberts Hill Reserve was placed on public	The Herberts Hill Reserve Plan of Management was adopted by Council on

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			exhibition during the reporting period. Comments received from the public exhibition are being considered prior to reporting the document to Council for adoption.	14 April 2015. Actions will be implemented as funding becomes available.
	Implementation of Plan of Management for Kirkham Reserve	Implementation commenced as per program	Kirkham Reserve will be included in a Plan of Management for Sportsgrounds. It is expected that this will be completed in the next reporting period.	Kirkham Reserve will be included in a Plan of Management for Sportsgrounds. It is expected that this will be completed in the next reporting period.
	Undertake community education programs	Number of programs conducted	During the reporting period, Threatened Species Art Competition and the Macarthur Nature Photography Competition were conducted. In addition in partnership with Greater Sydney Local Land Services it was proposed to hold a Magic of Microbats workshop, however this was postponed due to poor weather. It is expected that this event will be provided in March 2015.	In partnership with Greater Sydney Local Land Services, a <i>Powerful Owl</i> workshop was held with 35 participants. In addition, <i>'What's for Dinner? Children's Story</i> was launched at Camden Show 2015 together with 10 scheduled <i>Love your Leftovers</i> workshops.
	Undertake assessment of potential bio-banking sites	Sites identified	Project to occur following adoption of Natural Areas Plan of Management.	Project to occur following adoption of Natural Areas Plan of Management.
	Maintenance of natural areas of high conservation value	Work Completed	Program established for Team Leader Natural Areas.	Program established for Team Leader Natural Areas.
	Development of a Bio-diversity precinct Masterplan	Masterplan completed	Project to occur following adoption of Natural Areas Plan of Management	Project to commence following adoption of Natural Areas Plan of Management.
	Additional resources to respond to the protection and maintenance of natural areas	Area of bushcare management increased	Additional Park Technician – Natural Areas is currently being advertised.	Park Technician – Natural Areas has commenced employment.
Native Tree Events	Conduct National Tree Day event	Number of volunteers	National Tree Day was held on 27 July 2014 at Ron Dine Memorial Reserve. Additional planting was undertaken on 8 August 2014 with 20 pre-school children and 1 September 2014 with 30 parents and children. A total of 2,400 plants were planted.	Preparations for National Tree Day at Camden Bicentennial Equestrian Park on Sunday 26 August 2016 are underway.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Conduct annual tree giveaway to residents	Number of trees given away	The Native Plant Giveaway was held on 14 September 2014 at Picnic in the Park, Macarthur Park with 1,942 plants given to residents to increase the biodiversity in their backyards.	Preparations for the Native Plant Giveaway at Picnic in the Park, Macarthur Park on 13 September are underway.
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.	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. In addition 10 incidents of swooping birds were reported to Council, with Section 121 Licences (NPWS Act) obtained to destroy one magpie and 3 plover eggs. Indian Myna Bird traps continue to be loaned to residents.	Council continued to implement actions identified in the Management Plan for AWI and loan Indian Myna traps 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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
There are places to play	Hectares of parks and playgrounds per 1000 children	Stays the same or increases	●	3 additional playgrounds were dedicated to Council in the reporting period.	●	A further two playgrounds were delivered in the past six months.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment	●	Council has maintained the condition rating of playgrounds during the reporting period. Indicator Under Review.	●	Council has maintained the condition rating of playgrounds during the reporting period. Indicator Under Review

Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Strategic Planning of Parks and Playgrounds	Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community	Community Satisfaction	Dog Off leash are completed Narellan Sport Hub draft Masterplan public exhibition completed and indicative Masterplan adopted. EOI for tennis court management was completed with report drafted for Council consideration. Nepean River Study completed with presentation to Council scheduled for February 2015. Site assessment completed and preferred location adopted for the Multipurpose Outdoor Youth facility. Initial design work commenced.	Birriwa Outdoor Youth Space is currently out for public consultation. The DA for the redevelopment of the Mount Annan Leisure Centre is under assessment. The Elderslie <i>Your Parks Your Voice</i> project was completed. 199 people completed the survey and 225 people were involved in the pop up activities and 40 email submissions were received. Designs commenced to upgrade Merino Reserve following the Elderslie <i>Your Parks Your Voice Project</i> . Community consultation will commence in August. Designs for a new park at Bandara Circuit, Spring Farm commenced with community consultation to commence in September.
	Provide input, comments and advice on strategic documents related to new subdivisions and new release areas	Input provided	Comments provided on Emerald Hills and Cobbitty subdivisions as well as design for facilities including skate park and sportsgrounds at Oran Park, and public open space areas in Spring Farm, Gledswood Hills and Gregory Hills Stage 4.	Comments provided on Emerald Hills and Cobbitty subdivisions as well as design for facilities including skate park and sportsgrounds at Oran Park and public open space areas in Spring Farm, Gledswood Hills and Gregory Hills Stage 4.
	Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems	Database updated	An assessment of the Elderslie area has been undertaken as an initial project to test the principles to guide.	An assessment of the Elderslie area was undertaken as an initial project to test the principles. An open space inventory is under development.
	Review existing website information and printed literature to ensure all new sites are listed and referenced	Annual review undertaken	Ongoing updating as information and graphics become available.	Website was updated as information and graphics became available.
Policy Development for Parks and Playgrounds	Develop policies on level of provision and range of play space and opportunities	Policies are current	The Elderslie area has been identified as pilot test case to obtain input from the community on preferred scale and distribution of play space opportunities.	Outcomes from the Elderslie <i>Your Parks Your Voice</i> project will help inform the review of Council's Play Space Strategy.

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Develop standards guidelines for reviewing parks and playgrounds at end of life cycle	Guidelines completed	Outcomes of the community engagement of the Elderslie area will inform the process undertaken to date.	Guidelines programmed for review in 2015/16 due to resource constraints.
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Establishment of new playgrounds within the LGA	Area is accessible	Council has endorsed the development of playgrounds to target the older children, in Currans Hill Reserve, John Peate Reserve and Birriwa Reserve.	John Peat Playground was completed. Currans Hill is currently in development stage. Birriwa Reserve is on Public Exhibition.
	Introduction of a new 'dog off leash' park at Rosevale Reserve	Area is accessible	Construction commenced in Rosevale Reserve in December 2014.	Rosevale Off leash Dog Area was completed.
	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	<p>Design works have commenced for, a new clubhouse for Narellan Park, as well as additional new sportsgrounds in Oran Park. Design commenced for playgrounds to be delivered in the 2014/2015 period at Currans Hill Reserve and John Peate Reserve. Additional floodlights have been installed in Hilder, Kirkham and Liquidamber reserves. Harrington Reserve field drainage was completed.</p> <p>Upper field at Liquidamber Reserve was reconstructed with turf to be laid early 2015 and drainage improvements after 2015 soccer season.</p> <p>A new Dog Off Leash area in Rosevale Reserve was completed.– additional works requested are in progress.</p> <p>Curry Reserve Master Plan design is in progress.</p>	<p>Tenders for construction of the new clubhouse at Narellan Park were received. Works to be completed in the 2015/16 financial year.</p> <p>Construction of new sportsgrounds at Oran Park commenced and will be completed in late 2015.</p> <p>The new adventure playground at John Peate Reserve is complete.</p> <p>Works at Currans Hill reserve were placed on hold while additional community consultation was undertaken. This playground will be completed by September 2015.</p> <p>The additional works at Rosevale Reserve were completed. Work on a new carpark commenced and will be completed in September 2015.</p> <p>The stage 1 works of being new picnic shelters , BBQ, pathways and associated landscaping were completed under Curry Reserve masterplan,.</p> <p>An additional bbq, shelter, picnic table and landscaping were also completed at Curry Reserve.</p> <p>An upgrade of floodlights and installation of illuminator system at Nott Oval Reserve is complete.</p> <p>Relocation of the entry gate to Cut Hill Reserve completed.</p>

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	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 its requirements for new parks and spots facilities in new release areas of the LGA Oran Park Development - Council has given approval for the developers to lodge DAs on roughly 20% of overall recreational facilities offered. Gregory Hills - Council has given approval for the developers to lodge DAs on roughly 25% of overall recreational facilities offered. Arcadian Hills Development – Council has given approval for the developers to lodge DAs on roughly 30% of overall recreational facilities being offered. Design review has completed and the pre-DA acceptance letter has been issued to the developer Sekisui House to lodge development application for a new park in the Northeast Open Space of their subdivisions in The Hermitage.	Council continued to provide its requirements for new parks and sports facilities in new release areas of the LGA Oran Park Development - Council gave approval for the developers to lodge DAs on approximately 25% of overall recreational facilities offered. Gregory Hills - Council has given approval for the developers to lodge DAs on approximately 30% of overall recreational facilities offered. Arcadian Hills Development – Council has given approval for the developers to lodge DAs on approximately 35% of overall recreational facilities being offered. Development consent was granted for a new park in the northeast open space of the subdivision in The Hermitage Concept designs were endorsed by Council for the proposed new Town Park in Oran Park Town Centre. A DA will be lodged by August 2015.
	Implementation of Kirkham Reserve Masterplan – Acquire remaining recreation land for playing fields	Acquisition completed	The timing of land acquisition has yet to be determined.	There has been no further progress on this item.
	Playground Replacement Program	Completion of program	Playgrounds at Greenway Reserve Forest Park and Hambeldon Reserve have been completed.	Playground at Ettlesdale Reserve was substantially completed.
	Community Infrastructure Renewal Program – Parks Equipment	Completion of Program	Works completed.	Fencing replaced at Birriwa Reserve. Bollards program replacement still outstanding.
	Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards	100% of programs completed	The maintenance works for the period were completed and are ongoing.	The maintenance works scheduled for this period were completed including the resurfacing of the Tennis Centre courts at Nott Oval.
	General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	This program is ongoing with all works completed for the period.	This program continued with all works completed for the period.

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	This program is ongoing with all works completed for the period.	This program continued with all works completed for the period.
	Maintenance and upkeep of landscaped areas	Completion of program	This program is ongoing with all works completed for the period. A review of planted laneways occurred and a new program has now been implemented.	This program continued with all works completed for the period.
	Undertake a Weed Management program	Completion of program	Natural Areas Officer has been working with Bushcare groups to undertake weed management programs in the natural areas.	Team Leader Natural Areas and team continued to work with Bushcare groups to undertake weed management programs in the natural areas.
	Maintenance and upkeep of sportsfields	Completion of program	This program is ongoing with all works completed for the period.	This program continued with all works completed for the period.
	Annual renovation of sportsfields to maintain standard of field playability	Completion of program	Program on track to be completed.	This program continued with all works completed for the period.
	Fencing Rossmore Reserve	Completion of fencing	Quotations have been received for fencing. Works expected to be completed by March 2015.	Fencing works at Rossmore Oval completed.
	Additional resources to facilitate in the management of Parks, Playgrounds and Sportsfields	Workforce increase	Position of Recreation Planner has been filled in order to provide recreational direction and policy development.	Recruitment underway for additional Park Technicians and apprentices within the parks team.
	Purchase additional equipment to maintain Parks, Playgrounds and Sportsfields	Equipment is acquired	This is an ongoing activity which is assessed on a needs basis.	Plant on order for the new technicians as well as renewal of Plant for the parks area
	Installation of Shade Structures in Council Parks and Playgrounds	Installation complete	The courtyard at Harrington Park Community Centre has been identified as a high priority for a shade structure. All new playground designs have included consideration provision of shade.	Shade structure installed at Sedgewick Reserve.
	Asset renewal program for Parks and Playgrounds	Completion of program	Program complete.	Program complete.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing	●	Domestic Waste generation per capita is 197 kg (this is Domestic waste only (red bin)). <i>This is calculated by total Municipal waste collected in a year divided by population 14,318 tonnes divided by 72,660 = 197kg (the population figure used was the 2015 forecasted population figure from forecast.id as no population figure was available for 2014. This may give a lower generation rate than the actual rate.)</i>	●	Domestic Waste generation per capita is 207 kg (this is Domestic waste only (red bin)). This is calculated by total municipal waste collected in a 12 month period divided by population 15,056 tonnes divided by 72,660 = 207kg. <i>NB - the population figure used is the 2015 forecasted population figure from forecast.id.</i>
Households are not consuming more water	Household water consumption per dwelling	Stays the same or decreases	●	Data was not available at the time of reporting. Indicator Under Review	●	Information obtained from Sydney Water showed that the average household in the Camden LGA consumed 236kL in 2013/14 which is slightly higher than the Sydney average of 230kL. Where the average unit consumed 145kL in 2013/14 which is less than the Sydney average of 162kL. In the previous year, Camden households consumed 227kL compared to the Sydney's average of 221kL and residents living in units consumed 148kL compared to Sydney's average of 159kL. Hence overall, residents in houses have increased their consumption whilst residents living in units have reduced their consumption.

Local Service 2.6: Environmental Activities

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
						Indicator Under Review
Council utilises natural resources more efficiently	Water and energy (electricity and gas) consumption	Decreasing on same period previous years		During the July – December 2014 reporting period, Council consumed 3,939,006kWh in comparison to 3,783,509kWh for the same period in the previous year. This equates to a 3.95% and is attributable to an increase in street lighting. With the addition of solar photovoltaic cells to Narellan Library, Camden Library and the Narellan Child and Family Centre, savings continue to be realised. Indicator Under Review		During the 2014/15 reporting period, Council consumed 3,825,378.98kWh in comparison to 3,787,294.31kWh in the previous year which is a 1% increase. Of Council's largest sites, a 40% decrease was achieved at Camden Library with the installation of solar photovoltaic cells. Indicator Under Review
Council utilises natural resources more efficiently	Water and energy (water) consumption	Decreasing on same period previous years		Data was not available at the time of reporting. Indicator Under Review		In 2013/14, Council consumed 125,818kL which is an increase on 2012/13 in which Council consumed 109,722kL. It is considered that the increased water consumption is as a result of increasing facilities being constructed or handed over to Council as a result of the urban growth. Indicator Under Review
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 Project Lunchbox, Wood Smoke Reduction Program, Macarthur Sustainable Schools Program, Macarthur Nature Photography Nature Competition and the Threatened Species Art Competition. In addition, Council has developed the Seeds of Sustainability Program and kit of resources for local pre-schools. Over 2,000 people were engaged in these programs.		Council continued to educate the community about sustainability at events such as the launch of <i>What's for Dinner?</i> Children's Book together with <i>Love your Leftovers</i> cooking demonstrations at Camden Show and through visits to local early education centres as part of the Seeds of Sustainability project. Over 2,000 people were engaged in environmental education initiatives.

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	The draft Environmental Sustainability Policy will be reported to Council in the next period. This policy once adopted will supersede the Environmental Policy adopted in 2001.	A review of procedures for developing policies and similar documents was undertaken. As a result the draft Environmental Sustainability Policy was not forwarded to Council for adoption and it is expected this policy will be formalised in the next reporting period. During the reporting period Council adopted the Biodiversity Certification in the Camden LGA Policy.
	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	Solar Photovoltaic Systems have been installed at Camden Library and the Narellan Child, Family and Community Centre.	The Waste and Sustainability Improvement Payment program was completed.
Environmental Awareness and Education	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	Work is still ongoing and further consultation with key stakeholders is being undertaken.	A draft Education for Sustainability Strategy was prepared and it is expected that this will be finalised in the next reporting period.
	Undertake a range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	During the reporting period, Council has continued to educate the community about sustainability through events such as Project Lunchbox, Wood Smoke Reduction Program, Macarthur Sustainable Schools Program, Macarthur Nature Photography Nature Competition and the Threatened Species Art Competition. In addition, Council has developed the Seeds of Sustainability Program and kit of resources for local pre-schools.	During the reporting period, Council continued to educate the community about sustainability at events such as Camden Show and visits to local early education centres as part of the Seeds of Sustainability project.
	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	The Macarthur Sustainable Schools Expo was held on 10 September 2014 at Belgenney Farm. Six of the nine workshops were delivered by Camden LGA schools. In addition a presentation was provided to teachers providing information on environmental education initiatives and programs available to local	Planning for the next expo is underway.

