



camden council

Camden 2040 Delivery Program

Six Month Report July to December 2012

*Transforming Community
Vision into Action*

Table of Contents

| | | | |
|--|------|--|------|
| | page | | page |
| Introduction | 3 | Key Direction 4: Effective and Sustainable Transport | |
| Integrated Planning and Reporting (IR&R) | 3 | 4.1 Transport Options | 52 |
| Camden Council's IP&R Framework | 5 | 4.2 Road Safety | 55 |
| Delivery Program Overview | 6 | 4.3 Local Traffic Management | 57 |
| How to Read this Report | 7 | 4.4 Construction and Maintenance of Local Roads, Footpaths and Kerbing | 60 |
| Highlights | 8 | | |
| Snapshot – Key Activities and Achievements | 12 | Key Direction 5: An Enriched and Connected Community | |
| Key Direction 1: Actively Managing Camden's Growth | | 5.1 Recreation Services and Facilities | 64 |
| 1.1 Development Control | 13 | 5.2 Community and Cultural Development and Planning | 68 |
| 1.2 Heritage Protection | 17 | 5.3 Community Support Facilities and Services | 72 |
| 1.3 Urban and Rural Planning | 19 | 5.4 Community Safety | 75 |
| | | 5.5 Community Events | 78 |
| Key Direction 2: Healthy Urban and Natural Environments | | 5.6 Library Services | 81 |
| 2.1 Waste Services | 24 | Key Direction 6: Strong Local Leadership | |
| 2.2 Regulating the Use of Public Areas | 27 | 6.1 Strong Local Democracy | 84 |
| 2.3 Public Health | 29 | 6.2 Stewardship of Community Resources | 87 |
| 2.4 Protection of the Natural Environment | 31 | 6.3 Community Engagement | 90 |
| 2.5 Parks and Playgrounds | 35 | 6.4 Community Information | 92 |
| 2.6 Environmental Activities | 38 | 6.5 Management of Emergency Events | 95 |
| 2.7 Enforcement of Legislation and Policies | 41 | 6.6 Support Services | 97 |
| 2.8 Appearance of Public Areas | 43 | | |
| | | | |
| Key Direction 3: A Prosperous Economy | | | |
| 3.1 Economic Development | 45 | | |
| 3.2 Tourism | 47 | | |
| 3.3 Management of Significant Places | 50 | | |

Introduction

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

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

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

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

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

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

Integrated Planning and Reporting

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

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

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

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

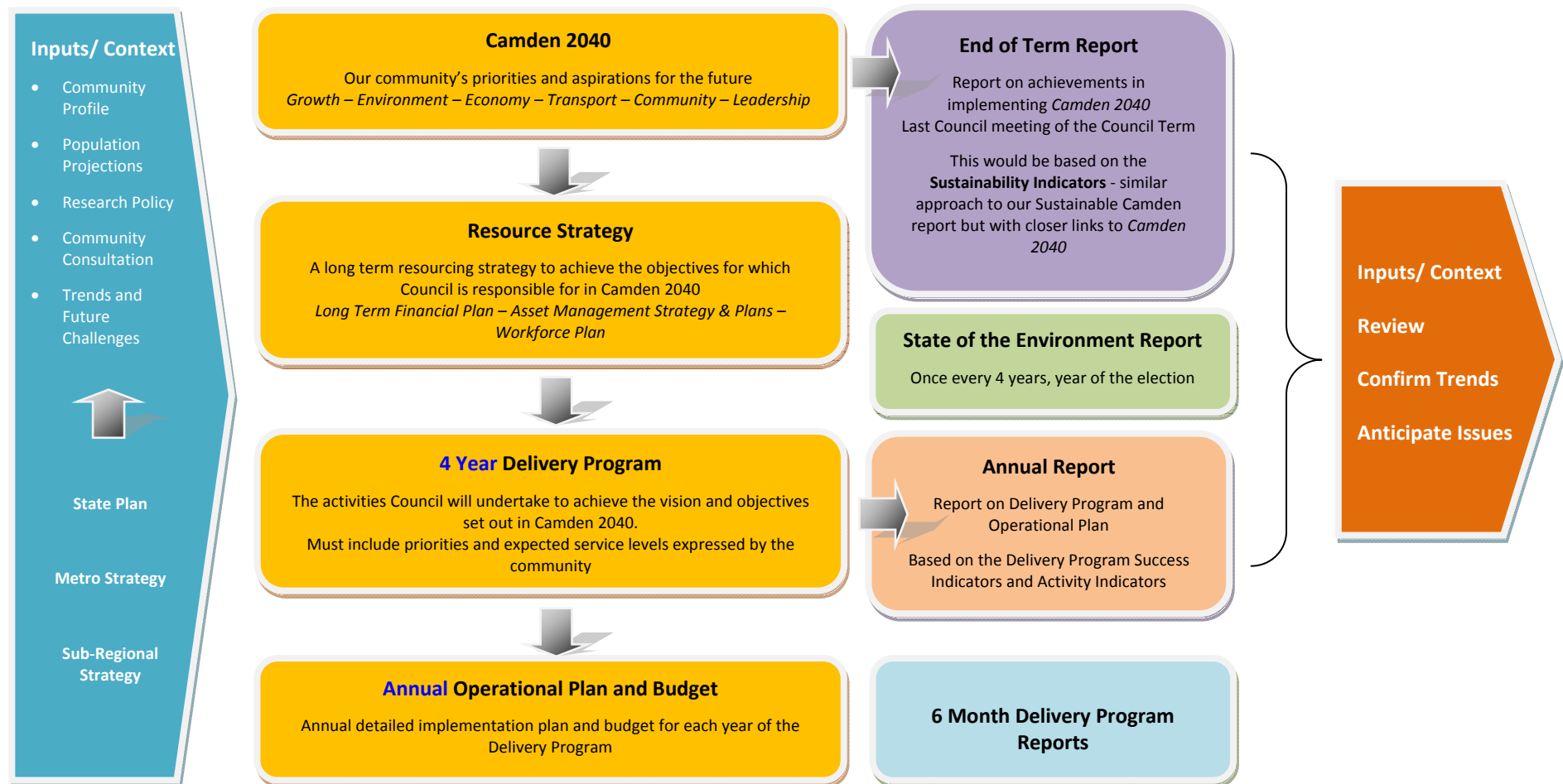
It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measureable. The Delivery Program is a statement of commitment to the community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

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

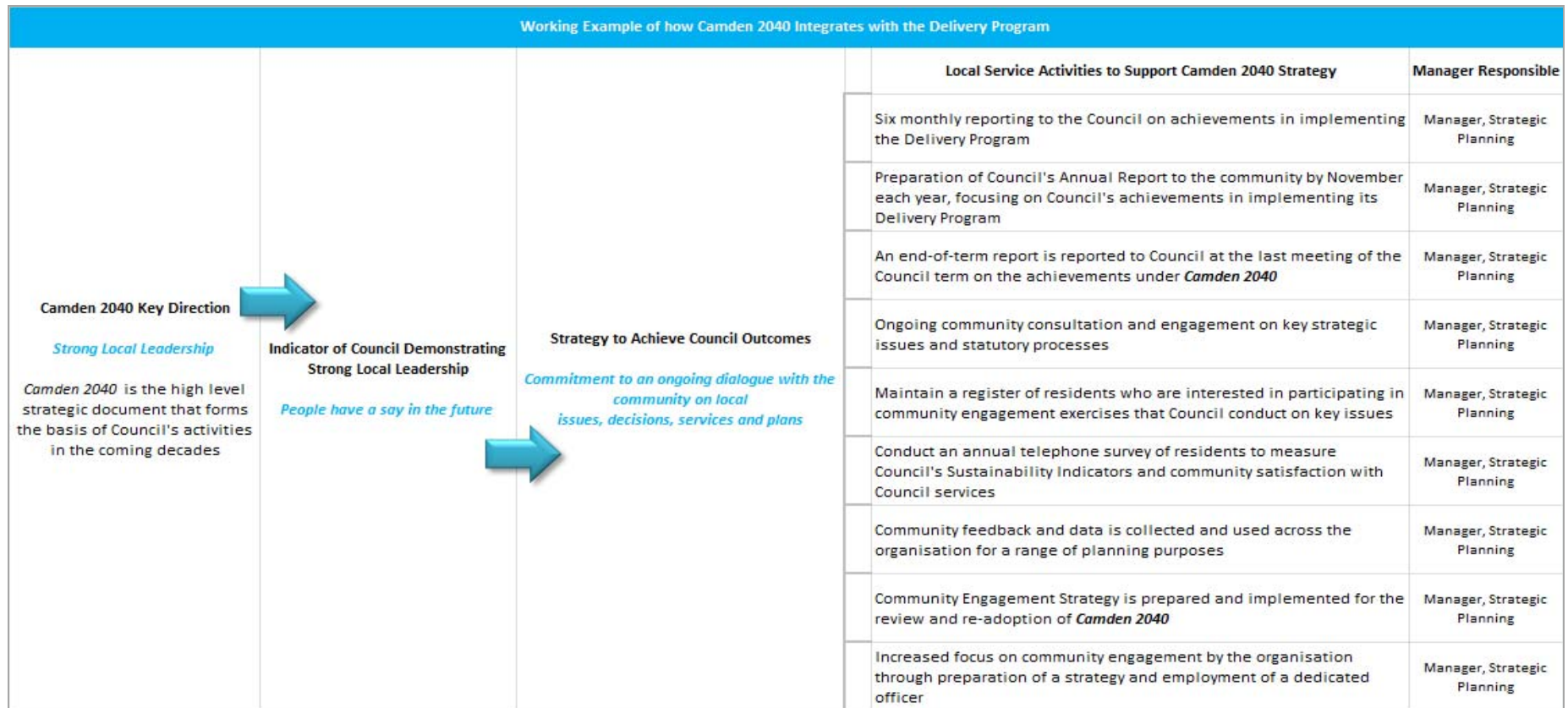
4. **Reporting Framework** (6 Month DP Reports, Annual Report, End of Term Report (to the last meeting of the outgoing Council) and State of the Environment Report (the year of the election)).

Camden Council Integrated Planning Framework

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



Delivery Program Overview



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

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





How to Read this Report

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

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

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

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

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

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

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

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

Highlights

Community Satisfaction with Council

During the period July to December 2011 Council conducted its bi-annual phone survey of residents to understand the community's satisfaction with Council and its services. When asked to rate Council's overall performance, 85% of residents indicated that they were satisfied, and 72% said they were very satisfied. This resulted in a mean score of 7.14 out of 10, which is on par with the result achieved last time the survey was conducted in 2009.

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

Staff Satisfaction with Council

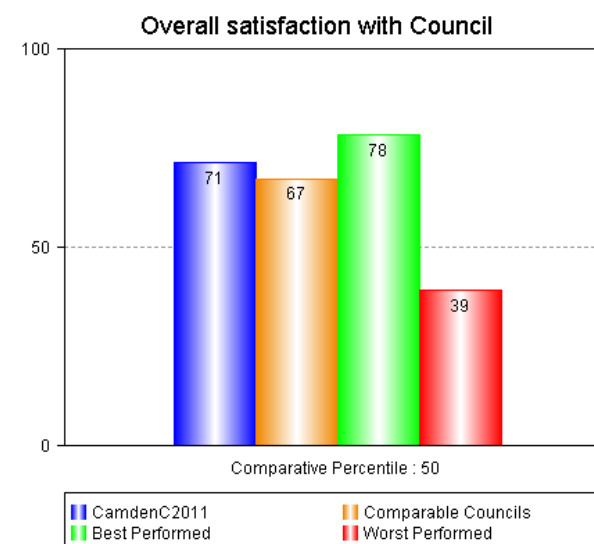
In 2012, Council conducted a survey of its employees called the "Workplace Wellbeing Index". 83% of Council's workforce chose to participate in this survey. Some highlight results are that:

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

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

Growth in the Period July to December 2012





- Council assessed a total value of \$189 million worth of development
- The total number of rate assessments in the Camden Local Government Area increased by 1,035 in total, which shows higher growth in rate assessments from the previous period (383 in total)
- Domestic waste services increased 1.04% in the period, a slight reduction from 1.8% in the previous period.
- Council's staffing numbers (full time equivalent) rose to 293 which is an increase of 2%.



Summary – Performance Against Targets Over the Year

1. All Indicators

There are 94 Success Indicators in total contained in the Delivery Program. The following table provides a breakdown of these indicators by their status for the period of July – December 2012.

| | | July to December 2012 |
|---|------------------------------|-----------------------|
|  | Target met or exceeded | 56% |
|  | Progress made towards target | 14% |
|  | Requires attention | 8% |
|  | No data currently available | 22% |

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

2. Movement Towards or Away from Target

Based on our results in the previous reporting period (January to June 2012), a number of Delivery Program Success Indicators moved either towards or away from the target. This means that the indicator changed in the second six month period.

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

Based on our results in the previous reporting period (January to June 2012), a number of Delivery Program Success Indicators moved either towards or away from the target. The following table presents a snapshot of these results:

| <i>Indicators that Achieved the Target</i> ● | <i>Indicators that Moved Away from Target</i> ● |
|---|--|
| Development Assessments conducted in a timely fashion | Construction certificates are provided in a timely fashion |
| Food Shop, Skin Penetration and Hairdressing Inspections see a reduction in the number of non-compliant premises | Swimming Pool Usage |
| Inspections, approvals and certification of on-site sewerage disposal systems | Provision of Community Centres and Halls |
| The Community is Satisfied with Council's Role in Protection of the Natural Environment | Community attendance at Council organised events |
| More natural areas are under active management | Library Services circulation |
| Visitors to the Tourism Information Centre is increasing | |
| Local traffic management projects are completed as planned and are meeting specified timeframes | |
| Diversity and composition of residents engaged for consultation around key strategic issues and statutory processes | |
| Council IT Systems are reliable and adequate support given to staff promptly and efficiently | |
| Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage trending 'Green' | |
| Motor Vehicle, Public Liability and Property claims are decreasing | |

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

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

It is interesting to observe, whilst not absolute, that those indicators that have moved toward and met target are largely centred around process, procedures and compliance within Council. To see a positive shift in indicators meeting targets highlight the proactive approach Council adopt in maintaining and improving the quality of services, programs and facilities in the local area.

3. Areas for Continuing Attention

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

- Community satisfaction with Council’s role in Urban and Rural Planning (2011 data - next data due in 2013)
- Community satisfaction with Council’s role in Management of Emergency Events (2011 data - next data due in 2013)

It should be noted that the two areas which have remained “red” are attributed to the results of the community satisfaction survey that was last conducted in 2011. It will be of particular interest to see if these results change based on the outcome of the 2013 community satisfaction survey.

Snapshot - Key Activities and Achievements

- Council continues to have efficient turnaround times for development assessments, at an average of 23 days, which is not only well below target of 40 days, but also a 6 day reduction on the previous reporting period. This result is particularly pleasing given the high level of demand placed on Council's development activities as the Camden area grows.
- The community maintained the level of diversion of waste away from landfill during the reporting period at 71%. In addition, the community generated less waste in this period, decreasing from 214.54kg per capita to 211.19kg per capita.
- The percentage of animals that were found to be microchipped once impounded has remained stable, which assists greatly in their successful return to their owners. Council also hosted its first free microchipping initiative seeing a positive response from the community in taking up the offer.
- Council's Facebook page has 336 'likes', with an addition 173 people adding the Camden Facebook page to their interests, up from 49 in the previous reporting period.
- During the reporting period each primary and secondary school was delivered a Healthy Catchment Kit containing resources to use in lesson planning and environmental education activities addressing the issues of water, water saving and catchment health.
- Council conducted a wide range of community programs and events frequently, including 4 learner driver log book run events, 3 child restraint fitting days, the 'Drive to Stay Alive Program' was held in 5 local high schools, Youth Programs held (523 young people), and 29 Cultural events managed by the Cultural Development team.
- Council secured \$410,000 in grant funding to address road "black spots" over the reporting period.
- Council's facilities continued to be well-utilised, including 174,315 visits to the Mt Annan Leisure Centre; 23,713 visits to Camden Pool; 391 children are enrolled in Family Day Care; 1183 new library members and 6,944 children/families attended Council run children's programs.
- Environmental Sustainability activities included the National Tree Day at River Road Reserve with over 120 volunteers planting 2000 plants; fourteen schools accepted Council's offer of 20 native plants for their school and grounds.
- Council's staff turnover decreased during the period to 4.7%, seeing a 2.3% reduction of the previous reporting period, and continues to be lower than average for other urban councils. This follows the results of the Staff Wellbeing Survey in the previous reporting period in which 72% of staff consider Camden Council a "good place to work".
- Council commenced the review of *Camden 2040* following the adoption of the Community Engagement Process, which ran during September and October, with a small number of events conducted in December. 1,317 people provided input into this process in a range of ways, including completion of surveys at events, online, by the students of Camden High and with resident Focus Groups exploring local themes relevant to our long term objectives.
- Council engaged a consultant in November 2012 to prepare an Economic Development Strategy for the Camden area. Initial consultations were held with key internal and external stakeholders. The strategy is intended to be publicly exhibited during March and April 2013.

Key Direction 1 – Actively Managing Camden’s Growth

What is Actively Managing Camden’s Growth?

