



camden council

Camden 2040 Delivery Program

Six Month Report July to December 2013

*Transforming Community
Vision into Action*

Table of Contents

	page		page
Introduction	3	Key Direction 4: Effective and Sustainable Transport	
Integrated Planning and Reporting (IP&R)	3	4.1 Transport Options	71
Camden Council's IP&R Framework	5	4.2 Road Safety	75
Delivery Program Overview	6	4.3 Local Traffic Management	78
How to read this report	7	4.4 Construction and Maintenance of Local Roads, Footpaths and Kerbing	81
Highlights	9		
Snapshot – Key Activities and Achievements	12	Key Direction 5: An Enriched and Connected Community	
		5.1 Recreation Services and Facilities	85
Key Direction 1: Actively Managing Camden's Growth		5.2 Community and Cultural Development and Planning	91
1.1 Development Control	15	5.3 Community Support Facilities and Services	98
1.2 Heritage Protection	20	5.4 Community Safety	103
1.3 Urban and Rural Planning	23	5.5 Community Events	107
		5.6 Library Services	111
Key Direction 2: Healthy Urban and Natural Environments			
2.1 Waste Services	30	Key Direction 6: Strong Local Leadership	
2.2 Regulating the Use of Public Areas	33	6.1 Strong Local Democracy	114
2.3 Public Health	38	6.2 Stewardship of Community Resources	117
2.4 Protection of the Natural Environment	42	6.3 Community Engagement	121
2.5 Parks and Playgrounds	48	6.4 Community Information	124
2.6 Environmental Activities	52	6.5 Management of Emergency Events	127
2.7 Enforcement of Legislation and Policies	57	6.6 Support Services	130
2.8 Appearance of Public Areas	61		
Key Direction 3: A Prosperous Economy			
3.1 Economic Development	63		
3.2 Tourism	66		
3.3 Management of Significant Places	69		

Introduction

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

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

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

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

When reading this report, it is important to note that there will be some activities that do not have previous commentary to compare between periods, this is a result of Council commencing a new 4 Year Delivery Program adopted by Council on 25 June 2013. Those activities that are ongoing will have 2 periods to compare, those activities that are part of the new Delivery Program will have their first status update in this report.

Also, in late 2013, Council undertook an extensive review of its Delivery Program Success Indicators. This review was conducted in conjunction with the commencement of the new 4 Year Delivery Project with a view to introducing new indicators, the removal of existing indicators that were no longer useful / meaningful and to enhance and strengthen those indicators that could be improved.

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

Enquiries regarding this report can be directed to Council's 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.

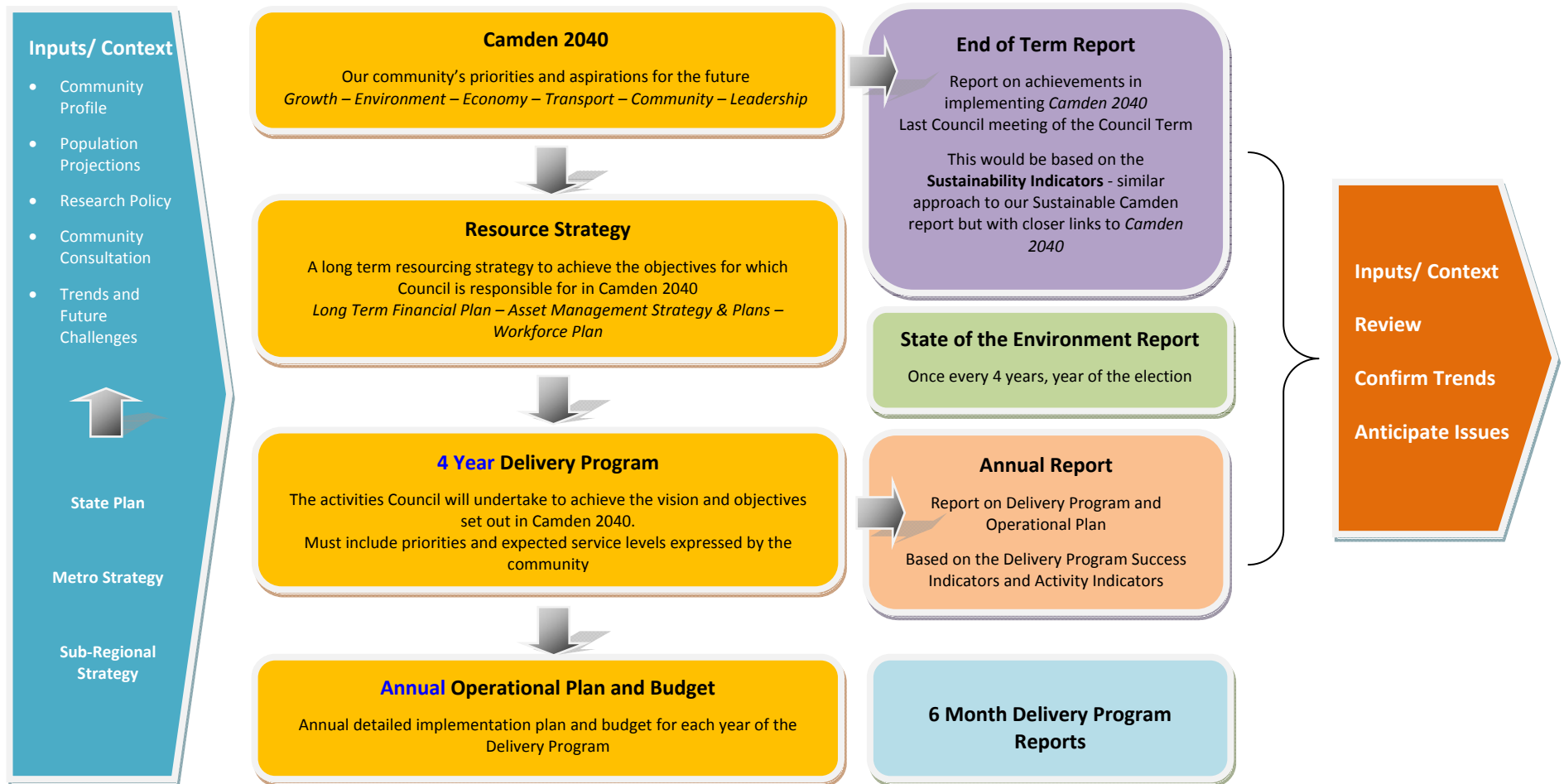
It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measureable. The Delivery Program is a statement of commitment to the community 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