Local Service 2.6: Environmental Activities

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			schools.	
	Provision of information on Council's website relating to environmental sustainability	Information is current	Information relating to current programs is updated as required.	Website information relating to current programs was updated.
	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	Wood Smoke Reduction Program and Project Lunchbox (Love Food Hate Waste Program) are being implemented.	During the reporting period, Council successfully completed Project Lunchbox with the launch of <i>What's for Dinner?</i> Children's Book at Camden Show Whilst funding for the Wood Smoke Reduction Program is no longer available, Council continued to promote Wood Smoke Reduction messages to the community.
Water and Energy Action Plan	Implement Energy Savings Plan initiatives	Reduction in energy usage	Lighting upgrades at Camden Library have been completed. Lighting upgrades at the Works Depot are expected to be completed in the next reporting period.	Lighting upgrades at the Works Depot were completed. Quotations were obtained to replace the gas heaters at MALC. It is expected this project will be completed in the next reporting period.
	Implement water savings measures	Reduction in water usage	During the reporting period, no water saving measures were implemented. A sign is currently being developed to be installed in public facilities advising members of the public to contact Council if water wastage was observed.	No water saving measures were implemented. A sign advising members of the public to contact Council if water waste is observed and to be installed in public facilities was designed. It is expected that the signs will be installed in the next reporting period.
	Additional funding to support the Water Saving Program	Funding allocated	During the reporting period, no water saving measures were implemented. A sign is currently being developed to be installed in public facilities advising members of the public to contact Council if water wastage was observed.	No water saving measures were implemented. A sign advising members of the public to contact Council if water waste is observed and to be installed in public facilities was designed. It is expected that the signs will be installed in the next reporting period.
	Continuation of the Waste and Sustainability Improvement Payment (WaSIP)	Number of projects completed as planned	Project complete.	Project complete.

Local Service 2.6: Environmental Activities

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Wood smoke reduction program	Implement a community education program to reduce wood smoke	Program Implemented	Program Implemented with 47 scheduled smoky chimney surveys undertaken and 43 cash incentives paid for flue cleaning.	Whilst funding for the Wood Smoke Reduction Program is no longer available, Council continued to promote Wood Smoke Reduction messages to the community.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Incidents of overgrown land (private)	Number of orders issued	Maintained or decreasing	●	A total of 62 complaints were received within the reporting period which is an increase from the last reporting period. All complaints were acted upon in a timely manner. This increase is reflective of a rapidly growing population. This indicator has been flagged for review to be adjusted to reflect a more appropriate target that accounts for the increasing population. Indicator Under Review	●	A total of 88 complaints were received which is an increase from the last reporting period. All complaints were acted upon in a timely manner. This increase is reflective of a rapidly growing population. Indicator Under Review

Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Monitoring, inspection and investigation of illegal activities	Ensure relevant legislation is considered and applied in Development Applications, including Noise, Contaminated Lands, Air Quality (incl. odour), Salinity and Water Quality	Timely advice is provided on Development Applications	Environmental assessments staff are now part of the development staff in a multi disciplinary team assessing DAs which will improve the outcome of assessments in an integrated way.	Environmental assessments staff are now part of the development staff in a multi disciplinary team assessing DAs which will improve the outcome of assessments in an integrated way.
	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, the majority within the service standard.	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. were investigated, the majority within the service standard.
	Investigate and enforce legislation in relation to barking dogs	Investigation commences within service standard	Council received 36 complaints of barking dogs which is comparable to last reporting period. From this Council received 27 first complaints and 9 second complaints. Complaints are investigated within the service standard.	All barking dog complaints were investigated within the service standard. Council received 74 barking dog complaints this reporting period with 52 first complaints and 22 second complaints.
	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	A total of 62 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.	A total of 91 customer requests were received, an increase of 37 requests since the last reporting period. The majority of the customer requests were investigated within the service standard period.
	Additional resources allocated to enforcement of legislation and policy	Workforce Increase	Not provided in this reporting period, however a trainee ranger will be appointed during the next reporting period.	A Trainee Ranger was appointed.
Companion Animals Management	Investigate and enforce legislation relating to microchipping and registering of dogs and cats	Increasing percentage of impounded animals comply with registration requirements	Any companion animal impounded which is not microchipped or registered is immediately transferred to Council's pound. Council were not required to issue any GPN to persons for failing to register their companion animal.	All companion animals impounded which are not microchipped and registered were immediately transferred to Council's pound.

Local Service 2.7: Enforcement of Legislation and Policies

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Additional funding to support existing and future needs of the Companion Animals Management Program	Funding Allocated	Council are continuing their Responsible Pet Ownership program within the primary schools for children in years 3 – 6.	Council continued the Responsible Pet Ownership program within the local primary schools for children in years 3 – 6.
Community Education	Education and awareness of residents in regards to the microchipping and registration of dogs and cats	A reduction in the per capita number of stray animals which are not microchipped	Council continue to promote Responsible Pet Ownership within the Community. This is done through local events. Council has a Companion Animal Advisory Committee.	Council continued to promote responsible pet ownership within the community through local events such as Camden Show, Paws in the Park, Camden Play Day. 73% of dogs impounded were microchipped while 12% of cats were microchipped when impounded. Council has a Companion Animal Advisory Committee.
Community Education	Promote and encourage residents in relation to responsible pet ownership through a range of strategies, including regular advertising	Decrease in the per capita number of animals euthanised at Council's pound facilities	247 dogs entered Council pound with 133 impounded by an Authorised Officer, 71 brought in by a member of the public and 43 surrendered by their owner. 20 dogs were euthanised but from this 5 were declared dangerous/restricted and 10 were at the request from the owner. 125 cats entered Council pound with 23 impounded by an Authorised Officer, 86 brought in by the public and 16 surrendered by their owner. There has been a decrease in the number of cat's euthanised being 24 for the reporting period which is a decrease by 36%. There has been a significant decrease in the number of companion animals euthanised this reporting period being 44 compared to 71.	14 dogs were euthanized: 5 at the owners request and 9 unsuitable for re-homing. 4 cats were euthanised which is 13% of those impounded. 1 of these cats was at the owners request while 3 were due to illness.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	This satisfaction score has remained stable since 2011 and through 2013 (6.99). The next update for this score will be in 2015.	●	The next update for this score will be in late 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. Indicator Under Review	●	Maintenance cycles were completed in line with budgets, resourcing and approved works programs. Indicator Under Review
Street trees are proactively managed within budget	Number of trees attended to per annum	Maintained or improved	●	Number of trees attended during the reporting period were 510 trees. The maintenance work was within the allocated budget. Indicator Under Review	●	Number of trees attended during the reporting period was 567. The maintenance work was within the allocated budget. Indicator Under Review

Report on Delivery Program Activities

Local Service 2.8: Appearance of Public Areas				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Public Amenities	Daily cleaning of public amenities and repair of fixture and fittings within them	Completion of program	Program up to date, amenities were attended on a daily basis and whenever required for special events.	All works programs completed within budgeted allocations.
	Installation of street bins at bus stops	Installation complete	All street bins installed at bus stops in line with budget.	All street bins installed at bus stops in line with budget.
Pavement Cleansing	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Selected pavement surfaces were attended regularly and maintained to a high standard.	Selected pavement surfaces were attended regularly and maintained to a high standard.
Litter Pick Up and Removal of Dumped Rubbish	Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves	Community satisfaction with the appearance of public areas	Scheduled litter pick up completed to programs with litter pickup attended to generally within 48 hours on ad hoc services requests.	Scheduled litter pick up completed to programs with litter pickup attended to generally within 48 hours on ad hoc services requests.
General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs	Attending bench seats, litter bins, fences, walls, gates, water bubblers, signs and bus shelters, etc. and clean, repair or replace them as necessary. Remove graffiti that are found and those reported by the public	Park and street furniture are functional and available for public use for at least 90% of the time	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. Street furniture continues to be maintained in line with programmed maintenance activities.	Park furniture program completed and allocated funds expended. Scheduled cleaning completed and furniture repairs and painting undertaken. Street furniture program completed. Bus shelters were cleaned and repaired as needed. Street furniture was maintained in line with programmed maintenance activities.
	Commence annual construction program for the Camden LGA Footpath and Cycleway Network as identified within the Pedestrian Access & Mobility Plan	Annual construction program undertaken	Footpath and Cycleway program is underway and balance of works programed to be completed this financial year.	Annual programs were completed in line with budgets and works programs.
Landscape Garden Areas Refurbishment	Refurbishing the Landscape Garden areas within in the Camden LGA	Community satisfaction with the appearance of public areas	Plans currently being developed.	Quotations received, works to commence in August 2015. Plants also ordered.
	Additional resources to facilitate the provision of attractive, quality open space within the Council area	Workforce increase	Vacant positions have been advertised and expected to be filled in February 2015.	Vacant positions were filled. New recruitment for additional Parks Technicians and apprentices

Local Service 2.8: Appearance of Public Areas

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
				commenced to increased the employment base within the Parks Team.
Management and Maintenance of Public Trees	Establishment and implementation of public tree asset data base	Database implemented	Work has commenced to trial an assert database in Conquest	Works continued in building a Public Tree Asset Database in Conquest.
	Establishment of a pro-active tree maintenance program and ongoing budgets	Program established	Works instructions issued to undertake proactive maintenance in identified locations.	Works instructions issued to undertake proactive maintenance in identified locations.
	Manage public tree assets	Expansion of maintenance program	Work instructions issued to undertake maintenance of public trees as required.	Work instructions issued to undertake maintenance of public trees as required.
	Implement Street Tree Planting program	Program Implemented	Works instructions issued for new and replacement plantings.	Works instructions issued for new and replacement plantings.
	Provision of a ute to facilitate inspections and managing minor works activities	Resource utilised	A ute is being utilised for inspections and minor works.	A ute was utilised for inspections and minor works.
Landscape Architecture	Develop a Masterplan for Camden CBD	Masterplan Developed	Following an extensive consultation process, the Camden Town Centre Improvement Package was adopted by Council in November 2014.	Design completed for Stage 1A of works between Oxley Street and Hill Street and tenders completed for supply of pavers and quotations. Tenders prepared for early stormwater works and streetscape works between Oxley Street and John Street.
	Develop a Landscape Palette for Camden LGA	Landscape Palette adopted	The project has been listed for commencement in mid 2015 due to competing demands for the Camden Town Centre improvements and other local parks design priorities.	The project now listed for commencement in mid 2015 due to competing demands for the Camden Town Centre improvements and other local parks design priorities.
	Install new Welcome to Camden signs	Signs installed	Matter has been deferred while assessing alternative design options.	Matter deferred while assessing alternative design options.
	Prepare detailed designs for Narellan Sporting Complex	Detailed design prepared	In progress, with the Masterplan adopted by Council in December 2014 following community consultation.	Detailed investigations commenced, and traffic investigation completed. The impact of the proposed South

Local Service 2.8: Appearance of Public Areas

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			Detailed investigations and traffic impact assessments have been commenced.	West Rail Line corridor extension is being assessed, and consideration given to amending the adopted master plan to cater for the corridor.
	Prepare Landscape Designs for Council's Parks and Reserves	Number of designs prepared	Additional temporary design resources have been engaged to progress the designs of various parks.	Designs progressed for a number of facilities with the additional resources.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing	●	No data available at the time of reporting. Indicator Under Review	●	2013= 22,291 local jobs 2014 = 23,295 local jobs Increase = 4.5% <u>Source:</u> National Institute of Economic and Industry Research (NIEIR) ©2015. Compiled and presented in economy.id. Indicator Under Review

Local Service 3.1: Economic Development

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
Gross regional product will increase	Gross Regional Product	Increasing	●	No data available at the time of reporting. The Regional Development Australia no longer receives funding to produce the data. Council will investigate other sources for the data. Indicator Under Review	●	No data available for 2014/2015 2012/2013 GRP = \$2,438M 2013/2014 GRP = \$2,552M Increase in GRP = 4.67% <u>Source:</u> National Institute of Economic and Industry Research (NIEIR) ©2015. Compiled and presented in economy.id. Indicator Under Review

Report on Delivery Program Activities

Local Service 3.1: Economic Development				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
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's Economic Development Officer continues to attend MACROC events and participate in discussing potential regional projects and issues, particularly in relation to economic development. This included participating in developing and promoting the MACROC Business Survey 2014, designed to monitor business performance and confidence.	Council's Economic Development Officer actively promoted economic development and associated activities using a variety of methods including Councils website and an Economic Development Newsletter. Where appropriate, Council supported MACROC initiatives and projects of an economic development nature and promoted via these methods.
	Represent Council at Chambers of Commerce meetings	Council is represented at Chamber meetings	Council's Economic Development Officer continues to attend Chamber of Commerce meetings and provides a Council update at each meeting. NB: Council temporarily withdrew its membership from the Camden Chamber of Commerce in September 2014.	Council's Economic Development Officer continued to attend Chamber of Commerce meetings and provided a Council update at each meeting. NB: Council temporarily withdrew its membership from the Camden Chamber of Commerce in September 2014.
	Implementation of the Economic Development Strategy	Selected priority strategies are implemented	Economic Development Officer continues to pursue implementation of Economic Development Strategy including the distribution of the Economic Development Summer 2014 electronic newsletter and monthly electronic communication to a database of over 700 stakeholders. Council joined the Small Business Friendly Council Program in September 2014. As part of this program Council committed to a range of business improvement initiatives and is required to report to the Office of the NSW Small Business Commissioner (OSBC) on a quarterly basis. Initiatives to be implemented during the next twelve months include: <ul style="list-style-type: none"> • Development and implementation of an On-Time 	Economic Development Officer continued to pursue implementation of Economic Development Strategy including the distribution of the Economic Development electronic newsletter and bi-monthly electronic communication to a database of over 720 stakeholders. Quarterly report provided to the Office of the NSW Small Business Commissioner (OSBC) on Small Business Friendly Council (SBFC) Program initiatives. Initiatives completed during this period include: <ul style="list-style-type: none"> • the development and implementation of an On-Time Payment Policy; • development and implementation of an online DA information package and guide

Local Service 3.1: Economic Development

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			<p>Payment Policy;</p> <ul style="list-style-type: none"> • Formation of a Cross Organisational Working Group (COWG) to review and determine policies and procedures for small business requests and to implement the SBFC program initiatives; • development an online DA information package and guide for local business owners; • review of the Complaints Management Policy to include Dispute Resolution Services; • development of a Business Advisory Board – Business Alliance and implementation of Camden Council's Business Month. • Participation in the Sydney Manufacturing Industry Agglomeration Research Project, which focused on supporting business and employment growth • Participation in the development and implementation of the Advanced Manufacturing Forum. • Purchase of Economy ID, to provide Council staff and the community with relevant Camden LGA specific economic data. • Provision of economic information and support to small businesses on request <p>In September 2014, Camden Council promoted and provided a range of business related events and training to the Camden business community in Camden Council's Inaugural Business Month Program. A total of 553 people attended business events and 117 people attended workshops and/or business advisory services. Council</p>	<p>local for business owners on Council's website;</p> <ul style="list-style-type: none"> • review of the Complaints Management Policy to include Dispute Resolution Services; • continued development of a Business Advisory Board – Business Alliance; • development and maintenance of Business Section on Council's website; • hosting the Greater Western Sydney SBFC Conference; • hosting the Small Biz Bus in Camden.

Local Service 3.1: Economic Development

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			worked in partnership with Chambers of Commerce, South Western Sydney Business Enterprise Centre, WorkCover, NSW Industrial Relations, NSW Business Chamber and the Greater Sydney Digital Enterprise Program.	