Managing growth determined under the State Government’s Metropolitan Strategy will be the most important issue and focus for Council and its various partners in the coming three decades.

The community of Camden does not want to lose the character of this area that they so highly value - its rural setting, country town feel and the lifestyle associated with these. Achieving a balance between large population increases and keeping the valued characteristics of Camden as it is now will be an ongoing tension and challenge over the coming decades.

However, with growth will come significant new opportunities in terms of infrastructure, services, employment, housing choice and economic benefits. The community is concerned to see public transport, roads, infrastructure, parks and recreational facilities and the effective management of development as priorities as the area undergoes this growth.


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


Local Service 1.1 – Development Control

What is Development Control?

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

Report on Delivery Program Success Indicators

| Local Service 1.1 : Development Control | | | | |
|---|-------------------------------|------------------------|---|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Development Control | Community Satisfaction Survey | Maintained or Improved |  | No statistically significant change was noted between 2009 and 2011. The next community satisfaction survey will be conducted in 2013 and the results will be provided in the next Delivery Program report. |

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

 **Comment**

Within the Development Control area, we have seen a slight increase in the average number of days taken to issue construction certificates. This is largely attributed to the volume of construction being carried out in the Camden LGA and developer pressures in conjunction with the process guidelines in effect to ensure compliance and suitable construction. Whilst targets appear to be below the preferred timeframes, it does indicate our assessment process is not being compromised in the issuing of construction certificates.

Report on Delivery Program Activities

| Local Service 1.1: Development Control | | | |
|--|--|-----------------------|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Development Applications | Assessment of proposals put forward by developers and the public for the construction of buildings, subdivision of land and use of land against Council and State Government controls. | Processing timeframes | 23 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. This result also represents an average reduction of 6 days on the previous 6 month period. |
| Construction Certificates | Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with | Processing timeframes | 32 Day Average - This result represents a small increase on the previous 6 months and is as a result of the development pressures currently being experienced as part of the urban growth within the Camden LGA. |

| | | | |
|--|---|---|--|
| Occupation Certificates | The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions | Processing timeframes | 21 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. |
| Subdivision Certificates | The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council | Subdivision meets Council requirements | Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Council's engineering specifications and development consent conditions. |
| Inspection | The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent | Inspections are carried out in a timely fashion | Inspections are booked by customers on a daily basis. Council staff carry out these inspections on the day and time requested by the customer. This usually occurs either the same day or the day after. |
| Building Certificates | Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies | Assessments occur in a timely fashion | 35 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. |
| Fire Safety | Ensure commercial and industrial buildings comply with fire safety standards | Number of inspections | Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified. These inspections happen soon after an issue is identified. |
| Swimming Pool Audit | The inspection of existing swimming pools to ensure they comply with legislation in relation to pool fencing | Number of swimming pools inspected | 78 swimming pools inspected. Council continues to undertake swimming pool audits to ensure compliance with statutory requirements. |
| Road/Suburb/ Reserve Naming | Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board | Consultation undertaken | Consultation with the Geographical Names Board occurs with every application for road, suburb or place naming. |
| Section 149 Planning Certificates | Produce Planning Certificates for the community as required that outlines the controls that relate to land. They are used in sale contracts when people buy and sell land | Section 149 Certificates produced in a timely fashion | Almost all of Council's Section 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the ever increasing applications Council receives due to urban land releases in the LGA. |
| Geographical and Land Information | Inputting of ownership and mapping details for properties and maintaining the data | Land information is current | Council constantly updates its geographical and land information to ensure that all land information is current and correct. |
| Landscape Assessments | Assessing landscape proposals on large developments during development application process | Assessments undertaken in a timely fashion | Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 23 days. |
| Tree Preservation | Assessment of applications to remove trees within private property | Assessments undertaken in a timely fashion | 12 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. |

| | | | |
|---|--|---|--|
| 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. |
| Public Road Activities | Determination of works within the public road that is associated with development that includes driveways | Determination completed in a timely fashion | 3 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. |
| Review of Council's Engineering Specifications | A need to review the Specifications has been required to keep up to date with policies and include new technologies. | Review completed | Review has commenced on Council's Engineering specifications, with further work to occur in the coming period. |
| Review of Contamination Policy | A need to review the contamination policy has come about because of changes in legislation and keep pace with best practice. | Review completed | Review of Council's Contamination Policy has commenced with further work to occur in the coming period. |
| Review of Development Assessment Conditions | A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues. | Review completed | A review of Council's development assessment conditions has been completed with further review work and finalisation expected to occur in the coming period. |
| Review of Council's Bushfire Maps | A need has been identified to review the bushfire map so that it keeps pace with the changing vegetation within the local government area as development occurs. | Review completed | A review of Council's bush fire map has been largely completed with an updated version is expected to be finalised over the coming period. |
| Review of Noise Policy | A need to review the noise policy has come about because of changes in legislation and keep pace with best practice. | Review completed | Some review work has been completed on Council's Noise Policy with further work to occur in the coming period. |

Local Service 1.2 – Heritage Protection

What is Heritage Protection?

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

Report on Delivery Program Success Indicators

| Local Service 1.2: Heritage Protection | | | | |
|---|---|-----------------------------|------------------------|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Heritage Protection | Community Satisfaction Survey | Maintained or Improved | ● | No statistically significant change was noted between 2009 and 2011. The next community satisfaction survey will be conducted in 2013 and the results will be provided in the next Delivery Program report. |
| 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 on Council’s LEP. |

Report on Delivery Program Activities

| Local Service 1.2: Heritage Protection | | | |
|--|--|---------------------------------|--|
| Activity | Council’s Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Advice and Assistance | Provide advice and assistance both internal and external on heritage related matters | Number of times advice provided | Advice provided on 30 issues including conservation works to Rheinberger’s cottage and Camden Hospital; advice on alterations and additions to heritage buildings in Hill, Broughton and Argyle Streets, Camden; and advice on the revised Camden Town Farm Master plan. |



| | | | |
|---|--|--|---|
| Advice and Assistance | Engage the services of Council's heritage advisor as necessary | Number of times advisor services required and costs incurred | Heritage advisor provided advice on works to 9 heritage items including conservations works to Macaria House in Camden and Mayfield Homestead in Cawdor; and advice on appropriate new works at Camden Town Farm and Carrington Nursing Home. |
| DA Referral | Attend pre DA meetings and provide advice on DA referrals on heritage matters | Number of meetings attended and number of referrals made | 22 referrals plus pre-lodgement meetings including assessment of heritage reports on new residential release areas, the Northern Road Upgrade and the SW Rail line; and assessment of development applications for Harrington Park Homestead, Narellan Cemetery and heritage items in Cobbitty. |
| Conservation Management Plans | Assist owners of heritage listed properties in the preparation of CMPs as appropriate in order to identify development opportunities and long term conservation outcomes | Assistance provided to owners of heritage listed properties | Advice was provided on the CMP for Oran Park House including determining heritage significance and setting the heritage curtilage to enable the homestead to be listed on the State Heritage Register. Appropriate controls for new residential release areas development surrounding the homestead were also determined. |
| Information and promotion of heritage issues | Make relevant and current information readily available to staff and community | Number of publications provided | Multiple heritage studies were made available for public use in the Camden library. Let's Connect article on the completion of conservation works for Harrington Park Homestead was published. |
| | | Information is current | Update of all the Camden LGA heritage items on the NSW Heritage Register database for public assess was undertaken. |
| | Facilitate staff workshops on relevant heritage matters | Number of staff workshops held | No group training, however advice provided to staff on individual items. |
| | Work with external organisations as appropriate to promote heritage issues | Number of contacts made with external organisations | Two contacts were made with Heritage of Western Sydney group and Historical Society/Library partnership meeting was conducted. |

Local Service 1.3 – Urban and Rural Planning

What is Urban and Rural Planning?

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

Report on Delivery Program Success Indicators

| Local Service 1.3: Urban and Rural Planning | | | | |
|--|-----------------------------------|-------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Urban and Rural Planning | Community Satisfaction Survey | Maintained or Improved |  | 5.8 in 2011 compared to 6.1 in 2009, which represents a statistically significant reduction in Community Satisfaction. The next survey will be conducted in 2013 and results will be provided in the next Delivery Program report. |
| Monitor and maintain the Council's planning instruments | LEP and DCP are reviewed annually | Annual review completed |  | Council undertook an initial review of the Camden LEP 2010 which was exhibited in April 2012. These amendments were adopted on 16 November 2012. Council has commenced a second housekeeping review. These were exhibited in Nov/Dec 2012. The matter will be reported to Council in early 2013 with adoption expected later in the year. The next review of the Camden DCP 2011 is scheduled for the second half of 2013. |

Comment

Urban and Rural Planning experienced a decrease in the community satisfaction last conducted in 2011. This is likely to be reflective of the community's continuing concern in relation to urban growth within the Camden LGA as part of the State Governments South West Growth Centre. Council continues to work closely with a range of partners to ensure that high quality environmental, community and economic outcomes are achieved. The next community satisfaction survey will be conducted in 2013, at which time, trend data will be available to show any changes in community sentiment.

Report on Delivery Program Activities

| Local Service 1.3: Urban and Rural Planning | | | |
|---|--|---|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| New Release Areas Planning | Coordinate the rezoning process for the following precincts: <ul style="list-style-type: none"> • Austral/Leppington North precinct • East Leppington precinct • Leppington Urban Release Area • Catherine Field South precinct | State Government time frames met | Austral/Leppington North and East Leppington Precincts are at or near completion of precinct planning. Both precincts are expected to have rezoning finalised by February 2013. |
| | | Relevant stakeholders engaged | Catherine Fields South (Part) Precinct has been placed on exhibition and report prepared for Council submission early 2013 to ensure State Government timeframe is met. Leppington Precinct is currently being planned, with Draft Technical Studies completed. Exhibition expected first half 2013. |
| | Manage and respond to emerging strategic planning issues within rezoned precincts: <ul style="list-style-type: none"> • Oran Park precinct • Turner Road precinct • Spring Farm precinct • Elderslie precinct • Harrington Grove precinct • Mater Dei precinct | Strategic planning issues are actioned in a timely manner | Harrington Grove – Amendment 8 gazetted 18 January 2013. DCP Amendments in force 30 January 2013. VPA facilities beginning to be delivered – cycle ways, pre delivery discussion on district playing fields. Mater Dei – Amendment 5 gazetted 18 January 2013. VPA park discussions ongoing. 2 residential precincts under construction. Seniors Living 1st stage under construction. Oran Park & Turner Road – Council led response to issue with Riparian Areas zoning, with initiation and management of Planning Proposal to respond to issues. Expected gazetted early 2013. Council continues to monitor roll out of these precincts and issues that may arise. |
| | Commence the rezoning process for the Emerald Hills Precinct | Precinct planning meets State Government time frames | Rezoning process for Emerald Hills commenced in August 2012. State Government target is for completion by June 2014. Report to Council and exhibition expected June 2013. 75% of Draft technical studies have been completed. Key stakeholders have been engaged. Workshops held with State Government agencies, Council technical staff and consultants as key part of engagement process. |
| | | Relevant stakeholders engaged | |
| | Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities | | Strategy complete |

| | | | |
|--|--|---|---|
| <p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p> | <p>Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy & Procedure Manual</p> | <p>75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt</p> | <p>100% of VPAs have been executed within 12 months of receipt or reporting to Council. Gledswood Hills VPA was finalised in December 2012.</p> <p>95% of WIKAs received in 2013 were executed in less than 6 months following receipt of a final offer. The average turnaround time was less than 2 months. One WIKA has not been executed in the target timeframe and is the subject of very detailed and complex negotiations.</p> |
| | <p>Monitor Voluntary Planning Agreements</p> | <p>Regular Monitoring is Conducted</p> | <p>Annual review and regular monitoring of executed VPAs is carried out in accordance with the terms of each VPA.</p> |
| | <p>Establish a system to register receipt & monitor progress of all WIK and VPAs</p> | <p>System Established</p> | <p>WIK & VPA register is in place. WIKA Policy has also been implemented.</p> |
| | <p>Provide advice on development contributions matters</p> | <p>Responses provided in a timely manner</p> | <p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt.</p> |
| <p>Land Use and Planning</p> | <p>Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate</p> | <p>Advice provided in a timely manner</p> | <p>Currently there are 10 planning proposals relating to LEP Amendments and 2 DCP Amendments. All proposals are advancing in a timely and efficient manner</p> |
| | | <p>Amendments gazetted</p> | <p>LEP Harrington Grove (8)</p> <ul style="list-style-type: none"> • Amendment of the maps relating to the zoning and minimum lots sizes for Harrington Grove and the Harrington Park Homestead property. • Amendments made relating to an environmental approval was gazetted by the Federal Department of Sustainability, Environment, Water, Population and Communities (DSEWPC formerly the Department of the Environment, Water, Heritage and the Arts). <p>Mater Dei (5)</p> <ul style="list-style-type: none"> • Minor adjustments made to the LEP boundaries for the residential precincts, currently zoned E4 Environmental Living, this will also require minor adjustments to the E2 zoned area; • Minor adjustments made to the LEP boundary for the precinct currently zoned R2 Low Density Residential This will also require minor adjustments to the E2 zoned area. |

| | | | |
|------------------------------|---|--|--|
| Land Use and Planning | Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate | Amendments gazetted | <p>Elyard Gardens (11)</p> <ul style="list-style-type: none"> Amendments made to allow residential accommodation as a permissible use on part of the land known as Lot 6 in DP 812672 (1 Elyard Street, Narellan), that was previously permitted in Camden LEP 46. <p>Spring Farm South & West (7)</p> <ul style="list-style-type: none"> Amendments made to the zone boundaries (a zoning 'swap') which will result in an additional 3.878 ha of R1 General Residential zoned land which directly relates to the proposed Master Planned road layout for the south and west villages. Clause 6.5 of the LEP will be amended to ensure residential amenity is protected from the ongoing sand mining operations. The Height of Building Map, minimum lot size map and the additional permitted uses map will be amended to coincide with the amendment of the zone boundaries. <p>Consolidated Amendment 2 (6)</p> <ul style="list-style-type: none"> Various minor amendments made to CLEP 2010. <p>DCP</p> <p>Harrington Grove</p> <ul style="list-style-type: none"> Amendments made to Section C9-Harrington Grove and Section D2.3.4- Harrington Grove). |
| | Coordinate the rezoning process for the Glenlee industrial area | Completed within 2 years of receipt | Preliminary Assessment complete. Coordinating with Campbelltown Council for reporting to respective Councils, expected mid-late March 2013. |
| | Coordinate the planning proposal process to rezone land known as El Caballo Blanco/Gledswood for residential purposes, prepare DCP and facilitate execution of a VPA | Completed within 2 years of receipt | El Caballo Blanco (Gledswood) Rezoning imminent. 8 May 2012 VPA signed. Implementation Manual for VPA being developed. Should be finalised by April 2013. |
| | Coordinate the planning proposal process to amend Camden LEP to facilitate expansion of the Narellan Town Shopping Centre on the Landturn site and prepare development controls | Major Planning proposals completed within 2 years of receipt | The Narellan Town Centre Planning Proposal was placed on public exhibition from 17 October to 16 November 2012. A report of the outcomes of the submissions received during the exhibition will be presented to Council in the first half of 2013. |
| | Coordinate the planning proposal process to amend Camden LEP to facilitate the expansion of the Carrington seniors living development | Minor Planning proposals completed within 12 months of receipt | Gateway determination received 29 June 2012. A number of planning studies are still to be finalised. The bushland conservation issue is still outstanding and the proponent is proposing to submit a revised planning proposal in early 2013. |

| | | | |
|------------------------------|---|-----------------------------|---|
| Land Use and Planning | Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system | Lot projections are current | Council's current lot projections are in line with those provided by the Department of Planning and Infrastructure. |
| | | Tracking System developed | Work has commenced on developing a single source data bank within Council which provides up to date information on lot production. It is anticipated that this project will be completed early in 2013. |

Key Direction 2 –Healthy Urban and Natural Environments

What are Healthy Urban and Natural Environments?

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

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

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

Local Service 2.1 – Waste Services

What is Waste Services?