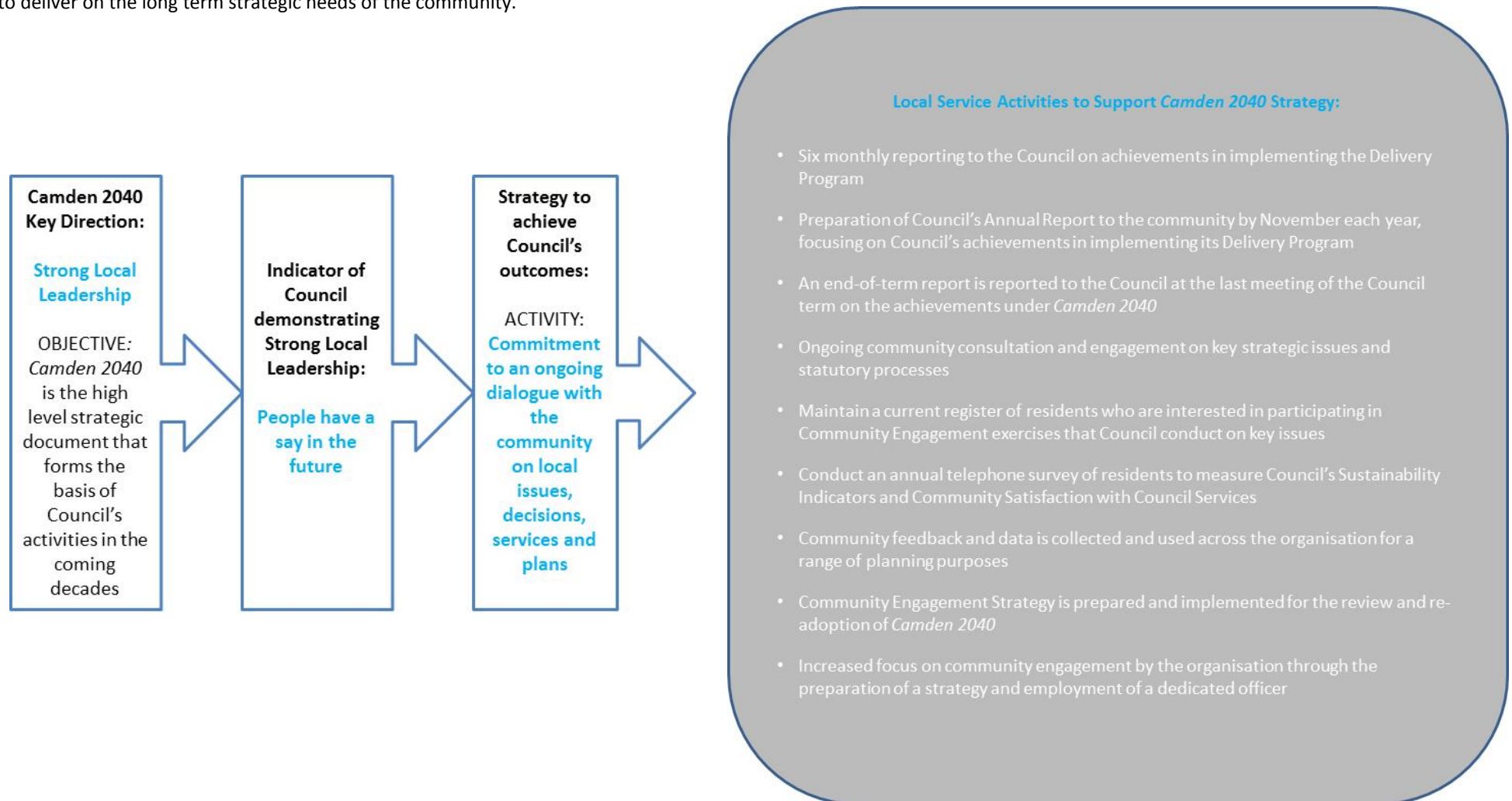
In essence, this document is all about ensuring the plans, programs and budgets (the yellow boxes) are integrated, consistent with each other and make progress towards our community goals that is then reflected in the Sustainability Indicators.