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing	●	16.41% Increase on website visitation on previous period. This is also a 116% increase on the same period from 2013.	●	23.62% increase on website visitation on previous period.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing	●	<p>Visitation is down 13%. There were 1,812 visitors Jan – Jun and 1,578 visitors Jul – Dec.</p> <p>Although visitation to the Visitor Centre has declined which is most likely due to the increased use of online visitor information, Council is developing a Destination Management Plan for Camden to increase Camden's profile as a tourism destination and will review the location and function of the Visitor Centre.</p> <p>Indicator Under Review</p>	●	<p>There were 1,772 walk in visitors to Camden Visitor Information Centre which is up 12% on previous period.</p> <p>Email and phone enquiries were down but it is believed that this is due to the increase in information readily available online through Macarthur Website and Facebook page.</p> <p>Indicator Under Review</p>

Local Service 3.2: Tourism

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves	●	Council received two complaints regarding an accommodation venue which were addressed with the individual operator and one regarding a dining venue – once again it was addressed. Indicator Under Review	●	Positive feedback continued to be received in relation to the area from journalists who visit, increased likes on Facebook and positive feedback received through the Visitor Information Centre. Indicator Under Review

Report on Delivery Program Activities

Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Tourism Product Development and Partnerships	Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region.	Increase in cooperative projects & packaged experiences	Camden and Campbelltown Councils have released a new Tourism Promotional Vignette promoting the best of the regions attractions. In 2015 a new campaign titled "The Macarthur Grapevine" focussing on our hero attractions and packages such as food and wine, nature and history.	Two new Destination Management Plans are under development for the Camden LGA and the Macarthur region (partnership between Camden and Campbelltown City Council).
	Additional resources (increased hours) to facilitate local tourism	Workforce increase	The Visitor Information Centre is now staffed 7 hours per day weekdays and 6 hours per day on weekends.	The Visitor Information Centre continued to be staffed 7 hours per day weekdays and 6 hours per day on weekends.
Marketing and Promotion	Use Public Relations, branding, trade shows, marketing material and advertising to increase awareness of the area and the experiences offered.	Increased website enquiries, increased tour & accommodation bookings.	Website visitation has increased by 16.41%	23.62% increase on website visitation on previous period.
Visitor Servicing	Operate a seven day information service and visitor centre	Maintain Level 2 Accreditation	Level 2 accreditation is maintained.	Level 2 accreditation was maintained.
		Visitors increase	Visitation is down 13%. There were 1,812 visitors Jan – Jun and 1,578 visitors Jul – Dec. Although visitation to the Visitor Centre has declined which is most likely due to the increased use of online visitor information, Council is developing a Destination Management Plan for Camden to increase Camden's profile as a tourism destination and will review the location and function of the Visitor Centre.	There were 1,772 walk in visitors to Camden Visitor Information Centre in this period which is up 12% on previous period. Email and phone enquiries were down but it is believed that this is due to the increase in information readily available online through Macarthur Website and Facebook page.
	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 Visitor information Centre continued 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	Council is considering options for Visitor Information provision as part of the Camden Town Centre Enhancement	A report was provided to Executive Leadership Group to consider the relocation of Camden Visitor

Local Service 3.2: Tourism

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			Strategy.	Information Centre to Macaria when Council moves to the new Administration Building.
Event Support and Sponsorship	Provide financial and in kind support to organisations holding events in Camden that could potentially attract large numbers of spectators/participants from outside the Camden LGA.	Local events are well attended with evidence of Visitors from outside the area.	Council continues to respond to requests to sponsor large scale sporting events with visitation potential as part of the Event Sponsorship Policy.	Council continued to respond to requests to sponsor large scale sporting events with visitation potential as part of the Event Sponsorship Policy.
Group Tour Development	Run group tours and provide customised tour packages to tour groups.	Increased group tour bookings.	Group Tour bookings have increased from 50 (Jan-Jun) to 56 (Jul – Dec). This is a 12% increase which is considered positive given that December no tours are held due to organisations being busy with functions etc.	2 less tours were held compared to the previous period however tours increased from 40 in the Jan – Jun 2014 period to 54 in the Jan – Jun 2015 period.
Industry Support	Provide strong leadership that can advocate for small, local operators and be the driving force behind the operator network.	Operators feel educated, informed and involved	Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.	An Operator Network meeting was held in July. Operators expressed their keen desire to continue these meetings to establish a more regular catch up with Council's Tourism Officer and other key stakeholders.
Online Promotion	Continually investigate opportunities for online promotion of Tourism	Improved online presence	Council's new website has increased the online presence of Camden specifically and the Macarthur website continues to increase in visitation. The Macarthur Facebook page now has over 7000 likes.	The Tourism Website continued to increase in visitation. Staff are investigating the development of a Camden Tourism Website. The Macarthur Facebook page now has over 10,000 likes.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 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 and new or amending development control plans include a community exhibition process which allows the community to comment. Significant infrastructure works are also subject to targeted consultation processes. Indicator Under Review	●	All planning and new or amending development control plans included a community exhibition process which allowed the community to comment. Significant infrastructure works were also subjected to targeted consultation processes. Indicator Under Review

Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Place Strategies and Development Controls	Council develops appropriate strategies and development controls for the significant places and town centres throughout the LGA having regard for the unique and different roles these places have	Appropriate strategies and development controls are in place for significant places	Infrastructure issues around significant places have been programmed to be further investigated in 2015.	Infrastructure issues around significant places were programmed to be further investigated in late 2015.
Place Strategy	Review of Council's approach to implementation and management of places	Strategy Development	Infrastructure and design issues around significant places have been programmed to be further investigated in late 2015.	An overall Town Centre Improvement Program was endorsed by Council in November 2014. Designs progressed for tender invitations for implementation of identified streetscape works.
Camden Town Centre Strategy	Undertake review of Camden Town Centre Strategy	Completion and adoption of revised Camden Town Centre Strategy	An overall town Centre Improvement Program has been endorsed by Council in November 2014, following an extensive consultation program, while the JBA study has continued to assess various planning and economic issues.	An overall Town Centre Improvement Program was endorsed by Council in November 2014. Designs progressed for tender invitations for implementation of identified streetscape works.
	Conduct a Strategic Review of Camden Town Centre	Strategic Review conducted	An overall town Centre Improvement Program has been endorsed by Council following an extensive consultation program, while the JBA study has continued to assess various planning and economic issues.	An overall Town Centre Improvement Program was endorsed by Council in November 2014. Designs progressed for tender invitations for implementation of identified streetscape works.
Significant Places Maintenance Program	Carefully maintain significant historical and cultural areas, precincts and buildings that are within Council's ownership	Preparation and implementation of management and maintenance plans for properties owned by Council	A comprehensive asset management improvement plan has been prepared, including inventory and condition data, systems, resources, processes and timelines. Campbelltown Council have been engaged to undertake a comprehensive review of existing building assets. Heritage implications will be considered as well as part of developing a specific Asset Management Plan.	Building asset review was completed, with an initial program of outstanding works identified. Funding of \$1m was identified for an accelerated program for improvements on amenities buildings in 2015/16, while funding reallocations occurred to provide additional funding for other buildings including historic buildings. As part of Council's relocation to Oran Park, specific funds were allocated in 2015/16 for works on the Macaria building.

Local Service 3.3: Management of Significant Places

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Undertake repairs and external works to Macaria as per heritage report	Repairs completed	Roof replacement programmed for 2015/16 as part of the CIRP program.	Roof replacement and rising damp repairs programmed for 2015/16 as part of the CIRP program.
Oran Park Town Centre Governance Arrangement	Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre	Governance Model Adopted by Council	Financial modelling in progress for further consideration of budget implications.	Financial modelling commenced for further consideration of budget implications
Camden Town Centre Works Program	Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy	Consultation is ongoing	Consultation completed, and the preferred Camden Town Centre Works Program and carpark location were adopted by Council at its meeting of 25 November 2014.	Stage 1 of the works between Oxley Street and Hill Street progressed through the design phase, with regular community updates and drop in sessions provided to advise the community on the proposed works. A number of walk throughs of Argyle Street were also conducted to directly liaise with the affected shop keepers.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year	●	Shared path constructed: 500m on Oran Park Drive; 250m in Spring Farm Riverside; 7.2km on Camden Valley Way. Indicator Under Review	●	Bringelly Road Stage 1 project commenced. Tender was called for The Northern Road Stage 1 upgrade. Indicator Under Review

Local Service 4.1: Transport Options

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
Identified projects are completed as planned – Bike Paths	Projects are meeting specified timeframes	90%		Richardson Road Bicycle Crossing under design. Indicator Under Review		Richardson Road project completed. Indicator Under Review
Identified projects are completed as planned – Road Construction	Projects are meeting specified timeframes	90%		Alma Road reconstruction completed, while investigations and designs are progressing on a number of other projects. The program is on track and is being closely monitored to identify delays in progressing some key projects. Indicator Under Review		The majority of identified projects were completed, however due to extended wet weather resource constraints and the need for utility and community consultation on key projects, some projects were delayed. Indicator Under Review

Report on Delivery Program Activities

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Cycleways / Path Network Extension	Seek grants for extension of cycleways and paths and implement successful grant programs	Kilometres of new footpaths and cycleways delivered through grant funding	Funding secured in July for 2014/15 for bicycle crossing on Richardson Road.	Works completed at Richardson Road, and funding secured for a new Bike Plan to be prepared in 2015/16.
	Cycling Advisory Group	Group established and meetings are held quarterly	Cycling Advisory Group met in August 2014.	Internal consultation occurred with the Cycling Advisory Group to identify preferred meeting dates and times to improve the ability for members to attend. Meeting held 28 May 2015.
	Maintain an updated Bike Plan for the Camden LGA	Bike Plan is current	Grant submission to RMS in October seeking funding to undertake revised plan in 2015/16.	Funding secured for the preparation of a new Bike Plan in 2015/16.
Regional Transport Network	Lobby State Government for the upgrade of State Roads including: <ul style="list-style-type: none"> Camden Valley Way Northern Road Narellan Road Bringelly Road Remembrance Drive 	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. Council is undertaking detailed traffic assessment of the Narellan Sports Hub and the impact of the Narellan Road Upgrade.	Liaison between Council and RMS continued for the Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade. Council completed a detailed traffic assessment of the Narellan Sports Hub and the impact of the Narellan 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	Ongoing liaison between Council and State Government for various public transport access and options, in particular in Oran Park / Turner Road precincts.	Transport for NSW commenced consultation on the South West Rail Line extension and the Outer Sydney Orbital. Council held discussions with Transport for NSW and key stakeholders in order to prepare submissions.
	Road designs to be finalised for the following: <ul style="list-style-type: none"> Camden Bypass Intersection Richardson Road and Link Road 	Partnership entered into with the State Government	Works completed, finalisation of payments in progress.	Payments were completed in accordance with the Partnership Agreement.
	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	Project complete in August 2014.	Council entered into a new funding agreement for the next stage of the Link Road. Works in progress as at end June.

Local Service 4.1: Transport Options

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Provide assistance for the construction of major infrastructure Roads and Rail within the LGA	Infrastructure is delivered in a timely fashion	Ongoing liaison between Council and Camden Valley Way Upgrade contractor.	Camden Valley Way upgrade substantially completed. Bringelly Road Stage 1 commenced construction.
Bus Stop Accessibility	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	Programs has commenced and expected to be completed by the next reporting period.	Works are continuing.
	Tramway Drive – Construction of an indented bus bay	Construction complete	These works are scheduled to be undertaken as part of the Narellan Road Upgrade by RMS. No progress has been made within this reporting period.	These works are scheduled to be undertaken as part of the Narellan Road Upgrade by RMS. 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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction	●	2013 – 4.09 per 1000 population (259 crashes; 63,248 ERP) Significant reduction in casualty crashes. Indicator Under Review	●	2013 – 4.09 per 1000 population (259 crashes; 63,248 ERP) Significant reduction in casualty crashes. Indicator Under Review

Report on Delivery Program Activities

Local Service 4.2: Road Safety				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Road Safety Strategy	Drink drive prevention - education and awareness programs	3 programmed campaigns per year for drink driving. Slow Down	CRSO continues to work with Camden HWP to reinforce local operations to reduce speed and drink driving. This is including provision of resources and advertising bursts to coincide with local operations.	CRSO continued to work with Camden HWP to reinforce local operations to reduce speed and drink driving and included provision of resources and advertising bursts to coincide with local operations.
	Slow Down - Speed awareness programs	3 programmed campaigns per year for drink driving. Slow Down	The SMART Traffic Offenders Program was launched in October 2014 and two sessions have been held to date.	PCYC Traffic Offenders Intervention Program was launched on 31 January 2015 with 6 sessions were held.
	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.	Weekly reports were sent and received between Council and Police.
Learner Driver Programs	Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils – 7 events held per year	Number of participants	2 daytime events and 1 night time events were held during the reporting period.	2 daytime Log Book Run events were held and 2 night time events were held, with over 100 participants.
	Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers – 2 workshops per year	Number of Workshops held	A workshop was held in August 2014	Workshop held on 12 May 2015.
Occupant Restraint Fitting and Checking	Five fitting and checking days conducted per year	Number of restraints fitted or checked	Fitting and checking days held on 4 September and 4 December with a total of 54 vehicles having their child restraints fitted and/or checked.	Fitting and checking days were held on 12 March and 4 June, with a total of 52 vehicles having their child restraints fitted and/or checked.
School Programs	School Safety Program to carry out engineering, education and enforcement with schools as scheduled	Activities conducted as scheduled	The School Safety Program continues to be rolled out to schools in the Camden LGA. Changes have been made to facilities at Cobbitty PS and Mount Annan HS. Assessments have been conducted at Mount Annan PS and Harrington Park PS.	The School Safety Program was rolled out at Harrington Park PS, Mount Annan PS and Narellan Vale PS. Additional assessments were conducted at Cobbitty PS, St Benedicts Catholic PS. DA assessments were undertaken for Spring Farm PS and the new Anglican school at Leppington.
	Drive to Stay Alive - road safety programs held in high schools	Program conducted at 4 high schools per year	The program has been run in all target high schools for 2014 during the reporting period.	Scheduling completed for 2015 program.

Local Service 4.2: Road Safety

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Bike Safety Education	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	Program to be held at Camden Play Day in 2015.	Program held at Camden Play Day on 24 May 2015.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%	●	95% of recommendations achieved Indicator Under Review	●	100% of recommendations achieved. Indicator Under Review
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction	●	2013 – 4.09 per 1000 population (259 crashes; 63,248 ERP) Significant reduction in casualty crashes. Indicator Under Review	●	2013 – 4.09 per 1000 population (259 crashes; 63,248 ERP) Significant reduction in casualty crashes. Indicator Under Review
Successful completion of Black Spot funded projects	Projects completed	100%	●	Two Black Spot projects funded on Raby Road and Cut Hill Road. Indicator Under Review	●	Projects completed by due dates. Indicator Under Review

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Local Traffic Committee	Facilitate the operation of the Local Traffic Committee - act as Secretariat, manage and implement the Committee's recommendations	Percentage of recommendations completed on time within 2 months of approvals	All but one new recommendation completed on time.	All new recommendations completed on time.
Design and Construction	Design and implementation of parking and traffic management facilities	Design programs are completed and implemented to time and all relevant specifications	Design underway for Richardson bicycle refuge and Welling Drive pedestrian refuge.	Richardson Road and Welling Drive projects completed on time and budget.
Pedestrian Access & Mobility Plan	Plan preparation & implementation successful grant program	Updated plan & Grant Funds received	Priority construction program commenced. 50% of 2014/15 works completed in reporting period .	100% of identified projects completed.
Black Spot Funding Program	Identification of black spots, secure funding for remedial works and undertaken works according to funding received	Grant funding is received for identified black spots	Three funding applications submitted for 2015/16.	Two successful funding submissions for 2015/16 at Elizabeth Street, Camden and Allenby Road, Rossmore.
		Works are implemented on time and to budget	Design completed for Raby Road project. Works commenced on Cut hill Road project.	Projects completed by due dates.
Public Road Management Activities	Management of utilities works, special events and disruption from construction works	Applications are processed within 2 working days of receipt	100% of applications processed within 2 days or receipt.	100% of applications processed within 2 days of receipt.
Maintenance and Replacement of Signs and Line Markings	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users	100% of program completed on time	This action has not yet commenced.	Cyclic maintenance was conducted and completed on time.
Public Road Projects	Installation of traffic intersection lighting at Mount Annan Drive & Rose Drive	Installation complete	Cyclic maintenance was conducted and completed on time.	Design in progress.
Camden Deck Car Park	Design a decked car park for the Camden CBD	Design Completed	Council approval to progress with design of the Oxley Street location in November 2014, following an extensive consultation process. Programmed for delivery in 2016/17.	Geotechnical and heritage reports completed. Design consultants engagement in progress for options evaluation and DA documentation.