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

Report on Delivery Program Success Indicators

| Local Service 2.1 : Waste Services | | | | |
|--|--|------------------------|------------------------|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Waste Services | Community Satisfaction Survey | Maintained or Improved | ● | 8.65 in 2011 compared to 8.2 in 2009, which represents a significant increase in Community Satisfaction. This result will be reported following the next Community Satisfaction Survey in 2013. |
| Waste diverted from landfill | Percentage waste diverted from land fill | Exceeds 66% | ● | Currently at 71% |

Report on Delivery Program Activities

| Local Service 2.1: Waste Services | | | |
|---|--|--|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Collection of Household Waste | Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin) | 99.8% of bins are collected on the scheduled day | Currently 99.7% of bins are collected on the scheduled day |
| Kerbside Collections of Hardwaste | Collection of hardwaste that is not able to be disposed through the weekly bin collections. Residents can use the service twice per annum. | All conforming services are rendered on the agreed day and within 3 weeks of their request. | The current waiting period for a kerbside collection is 2 to 3 weeks. Additional services were conducted over the Christmas period. |
| Collection of Commercial Waste | Removal of recycling and general waste from commercial premises | 99.8% of bins are collected on the scheduled day and waste is conveyed to the receival facility. | Commercial services are collected on their scheduled service days. |
| Waste Education | The community is educated to encourage households to manage their waste in order to minimise waste generation and divert waste from landfill into recycling. Council's target is to have 66% diversion from landfill by 2014. | 66% of the total of all waste streams will be diverted from landfill by the year 2014. | Current diversion rate at 71%. |
| Continuing Service Expansion to Meet Needs of Growing Population | Additional collection services required in new urban areas and the associated assets and workforce implications | 99.8% of bins are collected on the scheduled day | Currently meeting service rates however additional resources are required to meet the ongoing demand level. |
| Green Waste Review | The waste management needs of the new release areas may be different to that of existing Camden urban community due to smaller lot sizes, and further investigation is needed to ensure provision of a high quality and cost effective service that appropriately meets these needs. | Investigation completed and recommendations made | The Green Waste Review is currently being undertaken. Upon completion of the investigation, recommendations will be made to address the waste management needs in new release areas. |
| 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 | Where possible, safe and convenient bin lids are being repaired en route by drivers however to further enhance the service Council has purchased a specialised delivery vehicle capable of the delivery of new or replacement bins or to undertake bin repairs. This new vehicle is fitted with technology that enables the driver to respond to a customer request whilst still in the field. |



| | | | |
|--|--|--------------------------|--|
| Occupational Health and Safety | Implement a range of safety improvements at Council's waste depot | Improvements implemented | No injuries recorded in last quarter. Truck modifications have been made to reduce incidents of RSI. |
| Waste Management Performance Software | Continued implementation of software designed to improve the way waste management is administered and enable better communication with the community | Software Implemented | Installation of fleet management system is 80% complete. Implementation issues requiring attention are being addressed with further work required. |

Local Service 2.2 – Regulating the Use of Public Areas

What is Regulating the Use of Public Areas?

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

Report on Delivery Program Success Indicators

| Local Service 2.2 : Regulating the Use of Public Areas | | | | |
|--|---|------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Regulating the Use of Public Areas | Community Satisfaction Survey | Maintained or Improved |  | 7.03 in 2011 compared to 6.8 in 2009, which represents a significant increase in Community Satisfaction. This result will be updated following the next Community Satisfaction Survey conducted in 2013 and will be available in the next Delivery Program report. |
| Companion animals are appropriately identified | Percentage of impounded animals that are identified through microchip and / or registration | Increasing |  | Dogs entering the pound: In this reporting period 61% of dogs were microchipped; this is the same proportion as the last reporting period. Cats entering the pound: In this reporting period 10% of cats were microchipped. Council undertook its first microchipping day with 9 cats being microchipped and 23 dogs being microchipped. |

Report on Delivery Program Activities

| Local Service 2.2: Regulating the Use of Public Areas | | | |
|--|---|--|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Monitoring and Enforcement of Car Parking | Monitoring and enforcement of on-street and Council carpark restrictions, including school zones | Regular patrols are conducted | Of the 73 complaints of parking all investigations were completed during the service standard. Rangers enforce a minimum of 2 school zones per week and during this period 1 complaint was received regarding school zone parking and it was investigated within the allocated service standard. |
| Monitoring and Enforcement of Unauthorised Activities in a Public Place | Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like) | Activities are addressed by Council rangers as they are detected | A total of 52 complaints were made regarding unauthorised activities in a public place. Of those complaints, 75% were regarding abandon vehicles parked in public places. 25% of all remaining complaints received were about road side trading and illegal signage on public lands. |





| | | | |
|---|---|---|---|
| Investigate Illegal Dumping of Waste on Public Land | Investigation and removal of unauthorised dumping of waste on public land | Investigation initiated within the allocated service standard | All reports of illegally dumped waste are investigated within the allocated service standard. Council is seeing growth in the number of reports of illegal dumping. As such, any breaches are dealt with according to the Protection of Environment Operations Act where penalties are significant. |
| 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 | 21 customer requests were received over the 6 month period with all requests investigated within the allocated service standard, with some of the stock impounded and others returned to owners (where known). |
| Respond to instances of dog attacks, nuisance and stray dogs on public lands | Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places | Investigation initiated within the allocated service standard | All customer requests for dog attacks and stray dogs on public land were actioned within the allocated time frame. |
| Community Education | Education and awareness of residents in regards to the microchipping and registration of dogs and cats | A reduction in the per capita number of stray animals which are not microchipped | 61% of dogs arriving at the pound were microchipped and 10% of cats were microchipped, Council undertook its first FREE microchipping day with 9 cats and 23 Dogs. |
| | Promote and encourage residents to utilise the “adopt a pet” program through a range of strategies, including regular advertising | Decrease in the per capita number of animals euthanased at Council’s pound facilities | The ‘Adopt-a-Pet’ program has been replaces this reporting period with a more proactive, educational campaign during the first half of 2013. Dogs: In the last reporting period there were 0.022% per capita of dogs euthanased compared to an increase in this reporting period of 0.034% per capita. Cats: In the last reporting period there were 0.16% per capita of cats euthanased compared to a decrease in this reporting period of 0.063% per capita. |

Local Service 2.3 – Public Health

What is Public Health?

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

Report on Delivery Program Success Indicators

| Local Service 2.3: Public Health | | | | |
|---|---------------------------------------|------------------------|--|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Public Health | Community Satisfaction Survey | Maintained or Improved |  | 7.48. First time measured in 2011 so no comparison is possible. The result will be updated following the Community Satisfaction Survey conducted in 2013 and will be available in the next Delivery Program report. |
| Instances of food borne disease decrease | Instances of food borne disease | Decreasing |  | Council has received 2 complaints of alleged food borne illness in the reporting period. Both were inspection within Council Standard inspection times. |
| Number of non-complying premises are decreasing (food and skin penetration) | Number of improvement notices issued | Decreasing |  | Council has issued 4 Improvement Notices to Food Premises during the reporting period. |
| Onsite sewage management systems are operating satisfactorily | Number of approvals to operate issued | Increasing |  | 300% increase of Approvals to Operate issued over the previous reporting period. |

Report on Delivery Program Activities

| Local Service 2.3: Public Health | | | |
|--------------------------------------|--|--|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Swimming pool Inspection and Testing | Council officers inspect and monitor the performance of swimming pools that are open to the public to minimise the spread of disease | All public swimming pools are inspected on an annual basis | There are a total of 9 public swimming pools of which 89% were inspected at least once between 1/7/2012 and 31/12/2012. |




| | | | |
|---|--|---|---|
| Microbial Control - Water Cooling Towers | Council officers inspect and monitor the performance of water cooling towers that may cause the spread of Legionnaires disease | All premises with cooling towers are inspected on an annual basis | All premises with cooling towers were inspected at least once between 1/7/2012 and 31/12/2012. |
| Food Shop Inspections | Council officers inspect and monitor the performance of food outlets under the provisions of the Food Act (including Temporary vendors) to ensure the service of safe food and to prevent the spread of food borne illness | All food premises are inspected on an annual basis | Council has 295 registered Food Premises. 58.4% of these premises have had at least one routine inspection in the reporting period. |
| Skin Penetration and Hairdressing Premises | Council officers inspect and monitor the performance of skin penetration and hairdressing premises to prevent the spread of disease | All skin penetration premises are inspected on an annual basis | There were a total of 48 Hair Dressing and Skin Penetration inspections out of 93 operating premises within 1/7/2012 and 31/12/2012 giving an inspection percentage of 52%. |
| On-Site Sewage Management | Approve, inspect and certify on-site sewerage disposal systems | Number of approvals to operate | A total of 83 Approvals to Operate were issued during the reporting period. |

Local Service 2.4 – Protection of the Natural Environment

What is Protection of the Natural Environment?

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

Report on Delivery Program Success Indicators

| Local Service 2.4: Protection of the Natural Environment | | | | |
|---|--|------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Protection of the Natural Environment | Community Satisfaction Survey | Maintained or Improved |  | No statistically significant change noted between 2009 and 2011. The results will be updated after the next Community Satisfaction survey conducted in 2013 and will be available in the next Delivery Program report. |
| Water quality is maintained or improved | Water quality testing is maintained or improved | Maintained or improved |  | A consultant has been engaged for summer WQ testing. This consultant will also be providing a report on all 2012 WQ data. |
| More natural areas are under active management | Percentage of natural areas within Council's ownership that are being actively managed | Increasing |  | During the reporting period Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha) and John Peat Reserve (1.4ha) with the assistance of Bushcare Volunteers. This represents 0.25% of the natural areas within the Camden LGA. Additional planning is being prepared to progress these projects further. |

Report on Delivery Program Activities

| Local Service 2.4: Protection of the Natural Environment | | | |
|--|--|---|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Stormwater Management | Community education and awareness about stormwater issues | Education campaigns conducted | During the reporting period School Healthy Catchment Kits were delivered to all primary and secondary schools within the Camden LGA; Living Macarthur Nature Photography Competition and Sustainable Schools Expo held. |
| | Investigate, monitor and assess water quality within our major creeks and tributaries | Water quality is tested twice per year | There is a summer and winter WQ testing program in place. At this stage the results cannot be determined without comparing both the summer and winter seasons tests. This will be reported in the next reporting period. |
| | Undertake a flood risk management study for South Creek including a framework for flood risk management | Risk management study completed | A consultant has been engaged and the project is running according to schedule. |
| | Nepean River flood mapping | Completion of mapping | A consultant has been engaged and the project is running according to schedule. |
| | Continued expansion of the drainage network in Elderslie, Spring Farm, infill areas and the South West Growth Corridor | Projects completed on time and to budget | Ongoing WIKA and agreements are in place to deliver drainage assets within the identified area. |
| | Maintenance and reconstruction of stormwater assets to ensure effective useful life | 100% of program completed | This all year activity is progressing as planned with indication that all projects are likely to be completed on time. |
| | | Condition rating stays the same or improves | Condition ratings are unable to be reported, these are dependent on new data being collected during the reporting period, new data is unavailable this time. |
| | Increased Council resources are required to effectively maintain the drainage network | More maintenance is undertaken | Additional maintenance was done as demand was higher due to the more frequent wet weather experienced during this period. |
| | Increase technical resources in drainage design | Increased resources in place | Increased technical resources in drainage design are currently being utilised to support Sustainability Team. |
| Narellan Drainage Channel Improvements | Completion of project on time and within budget | These works have been scheduled for the second half of this financial year. | |

| | | | |
|--|---|--------------------------------------|---|
| Stormwater Management | Lake Annan – Retrofitting of Gross Pollutant Trap | Gross Pollutant Trap Fitted | The design review of this project has revealed that an alternative GPT is required at this location. The alternate design is being developed with a view that construction of a more suitable device will be constructed in the 2013/14 financial year. |
| | Nott Oval drainage improvements | Drainage Improvements completed | Funding for the Nott Oval drainage improvement have been reallocated to the additional Gross Pollutant Trap works required at Lake Annan during the reporting period. |
| Bushfire Hazard Reduction | Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas | Program completed | This all year mowing and slashing program is progressing as planned it is expected that all the areas will be attended to adequately throughout and to the end of the year. |
| | Rural Road Hazard Reduction Program | Program completed | Program planned for Cut Hill Road Cobbitty to be completed in February 2013 |
| Maintenance of Riparian Lands | Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas | Program completed | Riparian lands maintenance is programmed to commence in autumn, progress report is unavailable until then. |
| Maintenance of Wetlands, Lakes and Dams | Regular inspections, maintenance, and repair/renovation work to ensure the systems function well & the dam structures are in a safe state | Program completed | This all year activity is progressing as expected, planned work is likely to be completed satisfactorily and on time. |
| Bushcare Maintenance | Conduct bushcare maintenance activities to preserve and restore natural bushland | Program completed to time and budget | So far, this program is being done through utilisation of volunteers. Next year Council will set an annual program and employ full-time staff to do the tasks and gradually increase both the scope of the program and staff level. |
| | Coordinate bushcare program at Kings Bush and Sickles Creek | Program completed to time and budget | During the reporting period, volunteers contributed 481 hours protecting and enhancing Kings Bush and Sickles Creek. |
| | Support and facilitate volunteers of bush care groups | Level of support provided to groups | Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. |
| | Implementation of Plans of Management for Natural Areas | Plans of Management are in place | Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the reporting period and then implemented based on priority. |




| | | | |
|-----------------------------|--|---|---|
| Bushcare Maintenance | Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve | Plan of Management are in place | Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the reporting period and then implemented based on priority. |
| | Implementation of Plan of Management for Kirkham Reserve | Implementation commenced as per program | Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the reporting period and then implemented based on priority. |
| | Undertake community education programs such as Stream Watch | Number of programs conducted | During the reporting period, the Living Macarthur Nature Photography Competition and Sustainable Schools Expo were held. |
| Native Tree Events | Conduct National Tree Day event | Number of volunteers | National Tree Day held at River Road Reserve with over 120 volunteers planting 2000 plants; Fourteen schools accepted Council's offer of 20 native plants for their school grounds |
| | Conduct annual tree giveaway to residents | Number of trees given away | 2000 plants were given away to local residents at the Annual Tree Giveaway conducted at Narellan Rhythms Festival |
| Noxious Weed Control | Conduct regular inspections of both private and Council owned lands and address through action or regulation | Declared noxious weeds on Council lands are treated or removed | Council's Noxious Weeds Officer inspected 948ha of private land, 58ha of development sites and 132km of river/creeks/waterways within Camden LGA. Council's Noxious weeds officer has engaged in strategic planning for the education, control and management of Serrated Tussock which is an invasive grass and is detrimental to the agricultural land and our native areas. |
| | Planned program of spraying identified weeds in the Nepean River – currently twice per year | Enforcement action is taken to address noxious weeds identified on private land | Council's Noxious Weeds Officer co-ordinated and managed 2 projects for Noxious Aquatic Weeds. The first round of herbicide treatment was completed in December by Council's contractors on the Nepean River for Alligator Weed. The first Round of Herbicide treatment for Harrington Park was also completed in December. As part of the project the Noxious Weeds Officer inspected 58.9km of river and a contractor was engaged to provide 2 herbicide applications of the aquatic Noxious Weeds in the Nepean river. |
| | Increase Council resources towards weed control | Increase in weed control activities | Increase in weed control activities is programmed for next year when specialist staff will be added. |

Local Service 2.5 – Parks and Playgrounds

What is Parks and Playgrounds?

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

Report on Delivery Program Success Indicators

| Local Service 2.5: Parks and Playgrounds | | | | |
|---|---|---|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Parks and Playgrounds | Community Satisfaction Survey | Maintained or Improved |  | 7.1. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| Children have places to play | Number of parks and playgrounds per 1000 children | Stays the same or increases |  | Input has been provided to all new development plans to ensure that ratio of parks and playgrounds to children stays the same as it is or Council see an increase of the number of parks and playgrounds. No data is currently available from developers at the time of reporting. |
| Condition of parks and playgrounds | Condition of parks and playgrounds infrastructure | Maintained or improved from previous assessment |  | Condition of parks and playgrounds have continued to be maintained at the same service level. |

Report on Delivery Program Activities

| Local Service 2.5: Parks and Playgrounds | | | |
|--|--|------------------------|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Strategic Planning of Parks and Playgrounds | Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community | Community Satisfaction | A strategy was developed for the delivery of proposed playspaces in the Oran Park release area given the issues identified for each particular site and known constraints. The playspaces to include not only playground equipment but sites have been identified for dog play areas and fitness equipment to providing cater to a broader range of users. |

| | | | |
|--|--|---|---|
| Strategic Planning of Parks and Playgrounds | Provide input, comments and advice on strategic documents related to new subdivisions and new release areas | Input provided | Comments provided on the delivery of Harrington Grove VPA delivery of sporting facilities, various DA applications for site specific developments as well as the Draft Public Art Policy. |
| | Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems | Database updated | List of all open space areas that are not currently named has been developed with a view to determine which areas warrant separate names. |
| | Review existing website information and printed literature to ensure all new sites are listed and referenced | Annual review undertaken | Input provided to website review. System to be developed for the amendment of website data relating to new sites. |
| Policy Development for Parks and Playgrounds | Develop policies on level of provision and range of play space and opportunities | Policies are current | Current policies still relevant and continually reviewed to ensure they remain current. |
| | Develop standards guidelines for reviewing parks and playgrounds at end of life cycle | Guidelines completed | Work scheduled for April 2013. A process of community consultation has been trialled for Rosevale Reserve following vandalism of the playground. |
| Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields | Upgrade of facilities at Ron Dine Reserve – new clubhouse, upgrade of power and additional sportsfield light, improvements to existing irrigation | Upgrades completed as planned | Designs were completed through consultation with the user groups. Construction works are currently being undertaken and on schedule. |
| | Playground Replacement Program | Completion of program | The playground replacement program is progressing as planned; those completed so far include Forest Park Reserve in Harrington Park and Apex Park Reserve in Barsden Street. |
| | Community Infrastructure Renewal Program – Parks Equipment (contingent on funding beyond 2012/13) | Completion of Program | This is scheduled to commence in February 2013, work will include renewal of some equipment in Macarthur Park and Onslow Park. |
| | Provision of Council's parks and playgrounds requirements in new release areas under Voluntary Planning Agreements or Section 94 Plans: <ul style="list-style-type: none"> ● Spring Farm ● Elderslie ● Turner Road ● Oran Park | Facilities provided to Council's requirements | Council's Recreational and Community Working Group continues to work with developers to deliver the facilities listed under the VPA's. |
| | Commence implementation of Kirkham Reserve Masterplan | Implementation commenced | Investigation and assessment of the facilities is currently being undertaken to identify best value location for facilities. |






| | | | |
|--|---|--|--|
| Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields | Fairfax Reserve Harrington Park Lighting Upgrade | Completion of upgrade | These works have been completed by the user group. |
| | Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards | 100% of programs completed | This on-going program is progressing as expected, all maintenance/repair works have been done promptly whenever required. |
| | Rehabilitation of faulty pavement on netball courts at Kirkham Park | Rehabilitation works complete | The rehabilitation of faulty pavements at the Kirkham Park netball courts is currently in progress |
| | Narellan Hockey Ground – driveway upgrade | Upgrade complete | Pavement rehabilitation work is to commence in February 2013, and will be followed with bitumen sealing of the remainder of the driveway to the rugby league ground. |
| | Narellan Jets Driveway Upgrade | Upgrade complete | Bitumen sealing of Narellan Jets’ driveway is programmed to commence in February 2013 |
| | Harrington Park - Additional Field Lighting | Lighting installed | The installation of additional field lighting in Harrington Park is currently in progress. |
| | General upkeep of parks and gardens, and some portion of the road reserves | Completion of program | This all year activity is progressing as planned, it is expected the program will be completed as required. |
| | Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures | Completion of program | This all year activity is progressing as expected, parks equipment and fixtures are likely to be able to meet the minimum standards or better. |
| | Maintenance and upkeep of landscaped areas | Completion of program | This all year activity is progressing as planned, all landscaped areas are likely to be kept to acceptable standards. |
| | Maintenance and upkeep of sportsfields | Completion of program | This all year activity is progressing as planned with indication that all sportsfields will be able to provide satisfactory playing condition all year around. |
| Annual renovation of sportsfields to maintain standard of field playability | Completion of program | This work has progressed as planned and is likely to be completed on time and within allocated budget. | |

Local Service 2.6 – Environmental Activities

What is Environmental Activities?