Delivery Program Overview

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

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







How to Read this Report

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

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

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

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

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

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

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

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

Annual Telephone Survey and Resident Satisfaction Scores

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

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

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

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

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

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

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

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

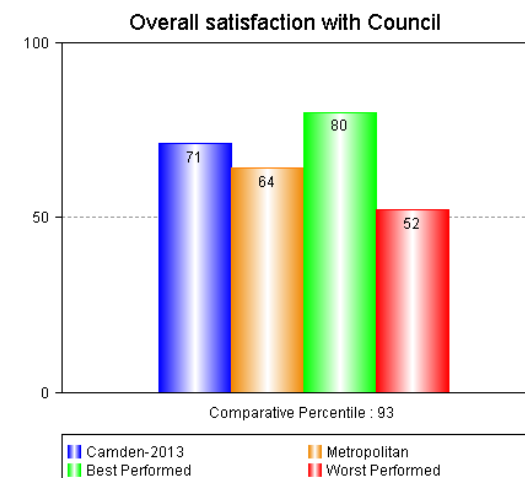
Highlights

Community Satisfaction with Council

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

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

The next community satisfaction survey will be conducted in 2015.







Growth in the Period July to December 2013

- Council assessed a total value of approximately \$273 million worth of development
- Domestic waste services increased 1.03% in the period, a decrease from the previous period (3.1%).
- Council's staffing numbers (full time equivalent) remained stable in the reporting period, remaining at 309.
- The total number of rate assessments in the Camden Local Government Area increased by 778 in total, which demonstrates steady growth in the Camden LGA. The total number of rate assessments is slightly down from the number of rate assessments in the previous reporting period (1,035 in total).

Summary – Performance Against Targets Over the Period

1. All Indicators



There are 110 Success Indicators in total contained in the Delivery Program. The following table provides a breakdown of these indicators by their status for the period of July to December 2013.

		January to June 2013	July to December 2013
	Target met or exceeded	70%	67%
	Progress made towards target	14%	5%
	Requires attention	13%	14%
	No data currently available	3%	14%

It is difficult to make an overall statement as to performance between the two periods as the increase in the grey indicators is due to the revision of the indicators and the commencement of the new Delivery Program period. As previously reported it is worthwhile to note that the majority of the grey indicators were redistributed to green indicators from the last period (14 out of 21). Within the next reporting period it is expected that majority of grey indicators will be redistributed.

2. Movement Towards or Away from Target

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

<i>Indicators that Moved To Achieve the Target</i> 	<i>Indicators that Moved Away from the Target</i> 
<ul style="list-style-type: none"> Companion animals are appropriately identified 	<ul style="list-style-type: none"> Onsite sewage management systems are operating satisfactorily
<ul style="list-style-type: none"> The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces 	<ul style="list-style-type: none"> The community is generating less waste
<ul style="list-style-type: none"> The value of event sponsorship stays the same or increases 	<ul style="list-style-type: none"> Seasonal bookings of Sportsfields – Number of bookings

<i>Indicators that Moved To Achieve the Target</i> ●	<i>Indicators that Moved Away from the Target</i> ●
<ul style="list-style-type: none"> • Council's library facilities and programs are well attended 	<ul style="list-style-type: none"> • Council's resources are well protected through careful risk management processes – Motor Vehicle Claims
<ul style="list-style-type: none"> • Council's resources are well protected through careful risk management processes – Property Claims 	

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

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

- Number of non-complying premises are decreasing (food and skin penetration)
- Water quality in Rivers and Waterways is maintained or improved
- Council's resources are well protected – Liability Claims

Red indicators serve as a flag for potential areas of concern, however, there are sometimes influences that will give a red result that is not necessarily reflective as a permanent move away from sustainability.

Those areas that have remained red have been acknowledged and addressed in this report:

- Instances of food borne illnesses tend to fluctuate between periods, so it is important to consider any trend over time. Council is monitoring the increase in the number of improvement notices that are issued to food and skin penetration premises. Given the increase in the number of notifications issued, Council will continue to monitor this trend.
- Limited testing has been undertaken for the Nepean River during the reporting period. Results indicate there have been departures from acceptable parameters. The Narellan River Catchment water quality testing for 2013/14 is currently underway and a report will be finalised by June 30 2014. This is the first time that water quality data has been reported for the Nepean River. The departures from acceptable parameters are around Turbidity and Clarity. These departures suggest that the result of urban development is having an impact on the quality of the water in the Nepean River. Council will be reviewing this closely.
- Council have identified an increase in the number of claims made in the reporting period and will be monitoring these areas closely in the next reporting period.

Snapshot - Key Activities and Achievements

Actively Managing Council's Growth

- Council has continued to reduce the turnaround time for the issuing of construction certificates, seeing the processing average decrease from 18 day average in the previous reporting period, to a 16 day average in this reporting period, ensuring service levels are met and maintained.
- Council has completed the revision of its Bushfire Maps, in order to manage the changing vegetation within the local area. The bushfire map has been certified within the reporting period and has been implemented.
- Catherine Fields Part Precinct was rezoned on 20 December 2013.