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

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

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

Report on Delivery Program Success Indicators

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing						
Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	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 next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
The condition of local (Council Owned) roads	Department of Local Government IIMM2006 condition rating	Maintained or Improved	●	Data is programmed for collection between February and April 2015. Indicator Under Review	●	In progress. Asset condition ratings being finalised, the following assets classes now completed: bridges, car parks, stormwater assets, pavement management services. Data collection for roads, footpaths, kerb and gutter bus shelters, street furniture, roads, road structures and guardrails is now 70 % complete. Indicator Under Review

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 2014	January to June 2015
Bridge Maintenance	Conduct annual inspections on bridges, in accordance with the adopted bridge inspection regime, and complete all required follow up actions	All follow up actions completed	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan. Bridge maintenance works continuing.	All bridge condition assessments (Level 1) completed in June 2015 and information is being prepared to be uploaded into the Asset Management System. Critical assets identified and will be reported for rectification after information processing.
		Condition rating stays the same or improves	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan.	All bridge condition assessments (Level 1) completed in June 2015 and information is being prepared to be uploaded into the Asset Management System. Critical assets identified and will be reported for rectification after information processing.
Roads and Kerb & Gutter Maintenance and Reconstruction	Check and assess the condition of roads and kerb & gutter once a year, program reconstruction and other necessary work to ensure all roads are available for public use with minimum interruptions	100% of program completed	Reconstruction and maintenance program is continuing.	Footpath and kerb and gutter maintenance programs completed in line with budget allocations and works programs.
		Condition rating stays the same or improves	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan.	Camden Council engaged Pavement Management Services to perform 100% data collection in February 2015. 70% of data collection completed and supplied by the contractor. Information currently under analysis by Asset Management Team.
	Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs.	Program completed to time and budget	Road resurfacing in line with works programs, kerb and gutter program under construction and expected to be completed by the end of the financial year.	Road resurfacing and kerb and gutter maintenance programs completed in line with budget allocations and works programs.
	Increase in maintenance required as a result of continued urban development	Maintenance programs completed	Program on target for completion at end of year.	Works programs completed in line with works programs and allocated budgets.

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

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
		Condition rating stays the same or improves	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan.	Camden Council engaged Pavement Management Services to perform 100% data collection in February 2015. 70% of data collection completed and supplied by the contractor. Information currently under analysis by Asset Management Team.
	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	A contract has been awarded for the underground installation of existing overhead high voltage and transmission power in Springs road Spring farm. These works are proposed to be undertaken together with Springs Road Stage 2 Urban Upgrade. The Urban upgrade works and undergrounding of power were scheduled for completion after current culvert installation works by Urban Growth and the reopening of Richardson Road, to avoid two major road closures at the same time in the same area. The delays in Richardson Road Culvert works have subsequently delayed the Springs Road Urban Upgrade works. Tenders for the Urban Upgrade of Springs Road were called for full road closure and an option to complete the works with a lane closure under traffic control.	The delays in Richardson Road Culvert works have subsequently delayed the Springs Road urban upgrade works and undergrounding of power. The culverts were not completed until mid July 2015. The undergrounding of power and reconstruction of Springs Rd will now commence in August 2015.
	Additional resources to respond to road maintenance requirements in order to provide quality, safe roads	Workforce increase	Staff recruited maintenance ongoing.	Works programs completed in line with works programs and allocated resources and budgets.

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

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
New Roads Construction	Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development	Traffic management improvements completed	Services locating and potholing works have completed for the Merino Drive roundabout project. Electrical designs to relocate power lines and street lighting, and the designs to relocate Telstra assets have commenced. Conceptual design for upgrade of the intersection of Camden Valley Way and Macarthur Road has completed. The concept layout of the signalised treatment has been submitted to RMS for approval. Services investigations and utility assessments have commenced.	Designs completed for relocation of power and communication services and contracts awarded for the works. RMS approved the concept designs for the proposed intersection treatment. Detailed design including design of service relocations substantially commenced.
	Purchase of equipment required for the surveying of sites in order to facilitate design planning	Equipment is acquired	Project complete.	Project complete.
	Additional resources to facilitate surveying works within Council	Workforce increase	Increased resources have continued to support a range of services for the community and construction projects.	Increased resources continued to support a range of services for the community and construction projects.
Footpaths, Cycleways and Pathways Maintenance and Reconstruction	Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways this then is followed with rectification work for the removal of dangerous trip hazards	Program completed	Program on target for completion at end of year.	Initial inspections progressed to confirm inventory, overall condition and defects.
		Condition rating stays the same or improves	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan.	Initial inspections in progressed to confirm inventory, overall condition and defects. Overall condition trend yet to be finalised.
	Community Infrastructure Renewal Program – Footpath replacement programs	Program completed	Program on target for completion at end of year.	Works programs completed in line with works programs and allocated resources and budgets.
Carparks Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the carparks clean all year around	100% of program completed	Line marking commenced in Camden CBD . Car park sweeping has been completed in line with works programs.	Line marking completed in Camden CBD and across other suburbs as per programs. Car park sweeping completed in line with works programs.
		Condition rating stays the same or improves	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan.	All carpark condition assessments completed in June 2015 and information is being prepared to be

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

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
				uploaded into the Asset Management System. Critical assets identified and will be reported for rectification after information processing.
Street Furniture Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.	100% of routine maintenance program completed	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan.	Camden Council engaged Pavement Management Services to perform 100% data collection in February 2015. 70% of roads data collection completed. Associated street furniture conditions assessment data completed and supplied by the contractor. Information under analysis by Asset Management Team.
		Damage and faults addressed within 10 working days	All maintenance requirements are meeting target requirements, within budget allocation.	Maintenance works completed in line with adopted budgets.
Bus Shelters Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around	100% of routine maintenance program completed	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan . Maintenance being conducted in line with works programs.	Bus shelter maintenance and inspection completed in line with budgets and maintenance programs, a rolling schedule of bus stop refurbishment is in place to address programmed requirements.
		Damage and faults addressed within 10 working days	Bus shelter maintenance meeting all requirements .	Bus shelter maintenance completed in line with budgets and maintenance programs, a rolling schedule of bus stop refurbishment is in place to address programmed requirements.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
More people participate in active recreation using Council facilities	Seasonal bookings of sportsfields	Maintained or Increased	●	Total number of sportsground bookings July-Dec:137 The summer season 2014/15 had a total number of participants of 6357 in the sports of cricket, athletics, netball, oz tag, summer soccer and 2 new activities of baseball and tag league. Of the grounds available in the summer season there was a 55% utilisation, which reflects	●	The total number of sportsground bookings including seasonal hirers, schools and casual hire from January to June:177 Indicator Under Review

Local Service 5.1: Recreation Services

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
				the summer season sports less intense level of training, and no competition games on Sundays. Indicator Under Review.		
	Swimming pool usage	Increasing		The total complex attendances for Mt.Annan Leisure Centre for the period July to December 2014 were 168,907 which is an increase to the first half of the year reflecting the warmer temperatures experienced. The total complex attendances for Camden Memorial Pool for the period July to December 2014 were 28,691. An increase from the first half of the year reflecting the warmer weather. Indicator Under Review		The total complex attendances for Mt Annan Leisure Centre for the period January to June 2015 was 151,099. The total complex attendances for Camden Memorial Pool for the period January to June 2015 was 29,309. Indicator Under Review

Report on Delivery Program Activities

Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Management of Recreation Facilities	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	<p>There were a few changes in the Narellan community facility regular hires with a reduction in the number of playgroups and increase in the number of physical activity groups such as dance, self- defence and physical culture.</p> <p>Since the introduction of hourly rates on weekends it is now possible to provide figures of occupancy for the weekends in addition to midweek. For the period of July to December 2014 there was an occupancy of 16.6% from Sunday to Thursday, and an occupancy of 42% on Friday and Saturday.</p>	<p>Council commissioned a firm to undertake virtual tours of the community facilities to put on Council's website to help potential hirers see the facilities which are available to hire in real life pictures.</p> <p>Venue signs were installed at each community hall to assist with facility location and booking details.</p>
Recreation and Facility Planning	Development of policies, strategic documents to guide the development and use of public open space and facilities.	Number of plans and policies developed	<p>Planning and design have commenced for the PCYC, Mt. Annan Leisure Centre extension and Multipurpose Outdoor youth space.</p> <p>A review is also occurring of the Generic Plan of Management for Sportsgrounds</p>	<p>Development application submitted for the Mount Annan Leisure Centre. Birriwa Outdoor Youth Space design undertaken and being prepared for public exhibition planned for August 2015.</p> <p>Draft Park Regulation signs were developed to guide permissible activities in parks and reserves.</p>
	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>Detailed design commenced for Narellan Sports Hub.</p> <p>Design work commenced on Curry Reserve to guide the provision of additional picnic and bbq facilities. Initial designs commenced following adoption of preferred site at Birriwa Reserve.</p>	<p>Grant application underway for the National Stronger Regions Grant. Curry Reserve design works completed and works commenced. Birriwa Reserve design is being prepared.</p>
	Commence consultation for the design of skate plaza in Mount Annan and Oran Park Youth Facility	Consultation undertaken	Draft design 70% complete for Oran park skate park	Activity complete.

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Additional resources to facilitate Recreation Planning	Workforce increase	New Position of Recreation Planner filled and initial work commenced.	Activity complete.
	Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions	Number of meetings	Monthly meetings held with YMCA, quarterly meetings with Rugby League development officer, and attended South West Academy of Sport scheduled meetings. Meetings also held with relevant users of Kirkham Park re proposed PCYC, and also the Camden Districts Tennis Association and South Camden Tennis Club regarding management of courts.	Monthly meetings with the YMCA continued. Council representatives attended the SWSAS scheduled meetings, BEP and the Camden Town Farm. A number of informal meetings were held with sporting clubs to consult on usage and maintenance to be undertaken at their home grounds.
Aquatic Recreational Facilities	Contract manage two swimming pools which provide a range of programs to the local community	Attendance	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 126,643 from July to December 2014 At Camden Pool the attendance in the Key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad has a total of 8,996 from July to December 2014	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 was 109,574. At Camden Pool the attendance in the Key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad was 9,775.
	Commence design work for Stage 2 Development at the Mt Annan Leisure Centre	MALC Stage 2 Design Commenced	Following confirmation of the PCYC facility Council confirmed the scope of works and budget for development of MALC Stage 2 in October 2014. A Design Consultant was engaged in late November.	MALC designs progressed substantially with the DA for the proposed improvements lodged in late June. Detailed design continued with a view calling tenders for construction in late 2015, subject to approval of the proposal.
	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 has engaged a specialist leisure consultant to review the most appropriate facilities to be provided at the proposed leisure centre at Oran Park and will also be considering the operational costs of this facility to determine the timing for delivery of this facility.	The consultant report on the most appropriate facilities to be provided at the proposed leisure centre at Oran Park was completed. Council is considering the findings with a view to providing its requirements to the developer in the second half of 2015.

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Mt Annan leisure centre capital building improvements.	Works complete within agreed timeframes and budgets	Project complete.	Project complete.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	Total of 83 equestrian, community and private events were booked from July – December. A total of 202 events for the 2014 year.	A total of 114 event days were booked. This included 46% of equestrian eventing days, 30% private functions, 7% school cross country events and the remaining community church and council events.
	Conduct a Wetlands Study at Bicentennial Equestrian Park	Study Complete	A consultant has been engaged to undertake the study. It is expected this study will be completed in the next reporting period.	The Camden Bicentennial Equestrian Park Wetland Study was completed. Recommendations identified in the study will be investigated in the next reporting period.
Camden Town Farm	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	Total of 43 event days were booked on the Town Farm from July- December 2014. This includes the fresh produce markets going weekly in September.	A total of 47 event days were booked on the Town Farm. This includes 25 Saturdays of "Fresh Produce Markets".
	Development of the Camden Town Farm Community Garden	Volunteer Participation	A governance framework with 4 sub-committees has been established by the Committee with the support of the CCSO. Each Sub- Committee's focus is a section of the Master Plan to achieve the desired outcomes for the Farm.	The Camden Town Farm Committee continued to support the Community Gardens Association. The Community Gardens Association continued to hold monthly working bees to maintain the gardens.
	Additional resources to manage the operation of Bicentennial Equestrian Park and Camden Town Farm	Workforce increase	A major workshop was help by the Committee facilitated by the CSSO in September. This aimed at reviewing achievements and establishing project priorities for the coming 2015 year, the establishment of a stronger governance and financial management model and a sub-committee framework to oversee the development of the Park.	Work continued to improve the Men's Shed WHS compliance and the broader strategic directions of both sites. The level of WHS requirements and compliance required additional resourcing in relation the management of an equestrian facility and farm. Additional resources are required for WHS assessment and Master Plan development for the BEP. A master plan was drafted for the Camden Town Farm. Work continued to identify resources for a DA application for the farm for the operation of events and functions.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing	●	<p>Artisan markets at Oran Park Town and Narellan Community Centre provided local artisans with opportunities to sell products and residents with access to local market.</p> <p>Portrait group continues to meet weekly and to recruit new participants.</p> <p>Supported local resident to organise Moon Festival event at Mt Annan – August.</p> <p>Narellan Rhythms Festival held at Notts Oval in November, providing opportunity for artists, services and residents to engage and enjoy.</p> <p>The Civic Centre has hosted more end of year productions this year than any other in the past five years with 16 dance studios utilising the venue, local schools, professional agents and community groups. The cultural performance grants were awarded to 10</p>	●	<p>Artisan Markets held at Camden Civic Centre in June to provide local artisans with opportunities to sell products and local residents with access to local market. Review in progress.</p> <p>About Face portrait group met regularly at Narellan Library, 12 – 15 people attend each week, 2 are new, a master class is being organised for August.</p> <p>Artist networking meeting was held in July at Oran Park Work Smart Hub, 21 attended with emerging needs identified and recorded.</p> <p>Camden Shorts event including live performances by young people was held at Camden Civic Centre in May, there were 22 performers and 130 in the audience.</p> <p>Two Aboriginal artists and children from Camden Family Day Care Centre plan to exhibit work at Camden Library during NAIDOC week.</p>

Local Service 5.2: Community and Cultural Development and Planning

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
				groups to stage events within the venue with the first six of those held within this period attracting 3200 people to enjoy local entertainment within the venue. Indicator Under Review.		Indicator Under Review.
Council delivers programs catering for identified target groups	Number of programs for target groups	A minimum of 2 activities per target group each year	●	Youth Outreach program continues, including Thursday night activities Narellan, Aboriginal Art Workshops at Narellan, free bus tickets, skate board clinics at Elderslie, Youth Boot Camp and Pool Entry at Mt Annan, Camden-Wollongong Beach bus. www.camdenkids.com.au maintained, 24,893 page visits in this period, 10,432 visits, avg 1 min 42 secs on site, 71.5% new visits, 42 new subscribers (527 in total), 14 email alerts (info sent out to subscribers) NAIDOC Week event in John Street and Camden Town Farm – July Carers Week Activities provided in partnership with local organisations – Oct Seniors Christmas lunch supported – Nov Series of information sessions for seniors in partnership with local organisations. Grants promoted during Anti-Poverty Week - Splash Out Pool Party at Camden Pool during International Day for People with Disabilities – Dec. Indicator Under Review	●	A movie was selected, subsidised and screened at Narellan Town Centre during International Women’s Day in March. 400 people attended. Seniors concert and bus trips were funded and assisted during Seniors Week in March. Over 600 seniors participated. Family Fun Day was held at Kirkham Oval in May and 1000-2000 people participated. A range of activities were held across the LGA during Youth Week in April, funded and promoted by Council, delivered by community organisations. A program of ongoing youth outreach activities occurred at Mt Annan Leisure Centre, Camden Bowling Club, Kirkham Oval and Narellan Library forecourt. A NAIDOC Week flag raising ceremony is planned outside the Macaria building and an event will be held at Camden Town Farm in July. Indicator Under Review

Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents	Interagencies and networks supported	Camden Interagency facilitated 3 times @ Karitane, Narellan Child and Family Centre, Camden Civic Centre. Supporting Multicultural NSW regional meetings, Medicare Local Health Network. Other meetings attended: Families NSW Child and Family Interagency, Campbelltown Community Aboriginal Reference Group, MacUnity, Elders Olympics Planning, Macarthur Youth Network, Macarthur Disability Network, HACC Forums, Macarthur Multicultural Services Network, DV Network, Camden4Children Working Party	Camden Interagency held February 9, April 13 and June 15 at various locations. Multicultural NSW meeting attended. Other meetings attended: Families NSW Child and Family Interagency, Campbelltown Community Aboriginal Reference Group, MacUnity, Macarthur Youth Network, Macarthur Disability Network, HACC Forum, Macarthur Multicultural Services Network, DV Network, Camden4Children Working Party.
	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	Admin support provided to CIFA and Christmas function attended. Seniors 355 committee supported to implement Christmas activities. 4 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Camden4Children Working Group. The Community Committee Support Officer has been working with the BEP and Town Farm Committees to identify WHS requirements, undertake committee reporting and responsibilities.	CIFA provided with admin support. New worker attending next meeting. Seniors 355 Committee supported to implement Seniors Week activities. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Camden4Children Working Group, Artists network Continued support for the s355 committees for the Bicentennial Equestrian Park and Camden Town Farm is being provided, in particular through the recruitment of new committee members and operational activities on these sites.
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	Reviewing Friendly Neighbours program for appropriateness to Camden. Elderslie Community Garden group resourced with information Artisan markets held in different locations to develop neighbourhoods. Camden Interagency held in different locations to develop neighbourhoods.	Friendly Neighbours program under development. Community Garden policy being drafted in order to forward Elderslie garden idea. Continued to hold Camden Interagency in different neighbourhoods to develop cross networks.