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

Report on Delivery Program Success Indicators

| Local Service 2.6: Environmental Activities | | | | |
|--|---|--|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Environmental Activities | Community Satisfaction Survey | Maintained or Improved |  | 6.63. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| The community is generating less waste | Percentage garbage (red lid bins) of total waste per capita | Decreasing |  | The trend nationally indicates increasing kilograms per capita which is reflective of the relative affluence in our community. Whilst Per capita percentage of garbage has decreased from 216.26kg to 211.19kg during the reporting period, it is important to note that the general international trend as economies grow is to see an increase in waste generation. |
| Households are not consuming more water | Household water consumption per dwelling | Stays the same or decreases |  | Information obtained from Sydney Water shows that the average household in Camden LGA consumed 203.5kL in 2011/12 which was similar to the Sydney average of 203kL. Where the average unit consumed 133.74kL in 2011/12 below the Sydney average of 156kL. In the previous year Camden residents had consumed 214kL compared to the Sydney average of 211kL and Camden units consumed 179kL compared to Sydney's average of 189kL. Hence overall there has been a reduction in water consumption. |
| Council utilises natural resources more efficiently | Water and energy (electricity and gas) consumption | Decreasing on same period previous years |  | In 2011/2012, Council consumed 71,574kL of potable water compared to 80,387kL. This is almost an 11% decrease. In 2011/2012, Council consumed 4,036,675kWh in comparison to 3,869,911kWh in 2010/2011 which is a 4.13% increase. Of Council's largest energy consuming sites, increases in energy consumption was noted at Camden Pool, Mount Annan Leisure Centre, Narellan Administration Office, Camden Administration Office and Narellan Library. However a decrease in energy consumption was noted at Camden Library and the Civic Centre. |
| The community is becoming more educated about sustainability | Number of participants in environmental education programs | Maintained or improved |  | During the reporting period, Council has continued to educate the community about sustainability through events such as the Living Macarthur Nature Photography Competition (10 participants in a Walk & Talk and 22 of the 118 entrants to the competition were from the Camden LGA); Sustainable Schools Expo (12 of the 38 participating schools were from the Camden LGA); 5 visits to local preschools; 9 storytime sessions that engaged 227 children and 173 adults); and the Elderslie Public School Medieval Fete |

Report on Delivery Program Activities

| Local Service 2.6: Environmental Activities | | | |
|---|---|---|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Environmental Policy | Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment | Policies are updated annually | During the reporting period preparation of a Sustainability Policy for Council commenced. |
| | Implement actions identified in Council's Sustainability Action Plan | Actions are implemented as programmed | During the reporting period, resources were not available to implement Council's Sustainability Action Plan as funding has not been received from the WaSIP program. |
| | Prepare Council's State of the Environment Report | Report completed November 2012 | A State of the Environment Reporting requirements were met as part of 2011/12 Annual Report, published November 2012. Next report is due in 2016, however, Council will continue to update and report on the Sustainability Indicators regularly as data becomes available. |
| Environmental Awareness and Education | Develop and implement an Education for Sustainability Strategy for the Camden LGA | Strategy completed and implementation commenced | Preparation of an Education for Sustainability Strategy for the Camden LGA is underway and due to be completed by June 2013. |
| | Undertake a range of educational and awareness programs to schools and other community groups | Number of schools and community groups visited | During the reporting period, 5 preschools within the Camden LGA participated in a waste and recycling workshop and 9 storytime sessions had a sustainability focus. In addition, Council hosted a walk & talk as part of the Living Macarthur Nature Photography Competition and 12 schools from the Camden LGA attended and participated in the Sustainable Schools Expo 2012. |
| | Participate in the planning and conducting of the Sustainable Schools Expo | Participation in expo | A total of 250 students and 70 accompanying teachers from 38 schools in the Macarthur and greater South Western Sydney Region participated in the Sustainable Schools Expo on 12 September 2012. Of the 38 schools participating in the Expo, 12 were from the Camden LGA, including 6 presenting schools. |
| | Provision of information on Council's website relating to environmental sustainability | Information is current | Information relating to current programs and Sustainability Indicators are on <i>Camden 2040</i> website and is updated as required. |

| | | | |
|--|--|--|--|
| Environmental Awareness and Education | Seek grant funding for additional education programs and conduct those programs for which funding is received | Successful grants as a proportion of all applied for | During the reporting period, an application was submitted to undertake a Woodsmoke Reduction Education Campaign. It is anticipated that the successful candidates of these grants will be announced in February 2013. |
| Water and Energy Action Plan | Implement initiatives to reduce energy consumption at ten nominated Council sites | Number of activities completed as planned | Funding has been made available to implement projects from Year 1 of the implementation schedule; these projects include Power Factor Correction at Mount Annan Leisure Centre, Sub-metering at Narellan Library, and pump savings at Camden Pool. |
| | Implement initiatives to reduce water consumption at ten nominated Council sites | Number of activities completed as planned | Funding has been made available to implement projects from Year 1 of the implementation schedule; these projects include sub-metering at Camden Pool, Mount Annan Leisure Centre, Wandarrah Reserve and Camden Civic Centre. |
| | Continuation of the Waste and Sustainability Improvement Payment (WaSIP) | Number of projects completed as planned | The State Government has not yet confirmed the continuation of the WaSIP program for 2012/2013 and therefore no new projects have commenced. |
| | Implement outcomes from renewable energy generation options study | Outcomes implemented as planned | Solar Technology Australia has been engaged to install a 79.5kW system at Narellan Library. This installation is due to be completed by June 2013. |
| | Undertake study into Council's street lighting network for options to move to more energy efficient technologies | Study complete | During the reporting period Council engaged consultants Ironbark Sustainability to identify options for Council to move to more energy efficient street lighting technologies. This report is due to be completed in early 2013. |
| | Implementation of climate change risk assessment for Council's operations | Implementation complete | Implementation of actions identified in the Climate Change Risk Assessment for Council's operations is being implemented as resources are made available. During the reporting period, the South Creek Flood Study was undertaken. |

Local Service 2.7 – Enforcement of Legislation and Policies

What is Enforcement of Legislation and Policies?

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

Report on Delivery Program Success Indicators

| Local Service 2.7: Enforcement of Legislation and Policies | | | | |
|---|-------------------------------|------------------------|------------------------|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies | Community Satisfaction Survey | Maintained or Improved | ● | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |

Report on Delivery Program Activities

| Local Service 2.7: Enforcement of Legislation and Policies | | | |
|--|---|---|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Monitoring, inspection and investigation of illegal activities | Ensure relevant legislation is considered and applied in Development Applications, including Noise, Contaminated Lands, Air Quality (incl. odour), Salinity and Water Quality | Timely advice is provided on Development Applications | Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation with the high majority being returned with advice within the normally requested period of 14 working days. For certain large scale or complex applications a longer response time may have been required due to the additional detailed level of assessment required prior to providing a suitable response |
| | Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like. | Investigation initiated within service standard | All monitoring, inspection and investigation of illegal activities pertaining to fencing, unhealthy swimming pools, public nuisance, unauthorised camping etc are investigated within the service standard. |

| | | | |
|---|--|--|---|
| Monitoring, inspection and investigation of illegal activities | Investigate and enforce legislation in relation to barking dogs | Investigation commences within service standard | All barking dog complaints were investigated within the 7 days service standard. |
| | Investigate and enforce legislation in relation to overgrown private land | Investigation commences within service standard | There were a total of 36 overgrown complaints within 1/7/2012 and 31/12/2012 in which 75% were investigated within the service standard period. |
| | Investigate and enforce legislation relating to microchipping and registering of dogs and cats | Increasing percentage of impounded animals comply with registration requirements | This measure remains unchanged when compared to the last reporting period with 61% of dogs arriving at the pound were microchipped and 10% of cats were microchipped. |

Local Service 2.8 – Appearance of Public Areas

What is Appearance of Public Areas?

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

Report on Delivery Program Success Indicators

| Local Service 2.8: Appearance of Public Areas | | | | |
|--|---|------------------------|------------------------|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Appearance of Public Areas | Community Satisfaction Survey | Maintained or Improved | ● | No statistically significant change noted between 2009 and 2011. The results will be updated after the next Community Satisfaction survey conducted in 2013 and will be available in the next Delivery Program report. |
| Maintenance cycles are completed to approved service levels | Completion of cycles within agreed service levels | 100% | ● | All maintenance cycles have been completed within approved service levels. |

Report on Delivery Program Activities

| Local Service 2.8: Appearance of Public Areas | | | |
|---|---|-----------------------|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Public Amenities | Daily cleaning of public amenities and repair of fixture and fittings within them | Completion of program | Public amenities have been attended to on a daily basis and when required during special events. |
| | Installation of new amenities at Cut Hill Reserve | Installation complete | Investigation works are being undertaken in discussions with user groups to determine whether a new facility or rectification of existing will provide a best value for money. Stakeholder consultation being finalised, by Capital Works. |
| Pavement Cleansing | Routine or periodic cleaning of various pavement surfaces in public places | Completion of program | Pavement surfaces have been cleaned periodically or regularly as required. |

| | | | |
|--|---|---|---|
| <p>Litter Pick Up and Removal of Dumped Rubbish</p> | <p>Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves</p> | <p>Community satisfaction with the appearance of public areas</p> | <p>Litter and rubbish have been attended to periodically or whenever the needs arise.</p> |
| <p>General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs</p> | <p>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</p> | <p>Park and street furniture are functional and available for public use for at least 90% of the time</p> | <p>No facility was reported being unavailable for public use for extended period except those that were subject to vandalism.</p> |

Key Direction 3 – A Prosperous Economy

What is a Prosperous Economy?

Prosperity means that people have enough – that they are satisfied with their standard of living and have a balance between their financial and social wellbeing. Financial wellbeing relies on access to education, employment, housing, and a strong and diverse local economy.

A strong local economy for Camden is characterised by vibrant town and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market.

The development of a strong local economy is essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time.



The economic development and prosperity of Camden is linked with the broader South West region and much of the focus for the Camden area into the future will continue to be working with relevant partners, through the Macarthur Regional Organisation of Councils, on the development of a strong regional economy.

Local Service 3.1 – Economic Development

What is Economic Development?

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

Report on Delivery Program Success Indicators

| Local Service 3.1: Economic Development | | | | |
|--|-------------------------------|------------------------|---|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's role in Economic Development | Community Satisfaction Survey | Maintained or Improved |  | 6.79. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report |
| The number of jobs in the Camden Local Government Area increases | Employment by Industry | Increasing |  | The total number of jobs in the Camden LGA in March 2012 was 15,055, up from 14,332 in 2011. ¹ |

¹ Statistical data is current as at 2011 ABS Census

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

Report on Delivery Program Activities





| Local Service 3.1: Economic Development | | | |
|---|---|--|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Economic Development Initiatives | Support economic development through the shared service arrangement with Campbelltown and Wollondilly Councils as part of the Macarthur Regional Organisation of Councils | Participation in MACROC | Council continues to participate in MACROC. |
| | Represent Council at Chambers of Commerce meetings | Council is represented at Chamber meetings | Council is represented at Chamber of Commerce meetings. Council officers attended the October meetings of both Camden and Narellan Chambers with the express purpose of discussing the consultation process for the review of <i>Camden 2040</i> . Surveys were collected from Chamber members at these meetings. Further, the presidents of both Chambers were consulted in November during the initial stages of the preparation of the Economic Development Strategy to enable their input into the process. |
| | Prepare an Economic Development Strategy | Strategy prepared | Council engaged a consultant in November to prepare the Economic Development Strategy. Initial consultations were held with key internal and external stakeholders, with a workshop to be held with Councillors in January 2013. The strategy is intended to be publicly exhibited during March and April 2013. |
| | Undertake economic development initiatives as identified in Economic Development Strategy | Initiatives implemented as planned | An Economic Development Officer will be recruited in the first half of 2013 to implement the strategies and actions identified in the Economic Development Strategy. |

Local Service 3.2 – Tourism

What is Tourism?

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

Report on Delivery Program Success Indicators

| Local Service 3.2: Tourism | | | | |
|---|-------------------------------|----------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Tourism | Community Satisfaction Survey | Maintained or Improved |  | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| Utilisation of the regional tourism website is increasing | Hits on website | Increasing |  | The current website data was altered making it incomparable to previous statistics. A new look updated website will be launched in March 2013 and statistical updates will be available from this time. |
| Visitors to the Tourism Information Centre is increasing | Number of visitors | Increasing |  | Visitation numbers have increased slightly over the last 6 month period. The months that saw the largest increase include July at 14.78% and September at 13.11%. |
| Tourists are satisfied with the Macarthur Region visitor experience | Tourist satisfaction | Stays the same or improves |  | Open discussions with visitors, surveys conducted at tourism events and follow up phone calls after group tours indicates that visitors are extremely satisfied with their experience in the Macarthur region. |

Report on Delivery Program Activities

| Local Service 3.2: Tourism | | | |
|---|---|---|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Tourism Product Development and Partnerships | Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region. | Increase in cooperative projects & packaged experiences | The number of group tour packages and special group rates continues to grow in the region. Although there have been some business closures, there is an increasing number of tourism based businesses and tours opening. |
| 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. | Statistical information was not available during the website redevelopment period (July – Dec). Finalisation of the new website will enable reporting from March 2013. Local accommodation venues have reported busy periods over the spring/summer period compared to the previous period in 2012. |
| Visitor Servicing | Operate a seven day information service and visitor centre | Maintain Level 2 Accreditation | Accreditation Extension Application was approved in January 2013. Level 2 accreditation is maintained. |
| | | Visitors increase | Visitation numbers have increased slightly over the last 6 month period. The months that saw the largest increase include July at 14.78% and September at 13.11%. |
| | Provide quality and accurate information to potential and current visitors to encourage visitation to the region. | Information is current | The Visitors Information Centre continues to provide accurate and current information to visitors. The Regional Visitors Guide circulation has been altered to allow annual update and reproduction, as oppose to updating every eighteen months. |
| | Work with The Mt Annan Botanic Garden, which is currently investigating options for the development of a Regional Information Centre. | Council has participated in the exploration of options | Council has met with members of the Australian Botanic Garden, Mount Annan and provided its support for the concept of a Regional Visitor Information Centre to be located at the Garden. Further updates on progress is expected. |
| Event Support and Sponsorship | Provide financial and in kind support to organisations holding events in Camden that could potentially attract large numbers of spectators/participants from outside the Camden LGA. | Local events are well attended with evidence of Visitors from outside the area. | An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could potential attract visitors to the area. A survey taken at the Taste Food and Wine Festival indicated that 60% of attendees over the day were from outside the Camden LGA. |
| Group Tour Development | Run group tours and provide customised tour packages to tour groups. | Increased group tour bookings. | 40% increase in group tour bookings compared to the same period in 2012. |




| | | | |
|--------------------------------|---|---|--|
| <p>Industry Support</p> | <p>Provide strong leadership that can advocate for small, local operators and be the driving force behind the operator network.</p> | <p>Operators feel educated, informed and involved</p> | <p>Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.</p> |
|--------------------------------|---|---|--|

Local Service 3.3 – Management of Significant Places

What is Management of Significant Places?