Healthy Urban and Natural Environments

- With the increase in residential dwellings in the local area, Council continue to meet service levels in the management of waste, completing 99.9% of weekly collection of household waste.
- Council has formed a new "Companion Animals Advisory Committee" specifically aimed at educating residents on responsible pet ownership.
- Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha), John Peat Reserve (1.4ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council. This is up from 6.88% in the previous reporting period.
- During the reporting period, Council participated in the 'Macarthur Nature Photography Competition'. 55 of the 240 entries were from the Camden LGA with 9 of the 18 winners from the Camden LGA.
- Council continues to undertake Environmental Awareness and education program launching the 'Wood Smoke Reduction' campaign which sought to educate residents on the effects of wood smoke on the environment and their health. In addition to this campaign, planning has commenced for the 'Love Food, Hate Waste' program. This project aims to reduce the amount of food waste disposed.

A Prosperous Economy

- Visitor numbers continue to increase to the local area, with the Tourism Information Centre recording an increase of 29% within the reporting period, up from 21% in the previous reporting period.
- During the reporting period, Macarthur.com.au website has seen a 42% increase in web traffic, well up since the previous reporting period.
- Council's Economic Development Officer continues to facilitate the implementation of the Economic Development Strategy with a view to increasing opportunities for local residents to actively participate in the growth of the local economy.

Effective and Sustainable Transport

- The number of recorded road accidents (fatal and non-fatal) per 1000 population fell from 4.44 per 1000 to 4.16 per 1000 between 2011 and 2012.¹
- The 'Macarthur Young Drivers Assistance Program' concluded with all participating learner drivers completing mandatory lessons and successfully obtaining their provisional (P1) drivers licence.
- Council through direct works and developer driven works has significantly increased the number of cycle ways and paths constructed in the LGA. Approximately 1.4km of shared path has been constructed by Council in the reporting period that facilitates greater pedestrian access.
- Council continues to conduct ongoing liaison with both the Camden Valley Way Upgrade and the South West Rail Link contractors to ensure that major infrastructure delivery projects are progressing and are in line with the needs of local residents.

Enriched and Connected Community

- Council continues to support community organisations and individuals through the Community Assistance Program; 24 organisations received funding for community funding under the Community Small Grants Program, 24 individuals received funding under the Special Achievers Program and 12 organisations received funding under the Donations for Charitable Purposes program for the 2012/13 period.
- The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue. Approximately 106,752 visitors attended the Civic Centre within the reporting period.
- Council continue to provide quality Family Day Care with 55 registered educators and 427 children currently enrolled. The service is steadily growing in line with the increase in population.
- Council's library services saw an increase in the number of visitors from 115,7874 in the previous reporting period, to 144,409 in this reporting period (24%) and an increase in the number of people attending library programs from 13,548 in the previous reporting period to 15,152 in the current reporting period (12%).
- The Disability Action Plan (2013 – 2017) was adopted by Council on 23 July 2013, the plan details Council's commitment in ensuring accessible and equitable services and facilities to all Camden LGA residents and visitors to the Camden LGA.

Strong Local Leadership

- Council attended the LGNSW Conference held in Sydney in October 2013. Council strongly advocated its position on a number of matters, in particular by way of the submission of strategic issues on waste (asbestos / clean up provisions for unhealthy / unsafe properties) to be considered and debated by those delegates in attendance.
- Council achieved 4 out of 5 'green' results in the management of Council finances with all results well above industry benchmarks.

¹ Road accident data is publicly available 12 months after the end of the period being recorded to ensure thorough investigations are carried out and the accuracy of the data is ensured.

- Council has developed a process that assists in responding to all resident enquiries to Councillors in a timely and appropriate fashion. This is the initial stage in developing a formalised system moving forward.
- Council's active promotion of activities, community information and services via Council websites, *Lets Connect* and the use of social media. Council currently have 2,103 'likes' on the Camden Council Facebook page.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Development Control	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Development Control was 6.11 out of 10, which has remained stable since 2011.	●	The mean satisfaction score for Development Control was 6.11 out of 10, which has remained stable since 2011.

Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less	●	28 Day Average. This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.	●	27 Day Average. This result is particularly pleasing given the development pressures currently being experienced within the Camden LGA.
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less	●	18 Day Average. This result represents an improved performance from the last period and is well within the target.	●	16 Day Average. This result represents a continued improvement and well within the target.

Report on Delivery Program Activities

Local Service 1.1: Development Control				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Development Applications	Assessment of proposals put forward by developers and the public for the construction of buildings, subdivision of land and use of land against Council and State Government controls.	Processing timeframes	28 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.	27 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.
	Additional processing resources to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications		The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.
Construction Certificates	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes	18 Day Average - This result represents an improved performance from the last period and is well within the target	16 Day Average - This result represents a continued improvement and well within the target.
	Additional processing staff to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications		The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.

Occupation Certificates	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	33 Day Average - This result is a slowing in the timeframe, and improvement will be sought during the next 6 month period.	25 Day Average – This result is an improvement on the previous 6 month period.
Subdivision Certificates	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Conditions of Development Consent and Engineering Specification.	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Conditions of Development Consent and Engineering Specification.
Inspection	The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent	Inspections are carried out in a timely fashion	Inspections are booked by customers on a daily basis. Council staff carry out these inspections on the day and time requested by the customer.	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.
Building Certificates	Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies	Assessments occur in a timely fashion	32 Day Average - This result is consistent with the previous 6 months. The time frame will depend on the level of compliance of the particular building.	8 Day Average – This is a significant improvement but we have seen a drop in requests for these sort of certificates.
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.	Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified.
Swimming Pool Audit	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool fencing	Number of swimming pools inspected	17 swimming pools inspected. Work is currently occurring in developing a swimming pool audit program required to be in place by 28 October 2013.	Council has recently adopted a Swimming Pool Audit Program. The program requires additional staff. This recruitment will soon commence.
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 along with the community.	Consultation with the Geographical Names Board occurs with every application along with the community.