Local Service 5.2: Community and Cultural Development and Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Council actively seeks relevant grant funds in order to undertake community and cultural activities	Number of grants applied for	Applied for Aboriginal project grant through Dept. Prime Minister and Cabinet. Applied for Seniors grant through Dept. Local Government. Information and referrals provided by 7 workers, by phone and/or email on average a 3,360 times during this period (4 per day x 7 workers = 140 per week, x 24 weeks)	Youth Week grant acquired. NAIDOC Week grant acquired.
Planning and Advocacy	Develop strategic and action plans to address key issues and opportunities for target groups	Relevant strategic plans are in place	Cultural Plan under development.	Cultural Plan under development. Camden Active Ageing 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	Work in progress. Final report due January 2015.	Reports updated and available via Council's website.
	Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties	Comments provided in agreed timeframes	Comments proved on 4 DA's Statistics provided to Strategic Planning and Recreation Planning	Comments provided on Birriwa Youth Space, Oran Park Admin Building, Julia Reserve Skate Park at Oran Park, Gregory Hills public art.
	Prepare and review Council policy in relation to building the local community and encouraging inclusive practices	Policies are regularly reviewed	DV policy initiated and implemented Public Arts policy drafted.	Work commenced to draft a Community Gardens Policy.
Resources	Identify underutilised Council resources (e.g. facilities, and equipment) and develop these to meet the needs of the community	Underutilised resources identified and developed	Social enterprise proposal developed for ArtyCaf and training undertaken.	ArtyCaf EOIs sent out to over 700 contacts.
Community Financial Assistance	Support community organisations and individuals through the Community Financial Assistance Program	Number of groups assisted	27 applications received and 24 recommended for funding. Cheques presented December.	Mini round allocated \$13,632 to 5 applicants.
	Increase financial support available to groups and individuals	Increased number of groups assisted	Second round of Community Financial Assistance Program in to be held February 2015 (first time).	Community Small Grants promoted at Camden Interagency. Donations for Charitable Purposes promoted in the local newspaper during Anti-Poverty Week.

Local Service 5.2: Community and Cultural Development and Planning

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Cultural Development	Provide opportunities for the community to engage in cultural activities, liaise and link with arts groups and local artists, develop local opportunities for artists	Opportunities provided	Local artist currently engaged in Little Sandy Bridge artwork. Artist's network continues to meet and grow. Artisan Markets held twice in this period – August and December Assisted local film maker to link to residents, library and local history association in order to develop work on Chinese Market Gardeners.	Little Sandy Bridge artwork complete. Continued to assist local film maker working on Chinese market garden project. Artisan Markets held at Camden Civic Centre in June to provide local artisans with opportunities to sell products and local residents with access to local market. Review in progress. About Face portrait group met regularly at Narellan Library, 12 – 15 people attend each week, 2 are new, organising master class for August. Artist networking meeting was held in July at Oran Park Work Smart Hub, 21 attended with emerging needs identified and recorded. Camden Shorts event including live performances by young people, was held at Camden Civic Centre in May, there were 22 performers and 130 in the audience. Two Aboriginal artists and children from Camden Family Day Care Centre will exhibit work at Camden Library during NAIDOC week.
	Secure funding for the delivery of arts programs and performances to engage the community	Funding secured	Cultural activities funded from CCP&D budgets e.g. Narellan Rhythms Festival and Youth budget. Markets generate external income.	Cultural activities funded from CCP&D budgets e.g. Narellan Rhythms Festival and Youth budget. Markets generate external income. Budget bid submitted.
		Events staged		
Provide advice to developers regarding Public Art	Advice provided as needed	Participated on Oran Park Town Public Art committee. Draft Public Arts Policy includes reference to developers. Opportunities to provide comment to be clarified and mapped out in the new year.	Provided input into: <ul style="list-style-type: none"> • OPT Admin building • Birriwa Youth Space • Julia Reserve Skate Park • Gregory Hills Public Art Strategy Argyle Street 	

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Council's Community Halls are utilised	Occupancy rates	Increasing	●	Since the introduction of hourly rates on weekends it is now possible to provide figures of occupancy for the weekends in addition to mid week. For the period of July – Dec 2014 there was an occupancy of 16.6% Sunday – Thursday and 42% on Friday and Saturday based on availability.	●	The average occupancy rate for the period January – June 2015 was 18.42%. The most popular months were February and March.
The Camden Civic Centre is enjoyed by the community as a venue for a range of events	Number of visitors	Increasing	●	In the first six months of the year 121284 people have visited the upper level of the venue reflecting an astounding increase on numbers from the previous year. Likewise usage and visitation of the Undercroft has increased, by 11% Works undertaken to upgrade the facility continue to have a positive influence on the number of bookings and style of event attracted to the venue.	●	Civic Centre utilisation increased, indicating growth in the number of events of 9.7%. Of those increased events 16.8% were held externally with catering provided to neighbouring facilities. Friday and Saturday evening usage equated 18% of the events. A lesser number of weekend hirers are indicated influenced heavily by off peak trade period, elections occupying the venue for four months and higher mid-week community usage.

Local Service 5.3: Community Support Facilities and Services

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
	Ratio of returning client to new clients	Stays the same or increases	●	Return business represents 88% of the everyday business of the Centre	●	Return business continued to be high, with many new clients also moving toward regular hire. Return clients sat at 93% for this six month period.
Camden families have access to quality Family Day Care services	Hours of care provided	Stays the same or increases	●	Average Effective Full time places were 184. This equates to 173,040 hours of car	●	Average effective fulltime places were 168. This equates to 158,179 hours of care provided.
Camden families have access to quality Family Day Care services	Accreditation is maintained	Maintained	●	Service has been assessed and rated as Exceeding as of mid-2014 under the National Quality Framework. This is the highest possible rating.	●	Assessment Rating remains the same – Exceeding.

Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Provision of Community Centres and Halls	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	162 casual hirer bookings were processed which is an increase of 28 on the first half of the year.	243 casual hire bookings were processed which is an increase of 81
	Project management of design and construction for selected community facility projects	Facilities provided to Council's requirements within agreed timeframes and budgets	There are currently no selected projects to report on.	There are currently no selected projects to report on.
	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 continued to provide details of its requirements for the planning and design of new facilities and monitored construction of these facilities in new release areas. The most significant community facilities being delivered by Developers as Works in Kind or under Voluntary Planning Agreements progressed in this reporting period are the Oran Park Library Community Resource Centre and the Oran Park Youth Facility. Council endorsed the concept designs for both these facilities and detailed designs are progressing.
	Design and construction of a Youth Centre in Spring Farm	Design and construction completed as per program	Planning is ongoing, no further update in this reporting period.	There has been no further progress on this item during this reporting period.
Family Day Care	Provision of a quality Family Day Care service through training and administration of Family Day Care Educators	Accreditation is Maintained	Highest possible assessment rating received under National Framework Educator training, monitoring and support provided. Average 60 educators and an EFT of 184.	Highest possible assessment rating received under National Framework Developed and worked through Business Improvement Plan to address deficiencies and issues caused by loss of federal funding. Educator training, monitoring and support provided. Average no of Educators 50 and EFT 168
		Customer Satisfaction		
Camden Civic Centre	Provide a venue for civic, cultural, celebratory and community events and functions	Customer feedback	Usage of the venue continues to increase in tandem with the community growth, newcomers to the area are seeking out facilities, utilising the space well and trying new events. Whilst a people counter is not in place on the lower level, the venue has had an increase in visits of 11%	There was an increase in the number of larger community events. Visitor numbers to the Centre do not indicate a significant increase as lower level facilities were occupied for the State Election restricting visitation to the lower level.

Local Service 5.3: Community Support Facilities and Services

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
		Income is Maintained or Increased	Income for the first five months reflects a reasonable increase in catering, beverage and sundry income, with an increase of an estimate \$50,000 in the first half.	Income increases and budget savings have resulted in the Centre returning its lowest operating deficit in many years. There has been an 13.98% increase in income compared to the same period last year.
	Civic Centre Building Improvements	Completed on time and within budget	A further \$20,000 has been secured through CBPP to match dollar for dollar funding for Civic Centre Capital improvement. Funds will be utilised to improve public toilets and sound and lighting within the main auditorium.	Works on amenities and sound and lighting are due to commence in January 2016, scheduled around bookings to lessen impact on clients/bookings.
ARTyCaf@Narellan Library	Investigate and establish a viable and sustainable operational model	Service is Self-Sustaining	Council in partnership with UWS will undertake to attract Business students to undertake a project to determine a strategy for the most effective management of the Artycaf with a comprehensive report to be provided to council outlining the findings, marketing, business and financial management plan.	EOIs called for in May with over 70 information packs distributed. UWS project deferred by University.
Public Cemetery	Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests	33 burials occurred during the reporting period. 100% of service requests were carried out on time.	32 burials occurred with 100% of service requests were carried out on time.
		Percentage of plot allocation taken up per annum	14.5% of the plot allocations were taken up.	30.34% of the plot allocations were taken up
	Commence Stage 1 Camden Cemetery Masterplan Works	Works Commenced	During the reporting period the Camden Cemetery Masterplan was adopted by Council. Documentation is currently being prepared to submit a development application.	A development application for the proposed works was lodged. Works will commence following approval.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015	●	The next update for this satisfaction score will be in late 2015
Camden residents feel safe in their local neighbourhoods	Sustainability Survey	Stays the same or improves	●	Satisfaction scores indicate that residents feel safer than in the previous (2012) result, for walking during the day and walking at night.	●	The next update for this sustainability score will be in 2016

Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Facilitate and/or represent Council at community interagencies, forums and networks	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 inter-agencies to develop partnerships to improve community safety.	Networks and partnerships continued to be fostered. Council's CRSO continued to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings were held quarterly. CRSO also attended the Police held PACT meeting. CRSO continued to work with inter-agencies to develop partnerships to improve community safety.
Community Safety Projects and Programs	Develop and manage projects and programs that address community safety issues, including community safety audits	Number of projects implemented	Park Smart program continues to be rolled out locally, with car parks at Narellan Town Centre targeted on Thursday nights during the reporting period Seniors Safety Morning Tea were held at Camden Community Connections and Narellan Men's Shed during the reporting period. The Respect It Don't Wreck It – Graffiti Education program was completed in July 2014.	Park Smart program continued with car parks at Narellan Town Centre, Camden CBD and Oran Park Podium targeted on Thursday nights. Seniors Safety Morning Tea was held at three locations during the reporting period. The <i>Respect It Don't Wreck It</i> – Graffiti Education program commenced again in June 2015. A new in-school alcohol education program, <i>Wake Up</i> , was coordinated and will be run in partnership with the Camden Liquor Accord. This will be offered to all local high schools, to year 10 students.
	Seek grant funding for new community safety programs as required	Number of grants applied for	No grant funding activity undertaken during this reporting period	No grant funding activity undertaken during this reporting period.
	Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships	Information Resources are Current	Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.	Council continued to acquire and distribute relevant resources as appropriate in order to ensure the most current policies and processes were used.
	Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off licensed premises	Number of initiatives implemented	Council continues to work with the Camden Liquor Accord to disseminate Information to improve safety in and around licensed venues.	Council continued to work with the Camden Liquor Accord to disseminate Information to improve safety in and around licensed venues.

Local Service 5.4: Community Safety

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas	Issues addressed as they arise	No new AFZ established during the reporting period. Re-assessment of all existing AFZs will commence in early 2015.	AFZ review completed and all existing AFZ zones renewed.
Community Safety Strategic Planning	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 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 ensured that all information and legislation was current. This information was passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information was utilised.
Graffiti Management	Provision of tools for residents and partner with state agencies to minimise the incidence of graffiti	Number of kits provided to residents	Graffiti removal kits continue to be made available to residents who wish to remove graffiti from their private property.	Graffiti removal kits were made available to residents who wish to remove graffiti from their private property.
	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 now falls under the control of Rotary. The event was held in October 2014 and Council provided assistance and support as appropriate.	No activity during reporting period
	Establishment of Camden Rotary Graffiti Removal Team	Team established	Funds for Graffiti Management has been redirected into Council education programs and possible green screening.	The <i>Respect It Don't Wreck It</i> – Graffiti Education program commenced again in June 2015.
	Graffiti Prevention, Green Screening and education	Program established	The <i>Respect It Don't Wreck It</i> – Graffiti Education program is programed to run again in 2015.	The <i>Respect It Don't Wreck It</i> – Graffiti Education program commenced again in June 2015.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Participants are satisfied with community events	Survey of event participants	Satisfaction stays the same or increases	●	<p>Surveys were undertaken at 2 of Camden Council's key events Picnic in the Park and 'Taste' Food, Wine & Music Festival. Picnic in the Park received an overall event rating of 8.8 out of 10 and 'Taste' Food, Wine & Music Festival received 10 out of 10.</p> <p>The popularity of the Camden Festival Continues to grow with an overall increase of 5,500 people. Cinema Under the Stars had 5,000 people attend, an increase of 2,000. Picnic in the Park had 2,500 people an increase of 1,000, Kids Fun Day had 2,500 an increase of 500 and 'Taste' Food, Wine & Music Festival had 5,000 and increase of 2,000 people. Positive feedback was received via council's Facebook page following each event of the Camden Festival.</p> <p>Paws in the Park was cancelled due to inclement weather and has been rescheduled for 1 March 2015.</p>	●	<p>The Australia Day celebrations attracted an above average crowd number showing that the popularity of this event continues to grow. Positive feedback was received for the event.</p> <p>The Paws in the Park event held in March attracted record crowd number indicating a growing interest in this event which is focussed around responsible pet ownership.</p>

Local Service 5.5: Community Events

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
The community attends Council events	Resident Telephone Survey	Increasing	●	There was an average of a 6% increase in attendance at Council events.	●	No data available for this indicator.
The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases	●	Camden Festival received \$8,000 in cash sponsorship for 2014 which is up from 2013. Paws in the Park is funded completely from income from Stallholders and Sponsors of the event. There was a total of \$6,500 received in event sponsorship and \$1,100 received in stallholder income. As the event was washed out most of the sponsors and stallholders have transferred through to the rescheduled event in March. Indicator Under Review	●	Paws in the Park was funded completely from income from Stallholders and Sponsors of the event. There was a total of \$5,500 received. Indicator Under Review