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

Report on Delivery Program Success Indicators

| Local Service 3.3: Management of Significant Places | | | | |
|--|--|-----------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Management of Significant Places | Community Satisfaction Survey | Maintained or Improved |  | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| The community is actively engaged in planning for places | Percentage of planning processes for 'significant places' that had resident engagement processes | Stays the same or increases |  | All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment. In addition, the <i>Camden 2040</i> community engagement process provides the opportunity for the community to be involved in the planning for the places at the strategic level. |
| Significant place strategies are developed | Proportion of significant places and town centres that have place strategies | Stays the same or increases |  | At this stage only the Camden Town Centre has a strategy in place beyond planning controls. Further work needs to be undertaken in this area. |

Report on Delivery Program Activities

| Local Service 3.3: Management of Significant Places | | | |
|---|--|---|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Place Strategies and Development Controls | Council develops appropriate strategies and development controls for the significant places and town centres throughout the LGA having regard for the unique and different roles these places have | Appropriate strategies and development controls are in place for significant places | Development Controls exist for all places. From time to time these are reviewed. Further work is required in this area. |

| | | | |
|---|---|--|--|
| Camden Town Centre Works Program | Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy | Consultation is ongoing | Council is Currently undertaking a traffic study to identify traffic needs for the implementation of the Camden Town Centre Strategy. |
| Significant Places Maintenance Program | Carefully maintain significant historical and cultural areas, precincts and buildings that are within Council's ownership | Preparation and implementation of management and maintenance plans for properties owned by Council | Management plans have not been developed, however, a building maintenance plan is being developed and implemented |
| Oran Park Town Centre Governance Arrangement | Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre | Governance Model Adopted by Council | Works are progressing on developing a Community Management Framework for the Town Centre. A Public Areas Access Management Plan is a key feature of this framework. Several meetings have occurred with relevant stakeholders to document standards of amenity within the Town Centre. |

Key Direction 4 – Effective and Sustainable Transport

What is Effective and Sustainable Transport?

Effective transport underpins all aspects of an accessible and functioning place.

Transport impacts on the health of the natural environment and the health and wellbeing of people able to connect with their community and services. It impacts on the effectiveness and amenity of the urban environment and on the viability and growth of the local and regional economy.

An accessible Camden means that people are able to travel easily within their own local area and are effectively connected to the wider Macarthur and metropolitan regions.

Effective and sustainable transport for Camden would include affordable, convenient and integrated public transport that is a viable choice over private vehicles; infrastructure that enables and encourages healthy forms of transport such as walking and cycling; safe and uncongested roads; and support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.

Local Service 4.1 – Transport Options

What is Transport Options?

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

Report on Delivery Program Success Indicators

| Local Service 4.1: Transport Options | | | | |
|---|---|----------------------------|------------------------|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Transport Options | Community Satisfaction Survey | Maintained or Improved | ● | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| New cycleways and paths continue to be constructed | Number of new cycleways and paths constructed | Greater than previous year | ● | New cycleways are created by developers as part of subdivision work, statistic on the length of new cycleways constructed is reported at financial year end. No data available at the time of reporting. |
| Identified projects are completed as planned | Projects are meeting specified timeframes | 80% | ● | Traffic related Projects are tracking at 80% completed on time |

Report on Delivery Program Activities

| Local Service 4.1: Transport Options | | | |
|--------------------------------------|---|---|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Network Extension | Seek grants for extension of cycleways and paths and implement successful grant programs | Kilometres of new footpaths and cycleways delivered through grant funding | \$118,000 grant funding received towards two shared path projects. Hilder Street / Lodges Road shared path constructed by October 2012. Camden Valley Way shared path programmed for construction in February 2013. \$50,000 grant funding received for Nepean River gravel trail in October 2012. Total KM's completed to date is 1.5KM of cycleways |
| 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 | <ul style="list-style-type: none"> Ongoing liaison during construction of Camden Valley Way Upgrade. Review of Environmental Factor (REF) comments provided for Northern Road Upgrade in November 2012. Pre-REF comments provided for Narellan Road Upgrade in December 2012. Stakeholder consultation undertaken for Bringelly Road Upgrade in December 2012. Council to comment on 50% design plans in March 2013. RMS commenced construction of Remembrance Driveway / Burragarang Road signals in January 2013. Council continues to lobby for additional pedestrian steps. Council lobbying for further intersection and lighting upgrades on Remembrance Driveway. |
| | 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 | New bus services to Gregory Hills and Oran Park from Narellan commenced from April 2012. Council facilitating construction of associated infrastructure. |
| | 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 | Designs complete. Construction commenced December 2012. |



| | | | |
|-----------------------------------|---|----------------------------------|---|
| Regional Transport Network | 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 | Funding secured. Street lighting agreement to be finalised. |
|-----------------------------------|---|----------------------------------|---|

Local Service 4.2 – Road Safety

What is Road Safety?

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

Report on Delivery Program Success Indicators

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

Report on Delivery Program Activities

| Local Service 4.2: Road Safety | | | |
|--------------------------------|--|-------------------------------|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Road Safety Strategy | Drink drive prevention - education and awareness programs | Programs completed as planned | Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed and drink driving. This is including provision of resources and advertising 'bursts' to coincide with local operations. Two campaigns conducted in reporting period. Council will continue to support local Enhancement Enforcement Programs (EEP) and Regional operations through local advertising and some staff support. |
| | Slow Down - Speed awareness programs | Programs completed as planned | As Above. |
| | Older Drivers - Years Ahead - annual workshop on road safety for seniors | Number of participants | Preparation of this program is in progress and it is anticipated that this will occur during Seniors Week in 2013. |

| | | | |
|--|---|--|---|
| Road Safety Strategy | Memorandum of Understanding with Camden Police for a weekly reporting and management system for traffic issues within the LGA | Weekly reporting occurs | Regular reports are logged by Traffic Services. The MOU is due for review and the Council will work with Camden Highway Patrol to achieve this. |
| Learner Driver Programs | Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils – 7 events held per year | Number of participants | 4 events held during the reporting period, a further 3 events are scheduled for 2013. |
| | Macarthur Young Drivers Assistance Program to progress six disadvantaged learners to obtain their P1 licence – 6 people assisted per year | 6 young people assisted each year | 6 students have completed the program. Driving lessons continue for 4 learner drivers. |
| | Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers – 2 workshops per year | Number of participants | First workshop held in October 2012. The next workshop scheduled for April 2013. 16 Supervisors of learner drivers attended this workshop |
| Occupant Restraint Fitting and Checking | Five fitting and checking days conducted per year | Number of restraints fitted or checked | 3 events held in reporting period. 2 further events scheduled for 2013. |
| School Programs | School Safety Program to carry out engineering, education and enforcement with schools as scheduled | Activities conducted as scheduled | The School Safety Program continues to be rolled out to schools in the Camden LGA. Council continues to work with new schools to ensure and improve road safety. 4 Schools have been scheduled for program roll out between February and June 2013. |
| | Drive to Stay Alive - road safety programs held in high schools | Program conducted at 4 high schools per year | Program conducted at 4 high schools during reporting period with an additional program run at Camden High School. |

Local Service 4.3 – Local Traffic Management

What is Local Traffic Management?

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

Report on Delivery Program Success Indicators

| Local Service 4.3: Local Traffic Management | | | | |
|---|---|------------------------|------------------------|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Local Traffic Management | Community Satisfaction Survey | Maintained or Improved | | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| Approved projects are completed as planned | Projects are meeting specified timeframes | 80% | | Projects on target. |
| Outstanding Traffic Committee recommendations have timeframes which are being met | Implementation of recommendations within specified timeframes | 60% | | 90% of recommendations achieved |
| The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces | Number of recorded road accidents per 1000 population | Reduction | | 2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013. |
| Number of "Black Spots" reduce (based on State Criteria) | Number of "Black Spots" | Reduction | | Only one potential black spot location identified against Roads and Maritime Services criteria for 2013/14. |

Report on Delivery Program Activities

| Local Service 4.3: Local Traffic Management | | | |
|---|--|---|--|
| Activity / Function | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Local Traffic Committee | Facilitate the operation of the Local Traffic Committee - act as Secretariat, manage and implement the Committee's recommendations | Percentage of recommendations completed on time | 90% of recommendations completed on time. Only 2 outstanding recommendations to be completed, with design underway and awaiting funding. |
| Design and Construction | Design and implementation of parking and traffic management facilities | Design programs are completed and implemented to time and all relevant specifications | Preliminary design completed for Murray Street Pedestrian Crossing, Menangle Road Pedestrian Crossing, Cawdor Road Pedestrian Crossing, and Tramway Drive Bus Bay. Southdown Road Pedestrian Crossing constructed in September 2012. |
| | Camden Town Centre Traffic Studies and Minor (Concept) Works (budget) | Traffic Studies Complete | Feasibility undertaken. Study tender due to be issued February 2013. |
| | Camden CBD - additional parking for people with a disability | Design commenced | Accessible parking facilities within the Camden CBD was complete in 2011/12 there has been no additional accessible parking implemented within this reporting period. |
| | Harrington Street Pedestrian Refuge Design | Pedestrian Refuge design implemented | The refuge design was completed in 2011/12 and the facility has been constructed and is now operational |
| | Disability Discrimination Act Compliance of Bus Stops | % of bus shelters completed | Currently 45% compliant. Site assessment for 2012/12 program is underway. On target to achieve full compliance |
| Black Spot Funding Program | Identification of black spots, secure funding for remedial works and undertaken works according to funding received | Grant funding is received for identified black spots | Grant funding received for two projects to a value of \$410,000 |
| | | Works are implemented on time and to budget | Works on Springfield Road and Macquarie Grove Road are 80% complete. Works also completed on Welling Drive and Currans Hill Drive in September 2012. |

| | | | |
|---|---|---|--|
| Public Road Management Activities | Management of utilities works, special events and disruption from construction works | Applications are processed within 2 working days of receipt | 100% of applications processed within 2 days of receipt. |
| Camden CBD - additional parking for people with a disability | Commence design brief for the provision of additional parking for people with a disability in the Camden CBD | Design completed | The design brief for the Camden CBD mobility parking program has been conducted and completed. |
| John Street/ Mitchell Street Intersection Enhancement | Implementation of design for enhancing intersection | Intersection enhancement completed | Design on hold due to technical constraints. Intersection being assessed as part of town centre study |
| Disability Discrimination Act Compliance of Bus Stops | Implement program of works to bus stops to meet compliance requirements of the Disability Discrimination Act | Program completed as planned | Site assessment for 2012/2013 program is underway. On target to achieve compliance |
| Maintenance and Replacement of Signs and Line Markings | Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users | 100% of program completed on time | This activity is progressing as planned, on-going work is done to ensure all linemarkings and signs meet standards of safety at all times. |

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

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

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

Report on Delivery Program Success Indicators

| Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing | | | | |
|--|---|------------------------|------------------------|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing | Community Satisfaction Survey | Maintained or Improved | ● | 5.89 in 2011 compared to 5.67 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report. |
| Approved projects are completed as planned | Projects are meeting specified timeframes | 80% | ● | Projects completed to date have been completed within the specified timeframes. Those projects that are still in works, are expected to be completed by June 2013. |

Report on Delivery Program Activities

| Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing | | | |
|---|---|---|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Roads and Kerb & Gutter Maintenance and Reconstruction | Project management of design and construction of existing road upgrades and new infrastructure | Capital projects completed to time and budget | Project management of identified program works are progressing. |
| | Roads Reconstruction Program – annual program of works to undertake reconstruction of roads as they age | Program completed to time and budget | Road reconstruction program is progressing as scheduled. |

| | | | |
|---|---|---|--|
| New Roads Construction | Road network expansion as a result of new urban development | Program completed to time and budget | New roads continue to be prepared by developers under planning agreements such as a WIKA. |
| | Design and construction of Camden Valley Way/ Hilder Street Intersection | Design and construction completed | Traffic studies have identified these works are not required at this time. Confirmation of rescheduled date to be advised. |
| | Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development | Traffic management improvements completed | Design works are progressing in preparation for improvements along Macarthur Road. |
| | Construction of roundabout on Springs Road adjacent to Camden zone substation and kerb and gutter works between this substation and Richardson road | Roundabout constructed | Endeavour Energy delays around joint cable pit works have been resolved and works to begin on roundabout in March. |
| | Reconstruction of Lodges Rd from rural to urban standard | Reconstruction completed | Roadworks completed. Landscaping works progressing. |
| | New streetscaping works at Hilder St, Lodges Rd, Link Rd between Lodges Rd and Camden Bypass and Springs Rd | Works completed | Landscaping works have begun on Lodges Road and Hilder Streets. Landscaping of Link road works to be completed prior to opening of Camden Bypass intersection works in August. |
| Bridge Maintenance | Conduct annual inspections on bridges, in accordance with the adopted bridge inspection regime, and complete all required follow up actions | All follow up actions completed | Some follow up work on the bridges will be completed during the next reporting period. |
| | | Condition rating stays the same or improves | Condition rating has just been recently established; reporting will take place from here on. |
| | Reconstruction of "Little Sandy" bridge over Nepean River that was destroyed in recent floods | Bridge reconstructed | Council are in the process of releasing a tender for the reconstruction of Little Sandy bridge. |
| Roads and Kerb & Gutter Maintenance and Reconstruction | Camden Bypass – Narellan Vale Batter Stabilisation | Stabilisation work complete | This work has commenced and is anticipated to be complete by the end of May 2013. |

| | | | |
|---|--|--|---|
| 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 | Road condition assessment is unavailable this year, it may be done in 2013/14 if budget allocation is made available. |
| | | Condition rating stays the same or improves | Rating is dependent on new data collected during the reporting period; new data is unavailable this time. |
| | Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs (contingent upon continuation of funding beyond 2012/13) | Program completed to time and budget | All road and kerb & gutter projects under the program will be completed before the current CIRP ends in June 2013. |
| | Increase in maintenance required as a result of continued urban development | Maintenance programs completed | On-going maintenance work is progressing as planned and is to ensure all roads meet the expected standards as the road network grows. |
| | | Condition rating stays the same or improves | Rating is dependent on new data collected during the reporting period; new data is unavailable this time. |
| | 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 |
| Condition rating stays the same or improves | | | Rating is dependent on new data collected during the reporting period; new data is unavailable this time. |
| Community Infrastructure Renewal Program – footpath replacement programs (contingent upon continuation of funding beyond 2012/13) | | Program completed | All footpath projects are expected to be completed by the time when the current CIRP ends in June 2013. |

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

Key Direction 5 – Enriched and Connected Community

What is an Enriched and Connected Community?

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

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




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

Local Service 5.1 – Recreation Services and Facilities

What is Recreation Services and Facilities?

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

Report on Delivery Program Success Indicators

| Local Service 5.1: Recreation Services | | | | |
|---|-------------------------------|------------------------|---|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Recreation Services | Community Satisfaction Survey | Maintained or Improved |  | 7.22 in 2011 compared to 6.84 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report. |
| More people participate in active recreation using Council facilities | Sportsfield use requests | Increasing |  | Total number of bookings July – Dec : 102 Total number of summer season sports ground users is 487 teams as well as 625 athletics competitors. Data from the previous period is unavailable therefore a comparison is unable to be given at the time of reporting. Trend data will be detailed in the next report. |
| | Swimming pool usage | Increasing |  | Total complex attendances for Mt. Annan 6 months June – Dec 2012 was 174,315 Total complex attendances for Oct, Nov, Dec 2012 for the Camden complex was 23,713 This is a slight decrease from the last reporting period which saw Mt Annan's pool attendances at 175,035 and Camden's at 25,737. |

● **Comment**

Swimming pool usage with Council managed facilities at both Mount Annan Leisure Centre and Camden Memorial Pool have seen a slight decrease in the number of visitors to these facilities. Whilst the decrease is not statistically significant, it is still the intention of Council to promote the facilities to ensure members of the community continue to utilise those facilities available to them.