Section 149 Planning Certificates	Produce Planning Certificates for the community as required that outlines the controls that relate to land. They are used in sale contracts when people buy and sell land	Section 149 Certificates produced in a timely fashion	Almost all of Council's 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.	Almost all of Council's 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the increasing applications Council receives due to urban land releases in the LGA.
Geographical and Land Information	Inputting of ownership and mapping details for properties and maintaining the data	Land information is current	Council constantly updates its geographical and land information to ensure that all land information is current and correct.	Council constantly updates its geographical and land information to ensure that all land information is current and correct.
	Undertake a review of mapping software utilised in Council	Review Completed		Council is currently seeking expressions of interest for a consultant to undertake the review on Council's behalf.
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 28 days.	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 27 days.
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 and is consistent with the previous 6 month performance.	16 Day Average – Whilst an increase from the previous period, is still a positive result.
Investigating Development Compliance on Private Property	Investigate complaints received from the general public in relation to concerns about development on private property	Investigations undertaken in a timely fashion	Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.	Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.
Public Road Activities	Determination of works within the public road that is associated with development that includes driveways	Determination completed in a timely fashion	3 Day Average - This result is particularly pleasing given the development pressures, and is consistent with the timeframe for the previous 6 months.	10 Day Average – Whilst an increase, this is as a direct result of increased development currently being experienced

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 been completed and will soon be considered by Council.	Review still being refined prior to being reported to Council, likely next reporting period.
Review of Contamination, Noise, Salinity and Wastewater Policies	A need to review the contamination, noise, salinity and wastewater policies has come about because of changes in legislation and keep pace with best practice.	Review completed	Review has been completed and will soon be considered by Council.	Council has received advice from an external consultant, and will be implemented in the next reporting 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	Review has been completed with the number of conditions significantly reduced and standardised.	Refinement is currently occurring in relation to conditions to have a set of adopted standard conditions.
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	Review has been completed.	A new bushfire map has been certified and implemented in the past period.
Review of Building Surveying Team checklists, templates and procedures	Standardisation of the checklists, templates and procedures used by the Building Surveying Team is necessary to keep pace with legislation and best practice.	Review completed		This work is likely to be refined using a new process and procedure template during the next period.
Review of Subdivision Certificate checklists	A review Council's existing Subdivision Certificate checklists is necessary to ensure they comply with relevant legislation and best practice.	Review completed		This work is likely to be refined using a new process and procedure template during the next period.
Review of Development Consent and Refusal Notice Templates	A review Council's existing Development Consent and Refusal Notice templates is necessary to ensure they comply with relevant legislation and best practice.	Review completed		This work has been completed and implemented.
Review of Section 149 Planning Certificates templates	A review Council's existing Section 149 Planning Certificate templates is necessary to ensure they comply with relevant legislation and best practice.	Review completed		This work is almost finalised with a new Process and procedure being developed. It is expected that this will be implemented in the next period.
Review of Development Information on Council's website	A need to review the development information on Council's website is necessary to ensure that it is relevant, up to date and complies with best practice.	Review completed		Work has commenced with the purchasing of an upgrade of Masterview which will allow plans and information relating to DA's to be available on Council's website. It is expected that this will be rolled out in the next period.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Heritage Protection was 6.87 out of 10, which has remained stable since 2011.	●	The mean satisfaction score for Heritage Protection was 6.87 out of 10, which has remained stable since 2011.
Significant Camden sites are under active protection/management	Properties of heritage significance listed in LEP	Stays the same or increases	●	There have been no new items of heritage significance listed in Council’s LEP.	●	There have been no new items of heritage significance listed in Council’s LEP.

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Advice and Assistance	Provide advice and assistance both internal and external on heritage related matters	Number of times advice provided	<p>Advice provide on:</p> <ul style="list-style-type: none"> • 16 simple, single issue heritage enquiries • 21 medium level heritage issues, requiring multiple advice • 1 complex heritage issue requiring negotiation 	<p>Advice provided on :</p> <ul style="list-style-type: none"> • 7 simple single issue heritage enquires • 23 medium level heritage issues; and • 1 complex heritage issue.
	Engage the services of Council's heritage advisor as necessary	Number of times advisor services required and costs incurred	<p>Heritage advisor provided advice on works to 5 heritage items including appropriate alterations to the Camden Courthouse, a colonial barn in Cobbitty and a Victorian house in Hill St Camden.</p> <p>Conservation advice provided on the Rotunda in Macarthur Park and conservation works to Macquarie Grove House in Cobbitty.</p>	<p>7 heritage items including appropriate alterations to conservation works on Wivenhoe, 30+32 Hill Street, and 11 Broughton Street Camden.</p> <p>Macquarie Grove House, Camden Showgrounds (fencing), Macaria and the Camden Town Farm.</p>
DA Referral	Attend pre DA meetings and provide advice on DA referrals on heritage matters	Number of meetings attended and number of referrals made	<p>DA and Planning Proposal advice provide on:</p> <ul style="list-style-type: none"> • 7 simple, single issue heritage referrals • 23 medium level heritage referrals, requiring multiple advice • 3 complex heritage referrals requiring negotiation. 	<p>DA and Planning Proposal advice provide on:</p> <ul style="list-style-type: none"> • 9 simple single issue heritage referrals • 28 medium level heritage referrals, requiring multiple advice ; and • 6 complex heritage referrals requiring negotiation.
Conservation Management Plans	Assist owners of heritage listed properties in the preparation of CMPs as appropriate in order to identify development opportunities and long term conservation outcomes	Assistance provided to owners of heritage listed properties	Advice was provided on the CMP for Cobbitty Anglican Church, Raby and Gledswood homesteads.	<p>Work has commenced on development of a CMP register.</p> <p>Advice provided on the CMP for Cobbitty Church and Wivenhoe</p>