Report on Delivery Program Activities

Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Community Development Events for Target Groups	Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition	Number of Events	<p>NAIDOC Week in July - John Street then Town Farm</p> <p>Carers Week in Oct – 5 events across Camden in partnership with local services</p> <p>Narellan Rhythms Festival at Nott Oval in Oct</p> <p>International Day for People with Disabilities in Dec – at Camden Pool</p> <p>Seniors Christmas Lunch in Nov at Civic Centre</p> <p>Series of Youth Outreach Activities across LGA</p>	<p>A movie was selected, subsidised and screened at Narellan Town Centre during International Women's Day in March. 400 people attended.</p> <p>Seniors concert and bus trips were funded and assisted during Seniors Week in March. Over 600 seniors participated.</p> <p>Family Fun Day was held at Kirkham Oval in May and 1000-2000 people participated.</p> <p>A range of activities were held across the LGA during Youth Week in April, funded and promoted by Council, delivered by community organisations.</p> <p>A program of ongoing youth outreach activities were held at Mt Annan Leisure Centre, Camden Bowling Club, Kirkham Oval and Narellan Library forecourt.</p> <p>A NAIDOC Week flag raising ceremony will be held outside the Macaria building and an event was held at Camden Town Farm in July.</p>
Cultural Events	Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities	Number of Events	<p>2 - Artisan Markets: at Oran Park Town and Narellan Child, Family and Community Centre.</p> <p>1 - Moon Festival Event at Mt Annan supported</p> <p>About Face Portrait Group continues to meet regularly. Exhibitions supported.</p> <p>Artist's network continues to meet regularly.</p>	<p>Artisan Markets held at Camden Civic Centre in June to provide local artisans with opportunities to sell products and local residents with access to local market. Review in progress.</p> <p>About Face portrait group is still meeting regularly at Narellan Library, 12 – 15 people attend each week, 2 are new, organising master class for August.</p> <p>Artist networking meeting was held in July at Oran Park Work Smart Hub, 21 attended with emerging needs identified and recorded.</p> <p>Camden Shorts event including live performances by young people, was held at Camden Civic Centre in May, there were 22 performers and 130 in the audience.</p> <p>Two Aboriginal artists and children from Camden Family Day Care Centre will exhibit</p>

Local Service 5.5: Community Events

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
				work at Camden Library during NAIDOC week.
Community and Civic Events	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	During this period there were a total of 19 events organised by Council. This included community events such as Camden Festival, Paws in the Park which was washed out due to inclement weather, Local Government Week and a Freedom of Entry March which was also affected by wet weather and relocated on the day. A number of forums were held including a Home Building Forum, Developers Forum and Transport Forum with the Minister for Transport. There were also Civic receptions including the Camden Festival Sponsors Thank you reception, Lion's Den plaque unveiling, Mayoral Volunteer Thank You Reception, two Citizenship Ceremonies and a Japanese Student visit.	A total of 16 events were held. This included a number of events to commemorate the ANZAC Centenary, the Paws in the Park, Australia Day celebrations and a sod turning event for the new Administration Building. Civic receptions included SWSAS, HSC High Achievers, two Citizenship ceremonies. There was a also a Developers Forum and Home Builders Forum
	Work collaboratively with Camden RSL Sub Branch and Federal Member to undertake specific celebrations to mark the centenary of ANZAC Day	Events Undertaken	Plans and programs have been finalised for 2015 with the commencement of the events due to start in March 2015. Regular meetings have been held between Camden Council's Events Officer and the President of RSL Sub Branch to ensure plans are progressing. A total six (6) events have been planned along with the yearly services held on Anzac Day in which plans to expand these services have also been included.	Council worked collaboratively with the Camden RSL Club in the delivery of an ANZAC program to mark the centenary of ANZAC Day. The events were well promoted and delivered successfully with record attendance achieved at the ANZAC services.
	Support Australia Day activities and other civic ceremonies to promote community pride and participation	Events Undertaken	Australia Day wasn't held in this period but numerous Civic Ceremonies/ Receptions were. These include The Mayor's Volunteer Thank You Reception, Kashiwa (Japanese) school visit, The Macarthur Lion's Den Plaque unveiling and Citizenship ceremonies. These events involve and include different groups and sections of the community.	Australia Day was held and attracted a large attendance. A range of Civic Receptions were held including the South West Sydney Academy of Sport, HSC High Achievers Reception, Citizenship Ceremonies (2), sod-turning for the Administration building in Oran Park

Local Service 5.5: Community Events

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Additional resources (increased hours) to facilitate the Community and Civic Events	Workforce Increase	An additional 7 hours were added to the Events Officer position taking it to 35 hours in May 2014.	Events Officer position continued at 35 hours per week.
	Additional funding to support Australia Day activities and other civic ceremonies to promote community pride and participation	Events Undertaken	Australia Day continues to be a successful event, uniting the community in pride. Civic ceremonies are held as required and managed by the Community Engagement Team.	Civic Receptions were held as requested to celebrate achievements of local individuals and groups. Additional funding was allocated for events and receptions in the 2015/16 Budget.
	Introduction of an annual floral festival in Macarthur Park	Event Undertaken	Picnic in the Park occurred in Macarthur Park	Planning for the Spring Festival commenced with garden works being undertaken at Macarthur Park.
	Additional funding for Camden Festival to include rural activities	Event Undertaken	Activity completed.	Activity completed.
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	Camden Festival received \$8,000 in cash sponsorship for 2014 which is up from 2013. Paws in the Park is funded completely from income from Stallholders and Sponsors of the event. There was a total of \$6,500 received in event sponsorship and \$1,100 received in stallholder income. As the event was washed out most of the sponsors and stallholders have transferred through to the rescheduled event in March.	Planning commenced for Camden Festival to be held in September. Sponsorship was sourced for the Festival during this reporting period. Paws in the Park was rescheduled to March due to being washed out in 2014 and sponsorship secured during last reporting period. The event was funded completely from income from stallholders and sponsors of the event.
	Implement the Community Sponsorship Program to facilitate sponsorship requests received by Council	Program completed	11 applications for Sponsorship were awarded during the reporting period	7 applications for sponsorship were awarded during the reporting period

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Library membership is high amongst residents	Proportion of residents who are library members	Higher than the Sydney average (37%)	●	59% of residents are library members compared to that of the Sydney average being 37%.	●	56% of residents were library members compared to the Sydney average of 37%.
Council's library facilities and programs are well-attended	Number of people using facilities and attending programs	Increasing	●	166,834 people visited our libraries and 12,424 attended library programs in this period.	●	158,347 people visited our libraries and 12,949 attended library programs.

Report on Delivery Program Activities

Local Service 5.6: Library Services				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Children's Programs	Deliver various programs for children including; Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	8,899 children/families attended 217 children's programs including Storytime, BIBs, holiday programs and outreach during this period.	9,541 children/families attended children's programs including Storytime, BIBs, holiday programs and outreach. 204 activities held for children.
Youth Programs	Deliver various programs for youth including; Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools, Book Club, Author Visits, HSC lectures and Research Skills	Number of young people using programs or services will stay the same or increase	437 young people attended youth programs including HSC lectures, HSC Lock In, holiday programs and Your Tutor online during this period.	279 young people attended youth programs including HSC lectures, HSC Lock In, holiday programs and Your Tutor online. 20 activities held for youth.
Educational Programs	Additional funding for the Your Tutor program for Children and Youth	Availability of the program for target groups	Your Tutor service is well used by students in Years 3 to 12.	Your Tutor service was used by students in Years 3 to 12.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	3,653 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.	3,129 adults attended programs including lifelong learning, author visits, and book discussion groups. 366 activities held for adults.
Local Studies	Deliver targeted local programs including; Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program	Number of participants using programs or services will stay the same or increase	There are 3,682 images on Camden Images online. There have been 5,831 sessions on Camden Images, 1,525 Trove referrals, 43,485 hits on Flickr, and 1,340 hits on Changing Camden blog in this reporting period.	There are 3,682 images on Camden Images online. There were 6,097 sessions on Camden Images, 1,473 Trove referrals, 46,574 hits on Flickr, and 2,906 hits on Changing Camden blog.
Older people	Deliver various programs for older people including; Home Library Service and Bulk Loans to local institutions	Number of Customers using HLS and Bulk Loans will stay the same or increase	2,176 items were lent to 5 institutions across the LGA, 2,494 items were lent to 36 Home Library Service customers and 12 boxed loans were received from SLNSW for customers from a CALD background.	1,473 items were lent to 3 institutions across the LGA, 2,211 items were lent to 40 Home Library Service customers and 8 boxed loans were received from SLNSW for customers from a CALD background.
Review and design new library webpage	Develop an Open Source library webpage and catalogue, integrating social networking with virtual library	Webpage downloads quickly, with few timeouts	We have received 37,637 visits and 92,438 page views in this reporting period. Social networking such as blogs, Facebook and Twitter are actively used	The library webpage received 44,912 visits and 97,466 page views. Social networking such as blogs, Facebook and Twitter were actively used for

Local Service 5.6: Library Services

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			for networking with customers.	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 was used to promote the Library's programs and services. Blogs, Facebook and twitter were actively used. Library programs were booked online using the Try Booking system. Library eNewsletter was emailed to over 6,500 library members.
Digital Learning Space	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 was used to promote the Library's programs and services. Blogs, Facebook and twitter were actively used. Library programs were booked online using the Try Booking system. Library eNewsletter was emailed to over 6,500 library members.
Collections	eBooks will be introduced into the library due to demand from the community and changes in technology	Circulation of new e-collections will increase	Circulation of e-Collections is increasing. 923 eBooks, 332 eAudio and 696 eMagazines have been downloaded during this period.	Circulation of e-Collections increased. 962 eBooks, 471 eAudio and 1,002 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 were purchased on an ongoing basis.
New Facilities	Design and development of Oran Park library and community hub	Design specifications prepared	Brewster Hjorth Architects have been appointed by Oran Park Developers. Consultation has been ongoing throughout 2014 including Library, Capital Works, and IT Staff, and Architects. Visits to other recently built public libraries have occurred.	Brewster Hjorth Architects were appointed by Oran Park Developers. Consultation continued with Library, Capital Works and IT Staff, and Architects. Visits to other recently built public libraries were undertaken. Design phase nearing completion.
Upgrade Library Management System, Wireless and RFID system	Library Management System operates under managed services	System is useable and efficient	RFID has been reviewed, now working with IT Staff to upgrade current system. LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November 2013 with 3 days offline. Wireless internet access was upgraded in November 2013 and now managed via NSW State Library.	RFID was reviewed, now working with IT Staff to upgrade current system. LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November 2013 with 3 days offline. Wireless internet access was upgraded in November 2013 and now managed via NSW State Library.
		Limited number of days offline during upgrades		

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 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 received no formal complaints about meeting practice.

Local Service 6.1: Strong Local Democracy

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
Council's policies are current	Regular review and updating of policies	100%	●	All of Council's statutory policies are up to date. Council is also conducting an organisational wide Policy Review process for all policies and procedures within Council.	●	All of Council's statutory policies are up to date. Council is also conducting an organisational wide Policy Review process for all policies and procedures within Council.

Report on Delivery Program Activities

Local Service 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
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 complied with the OLG guidelines.
	Improving response times to resident enquiries to Councillors	Response within 5 working days	An Executive Liaison Officer has been appointed on a temporary 12 month arrangement to assist in investigating matters raised with Councillors by residents. Requests and response times continue to be monitored, with monthly reporting presented to Council's Executive regarding the type and volume of enquiries received. Service standard times continue to remain high.	Council's Executive Liaison Officer worked collaboratively with the Executive Team to ensure matters raised by Councillors were investigated and responded to in an appropriate and timely manner. Council continued to ensure that service standard times remained high.
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Council recognises the importance of collaboration and resource sharing on issues of regional significance and continues to actively participate in MACROC initiatives, such as the Resource Sharing and Regional Collaboration Task Force.	Camden continued to be an active member of MACROC, participating in resource sharing initiatives including investigating the feasibility of a joint arrangement across the three Councils to deal with construction waste and illegally dumped material.
State Representation	Council participates and contributes to the Local Government & Shires Association in communicating to and lobbying the State Government on industry wide issues	Issues related to Camden are lobbied by the LGSA to the State Government	LGNSW represents the interests of NSW Council's in a variety of industry wide issues and Council continues to communicate relevant issues requiring representation to LGNSW.	Council communicated matters requiring representation to LGNSW in order for them to communicate and lobby on behalf of local government.

Local Service 6.2 – Stewardship of Community Resources

What is Stewardship of Community Resources?

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

Report on Delivery Program Success Indicators

Local Service 6.2: Stewardship of Community Resources						
Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved	●	The report for the 6 Month period January to June 2014 was endorsed by Council at the meeting 28 October 2014 and was placed on Council's website following that date.	●	The report for the 6 month July to December 2014 period was endorsed by Council at the meeting 12 May 2015 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%	●	The implementation of the Business Improvement Plan continues with many cross organisational teams formed to address the 57 actions within the plan.	●	Projects commenced: 63% Projects completed: 7% Projects meeting targets: 83% Key achievements <ul style="list-style-type: none"> • Council restructure adopted May 2015 • More than 130 staff volunteered to be part of the BIP (1/3rd all staff) • Interplan working to monitor and record • Communications Strategy • ELG & SMT Charters established • Phone system up and running • E-services up and running on Councils website • Customer Service pilot complete

Local Service 6.2: Stewardship of Community Resources

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	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	●	The Draft Communication and Community Engagement Strategy and Policy developed which will assist with the review of the Community Engagement Strategic for Community Strategic Plan and Resourcing Strategy.	●	The Draft Communication and Community Engagement Strategy and Policy was adopted by Council in May.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Integrated Planning and Reporting Framework	Council must prepare and exhibit an annual Operational Plan and budget	Annual Operational Plan and Budget complete	Ongoing monitoring of the 4 year Delivery Program was undertaken	The 2015/16 Operational Plan and Budget was adopted by Council 23 June 2015.
	Preparation of Council's 4 Year Delivery Program and Annual Operational Plan	Timeframes are met	The Draft 2015/16 Operational Plan & Budget process commenced November 2014.	Ongoing monitoring of the 4 year Delivery Program was undertaken
Performance Measurement and Reporting	Six monthly reporting to the Council on achievements in implementing the Delivery Program	Two reports prepared for Council each year	The report for the 6 Month period January to June 2014 was endorsed by Council at the meeting 28 October 2014 and was placed on Council's website following that date.	The report for the 6 month January to December 2014 period was endorsed by Council at the meeting 12 May 2015 and 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 for 30 June 2014 is completed and available on Council's website.	Work commenced on 2014/15 Annual Report. This will be finalised by 30 November 2015.
	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	The review of indicators is a timely and continual process. It is expected that a more formal review of these indicators will take place in the next review period leading to the final adoption of a new 4 Year Delivery Program in 2016.	The review of indicators continued. It is expected that a more formal review of these indicators will take place in the next review period leading to the final adoption of a new 4 Year Delivery Program in 2016.
	Implement business improvement program to continuously improve the organisation's effective and efficient operation	Demonstrated efficiency gains and service improvement	Council's Organisational Development / Business Improvement Plan (OD/BIP) is well underway. Six Immediate Priorities have been delivered, in particular those Priorities linked to organisational growth, including the establishment of a Technology Solutions branch. Project Teams of Council staff members have been established in order for Priorities to be actioned cross organisationally.	Over one third of the Council workforce continued to participate in delivering projects associated with the business improvement program. 100% of projects scheduled for commencement commenced, with seven immediate priorities thus far delivered, including Council's Communication Strategy. Progress continued to be monitored and measured on a monthly basis.