Report on Delivery Program Activities

| Local Service 5.1: Recreation Services and Facilities | | | |
|---|---|--|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Management of Recreation Facilities | Co-ordination of level of facility provision and management of community use | Occupancy rates and number of users | From July to December 2012, community facilities occupancy rates Monday to Thursday was 25.85%. There were 46 regular hirers in 2012. |
| Recreation and Facility Planning | Development of policies, strategic documents to guide the development and use of public open space and facilities. | Number of plans and policies developed | A draft strategy has been developed for the provision of netball facilities to service the Camden LGA as the community grows with an alternative site identified to construct the preferred complex. A potential alternative site has been identified to develop a dedicated athletics track to reduce the impact on Onslow Reserve. |
| | Development of site master plans for Council's recreational facilities, detailed design to resolve increasing demands for facilities, guide resource allocation, and maximise grant opportunities | Site master plans are completed | Site identified for the provision of a dedicated athletics facility. Discussions held with State bodies for Athletics, Netball, Rugby League and cricket with a view to developing a strategic document for the delivery of sport. Other sports still to be consulted. |
| | Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions | Number of meetings | Monthly meetings held with YMCA management relating to the pool operations. Discussions also held with YMCA regarding provision of indoor sports venues. Discussions held and a memorandum of understanding has been negotiated with the PCYC for the provision of indoor sports venue. |

| | | | |
|--|---|-----------------------------------|--|
| Aquatic Recreational Facilities | Contract manage two swimming pools which provide a range of programs to the local community | Attendance | <p>A wide range of activities and programs were offered at the 2 complexes including. Teen Gym, Youth Partnership program, Junior Fitness leader, Junior Gym, Schools partnership program, Mums and bubs, Family Fun days, Crèche, Family friendly classes, Seniors classes and summer celebrations. Disabled programs, as well as mental health programs.</p> <p>The total number of attendances in the key programs at Mt. Annan which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 131,463 attendances, in comparison to 153,114 for the previous reporting period, showing a decline in attendance.</p> <p>At Camden the total attendances in the key programs of Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 8724 for the period , in comparison to 23,059 for the previous reporting period, showing a decline in attendance.</p> |
| | Commence design work for Stage 2 Development at the Mt Annan Leisure Centre | MALC Stage 2 Design Commenced | Brief resolved with respect to the scale and scope of works necessary to complement the future PCYC indoor sports facility. |
| | Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee) | Attendance and number of events | The annual report was not available at this time. However a system is being developed to enable the reporting of attendance and events on a monthly basis to ensure half yearly reports are feasible. |
| Bicentennial Equestrian Park | Repair of existing bridges | Repairs complete | The repair of existing bridges in the Bicentennial Equestrian Park are in progress and due for completion within the required timeframes. |
| | Masterplan implementation – installation of camping power outlets | Installation complete | Installation is programmed to commence in the next reporting period. |
| Camden Town Farm | Manage and maintain the Camden Town Farm (via Community Management Committee) | Attendance at programs and events | Attendance at programs and events held at the Camden Town Farm saw an estimated 6,765 visitors utilise the facility via the Community Management Committee. A new committee has been appointed by Council following the quadrennial election. |

| | | | |
|--------------------------------|---|--------------------------------|---|
| <p>Camden Town Farm</p> | <p>Development of the Camden Town Farm Community Garden</p> | <p>Volunteer Participation</p> | <p>Scarecrow workshop for ages 4-15 in October = 33 participants Kids Workshops in December for ages 2-8 = 28 participants Narellan Congregational Community Services = 5 aged residents planting out potatoes in September, harvested pre Christmas by residents and staff Community Gardens Christmas Function = 30 participants Community Gardeners and volunteers = 70 participants Working bees monthly July – Nov = 10+ each time, 50% retirees Wesley Disability services = 1- 3 clients max weekly July through December = approx. 18 St Justin’s kinder kids in November = 60 participants Chester hill community centre 70-95 yr. olds visit = 35 participants</p> |
|--------------------------------|---|--------------------------------|---|

Local Service 5.2 – Community and Cultural Development and Planning

What is Community and Cultural Development and Planning?

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

Report on Delivery Program Success Indicators

| Local Service 5.2: Community and Cultural Development and Planning | | | | |
|---|--------------------------------------|------------------------|------------------------|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Community and Cultural Development and Planning | Community Satisfaction Survey | Maintained or Improved | | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| More opportunities for participating in community cultural events are provided | Number of community cultural events | Increasing | | Narellan Rhythms Festival continues into its 4th with an estimated attendance of 3,000 community members. With the extension of the artist of the month program, introduction of the About Face Group, growth in response to the Artisan Market, re- introduction of arts workshops with specialised artisans the community has had an increased opportunity to participate in cultural events and activities which has resulted in very positive feedback. Camden civic Centre has hosted 36 varied cultural events within the three month period including art exhibits, performances and recitals. |
| The number of programs implemented for Target Groups grows | Number of programs for target groups | Increasing | | Number of programs has increased, particular for young people and in new areas. A range of arts programs are run for artists of all ages including About Face, Artisan Market, Artist Network, Artisan workshops and School Holiday programs. |

Report on Delivery Program Activities

| Local Service 5.2: Community and Cultural Development and Planning | | | |
|--|---|---|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Support for Local Services and Groups | Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents | Interagencies and networks supported | Camden Interagency facilitated 3 times at different locations: Oran Park Town in August, Spring Farm in October, Camden Civic Centre in Dec. Council represented at: DV Committee meetings, MacUnity, Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum. |
| | Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes | Committees and groups supported | 355 Committees re-elected, manual updated and distributed to committee members. Administrative support provided to Town Farm Committee, Seniors Committee and CIFA Committee. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group. |
| Projects and Programs | Develop and manage projects and programs that address community needs and build local community assets | Projects and programs developed that meet identified community need | <p>Commenced new annual 2012/13 program of school holiday programs for young people across various suburbs, in July. 2 Transition to School information stalls held at Narellan Town Centre – October and November. Commenced new gardening workshops for children and parents at the Community Garden in December. NAIDOC Week event held in July. Narellan Multicultural Festival held in November.</p> <p>Community Gardens engaged in supplying "Taste" food and wine festival, coordinated visit by 10 people from across the country as part of nationally recognised event run by the Australian City Farms and Community Gardens Network, participated in Farm Fresh food tours, run by Nicci Percival June – Nov = 8 – 12 on each tour once a month. Power of Community Film screen at Narellan Library with 20 participants.</p> <p>Camden Civic Centre, in partnership with Cultural Development, have continued to develop and deliver arts specific programs providing opportunity for local artisans to promote and sell as well as skill develop and network.</p> |

| | | | |
|-------------------------------------|---|---|--|
| <p>Projects and Programs</p> | <p>Council actively seeks relevant grant funds in order to undertake community and cultural activities</p> | <p>Number of grants applied for</p> | <p>1 grant applied which was unsuccessful (to update Senior Citizen Centre ramp). Community Builders grant application submitted. Obtained sponsorship for Narellan Rhythms Festival - \$8,500 cash & \$12,000 in kind.</p> <p>Cultural Development made application to ARTS NSW for program money – the grant was unsuccessful due to major funding changes. Working with the artist network programs are being delivered in partnership at an increased cost to the community.</p> |
| <p>Planning and Advocacy</p> | <p>Develop strategic and action plans to address key issues and opportunities for target groups</p> | <p>Relevant strategic plans are in place</p> | <p>Disability Action Plan has been drafted and distributed for review and comment. Expected finalisation date is July 2013.</p> |
| | <p>Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners</p> | <p>Information on key target groups is current and available on Council's website</p> | <p>Update of Target Group snap shot reports is in progress following the release of new census data in October 2012. Census data summarised and distributed to Non Government Organisations.</p> |
| | <p>Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties</p> | <p>Comments provided in agreed timeframes</p> | <p>Comments made on Leppington Development reports twice in agreed time frames. Information provided as requested to external parties and individuals.</p> |
| | <p>Prepare and review Council policy in relation to building the local community and encouraging inclusive practices</p> | <p>Policies are regularly reviewed</p> | <p>Council Volunteer Program in process, policy development consultation phase ready for adoption in early 2013.</p> |
| <p>Develop Places</p> | <p>Monitor community development and provide input into service planning based on places throughout the Camden Local Government Area</p> | <p>Input provided</p> | <p>Plans for neighbourhood research have been developed. Council actively participate in Oran Park Town meetings. The development of Town Farm Master Plan in progress.</p> |



| | | | |
|---------------------------------------|---|-------------------------------------|---|
| Community Financial Assistance | Support community organisations and individuals through the Community Financial Assistance Program | Number of groups assisted | <p>28 organisations funded from Community Small Grants; 15 Special Achievers applications funded; 6 Donations for Charitable Purposes applications funded and 6 Annual subsidies processed</p> <p>Funding provided through the Cultural Performance Policy to 10 community performance groups providing entertainment to 5,500 local community members. Additional funds to be utilised to attract additional performances for specific target groups in the second half of the year.</p> |
| | Increase financial support available to groups and individuals | Increased number of groups assisted | Information distributed to groups advising of any potential funding opportunities using existing networks. |
| Cultural Development | Provide opportunities for the community to engage in cultural activities, liaise and link with arts groups and local artists, develop local opportunities for artists | Opportunities provided | <p>The introduction of the About Face Life Drawing group, the growth of the Pop Up Artisan Market, the re-introduction of specialised arts programs and events including school holiday programs has provided excellent opportunity for the community to engage in cultural activities.</p> <p>The building of the Artist Register continues with over 100 artisans' registered and new networks and linkages being formed.</p> <p>Programs such as the Cultural performances, Artist of the Month and the 48hr Eco challenge have provided opportunity for increased exposure. These programs have also strengthened relationships with neighbouring areas.</p> <p>In partnership with UWS delivered the project "Click on Camden" an interactive website for the management of public art places, activities, arts registers and community information and events – interactive mapping project which is in final stages of design.</p> |
| | Facilitate the Annual Art NSW program of training and performances (contingent upon securing grant funding) | Number of events and attendees | <p>2011/12 funds acquitted and report accepted, funding for 2013 not secured through Arts NSW.</p> <p>The program of training and performances is being developed through the arts network and community groups.</p> |
| | Provide advice to developers regarding Public Art | Advice provided as needed | The Public Art Strategy is under review with a draft to be finalised April 2013. |

Local Service 5.3 – Community Support Facilities and Services

What is Community Support Facilities and Services?

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

Report on Delivery Program Success Indicators

| Local Service 5.3: Community Support Facilities and Services | | | | |
|---|-------------------------------|------------------------|---|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Community Support Facilities and Services | Community Satisfaction Survey | Maintained or Improved |  | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| Facility occupancy rates increase | Occupancy rates | Increasing |  | The use of Harrington Park Community Centre was revised to eliminate parties with alcohol on Friday and Saturday nights which has resulted in a significantly lower level of use. Catherine fields community hall operating hours were also reviewed to an earlier closing time. The impact of this will be known in the next 12 months. Occupancy rates for Mon-Thursday were 25.85% and there were 46 regular hirers. |

Comment

Facility Occupancy rates have decreased with a portion of Council run venues. Whilst we have seen a decrease in the usage of the Harrington Park Community Centre due to tighter policies around alcohol consumption at peak times and Catherine Fields community hall operating hours closing at an earlier time; it is important to note other venues such as Camden Civic Centre has seen a steady increase in occupancy rates. Balancing the needs of the community in the context of facility usage against the needs of the wider community who reside around community facilities continue to be a focus of Council.

Report on Delivery Program Activities

| Local Service 5.3: Community Support Facilities and Services | | | |
|--|---|--|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Provision of Community Centres and Halls | Co-ordination of level of facility provision and management of community use. | Occupancy Rates | Of the 19,448 hours available between 9am and 10pm Mon - Thursday in the 6 month period, 5,026 hours were used. This does not include leased spaces. Civic Centre occupancy rates continue to rise with the centre hosting 623 events during the quarter, 155 of those being community events. |
| | Expansion of Children's and Families facilities in Narellan (Narellan Community Hall) | Expansion complete, on time and to budget | Design works completed end of 2012. Tender for construction issued in January. Construction works to be undertaken in 2013. |
| | Design and construction of a Youth Centre in Spring Farm | Design and construction completed as per program | A review of project requirements and timing has been undertaken and determined these works to be rescheduled to a later date. Land and acquisition to be identified and finalised in preparation for the future need. |
| | Termite repairs at Mount Annan Cottage | Repairs complete | Work are still in progress and in its final stages. |
| Family Day Care | Provision of a quality Family Day Care service through training and administration of Family Day Care Educators | Accreditation is Maintained | Currently accredited. 46 registered Educators including 3 on maternity leave and 1 due to commence providing a service January 2013. A number of prospective educators participating in orientation due to commence February 2013. The service will commence new round of recruitment February 2013. 391 children enrolled. |
| | | Customer Satisfaction | Annual satisfaction surveys will be sent February 2013 and detailed in the next reporting period. |



| | | | |
|---------------------------------|---|--|---|
| Camden Civic Centre | Provide a venue for civic, cultural, celebratory and community events and functions | Customer feedback | <p>100% positive feedback received with verbal and written feedback provided regularly to staff and management.</p> <p>Positive feedback received in relation to specific new markets; funerals/wakes and themed events.</p> <p>Increased return business from events, increase in annual event returns and increase in off shoot functions.</p> <p>Overall a 9% increase in number of functions.</p> |
| | | Income is Maintained or Increased | Civic Centre income has increased steadily with a 33% increase in income in the first six months of the year comparison to the 2011/2012 financial year. |
| | Civic Centre Building Improvements | Completed on time and within budget | Improvements to the Camden Civic Centre building did not take place within the reporting period. An application for community partnership funds has submitted for consideration. The outcome of the community partnership application will be detailed in the next reporting period. |
| ARTyCaf@Narellan Library | Provision of community and cultural facility at Narellan Library | Service is Provided | ARTyCaf continues to operate on an as needs basis with advertisements in place to attract expressions of interest from a full time short term leasee, closing February 18 th 2013. |
| | Investigate and establish a viable and sustainable operational model | Service is Self-Sustaining | As a component of the EOI document business models will be presented to Council. |
| Public Cemetery | Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning | Response times to cemetery service requests | 44 burials occurred during the period. 100% of service requests were carried out on time. |
| | | Percentage of plot allocation taken up per annum | 43% of the plot allocation has been taken up. |
| | Prepare action plan for regular maintenance program and implement performance monitoring including public satisfaction with site management | Action Plan Prepared and Performance Monitoring Implemented | Plans are being prepared as new contracts are being called to manage this activity. Further, Council are working in consultation with corrective services who will be managing supplementary maintenance over that to be contracted at no cost to Council. |
| | | Monitor plot take-up by religious denomination and assess whether demand is being met, and reassess caps accordingly | Monitoring and reassessment of plot caps by religious denomination completed |

Local Service 5.4 – Community Safety

What is Community Safety?

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

Report on Delivery Program Success Indicators

| Local Service 5.4: Community Safety | | | | |
|--|-------------------------------|----------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Community Safety | Community Satisfaction Survey | Maintained or Improved |  | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| Camden residents feel safe in their local neighbourhoods | Resident Telephone Survey | Stays the same or improves |  | There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. |

Report on Delivery Program Activities

| Local Service 5.4: Community Safety | | | |
|--|--|----------------------------------|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| 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 | Council continues to have a representative attend Camden Community Safety Forums, Local Government Community Safety & Crime Prevention Network and relevant community groups. Council also continues to develop a relationship with Camden Local Area Command. This is all been done to ensure appropriate working relationships in order to improve community safety. |

| | | | |
|---|---|-----------------------------------|--|
| Community Safety Projects and Programs | Develop and manage projects and programs that address community safety issues, including community safety audits | Number of projects implemented | 4 community safety audits have been conducted, including Hayter Parade Camden South, Lando Way Currans Hill, Birriwa Reserve Mount Annan and Liquidamber Reserve Narellan Vale. |
| | Seek grant funding for new community safety programs as required | Number of grants applied for | No grant funding activity for the time frame. |
| | 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. |
| | Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off licensed premises | Number of initiatives implemented | Drink Drive initiative conducted over Christmas and New Year. Partnership developed with Camden High for Responsible Service of Alcohol contribution to students through Camden Liquor Accord. |
| | Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas | Issues addressed as they arise | Liquidamber Reserve and Liquidamber Drive, Narellan Vale under consideration for establishment of Alcohol Prohibited Area and Alcohol Free Zone as a result of request by Police. |
| | Prepare a Licensed Venues Directory to assist in building relationships and identifying opportunities for joint action | Directory Completed | Directory has been completed and is updated as required. |
| Community Safety Strategic Planning | Prepare a Community Safety Strategic Plan to guide future projects, programs, and partnerships to address key community safety issues within the Camden Local Government Area | Strategic Plan Completed | Strategic plan to be reviewed and new Community Safety Action Plan has been developed. |
| | Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners | Information is Current | Council staff ensure that all information and legislation is current, this information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised. |






| | | | |
|----------------------------|--|--------------------------------------|--|
| Graffiti Management | Provision of tools for residents and partner with state agencies to minimise the incidence of graffiti | Number of kits provided to residents | Partnership has been established between Council and Rotary for the removal of graffiti from private property Fewer kits requested than previous period. |
| | Carry out Graffiti Action Day to raise awareness within the community about graffiti | Graffiti Action Day Conducted | Graffiti Removal Day was held by Camden Rotary in September 2012. Council assisted in the planning and promotion of the event. |

Local Service 5.5 – Community Events

What is Community Events?

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

Report on Delivery Program Success Indicators

| Local Service 5.5: Community Events | | | | |
|--|-----------------------------------|------------------------|---|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Community Events | Community Satisfaction Survey | Maintained or Improved |  | 7.60 in 2011 compared to 7.19 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report. |
| Feedback from community events participants is positive | Feedback | Positive |  | Survey taken at Taste Food Wine and Music Festival was positive. Many attendees were local residents and heard about the event through local media and advertising. Attendees enjoyed the event and look forward to attending again. |
| The community attends Council events | Resident Telephone Survey | Increasing |  | In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. Council will monitor attendance of community members at events and address any changes in numbers should they continue to vary significantly. |
| The value of event sponsorship stays the same or increases | Dollar value of event sponsorship | Same or increases |  | Camden Festival remained the same however Paws in the Park increased by 50% with interest growing. |
| More people are volunteering at events | Number of volunteers | Increasing |  | The event committees are made up of volunteers and remained the same. |

Comment

Community attendance at Council run events continues to fluctuate from period to period. Although there has not been a universal increase of community members attending all Council events, it is important to highlight that according to results of the annual telephone survey, residents when asked if they had attended Council run events, 70% had attended the Camden Show, 60% had attended craft or produce markets and over 50% attended events held at the Botanical Gardens. Attendance at Council events are also influenced by such factors as weather, other events in the local area, participation of key stakeholders in service provision for local events and promotion of the events.