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 to the heritage item at 10 Barsden St, Camden was written for publication.	Heritage will be updated once Council's new webpage is finalised.
		Information is current	Information in the Heritage Question and Answer link on the website was updated.	Let's Connect article on Oran Park House, and Gledswood. Review has commenced on Strategic Planning Heritage Library.
	Facilitate staff workshops on relevant heritage matters	Number of staff workshops held	Presentation on Aboriginal Heritage legislation provided to Strategic Planning staff.	No staff workshops were held during the reporting period.
	Work with external organisations as appropriate to promote heritage issues	Number of contacts made with external organisations	Regular contact with Heritage of Western Sydney group and Historical Society/Library partnership meeting continued.	Contact is ongoing with Heritage of Western Sydney Group and Camden Historical Society.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Urban and Rural Planning was 5.93 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Urban and Rural Planning was 5.93 in 2013 which has remained stable since 2011.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed	●	Following exhibition, submissions were processed and a report was prepared for Council meeting 9 July 2013. Camden DCP Amendment No. 11 was prepared and reported to Council 25 June 2013 with exhibition to occur in July 2013.	●	A number of amendments have been processed for both the Camden LEP and DCP to ensure both instruments remain current. <ul style="list-style-type: none"> • Woodfired Heaters Amendment 25 finalised in November of 2013. • DCP amendment 11 finalised July 2013.
Timely delivery of infrastructure included in developer agreements	Developer compliance with Voluntary Planning Agreements	100%	●	This is a new indicator, data was not collected for the previous reporting period.	●	Oran Park PCG has been operating to manage the delivery of works under the Oran Park VPA.

Report on Delivery Program Activities

Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
New Release Areas Planning	Coordinate the rezoning process for the following precincts: <ul style="list-style-type: none"> • Austral/Leppington North precinct • East Leppington precinct • Leppington Urban Release Area • Catherine Field South precinct • Emerald Hills 	State Government time frames met	Austral/Leppington North and East Leppington precincts are now rezoned. Catherine Fields South (Part) Precinct is nearing completion with only minor matters to be finalised. Expected to be gazetted in the near future.	The planning for Leppington Precinct continues in line with State Government timeframes. Exhibition is likely in the first quarter of 2014. Catherine Fields (Part) Precinct was rezoned on 20 December 2013. A Contributions Plan has been adopted by the Council for this precinct.
		Relevant stakeholders engaged	The planning for Leppington Precinct continues in line with State Government timeframes.	Emerald Hills planning package was publicly exhibited Nov/Dec 2013 with some submissions received.
	Manage and respond to emerging strategic planning issues within rezoned precincts: <ul style="list-style-type: none"> • Oran Park precinct • Turner Road precinct • Spring Farm precinct • Elderslie precinct • Harrington Grove precinct • Mater Dei precinct • El Caballo Blanco / Gledswood precincts 	Strategic planning issues are actioned in a timely manner	Council continues to manage and respond to issues within the Growth Centre Precincts through forums such as Development Working Groups. In Austral/Leppington North and East Leppington, Council staff have liaised with other adjoining Councils in the rollout of development on the ground.	Project Working Groups have continued for the Oran Park and Turner Road Precincts to resolve issues relating to construction delivery.
	Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities, and undertake annual review.	Strategy complete	The Draft Infrastructure Delivery Strategy is currently being reviewed.	The Draft Infrastructure Delivery Strategy has been reviewed and requires further work. A program for delivering the IDS is being worked through

New Release Areas Planning	Undertake the infrastructure initiatives as identified in the Infrastructure Delivery Program.	Initiatives implemented as programmed		A number of initiatives are being implemented including: <ul style="list-style-type: none"> • Rickard Road strategic alignment • Raby Road strategic alignment • Narellan Sports Complex Strategy
	Additional resources to facilitate Strategic Planning in Growth Centre areas.	Workforce increase		A Precinct Acceleration Protocol submission for Lowes Creek/Maryland has been received by the State Government. Subject to its approval, additional planning resources will be required to facilitate the planning process.
Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements	Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy & Procedure Manual.	75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt	No new VPAs received in the last 6 months. A variation to the Gregory Hills VPA was completed within the timeframe. All WIKAs received in the last 6 months have been finalised within the 6 month timeframe target.	There are 6 VPAs under negotiation: <ul style="list-style-type: none"> • East Leppington – Stockland • Emerald Hills – Macarthur Developments • Spring Farm – Cornish Group • Spring Farm – Urban Growth NSW • Denbigh (Oran Park) – AV Jennings • Narellan Town Centre <p>The Cornish and Urban Growth NSW proposed VPAs have significant policy issues that are taking time to resolve. All other VPAs are on track to be completed within the target time.</p> <p>There are no Works In Kind Agreements (WIKAs) currently under negotiation.</p>