Local Service 6.2: Stewardship of Community Resources

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Long Term Financial Plan	Monitor and maintain Council's Long-Term Financial Plan	Long Term Financial Plan is reviewed quarterly	Council's 2015/16 LTFP (10 years) is currently under review as part of adopting the 2015/16 Operational Plan and Budget.	Council's 2015/16 LTFP (10 years) was updated as part of the 2015/16 Operational Plan and Budget process.
	Implementation of Long Term Financial Planning (LTFP) software	Implemented by 31 December 2013	The new budget system is operational but requires additional work to be ready for use as the base data for the LTFP projections. The implementation of the LTFP software is expected to commence in the next review period. Funds have been made available to purchase the new LTFP software.	This work is progressing. It is expected that the new software will be in place as part of the employment of a dedicated Management Accountant in the next quarter.
Strategic Asset Management	Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets	Asset Management system and practices reviewed and updated annually	A comprehensive asset management improvement plan has been prepared, including inventory and condition data, systems, resources, processes and timelines for improvements.	A comprehensive asset management improvement plan was prepared, including inventory and condition data, systems, resources, processes and timelines for improvements. Additional resources allocated to a review of depreciation charges and Fit for the Future compliance.
	Additional resources to facilitate Strategic Asset Management	Workforce Increase	A dedicated asset data collector position has been filled, while approval has been obtained for a second dedicated position to provide improved resources to collect critical asset data.	The second Asset Data Collection position was unable to be filled despite several advertising rounds. Additional temporary resources sourced from Infrastructure Services to assist in data collection task.
	Proactive monitoring of the delivery of new assets and active involvement in the planning for provision of community assets and facilities	All specifications are reviewed and updated regularly	Engineering specifications have been previously reviewed, while issues identification and programming has occurred on other assets specifications such as Open Space.	Substantial increase (greater than 200%) in new assets through subdivision activity. Review of capital works planning and delivery in progress.
Workforce Planning	Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce	Workforce Plan reviewed at least annually	Workforce Plan will be reviewed prior to June 2015 in line with Councils Business Improvement Plan	Workforce Plan review conducted June 2015. Demographics and actions updated.

Local Service 6.2: Stewardship of Community Resources

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	demographics	Succession planning in place for critical positions	Council participated in 3 surveys during this reporting period	Council continued to monitor critical positions for succession planning.
	Conduct a structural review of Council's workforce to ensure resourcing requirements are being met to deliver Council services	Structural Review Complete	An adaptive Organisational Framework was adopted by Council in May 2014. The Framework places a particular emphasis and focus on customer service, cross organisational involvement and service delivery. An additional 24 positions were established as part of the Structural review and Councils 2014/15 Budget. All positions were recruited by December 2014.	As an adaptive framework, Council's Organisational Structure was regularly monitored and reviewed to ensure it continued to deliver a high level of service and meet the community's needs. This has seen a review of the Planning and Environment Services Division structure, resulting in an additional Branch created and a Management position recruited. An additional 6 new positions across the organisation were recruited.
Management of Council's Property	Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	Council continues to await the outcomes of the Local Government Act review. In the meantime, a cross organisational property group is to be established to consider potential opportunities.	Council continued to await the outcomes of the Local Government Act review. In the meantime, a cross organisational property group was established to consider potential opportunities.
	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	Awaiting the outcome of the Local Government Act review.	Awaiting 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 were reviewed in accordance with the terms and conditions of the agreement.
	Review of Council's Community Land Holdings	Review complete	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.	Council continued to await the outcomes of the Local Government Act review in terms of the treatment of community and operational land classifications. In the meantime, a cross organisational property group was established to consider potential opportunities.
	Land acquisitions upon instruction	Process completed in a timely manner	Council has not completed any acquisitions during this period	Council did not undertake any acquisitions during this period

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 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	●	A draft Tool Kit has been developed which includes templates that would assist project staff in collecting demographic data. Indicator Under Review	●	A communications toolkit was developed and was rolled out to assist staff in engaging with the community Indicator Under Review

Report on Delivery Program Activities

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Community Engagement	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	One of the most extensive community engagement took place for the Camden Town Centre Enhancement Strategy. 587 formal submissions were received and 3,000 comments	Templates for the Community Engagement Plan and a toolkit were developed to assist staff in engaging with the community. A Community Engagement Policy was adopted by Council in May. The <i>Your Parks, Your Voice</i> Community Engagement took place to consult with residents about parks and open spaces in Elderslie.
		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 was 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 was updated as part of the of the 2014 Sustainability Indicators community telephone survey.	The register was updated as part of the of the 2014 Sustainability Indicators community telephone survey. The next update will occur after the Community Satisfaction Survey.
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	In 2014 the bi-annual Sustainability Indicators Survey was conducted. The results are shown throughout this report.	The bi-annual Sustainability Indicators Survey was conducted in 2014. The next one is scheduled for 2016.
	Community feedback and data is collected and used across the organisation for a range of planning purposes	Data collection system established	The Community Engagement Team Leader has been appointed. This will be commenced in the next reporting period.	The Communications and Community Engagement Strategy identified the development of a Community Engagement Database as an action outcome.
	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	Finalised. Due to be reported.	Reported to Council and adopted in May 2015.

Local Service 6.3: Community Engagement







Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Additional funding for the implementation of the Community Engagement Strategy	Funding Allocated	Seeking funding to implement strategy	Strategy to be implemented.
	Increased focus on community engagement by the organisation through employment of a dedicated officer	More people are engaged in community issues	A Community Engagement Team Leader was appointed during this reporting period.	Community Engagement and Communications Strategy adopted by Council.

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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in late 2015.
Council's website becomes a recognised source of information for and communication with residents	Community Satisfaction Survey	Stays the same or increases		The next update for this satisfaction score will be in 2015. In 2014, the website was reviewed and was made more user friendly.		The next update for this satisfaction score will be in late 2015.
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		Council's new website was launched on 22 September 2014. From this date until the end of the reporting period, Council has 82,031 hits. Indicator Under Review		Council's website had 496,264 page views during this reporting period. Indicator Under Review

Report on Delivery Program Activities

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Advertising and Promotion	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	A total of 36 media releases were distributed during this period, all of a positive nature.	A total of 33 media releases of a positive nature were distributed during this period.
Communication Strategy	Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community.	Communication Strategy Adopted by Council	The Communication Strategy has been presented to SMT and at a Council briefing. The Strategy is planned to be adopted by Council in the next reporting period.	The Communication Strategy was adopted by Council in May 2015.
Website and Social Media	Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly	Hits on Council's Website	Council's new website was launched on 22 September 2014. From 22 September to 31 December 2014 Council's website received 82,031 visits, 47,063 users and 253,597 page views.	During the reporting period, Council's website received 496,264 page views.
		Proportion of residents who use Council's website	The website statistics show that, of the 82,031 visits to Council's sit during the reporting period, that 84.76% were from the Sydney location followed by 2.95% from Melbourne. 0.62% of visits were from Wollongong	87.54% sessions on the website were from the Sydney location, followed by 3.09% from Melbourne and 3.04% from Brisbane.
	Update of Council's Facebook page to include information relating to Council activities.	Number of 'Likes' on Council's Facebook page	During this reporting period Council gained 2,390 'likes'	Council's Facebook page gained 757 likes during this period. Council did not run a page promotion campaign during this time.
	Additional resources to facilitate the management of Council's website and social media pages	Workforce increase	A Team Leader Community Engagement was appointed during this period. Following this Council's website was launched and a focus has been placed on Social Media. The Public Relations Officer attended a Social Media Risk Management Conference in November.	Team Leader Community Engagement was appointed in previous period. Public Relations Officer resource now dedicated to Social Media.
	Enhancing the availability of information to the community via technological upgrades, such as Council's website	Hits on website increase	Council's new website was launched on 22 September 2014. From 22 September to 31 December 2014 Council's website received 82,031 visits, 47,063 users and 253,597 page views.	During the reporting period, Council's website received 496,264 page views.

Local Service 6.4: Community Information

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Community Newsletter	Production of printed newsletter Let's Connect for distribution to households throughout the LGA	Newsletter is distributed quarterly	Let's Connect continues to meet deadlines and is distributed quarterly.	Let's Connect publication was redesigned and changed to seasonal distribution.
		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 was 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. However, Council has redesigned the publication and is investigating a user friendly eBook version on the website to create great access.
Efficient and effective operation of Council's Customer Service Centres	Provision of quality customer service to our customer's both internally and externally including all general enquiries, information, bookings, processing of applications and receiving payments.	Accurate and timely response	A full Customer Service review is currently underway with a report going to council on the 24 February 2015 on the proposed implementation.	The restructure of Customer Service was completed allowing the recruitment of our new Customer Relations Team to commence. It is anticipated these appointments will be finalised by September 2015.
		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	July to December 2014	Comment	January to June 2015	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in late 2015.
Disaster Plan remains current	Regular reviews completed	Completion	●	Awaiting updated new Displan format from Regional Emergency Management before Camden's Local Disaster Plan (Displan) can be reviewed.	●	Council's existing disaster plan is effective and well understood, new templates were received from NSW Emergency Management and updated in conjunction with relevant emergency response agencies.
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves	●	Emergency Management Exercises are coordinated by the Regional Emergency Management Committee and are supported at Local Emergency Management Committee level. No Emergency management exercises were performed during the reporting period. Indicator Under Review	●	Emergency Management committee held three meetings on matters relating to emergency response and rectification. Indicator Under Review

Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Management of Capital Projects	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	Activity complete.	Activity complete.
Support and Facilitate the Local Emergency Management Committee	Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience	Local emergency management committee plans are adopted	Regular meeting held and Emergency Services are being supported to develop resilience	Emergency Management committee held three meetings on matters relating to emergency response and rectification
Risk Assessment	Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DISPLAN	Risk register is updated annually	New NSW Emergency Displans format will be released shortly and Camden Emergency Displan will then be updated	Council's existing disaster plan is effective and well understood, new templates were received from NSW Emergency Management and updated in conjunction with relevant emergency response agencies.
	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	New NSW Emergency Displans format will be released shortly and Camden Emergency Displan will then be updated	Council's existing disaster plan is effective and well understood, new templates were received from NSW Emergency Management and updated in conjunction with relevant emergency response agencies.
Emergency Operations	Partner or work with emergency services in facilitating emergency response required during a disaster event or an incident	Systems established in accordance with Management Plans	System remains in place for activation during any emergency for coordinating, facilitating and supporting emergency operations	Council's existing disaster plan is effective and well understood, new templates were received from NSW Emergency Management and updated in conjunction with relevant emergency response agencies.
Supporting Emergency Services	Contribute resources to emergency services which will help them in effectively managing or minimising the impacts of emergency events and natural disasters when these occur	Buildings, plant and equipment are maintained and replaced as per the adopted schedules	Budgets have been provide to support to Emergency Services, building and plant maintenance are meeting requirements	Identified budgets are in place and actively used to ensure the smooth running of Emergency Services support agencies.
	Lighting upgrade facilitated at the Catherine Fields Rural Fire Service carpark	Upgrade completed	Works completed	Works completed.

Local Service 6.5: Management of Emergency Events

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Building extension facilitated at the Cobbitty Rural Fire Service Station	Works completed	Minor works including roller doors repairs and alarms service completed	Works 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	July to December 2014	Comment	January to June 2015	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	●	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 are job specific to, update necessary skills. Indicator Under Review	●	Staff attended training as part of the annual corporate training calendar. Staff also accessed external training programs that were job specific to update skills. Indicator Under Review
	Proportion of staff accessing education assistance as proportion of full time employees (FTEs)	Stays the same or increases	●	In 2014, 23 full time staff are participated in the education assistance program. This equates to 6.3% of staff, however the number of FT staff has increased significantly this year. Indicator Under Review	●	20 staff utilised Educational Assistance (6.2%). The number of FT staff has increased in this period. Indicator Under Review
	Lost time as a proportion of full time employees	Decreasing	●	There has been a slight increase (0.05%) in lost time due to a longer than anticipated recovery time related to one claim. Council continues to create a safe workplace environment by implementing WHS System, Manual Handling Program, Risk Management Training and Proactive Programs including allocation of suitable duties to staff, and workplace station inspections resulting effective management of the workforce safety. Indicator Under Review	●	There was a decrease of 0.12% due to quicker return to work as a result of the implementation of the WHS system, which has increased the understanding of return to work. Indicator Under Review

Local Service 6.6: Support Services

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
	Staff Turnover	Stays the same or decreases		Turnover increased to 6.33% due to an increased number of retirements however this turnover rate remains lower than the average for other Councils. It should also be noted, that overall staff numbers have increased to cope with the rapid growth Council is experiencing. Indicator Under Review		Turnover decreased to 3.50%. This rate remains lower than the average turnover for other councils Indicator Under Review
Camden Council is regarded as a good place to work	Exit interview data	Remains positive		Council continues to receive positive feedback from employees. With the introduction of a Bi-Annual Wellbeing survey, new reporting indicators will be developed to reflect Councils current culture Indicator Under Review		A Staff Engagement Survey was undertaken during in April 2015 Indicator Under Review
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. No change from previous report Indicator Under Review		No new data to report Indicator Under Review
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 has been minimal disruption to services during this period; the IT Helpdesk has had 2104 enquiries with a completion rate of 96.8% and an average completion time of 15.6 minutes. A large number of enquiries related to the organisational restructure.		Council Systems available above the agreed target of 98%
Council's finances are managed prudently	Unqualified audit report	Unqualified		Council's next reporting period does not end until 30 June 2015		Council received a clear interim audit by PWC in June 2015.
Council's finances are healthy	Financial Health Check Indicator - Unrestricted Current Ratio	Results are "green" or trending towards "green"		Council's next reporting period does not end until 30 June 2015		Council's financial reporting period ends 30 June 2015. The audit is anticipated to commence in mid September after which more

Local Service 6.6: Support Services

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
						information will be available.
	Financial Health Check Indicator - Debt Service Cover Ratio		●	Council's next reporting period does not end until 30 June 2015.	●	Council's financial reporting period ends 30 June 2015. The audit is anticipated to commence in mid September after which more information will be available.
	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage		●	Council's next reporting period does not end until 30 June 2015.	●	Council's financial reporting period ends 30 June 2015. The audit is anticipated to commence in mid September after which more information will be available.
Council's finances are healthy	Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio	Results are "green" or trending towards "green"	●	Council's next reporting period does not end until 30 June 2015.	●	Council's financial reporting period ends 30 June 2015. The audit is anticipated to commence in mid September after which more information will be available.
Council's resources are well protected	Liability Claims	Decreasing	●	There has been an increase in the number of liability claims (35 up from 34). This is only a slight increase and does not take into account the growing population. Council will monitor this indicator. Indicator Under Review	●	There was a small decrease in liability claims (34 down from 35). Indicator Under Review
Council's resources are well protected through careful risk management processes	Motor Vehicle Claims	Decreasing	●	There has been an increase in motor vehicle claims (39 up from 30). This indicator does not take into account the growth in staff numbers. Training opportunities will be implemented to mitigate potential risks. Council will continue to monitor this indicator. Indicator Under Review	●	There was a decrease in motor vehicle claims (27 down from 39). Indicator Under Review
	Property Claims	Decreasing	●	There has been an increase in property claims (4 up from 3). This movement is only a slight increase and does not take into account the growing population.	●	The amount of property claims remain the same as the previous period (4 in total). Indicator Under Review

Local Service 6.6: Support Services

Indicator	Measure	Target	July to December 2014	Comment	January to June 2015	Comment
				Council will continue to monitor this indicator. Indicator Under Review		
Information Systems are reliable with minimal system shut down time	System Availability	98%	●	There was more after hours maintenance scheduled to optimise configuration of core infrastructure. The radio continues to remain stable. Fibre Optic cabling was installed and will be integrated as part of a full network refresh – preparation for Oran Park. Indicator Under Review	●	Core applications were kept current. All Network and End Point Protection were refreshed. Fibre networks commissioned to provide core site redundancy.
IT technical support to users is provided promptly	Support is provided	100%				An additional resource was added to the Helpdesk to manage increasing staff numbers. Indicator Under Review

Report on Delivery Program Activities

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
Financial Management	Collection of Council income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support	Timely and accurate customer support	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.	The collection of Council income was undertaken 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 were completed.
	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 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	This policy is currently under review and expected to go to Council by 31 March 2015.	This policy is still under review and expected to go to Council by end of 2015.
Review of Council Rating policies (farmland rating and rate recovery policy)	Adopted by Council by 31 December 2013	This policy is currently under review and expected to go to Council by 31 March 2015.	This policy is still under review and expected to go to Council by end of 2015.	
Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement.	Unqualified Audit Report	Council's next reporting period is 30 June 2015.	Council's next reporting period is 30 June 2015	
				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 in draft format. The cross organisational group has been formed and the review is under way, the policy is expected to be formally adopted by Council in the next reporting period.	This policy is in draft format and being considered by the cross organisational group. The policy is expected to be adopted by Council by 30 September 2015.
	Additional resources to support and promote the financial health of Council to ensure financial sustainability	Workforce increase	Council formally endorsed 24 new positions as part of adopting the 2014/15 Operational Plan and Budget. During this period recruiting of those positions has substantially commenced.	Council formally endorsed 18 new positions as part of adopting the 2015/16 Operational Plan and Budget.
Management Accounting - Preparing Council's Budget, quarterly budget	Timely completion of Council's budget	The 2015/16 budget process has commenced. The September Quarterly Budget Review was	The 2015/16 budget was adopted by Council 23 June 2015. The year-end financial	

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	reviews, financial reporting, Section 94 Accounting, Long-Term Financial Plan and cash reserves	Quarterly review of Council's Long Term Financial Plan	adopted by Council 25 November 2014.	review commenced.
	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.	Monthly reports were tabled at DCMC.
	Implementation of monthly Financial Corporate Report	Completed within 10 working days of end of month	This report forms part of the organisational development and Business Improvement Plan. The systems and reporting format is still being considered.	This Financial Corporate Report forms part of the organisational development and Business Improvement Plan. A monthly corporate report went to the Executive Leadership Group, further enhancements to this report will be considered.
Governance	Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer	Compliance with all Acts and Regulations	All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.	All legal aspects were 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 and comply with the Government Information Public Access Act and Privacy and Personal Information Protection Act and Public Interest Disclosures Act.	Council complied with all obligations under the <i>Government Information (Public Access) Act 2009</i> , <i>Privacy and Personal Information Protection Act</i> and <i>Public Interest Disclosures Act 1994</i> .
	Bi-annual Governance Health Check	Industry best practice is being employed	Council provided comment on the draft Promoting Better Practice report prepared by the Office of Local Government in November 2014. The report is expected to be finalised in the first half of 2015. Council's Governance Team regularly monitors its compliance with the Government Health Check.	The Office of Local Government's Promoting Better Practice Program was reported to Council at the Council meeting held on 10 March 2015. Council's Governance Team monitored compliance with the Government Health Check.