Report on Delivery Program Activities

| Local Service 5.5: Community Events | | | |
|---|--|---------------------|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Community Development Events for Target Groups | Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition | Number of Events | 1 x Narellan Rhythms Festival - November 2 x stalls at Narellan Town Centre – Transition to School project with Big Fat Smile – October and December 1 x Seniors Spring Lunch - September 1 x Seniors Christmas Lunch - December 1 x NAIDOC Week Flag Raising and Morning Tea in July 1 x Elders lunch with Campbelltown and Wollondilly Councils in December Approximately 25 x School holiday activities for young people from July – Dec including: Scarecrow workshop at Camden Town Farm in October, series of Cardio Boxing and Swimming sessions at Mt Annan Leisure Centre October - December, Ignition Event at Harrington Park in September, Poi and Haka workshop at Curran's Hill in September, funded Narellan Outreach delivered by CCC weekly from October to December. |
| Cultural Events | Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities | Number of Events | 29 cultural events managed by Cultural Development, 36 managed within the Civic Centre facilities. |





| | | | |
|-----------------------------------|--|-----------------------|---|
| Community and Civic Events | Design, plan, deliver and support a range of community and civic events including Australia Day, Taste Macarthur and Light Up Camden | Number of Events | During this time period events such as Local Government week, The Camden Festival, Paws in the Park, Taste Festival, Kids Fun Day, Light Up Camden, Cinema under the Stars and Carols in the Botanical Gardens took place. |
| Sponsorship | Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered | Amount of Sponsorship | If sponsorship were to increase the events would be able to grow. New events such as a Camden Australiana themed event and a Garden Festival and High Tea event in Macarthur Park are some examples of events that are being considered for inclusion as part of the Camden Festival. |

Local Service 5.6 – Library Services

What is Library Services?

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

Report on Delivery Program Success Indicators

| Local Service 5.6: Library Services | | | | |
|--|--|------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Library Services | Community Satisfaction Survey | Maintained or Improved |  | 8.38 in 2011 compared to 8.08 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report. |
| Library membership continues to grow | Number of members | Increasing |  | 1183 new members during the period |
| Circulation continues to grow | Circulation data | Increasing |  | 120,906 issues in this period compared to 133,684 issues in the same period in 2011. Note: This is a reflection of current trends in library services. |
| More people use our library facilities and programs | Number of people using facilities and attending programs | Increasing |  | 236, 154 people visited our libraries in this period compared to 228,928 in the same period in 2011. 9,767 attended library programs in the period compared to 13,200 in the same period in 2011. |

Comment

Library circulation has decreased due to the implementation of new e-resources which has meant that some people are moving away from use of traditional resources such as books. It is expected with the continuation of e-based technology, circulation numbers in the traditional sense will continue to decrease. Future review of this indicator will ensure that both traditional and e-resources are reported and tracked.

Report on Delivery Program Activities

| Local Service 5.5: Library Services | | | |
|-------------------------------------|--|---|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Children's Programs | Deliver various programs for children including; Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups | Number of children/families using programs or services will stay the same or increase | 6,944 children/families attended children's programs including Storytime, Bibs, holiday programs and outreach compared to 8,089 children / families from the previous reporting period. |
| Youth Programs | Deliver various programs for youth including; Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools, Book Club, Author Visits, HSC lectures and Research Skills | Number of young people using programs or services will stay the same or increase | 523 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online compared to 1,277 young people attending the same sessions from the previous reporting period. |
| Adult Programs | Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group | Number of adults using programs or services will stay the same or increase | 2,300 adults attended programs including lifelong learning, author visits, and book discussion group compared with 1,820 adults attending the same sessions from the previous reporting period. |
| Local Studies | Deliver targeted local programs including; Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program | Number of participants using programs or services will stay the same or increase | 152 people participated in History Week program. 531 hits on the online exhibition 'Camden Threads'. There are 3,109 images on Camden Images online. 93 people attended events as part of the Heritage Festival in the previous reporting period. |
| Older people | Deliver various programs for older people including; Home Library Service and Bulk Loans to local institutions | Number of Customers using HLS and Bulk Loans will stay the same or increase | 2,011 items were lent to 4 institutions across the LGA, 1,858 items were lent to 34 Home Library Service customers and 13 boxed loans were received from SLNSW for customers from a CALD background. 2,394 items were lent to 5 institutions across the LGA, 1,720 items were lent to 34 home Library Service customers and 23 boxed loans were received from SLNSW for customers from a CALD background for the previous reporting period. |

| | | | |
|---|---|--|---|
| Review and design new library webpage | Develop an Open Source library webpage and catalogue, integrating social networking with virtual library | Webpage downloads quickly, with few timeouts | New library webpage will follow once Council's webpage has been developed. 95,776 hits on the current library website. Social networking such as blogs, Facebook and twitter are actively used for networking with customers. |
| | Engage with customers, promote programs & services and encourage participation using social networking technologies | Increased number of people accessing webpage and followers | Current website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. |
| Transition Youth Space from Casual Drop in Service to digital learning space | Transitioning the Youth Space from casual drop-in to a digital learning space will enable best practice delivery of youth services and the need to better service a broader range of local young people | Number of people attending programs | 1,330 people attended programs held in the digital learning space including TAFE outreach, technology talks, connect@your library, and workshops such as Adobe Photoshop and Google SketchUp. |
| Collections | New Release Fiction, E-books will be introduced into the library, due to demand from the community and changes in technology. | Circulation of new e-collections will increase | eBooks will be introduced in early 2013. |

Key Direction 6 – Strong Local Leadership

What is Strong Local Leadership?

Strong local leadership means that the Camden area has strong organisations and individuals representing its interests, who are responsive to this community, and who are working together to achieve the community’s vision for the future. This will be the key vehicle for achieving the outcomes expressed by the Camden community in this plan.

Strong local leadership will be needed from all levels of government, as well as the private sector, non-government organisations, business and industry groups, and community organisations. Developing leaders within our community will place the Camden area in good stead for the years to come.

Camden Council, as the level of government in closest contact with the local community, has a particular role in the planning, advocacy and delivery of good outcomes on behalf of the Camden community. This role is important, as Camden faces massive urban and population growth, particularly in advocating for the delivery of major infrastructure provision, and in balancing the needs and desires of the current population with the pressures of growth.

Importantly, strong local leadership can influence the way that government engages with and responds to the local community in decisions, plans and services that impacts on this local area.

Local Service 6.1 – Strong Local Democracy

What is Strong Local Democracy?

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

Report on Delivery Program Success Indicators

| Local Service 6.1: Strong Local Democracy | | | | |
|---|---------------------------------------|------------------------|------------------------|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Strong Local Democracy | Community Satisfaction Survey | Maintained or Improved | | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice | Complaints regarding meeting practice | Zero | | Council has received a number of submissions relating to meeting practice and the termination of the General Manager's contract. This process complied with both the technical requirements of the Local Government Act and Council's current Code of Meeting Practice |

| | | | | |
|--------------------------------|---|------|---|---|
| Council's policies are current | Regular review and updating of policies | 100% |  | The currency of Council's policy register is currently under review. Council's statutory policies are up to date. A number of internal policies are currently under review. |
|--------------------------------|---|------|---|---|

Report on Delivery Program Activities

| Local Service 6.1: Strong Local Democracy | | | |
|---|--|--|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Local Representation | Improving response times to resident enquiries to Councillors | Response within 2 working days | The new Executive Services Coordinator position is assisting in response times to resident enquiries. Improved systems have been put in place to monitor outstanding enquiries. |
| | Increase focus to developing the organisation's capacity to support local decision-making and advocacy | Resource in place | The new Executive Services Coordinator position is assisting Council's capacity to support local decision making and advocacy. Also, the Governance Team now has a full complement of staff to assist council in this role. |
| | Council will fund the NSW Electoral Commission to administer local elections in Sept 2012 | Election is conducted in accordance with appropriate legislation | The September 2012 Elections have been held in accordance with legislative guidelines. |
| | Undertake an induction program for the new Council to ensure high quality and consistent information and education for new and returning Councillors | All new Councillors are appropriately inducted | A series of induction workshops and a bus tour was organised for the new council in early October 2013. Division of Local Government initiated training was also offered to councillors. |
| | Provide Council with business papers for both information and decision making purposes and record the outcome and decisions taken by Council | Compliance with Code of Meeting Practice | All Council business papers and meetings were prepared in compliance with the Code of Meeting Practice. |
| Regional Representation | Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community | Participation Rates | Camden is an active member of MACROC. Camden Councillor Penny Fischer has been appointed as the President of MACROC for the next 2 years. |



| | | | |
|------------------------------------|--|---|--|
| <p>State Representation</p> | <p>Council participates and contributes to the Local Government & Shires Association in communicating to and lobbying the State Government on industry wide issues</p> | <p>Issues related to Camden are lobbied by the LGSA to the State Government</p> | <p>Council is a financial member of One Association (formerly known as the LGSA). There are several State Government initiated reviews currently underway (including legislative and structural reforms) that have the potential to affect not only Camden but the entire Local Government sector. One Association will be an important partner of Camden Council should the need arise to lobby the State Government when these reviews are finalised (mid 2013).</p> |
|------------------------------------|--|---|--|

Local Service 6.2 – Stewardship of Community Resources

What is Stewardship of Community Resources?

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

Report on Delivery Program Success Indicators

| Local Service 6.2: Stewardship of Community Resources | | | | |
|--|--|------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Stewardship of Community Resources | Community Satisfaction Survey | Maintained or Improved |  | The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report. |
| Council reports its performance to the community | Six monthly reports to Council and placed on Council's website | Achieved |  | During this period, Council completed the End of Term report for the previous term of Council; the 2011/12 Annual Report and the Delivery Program Report for January to June 2012. |

Report on Delivery Program Activities

| Local Service 6.2: Stewardship of Community Resources | | | |
|---|--|--|--|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Integrated Planning and Reporting Framework | Council must review and re-adopt <i>Camden 2040</i> following the election, including engaging the community | Community Engagement Strategy Prepared | Extensive community consultation, in line with council's adopted consultation strategy, occurred during this period. Over 1,300 people provided feedback over a 2 month period. A summary of this feedback was presented to council in a workshop in November 2012 and will be reported formally as part of the <i>Camden 2040</i> review in early 2013. |
| | | <i>Camden 2040</i> reviewed and adopted by new Council | Following feedback (noted above), <i>Camden 2040</i> is currently under review. A new draft version of <i>Camden 2040</i> will be reported to Council in March 2013 and then placed on exhibition for public comment. |

| | | | |
|--|--|---|---|
| Integrated Planning and Reporting Framework | Council must prepare a new four year delivery program detailing its own actions to be undertaken to implement <i>Camden 2040</i> | Delivery Program complete | The Delivery Program is currently being reviewed by senior management with a view to presenting the first draft to Council in May 2013. |
| | Council must prepare and exhibit an annual Operational Plan and budget | Annual Operational Plan and Budget complete | In conjunction with the Delivery Program, the Operational Plan and Budget is currently under review by the senior management team. A first draft version will be presented to council in May 2013. |
| | Council must adopt a new Resourcing Strategy (Long Term Financial Plan, Asset Management Plans & Workforce Plan) detailing how it will resource its actions in implementing <i>Camden 2040</i> | Resource Strategy complete | As part of the review of <i>Camden 2040</i> , the Delivery Program and Operational Plan, existing Resource Plans are being reviewed to ensure they adequately respond to the needs of the community and the organisation. |
| | Increase Council resources to implement the requirements of the Integrated Planning and Reporting requirements | Timeframes are met | A new staff member commenced in September 2012 to provide support for Council's Integrated Planning and Reporting requirements. |
| Performance Measurement and Reporting | Six monthly reporting to the Council on achievements in implementing the Delivery Program | Two reports prepared for Council each year | The report for the 6 Month Period January to June 2012 went to Council at the meeting of 14 August 2012 and was placed on Council's website following that date. |
| | Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program | Annual Report available on Council's website in November | Council's Annual Report was completed and placed on the <i>Camden 2040</i> website by 30 November 2012. The Annual Report was the first under the new Integrated Planning and Reporting Requirements, and as it fell in the year of the election also contained Council's End of Term Report achievements and State of the Environment Report. The Division of Local Government was notified as required. |
| | An end-of-term report is reported to Council at the last meeting of the Council term on the achievements under <i>Camden 2040</i> | End of term report presented to last meeting of sitting Council | The End of Term Report on <i>Camden 2040</i> was tabled at the final meeting prior to the election of the new Council (28 August 2012). This report highlights Council's achievements in implementing <i>Camden 2040</i> since its adoption in December 2010. |
| Long Term Financial Plan | Monitor and maintain Council's Long-Term Financial Plan | Long Term Financial Plan is reviewed quarterly | Upon adoption by Council of the December Quarterly Budget Review (Ord Meeting 26/2/2013) the current projections in Council's LTFP will be reviewed. |
| | Update annually as part of the development of the Operational Plan | Update Completed | Council's LTFP is to be considered by Council as part of adopting the 2013/14 Operational Plan in June 2013. |




| | | | |
|---|---|---|--|
| Strategic Management of Council's Property | Continue to develop Council's Property Management Strategy | Strategy is adopted by Council and implemented | Council's Property Management Strategy is currently under review. |
| | Maintain Council's land register | Information is accurate and up to date | Council's Land Register is current. |
| | Manage Council properties | Current Plans of Management are in place | Council's Management Plans in relation to Council properties are currently under review. |
| | | Licences and leases reviewed regularly | Council's register of licences and leases held are currently under review. |
| | Review of Council's Community Land Holdings | Review complete | The review of Council's Community Land Holdings are currently under review. |
| Workforce Planning | Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce demographics | Workforce Plan reviewed at least annually | Review of Workforce Plan currently being undertaken. |
| | | Succession planning in place for critical positions | Identification of succession planning opportunities for critical position will be undertaken during the review of the Workforce Plan. |
| Strategic Asset Management | Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets | Asset Management system and practices reviewed and updated annually | This on-going project may not be able to be completed until new data have been collected for all the asset classes, funding is likely to be made available in 2013/14. |
| | Proactive monitoring of the delivery of new assets and active involvement in the planning for provision of community assets and facilities | All specifications are reviewed and updated regularly | This is an on-going activity with a major review to commence soon, and to be completed in the next reporting period. |

Local Service 6.3 – Community Engagement

What is Community Engagement?

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

Report on Delivery Program Success Indicators

| Local Service 6.3: Community Engagement | | | | |
|--|--|-----------------------------|--|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Community Engagement | Community Satisfaction Survey | Maintained or Improved |  | 6.34 in 2011 compared to 5.90 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report. |
| Residents participating in Council's consultation and engagement processes will feel satisfied that they were engaged in the process | Satisfaction of participants | Stays the same or increases |  | Council will be preparing a Community Engagement Strategy in 2013 / 14 which will improve Council's engagement processes, including monitoring participant satisfaction. |
| Council engages with a demographic diversity of residents that is consistent with the community's demographic composition | Diversity of community engaged responds to the community profile | Improving |  | During the period a telephone survey was conducted which mirrors the demographic composition of the community in relation to age (over 18s only), gender and suburb. The Community Engagement Process for the review of <i>Camden 2040</i> included concerted efforts to engage specific target groups, including young people through SK8TOPIA and Youth Council; Seniors, through the Seniors Lunch; people with a disability through the Access Committee, people from culturally and linguistically diverse backgrounds through the Cohesive Communities Action Group, and Aboriginal People through the Mygunyah Aboriginal Residents Group. |

Report on Delivery Program Activities

| Local Service 6.3: Community Engagement | | | |
|---|---|---|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Community Engagement | Ongoing community consultation and engagement on key strategic issues and statutory processes | Number of engagement opportunities | Council conducts a range of community engagement processes, and informs residents of key issues and events according to statutory requirements. Some key consultations that occurred during the period were for the review of <i>Camden 2040</i> (1,317 people were consulted), and the Narellan Town Centre Planning Proposal. |
| | | Amount of feedback received | 1,317 people provided input into the review of <i>Camden 2040</i> . |
| | Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues | Register is updated annually | A register of residents is maintained and updated annually through the Telephone Survey. This register was used in October 2012 to put together focus groups for the review of <i>Camden 2040</i> . |
| | Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services | Phone survey conducted annually | The telephone survey was conducted in July 2012 and focused on measuring Council's Sustainability Indicators. The next survey will be conducted in July 2013 and will focus on community satisfaction with Council services. |
| | Community feedback and data is collected and used across the organisation for a range of planning purposes | Data collection system established | A data collection system will be prepared following the recruitment of a Community Engagement Officer in the second half of 2013. Currently reports from major community engagement exercises, such as that for <i>Camden 2040</i> , are reported to Council and available for use across the organisation. |
| | Community Engagement Strategy is prepared and implemented for the review and re-adoption of <i>Camden 2040</i> | Community Engagement Strategy complies with legislation | A Community Engagement Strategy for the review of <i>Camden 2040</i> was adopted by Council at its meeting of 28 August 2012 in accordance with the Integrated Planning and Reporting Requirements. |
| | | Diverse groups are represented | A Community Engagement Strategy for the review of <i>Camden 2040</i> was adopted by Council at its meeting of 28 August 2012. Council commenced the review of <i>Camden 2040</i> following the adoption of the Community Engagement Process, which ran during September and October, with a small number of events conducted in December. A Council workshop was conducted in November for the commencement of Councillor input into the review. Some 1,317 people provided input into this process in a range of ways, including completion of surveys at events, online and by students of Camden High. Focus Groups were also conducted and a range of groups visited. |

Local Service 6.4 – Community Information

What is Community Information?