<p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p>	<p>Monitor Voluntary Planning Agreements.</p>	<p>Regular Monitoring is Conducted</p>	<p>Review and monitoring of VPAs continues in accordance with the terms of each VPA.</p>	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource.</p> <p>A PCG operates to monitor the implementation of the Oran Park VPA (GDC).</p>
	<p>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>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancy.</p>
	<p>Administer the Development Contributions Management Committee.</p>	<p>Ensure meetings are appropriately administered and held regularly</p>		<p>The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.</p>
	<p>Complete policy and procedures Manual.</p>	<p>Policy and Procedure manual completed</p>		<p>This Policy and Procedure Manual is not complete due to position vacancy and competing priorities.</p>
<p>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>There are currently 14 planning proposals relating to LEP amendments and 1 DCP amendment being dealt with in the statutory time frames.</p> <p>Harrington Grove (8)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. <p>Mater Dei (5)</p> <ul style="list-style-type: none"> This planning proposal was published on 18 January 2013. 	<p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p>LEP Amendments</p> <p>Amendment 26 - Mapping Anomalies (16 August 2013)</p> <p>Amendment 25 – Woodfired Heaters (1 November 2013)</p> <p>Amendment 28- ECBG Minimum lot size (29 November 2013)</p>
		<p>Amendments gazetted</p>		

<p>Land Use and Planning</p>	<p>Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate</p>	<p>Amendments gazetted</p>	<p>Elyard Gardens (11)</p> <ul style="list-style-type: none"> • This planning proposal was published on 18 January 2013. <p>Spring Farm South & West (7)</p> <ul style="list-style-type: none"> • This planning proposal was published on 18 January 2013. <p>El Caballo Blanco/Gledswood minimum lots size Planning Proposal – Amendment 28</p> <ul style="list-style-type: none"> • Proposal to insert a new Clause into Camden LEP 2010 – ‘ Clause 4.1C Exception to minimum lot size’ in zones RE2 Private Recreation and SP3 Tourist. • A resolution to seek Gateway Determination is being sought from Council at its meeting of 23 July 13. • This is a minor proposal and the plan is expected to be made 6 months after Gateway Determination. <p>Struggletown (2 and 4 Sharmon Close and 1a Stewart Street) – Amendment 24</p> <ul style="list-style-type: none"> • Proposal to insert additional permitted uses on the subject site. • This proposal was sent for Gateway Determination on 2 July 13. • This is a minor proposal and the plan is expected to be made 6 months after Gateway Determination. <p>Gregory Hills (190 Raby Road, Gledswood Hills) – Amendment 21</p> <ul style="list-style-type: none"> • Proposal is to rezoned subject land from RU2 Rural Landscape to a range of residential zones for approx. 260 residential lots • This proposal was sent for Gateway Determination on 2 July 13. • This is a major proposal and the plan is expected to be made 18 months from the time of Gateway Determination. 	<p>DCP Amendments</p> <p>DCP Amendment Amendment No 11 – Review (4 September 2013)</p> <p>Camden Development Control Plan Amendment No 12 – Woodfired Heaters (18 September 2013).</p> <p>Other LEP Amendments (In Progress)</p> <p>Housekeeping Amendment 14- Currently underway</p> <p>Amendment 15 – Glenlee- Rezoning for industrial purposes</p> <p>Gledswood Hills – RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 – 121 Raby Road</p> <p>Amendment 16 – Carrington – Expansion of Carrington Seniors Facility.</p>
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Land Use Planning			DCP Harrington Grove This DCP amendment came into force on 30 January 2013	
	Review of Camden LEP and DCP resulting from the White Paper and the EPA amendment Bill	Appropriate amendments undertaken within agreed timeframe		Comprehensive reports and submissions were developed by Council and submitted to the White Paper Exhibition period. A comprehensive review in light of changes is proposed to commence in February 2014.
	Coordinate the rezoning process for the Glenlee industrial area	Completed within 2 years of receipt	Council resolved to support the planning proposal at its meeting of 23 April 2013. The matter was then referred to the Department of Planning and Infrastructure for Gateway Determination which is expected in July 2013.	Gateway determination for the Glenlee Rezoning was received on 3rd July 2013. Council are currently coordinating with the proponent and Campbelltown Council detailed technical studies for the proposed rezoning to industrial lands.
	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 report on the outcomes of the public exhibition was reported to Council on 26 March 2013, where the planning proposal was adopted and forwarded to the Department of Planning and Infrastructure. The plan was subsequently published on 21 June 2013. Now that the land has been rezoned it is expected that a development application for the first stage of the redevelopment of the Narellan Town Centre will be lodged in the second half of 2013.	This was completed in previous reporting period.
	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	A revised planning proposal was submitted on 18 February 2013. Further negotiations are progressing with the Office of Environment & Heritage. Public exhibition is not expected until the second half of 2013.	Detailed technical studies are currently being prepared as required by the gateway determination. Negotiations are ongoing with the Office of Environment and Heritage. Extension for rezoning received until 16th July 2014
	Elderslie/Spring Farm urban release areas	Undertake review of existing controls and indicative layout plans to ensure relevance		Review of Elderslie Masterplan commenced in the later half of 2013. Consolidation of comments and feedback is expected to be reported to Council in the first half of 2014. A revision to the Spring Farm Masterplan was exhibited in November of 2013, in