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	As per Department of Local Government requirements, establishment of an Internal Audit Committee	In place by 31 December 2013	Council endorsed the implementation of a business assurance and risk management framework, consisting of a Business Assurance Auditor and the establishment of a Business Assurance and Risk Committee, in June 2014. Council's Business Assurance Officer (Internal Auditor) was appointed in October 2014. Upon commencement of the Business Assurance Officer, work began on establishing the Business Assurance & Risk Committee, with Council to consider membership arrangements in early 2015.	Council resolved to appoint two independent members and two Councillor members to the Business Assurance and Risk Committee in February 2015. A Business Assurance and Risk Committee induction was held in May 2015 with all members in attendance. As per the Business Assurance and Risk Committee Charter, a minimum of four meetings will be held per year with the Committee to consider matters including Council's internal audit program and risk management framework.
	As per Department of Local Government Requirements, establishment of a Tender Committee	In place by 31 December 2013	Upon adoption of the Purchasing and Procurement Policy 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.
	Additional resources to facilitate the management of Council owned properties	Workforce Increase	Complete, property administration assistant has now commenced.	Activity complete.
	Additional resources to facilitate statutory compliance matters for Council	Workforce Increase	Complete, policy and procedure officer has now commenced.	Activity complete.
IT Services	Provision and support of Council's Information Technology hardware and systems	Down time is minimised	There was more after hours maintenance scheduled to optimise configuration of core infrastructure. The radio 'link' between Narellan, Camden and Depot continues to remain stable. Fibre Optic cabling was installed and will be integrated as part of a full network refresh – preparation for Oran Park.	Core applications were kept current. All Network and End Point Protection were refreshed. Fibre networks commissioned to provide core site redundancy. An additional resource was added to the Helpdesk to manage increasing staff numbers.
		Internal customers are satisfied with the support they receive from IT		
	Core systems and infrastructure and corporate-wide software upgrades	Upgrades complete	SCCM was introduced to manage SW deployments and upgrades for the desktop. Core Authority and TRIM systems were upgraded to current releases.	All workstation builds now managed with SCCM. Core applications remained current. New telephone system procured, configured, tested and ready for go-live.
	System security, protection of public information, Disaster Recovery systems	Up to date and employing industry best practice	Reviewing the security and disaster recovery systems to ensure the protection of public information	Identified and budgeted upgrades to support storage growth. Completed network infrastructure refresh with new endpoint protection.

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Support cross organisational working groups for Mobile Device Technology and Intranet Stage 2 implementation	Review and outcomes implemented by 31 December 2013	The roll out of mobile devices continues throughout the organisation where there is a business need. Stage 2 Intranet is still under review	IT team members continued to represent and assist corporate wide working groups. A web Admin resource is being recruited to assist with Internet and Intranet enhancements.
	Introduction of an organisational IT Steering Committee (ITSC)	Co-ordinate Council's IT Strategy	Committee to be established as part of BIP/OD early in 2015	Activity complete.
	Roll out of Mobile Technology	Devices are implemented	Rollout continues throughout the organisation and this action will be carried into the next Operational Plan.	Policy rollout completed.
	Additional resources to provide strong IT support to Council staff	Workforce increase	Recruited qualified and skilled staff.	An additional resource was recruited in to a Helpdesk role. Currently recruiting for a Web Administrator and plan to recruit a Business Analyst next quarter.
Records Management	Administer Council's Electronic Document Management system, correspondence, ensure the security of Council's records information, ensure policies and procedures are in place to effectively manage Council's records.	Compliance with appropriate legislation	Prepared survey to be issued 2 nd quarter 2015. Compliance with the State Records Act is progressing through the Digitisation Program and removal of shared network drives.	Trim survey was distributed and results collated with the results to be released soon. Recommendations were made for improvements and further investigation in some matters. Compliance with State Records Act progressed through the Digitisation Program and removal of shared network drives.
		Internal customers are satisfied		
	Digitisation of hardcopy records using TRIM	Ongoing	Digitisation Program is progressing within current budget allocation. Over the next 12 to 18 months, the digitisation program will be ongoing to allow for minimal physical records to be transferred to Oran Park	Digitisation Program is progressed within current budget allocation. Three of the six self-storage sheds were cleared. Minimal physical records will need to be transferred to Oran Park.
	Additional funding for the digitisation of hardcopy records using TRIM	Funding Allocated		
	Restore and digitise archived minutes books	Completed within 2 years	Progressing within budget. Completion estimated late 2015.	Minute books were restored. The last 10 books were sent off for digitisation. 40 books were digitised with delivery to Council expected shortly after which they will be saved into Trim.

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Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Additional resources to facilitate the management and storage of Council records	Workforce increase	An additional temporary staff member has been engaged for a 3 month period to progress.	The staff member employed for a 3 month temporary period 2 days per week resigned and been replaced by a new staff member for a 3 month temporary period working 3 days per week.
Risk Management & Insurance	Development of Council's Risk Management Framework	Appropriate risk management strategies are in place	Emergency Response Plan has been implemented and relevant staff training undertaken. A further review is due upon the recruitment of new positions. Work continues on development of an Enterprise Risk Management program.	A cross-organisational team was developed and a consultant appointed to assist Council in developing an Enterprise Risk Management framework over the next 6 months.
	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 (35 up from 34). There has been an increase in property claims (4 up from 3). There has been an increase in motor vehicle claims (39 up from 30).	There was a decrease in liability claims (34 down from 35). The amount of property claims remained the same (4 in total). There was a decrease in motor vehicle claims (27 down from 39).
		Council is appropriately insured	Council maintains full insurance coverage until 31 October 2015 via Westpool, United Independent Pools & Willis Australia.	Council maintained full insurance coverage until 31 October 2015 via Westpool, United Independent Pools & Willis Australia.
	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 due for revision upon recruitment of new staff.	Business Continuity Management Plans were updated and tested in March 2015.
Workplace Safety	Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations	Compliance with policies and procedures	Activity complete.	Activity complete.
	Development & Implementation of a comprehensive and compliant WH&S System	Legislative Compliance	The WHS Project commenced mid June 2014 with consultants from Recovery Partners. The following policies and procedures have been developed, and the implementation process started throughout <ul style="list-style-type: none"> Smoke Free Policy WHS Document and Records Procedure Consultation PPE Work has commenced on the following;	Completion date of the WHS Project was extended 6 weeks due to the project being suspended over the Christmas break. The system initially consisted of 23 procedures and associated forms for development. As the project developed it identified that it was necessary to split Contractor Management into 4 separate procedures. To ensure legislative compliance the amount of time spent on

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Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
			<ul style="list-style-type: none"> WHS Risk Management Contractor Management Volunteer Management Traffic Management <p>The Corporate Safety Team meets with consultant every month to ensure the project remains to the agreed time table and within budget.</p> <p>Manual handling program commenced in September. The program assesses manual handling techniques of workers at the worksite. Each worker is assessed individually by an Occupational Therapist. Report and recommendations is provided to Council.</p>	<p>this one procedure has been extensive. A further 5 procedures were also identified as being required.</p> <p>These two factors resulted in the Safety System not being fully developed in the agreed time. It is expected that a further 3 months with Recovery Partners is required to fully develop the system.</p> <p>A draft implementation plan is currently being developed.</p>
	Management of Workers Compensation	Number and cost of claims	11 claims were lodged for the reporting period. Total cost of claims for the period \$46,224	13 claims were lodged for the reporting period. Total cost of claims for the period \$11,078.
		Lost time hours	There has been a slight increase (0.05%) in lost time due to a longer than anticipated recovery time related to one claim. Council continues to create a safe workplace environment by implementing WHS System, Manual Handling Program, Risk Management Training and Proactive Programs including allocation of suitable duties to staff, and workplace station checks resulting effective management of the workforce safety.	Lost time hours in relation to the claims totalled 127 hours. Total of lost time paid to injured worker in the reporting period totalled 948 hours (three surgeries from previous reporting period claims).
	Additional resources to promote and support WHS within Council	Workforce increase	Activity complete.	Activity complete.
Workforce Management and Support	Provision of advice and support to managers and employees, administration of Council's Employee Assistance Program, application of employment legislation, management of industrial matters, representation and support to Consultative Committee	Accurate and timely advice and support provided	Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.	Employee Services continues to support managers and employees in all relevant areas. Employee Services continued to participate in Consultative Committee Meetings and provide advice and support.
		Breaches are minimised	No breaches reported	No breaches reported.

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Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	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 were 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 were met.
	Implementation of Council's Salary and Performance Management System	Performance evaluation remuneration undertaken in line with system	Mid year performance reviews have been undertaken Nov/Dec 2014	Annual performance reviews were undertaken April-June 2015.
	Undertake recruitment and selection of new employees	Internal customers are satisfied with the employment process	During the reporting period Council recruited for 65 positions	48 positions were recruited.
	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	No expos were attended during the reporting period. Continue to provide traineeships and work experience opportunities.	No expos were attended during the reporting period. Council increased traineeships and work experience opportunities.
	HRIS Implementation (Including Employee Kiosk)	Increased availability of statistical information / Improved Employee Relations	No current budget. Research has been undertaken and budget bid proposed for 2015/16	Employee Kiosk in Authority enabled, staff now able to see leave and payslips. Budget approved for 2015/16 and 2016/17 HRIS benchmarking with other LG's completed. Detailed review of potential HRIS's conducted.
	Additional resources to facilitate workforce management and support	Workforce increase	Organisational Development Officer appointed in the current reporting period.	Activity complete.
Staff Training and Development	Council staff provided with the training and development to carry out their jobs effectively to deliver high quality services to the local community	Staff training needs are identified annually and met through appropriate training	Staff training is determined following annual performance reviews. Corporate and section training is provided to enhance the skills, knowledge and ensure Council staff are qualified to perform duties in a professional and knowledgeable manner. A Leadership Program will commence in 2015 to provide Leadership training for all sections of Council.	Corporate training and branch specific training was provided to ensure all staff have the knowledge and skills to carry-out their roles which serve the community. A Leadership program commenced this reporting period to complement professional development.
	Provide traineeships, apprentices and work experience placements, including annual expansion of the program of one position per year for the life of the	Number of placements provided	Currently 3 Horticulture apprentices – 2 new apprentices will commence January 2015 to replace 2 apprentices who resigned towards the end of 2014. An additional trainee	3 horticulture apprentices were appointed with 1 apprentice to be recruited in the next reporting period.

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Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Delivery Program		position will commence January 2015, making a total of 12 trainees (including IT and Library trainees). Business Administration trainee interviews have been conducted to replace 8 completing trainees and will commence in January 2015.	
	Additional funding to extend the Trainee Program	Trainee program extended	No additional trainee positions were commenced in this period. A new trainee position will be added to existing trainee numbers to commence January 2015.	12 trainees commenced work at Camden Council, with 1 trainee finishing this period and a new IT trainee being placed in the next reporting period.
Staff Accommodation, Fleet & Equipment	Provide clean, safe and pleasant workplaces that are energy and water efficient, and economical to run	Maintenance programs 100% complete	Maintenance program meeting requirements	Maintenance program continued to meet requirements.
		Energy and water efficiency plans in place	Works are still ongoing	Council's fleet was procured with the energy star rating system a key energy efficiency factor.
	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	Plant and equipment suitability to the works was reviewed prior to replacement and in line with policies. Fleet services procured in line with policies.
	Provision of additional workspaces to accommodate an increasing Council workforce	Additional space provided	Staff movements works are now completed, move of parks staff is ongoing	Identified staff movements completed, parks teams in process of moving to depot. Ongoing workspace reviews are undertaken as Council's team increases.
	New Central Administration Building – preliminary design and consultation	Preliminary design and consultation undertaken	Activity complete	Activity complete
	New Central Administration Building – Initial design and construction tender	Final design completed	The design of Council's new administration centre at Oran Park is 95% completed.	The design was completed in January 2015.
		Construction completed	Preparation of tender documents are 95% complete. Tenderers have been selected through an openly advertised Expression of interest process. Tenders will be invited in early 2015.	Tenders for construction completed. The contract was awarded and construction commenced in May 2015.

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Activity	Council's Role	Performance Measure	July to December 2014	January to June 2015
	Provision of a low loader trailer to assist moving heavy plant and equipment	Resource Utilised	Purchase of low loader trailer will not be proceeding due to alternate floating arrangements	A plant and equipment review identifying alternative equipment gaps will look to other types of equipment more suited to the needs of the works programs.
	Installation of multi-level storage shelving in the Narellan Works Depot stores	Installation complete	Installation completed May 2014.	Installation completed May 2014.
	Council Works Depot – environmental improvements	Works completed	Works are pending final design layout being agreed as part of the parks relocation	Ongoing as part of the depot upgrade works currently underway.
	Plan and design a Council Masterkey System	System designed	Planning of new master key system pending	New access swipe systems installed in Narellan and Camden Administration buildings.
	Parks and Gardens Depot Site Relocation	Site Relocation Complete	A Business Improvement Team has been established to consult and agree upon the depot facility requirements and final designs.	Project continued with a design agreed upon to house the parks teams, waste teams and infrastructure services teams in one central amenities building.
Major Projects	Selection of appropriate site and develop a funding strategy for a central administration building and depot facilities to accommodate a growing workforce in a more effective manner	Selection of site completed and funding strategy prepared	Activity complete	Activity complete.
Management of Capital Projects	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	Completion of Harrington Park footbridge reinstatement. Camden Cemetery upgrade – Council has engaged a design consultant to finalise the Cemetery plans to DA/CC lodgement by March 2015.	There were delays with lodging the DA for the cemetery due to Council requiring owners consent from Crown Lands. This has been obtained and the DA lodged.
	Additional resources to support the delivery of capital projects within Council	Workforce increase	A new project manager has been appointed for three months while a permanent appointment is sought.	A new project manager was appointed to meet the increasing project management workload.