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

Report on Delivery Program Success Indicators

| Local Service 6.4: Community Information | | | | |
|---|-------------------------------|-----------------------------|------------------------|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Community Information | Community Satisfaction Survey | Maintained or Improved | ● | 7.06 in 2011 compared to 6.76 in 2009, which represents a statistically significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report. |
| Council's website becomes a recognised source of information for and communication with residents | Resident Telephone Survey | Stays the same or increases | ● | 9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated after conducting the next Resident Telephone Survey. |

Report on Delivery Program Activities

| Local Service 6.4: Community Information | | | |
|--|--|---|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Advertising and Promotion | Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases. | Increase in the number of positive media releases distributed | During this period, Council sent 39 positive media releases to local and/or metropolitan media outlets. During the same period in 2011 Council sent 29 positive media releases. |

| | | | |
|---------------------------------|--|---|--|
| Communication Strategy | Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community. | Communication Strategy Adopted by Council | This policy is in draft and is expected to be completed by the next reporting period. |
| Website and Social Media | Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly | Hits on Council's Website | Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live by the end of this financial year. |
| | | Proportion of residents who use Council's website | Again, anecdotal feedback indicates residents are utilising the website on a more regular basis. According to participants surveyed during the annual telephone survey, 9.3% of residents use Council's website to access information, up from 5.7% of residents in the |
| | Update of Council's Facebook page to include information relating to Council activities. | Number of 'Likes' on Council's Facebook page | Council's Facebook page now has 336 'likes'. 173 people 'liked' Council's page during the reporting period compared to 49 'likes' in the same period in 2011. |
| | Enhancing the availability of information to the community via technological upgrades, such as Council's website | Hits on website increase | Council's website is in the process of being upgraded help deliver information to the community. The upgrade should be completed by the next reporting period. A dedicated <i>Camden 2040</i> website was also established during the reporting period. |
| 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. |
| | | 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. |




| | | | |
|--|--|---|--|
| Efficient and effective operation of Council's Customer Service Centres | Provision of quality customer service to our customer's both internally and externally including all general enquiries, information, bookings, processing of applications and receiving payments. | Accurate and timely response | Customer satisfaction levels are generally acceptable however difficulties with Council's current phone system continues to result in negative feedback on occasion. Investigation into the establishment of a new phone system has been undertaken taking into consideration relocation to the new Administration Building. |
| | | Customer satisfaction | Despite limited survey data, general feedback indicates a stronger positive trend in relation to Council services. |
| | In order to ensure consistent and quality customer service across the organisation, Customer Service Charters will be prepared and staff will be educated and trained on what standards are expected | Charters prepared and staff information and training undertaken | Customer Service Charters have been developed and will be presented to the Senior Management Team for final review prior to an all staff launch across Council. |

Local Service 6.5 – Management of Emergency Events

What is Management of Emergency Events?

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

Report on Delivery Program Success Indicators

| Local Service 6.5: Management of Emergency Events | | | | |
|--|--|----------------------------|---|--|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| The Community is Satisfied with Council's Role in Management of Emergency Events | Community Satisfaction Survey | Maintained or Improved |  | Review was put on hold until the new State Emergency Management Plan is released. Updated data relating to this indicator will be detailed later in 2013 after the next community satisfaction survey. |
| Disaster Plan remains current | Regular reviews completed | Completion |  | Review was put on hold awaiting the release of the new State Emergency Management Plan. |
| Local emergency management committee is familiar with the facility and latest procedures | Feedback and evaluation following emergency management exercises | Stays the same or improves |  | Routine exercises conducted to ensure that local Emergency Management procedures provide the most up to date procedures for the Committee. |

Report on Delivery Program Activities

| Local Service 6.5: Management of Emergency Events | | | |
|--|--|--|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Support and Facilitate the Local Emergency Management Committee | Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience | Local emergency management committee plans are adopted | Review of Plan was put on hold till new State Emergency Management Plan is released and Regional Emergency Management Plan has been reviewed. |






| | | | |
|---------------------------------------|--|---|---|
| Risk Assessment | Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DISPLAN | Risk register is updated annually | Review of risk register is due to be conducted in the next reporting period. |
| | Update of Disaster Plans - Identification of vulnerable facilities | Facilities and plan updated | Review of vulnerable facilities is conducted annually; the next review is due to be done in the next reporting period. |
| Emergency Operations | Partner or work with emergency services in facilitating emergency response required during a disaster event or an incident | Systems established in accordance with Management Plans | System is in place for activation during any emergency, for coordinating, facilitating and supporting emergency operations. |
| Supporting Emergency Services | Contribute resources to emergency services which will help them in effectively managing or minimising the impacts of emergency events and natural disasters when these occur | Buildings, plant and equipment are maintained and replaced as per the adopted schedules | On-going maintenance and replacement of all equipment is up to date. |
| Management of Capital Projects | Design and construction of a new rural fire service station at Camden West | Construction on time and within budget | Design works completed. Documentation for Tender being completed. |

Local Service 6.6 – Support Services

What is Support Services?

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

Report on Delivery Program Success Indicators

| Local Service 6.6: Support Services | | | | |
|--|--|--|---|---|
| Indicator | Measure | Target | Result 1/7 to 31/12/12 | Comment |
| Council's workforce is appropriately skilled, safe and stable | Skill measured by proportion of staff undertaking compulsory training. | All staff have completed compulsory training |  | On average 94% of identified staff attended compulsory training. Compulsory training courses included Respect and Dignity in the Workplace, Performance Management, Staff Induction, Workplace Health and Safety. Staff that were unable to attend training due to illness or leave arrangements have been rescheduled into upcoming courses. |
| | Safety measured by no. incidents, lost time from injury. | Safety - less incidents and less lost time. |  | 34 incidents recorded for the reporting period, resulting in 12 claims being lodged. Of these claims 5 were for lost time and 7 medical expenses only. |
| | Stability measured by staff turnover. | Stays the same or decreases |  | Turnover for the past six months was 4.74% which is reduction of 2.28% and under the industry average |
| Information systems are reliable and technical support to users is provided promptly | System down time and customer response times (according to request type) | Systems running at or above 98%. Staff are satisfied with response times |  | This target has been met. Council is currently implementing a new helpdesk system which will further support IT's capability of meeting the KPI. |
| Council's finances are managed prudently | Unqualified audit report | Unqualified |  | Council received an unqualified audit report as at 30 June 2012. Council's next statutory audit will be reported following 30 June 2013. |

| | | | | |
|--|--|---|---|---|
| Council's finances are healthy | Financial Health Check Indicator - Unrestricted Current Ratio | Results are "green" or trending towards "green" |  | The ratio as at 30 June 2012 was 2.51:1 (2011, 2.27:1) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1. Council's liquidity and ability to service its responsibilities remains in a good position. |
| | Financial Health Check Indicator - Debt Service Ratio | |  | The ratio as at 30 June 2012 was 4.02% (2011, 4.96%) this is an improvement on the previous year and the ratio remains better than benchmark. This ratio indicates that Council has a strong capacity to borrow which places Council in a very good position when considering long-term borrowings to construct a new administration building in 2015/16. |
| | Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage | |  | The ratio as at 30 June 2012 was %6.31 (2011, 6.79%) although this is an improvement on 2011 the ratio is still above the benchmark of 5%. This is both an indication of affordability and Council's policy not to legally pursue pensioners for outstanding amounts. Council has a compliant debt recovery system but is also considerate of affordability. |
| | Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio | |  | The ratio as at 30 June 2012 was 54.70% (2011, 37.71%) although this is an improvement on 2011 the ratio is still below the benchmark of 100%. This means Council is not spending enough on building and Infrastructure asset renewal. Council has endorsed an application to IPART for a continuation of the Community Infrastructure Renewal Program to assist in meeting the challenge of asset renewal. It is still expected that with this Special Rate Variation the ratio will still be below benchmark. The issue of asset renewal is a long-term problem; it is a balance between affordability, service standards and sustainability. The issue of asset renewal needs a whole of government approach; Council continues to source funding opportunities where ever possible. |
| Camden Council is regarded as a good place to work | Exit interview data initially. Staff satisfaction survey from 2012 | Remains the same or increases |  | The Employee Opinion Survey conducted in April 2012 returned a 72% satisfaction rating and exit interview data continues to confirm that trend with employees indicating that despite their decision to leave they regarded Council as a good place to work. |
| Council's resources are well-protected through careful risk management processes | Claims - motor vehicle, public liability, property | Decreasing |  | Liability Claims – 24 in the reporting period compared to 57 in the previous period Motor Claims – 23 compared to 18 in the previous period Property Claims – 5 compared to 7 in the previous period. |

Report on Delivery Program Activities

| Local Service 6.6: Support Services | | | |
|-------------------------------------|---|--|---|
| Activity | Council's Role | Performance Measure | Status 1/7/12 – 31/12/12 |
| Financial Management | Collection of Council income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support | Timely and accurate customer support | The collection of Council income throughout the reporting period has been done so in a timely and accurate manner and in compliance with the Local Government Act. |
| | | Compliance with the Local Government Act | |
| | Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement. | Unqualified Audit Report | Target met as at 30 June 2012, next audit 30 June 2013. The audit report was unqualified and completed within the statutory deadline of 30 June. |
| | | Completion of the Annual Financial Reports within the statutory deadline | |
| | Management Accounting - Preparing Council's Budget, quarterly budget reviews, financial reporting, Section 94 Accounting, Long-Term Financial Plan and cash reserves | Timely completion of Council's budget | This activity will take place in the next reporting period and will be reported subsequently. |
| | | Quarterly review of Council's Long Term Financial Plan | |
| Governance | Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer | Compliance with all Acts and Regulations | All legal aspects have been coordinated and conducted in compliance with the mandatory Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance. |
| | | 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 | Council has prudently applied items of Legislation at all times. Council is currently reviewing its Privacy Management Policy for adoption by Council before 30 June 2013. |

| | | | |
|---|--|--|--|
| IT Services | Provision and support of Council's Information Technology hardware and systems | Down time is minimised | IT staff have worked to minimise all instances of downtime. Council is currently upgrading many of its PC's and Citrix units to Remote Desktop Session (RDS) which will provide greater efficiencies in providing IT support to a rapidly growing organisation. |
| | | Internal customers are satisfied with the support they receive from IT | |
| | Core systems and infrastructure and corporate-wide software upgrades | Upgrades complete | Council is currently implementing or upgrading a number of core systems including the Customer Response Management System (CRM), Electronic Document Management System (TRIM), Electronic Budget System and Long-term Financial Plan (BIS) and Performance Management System (CAMS). An upgrade to Council's core disaster recovery systems and to Authority version 6.4 has been completed. |
| | Increase resources in help desk support | IT support has increased with the growing workforce | Council's IT staff has increased by 1 to provide a more efficient help desk service for both staff and Council's Libraries |
| Records Management | Administer Council's Electronic Document Management system, correspondence, ensure the security of Council's records information, ensure policies and procedures are in place to effectively manage Council's records. | Compliance with appropriate legislation | Target met – Records is currently implementing TRIM which will allow for more efficient monitoring of compliance with the State Records Act. |
| | | Internal customers are satisfied | Target met – Records is currently implementing TRIM which will provide a more user friendly experience for staff. |
| Staff Accommodation, Fleet & Equipment | New Central Administration Building – selection of site and preparation of preliminary funding strategy | Site selected and preliminary funding strategy prepared | Council resolved to locate its new central administration building at Oran Park Town Centre at the meeting of 27 November 2012. A costing plan has been developed for the project. Expressions of interest for loan borrowings will be undertaken in early/mid 2013. |
| | New Central Administration Building – preparation of procurement methodology and final funding strategy | Procurement methodology and final funding strategy prepared | The procurement methodology and final funding strategy will be presented to Council in early/mid 2013. |
| | New Central Administration Building – preliminary design and consultation | Preliminary design and consultation undertaken | Council, at its meeting of 27 November 2012, resolved to appoint a Senior Architect and Project Manager to assist Council with the preliminary design of the new building. It is envisaged these appointments will be made in the early part of 2013. |

| | | | |
|---|---|---|--|
| 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 is taking place on a daily basis to ensure Council workplaces are safe, efficient and economical to run. |
| | | Energy and water efficiency plans in place | Projects are progressing as planned with some to be completed in the next reporting period. |
| | Replacement of damaged carpet at the Narellan Administration Building | Carpet replaced | Work for replacing damaged carpet in the Council building at Narellan has been completed. |
| | Council Works Depot – environmental improvements | Works completed | Improvement to existing environmental system in the Narellan Depot is programmed to commence in the next 3 months. |
| | Provision of appropriate and cost-effective motor vehicles and construction equipment for utilisation by Council staff | Appropriate tools of trade are provided and maintained in a cost effective manner | This on-going task is progressing as planned to bring cost savings to the organisation whenever possible. |
| 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 | Council resolved to locate its new central administration building at Oran Park Town Centre at the meeting of 27 November 2012. A costing plan has been developed for the project. Expressions of interest for loan borrowings will be undertaken in early/mid 2013. At this stage, investigative work into the future of the council depot and its capacity to expand has not progressed beyond an initial desktop analysis. |
| | Manage capital projects on behalf of other sections of the organisation | Capital projects delivered on time and to budget | Ongoing |
| | Increase resources to manage the increasing capital projects due to the urban growth of the area | Capital projects delivered on time and to budget | Pre planning for the employment of new staff for current development being investigated. |
| | Increase resources for design works for capital projects to maximise future funding opportunities | Design works completed | Councils current priority is for design of projects currently funded. |

| | | | |
|--|---|---|--|
| Risk Management & Insurance | Development of Council's Risk Management Framework | Appropriate risk management strategies are in place | Council's Emergency Management Plan has been revised and adopted. Staff and Fire Warden training will be implemented. Project Risk Management Guidelines have been developed and trialled on a major capital expenditure project. |
| | 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 a decrease in the number of liability claims (57 down to 24) There has been a decrease in Property claims (7 down to 5) There has been an increase in motor vehicle claims (23 up from 18) |
| | | Council is appropriately insured | Council maintains current insurance policies to cover identified risks. |
| | Plans are prepared to ensure Council can continue to operate in the event of an interruption to its business | Business Continuity Plans are in place | Council's Business Continuity Plans are in final draft. Finalisation and implementation by June 2013 |
| Workplace Safety | Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations | Compliance with policies and procedures | Compulsory training was conducted for all staff on new changes to Workplace Health and Safety Legislation. Major policies are in draft awaiting adoption and implementation. |
| | Management of Workers Compensation | Number and cost of claims | 12 claims were lodged for the reporting period. The total cost of claims for the period \$35,623. |
| | | Lost time hours | Lost time hours recorded for the period totalled 145.6 hrs. |
| Development of a comprehensive WH&S System | WH&S system implemented | As a result of two audits work continues on a Workplace Health and Safety Strategic Plan which will plan and prioritise the highest risk areas. | |

| | | | |
|---|---|--|--|
| 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 | <p>Council's EAP program has been renewed and information sessions will be conducted to inform staff on the services available.</p> <p>Employee Relations continues to support Managers and Employees in all relevant areas.</p> <p>Consultative Committee training undertaken by committee members. Employee Relations continue to participate in Consultative Committee meetings and provide advice and support.</p> |
| | | Breaches are minimised | No breaches reported. |
| | Provision of payroll services to Council's employees and carry out all relevant statutory reporting, deductions and record-keeping | Employees are paid within agreed timeframes | All employees have been paid within agreed timeframes with a less than 1% error rating. |
| | | All statutory requirements are met | All statutory requirements for the reporting period have been met. |
| | Implementation of Council's Salary and Performance Management System | Performance evaluation remuneration undertaken in line with system | Council has undertaken a review of the Salary and Performance Management System. The new system has been implemented during the reporting period with all staff being assessed on new performance criteria and revised position descriptions. |
| | Undertake recruitment and selection of new employees | Internal customers are satisfied with the employment process | During the reporting period Council recruited for 33 vacant positions. 3 positions were not filled during this period and will subsequently be readvertised. |
| | Promotion of Council as an Employer of Choice through participation in events and expos, and development of partnerships with education providers | Participation in events and networks | Council worked in partnership with University Western Sydney and University Technology Sydney to recruit Trainees in the professions of Engineering and Building Surveying. |

| | | | |
|---------------------------------------|---|---|--|
| Staff Training and Development | Council staff provided with the training and development to carry out their jobs effectively to deliver high quality services to the local community. | Staff training needs are identified annually and met through appropriate training | Individual Learning and Development plans have been completed for all employees as part of the Annual Performance Review. A training needs analysis has been conducted to inform the development of the Corporate Training Calendar. |
| | Provide traineeships, apprentices and work experience placements | Number of placements provided | Council currently employs two apprentices and 10 Trainees. Council hosted 13 Work Experience placements during the reporting period. |