Land Use Planning				associated with the relocation of the school site. This will be reported back to Council in early 2014
	Mater Dei/Harrington Grove urban release areas	Ensure strategic planning issues are dealt with in a timely manner		Council continue to work with the proponents on Mater Dei and Harrington Grove to resolve ongoing issues.
	El Caballo Blanco/Gledswood release area	Ensure strategic planning issues are dealt with in a timely manner		Council continue to work with the proponents on both the ECBG and Gledswood sites. To identify and remedy emerging planning issues.
	Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system	Lot projections are current	Council's lot and populations projections programs are being maintained.	Draft lot projections have been identified for some new release areas.
		Tracking System developed	The single source lot production information has been developed and is in use.	An improved system to collect data and a finalised lot/population projection will be investigated in the first half of 2014.
	Process Planning Proposals as submitted	Receipt acknowledged and preliminary feedback provided within 3 weeks of receipt		All received planning are acknowledged within 3 weeks of receipt.
		Planning Proposal processed within timeframe provided by Gateway		1 extension of gateway timeframes was sought during the reporting period for the Carrington Planning Proposal. All other proposals continue to operate within gateway deadlines.
	Undertake an Urban Design Audit of Residential Release Areas	Urban design Audit completed		This activity will commence in 2014, update is expected in the next reporting period.
Undertake an Employment Lands Strategy	Employment Lands Strategy completed		This activity will commence in 2014, update is expected in the next reporting period.	

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Waste Services was 8.53 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Waste Services was 8.53 in 2013 which has remained stable since 2011.
Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%	●	Currently at 76%	●	Currently at 73%

Report on Delivery Program Activities

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Collection of Household Waste	Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin)	99.8% of bins are collected on the scheduled day	Currently 99.8% of bins are collected on the scheduled day	99.9% 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 1 to 2 weeks. Traditionally we get less services during the colder months.	The waiting period before December was 2-3 weeks. Over December and January it has increased to 3-4 weeks. December to January is traditionally our busiest period. We are also reaching our collection capacity and will be purchasing an additional collection truck in the next financial year.
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.	99.2% of bins are collected on the scheduled day. We do not have separate data for commercial customers.
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 76% The new resident Welcome Pack is also being upgraded.	Our current diversion rate is 73%. Welcome packs for new residents in our new estates are being finalised. We are reviewing the service we deliver to our new release areas to ensure we are providing an appropriate service.
Continuing Service Expansion to Meet Needs of Growing Population	Additional collection services required in new urban areas and the associated assets and workforce implications	99.8% of bins are collected on the scheduled day	Currently meeting service rates however additional resources are required to meet the ongoing demand level.	Currently meeting all service requirements and capacity. We are reviewing our truck capacity and additional purchases to ensure we continue to meet the growing needs of our new release areas.





<p>Bin Lid Repairs</p>	<p>Bin lid repairs to be conducted en route by drivers as a more proactive, cost-effective and productive service.</p>	<p>Bin lid repairs conducted en route</p>	<p>We are now using a fleet management system (Wastedge) that is fitted to our waste management vehicles which pushes information back to our operations room in real time to proactively repair bins on site without residents needing to call in the first instance. Otherwise any resident that does make a bin repair request can expect that their service request will be carried out within 24 hours.</p>	<p>Currently around 117 repairs are carried out each month. Our waste management software allows our drivers to report damaged bins while carrying out collections. Lids and bins are then repaired by our purpose built Bin Maintenance truck which is stocked with all the required parts for bin repairs. This new truck allows repairs to be carried out quickly and efficiently as all parts are already on board the vehicle. This then allows our collection vehicles to continue carrying out collections.</p>
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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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Regulating the Use of Public Areas was 6.77 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Regulating the Use of Public Areas was 6.77 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing		Dogs entering the pound: in this reporting period 57% of dogs were microchipped compared to 61% in the last reporting period. Cats entering the pound: In this reporting period 6% of cats were microchipped compared to 10% last reporting period. Council have completed 6 Microchipping days that saw 145 dogs microchipped and 98 cats. The impact this program has on this result will be seen in the next Delivery Program Report.		The number of dogs entering the pound microchipped has increased to 69% compared to 57% last reporting period. The number of cats entering the pound microchipped has not changed since last reporting period being at 6%. These results show a 12% increase in the number of dogs entering the pound being microchipped which could be a direct result of Councils advertising on the importance of microchipping and free microchipping days.

Incidents of dog attacks, nuisance and stray dogs	Number of incidents	Stays the same or decreases		This is a new indicator, data was not collected for the previous reporting period.		<p>Dog Attacks – Council has been notified of 32 dog attacks during the reporting period.</p> <p>Nuisance Dogs – Council has investigated 19 complaints of Nuisance dogs.</p> <p>Stray dogs - Council has received 155 complaints in regards to dogs straying. From this 80 were contained and 75 reported as roaming</p>
Incidents of illegal dumping	Number of incidents	Stays the same or decreases		This is a new indicator, data was not collected for the previous reporting period.		Council has investigated 225 Illegal Dumping's within the reporting period. Council Rangers have identified 40% of the illegal dumping's through proactivity.

 **Comment**

Whilst we see a decrease in satisfaction for Regulating the Use of Public Areas, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Monitoring and Enforcement of Car Parking	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	Council received 74 parking complaints which were all investigated within the service standards. Council investigated 11 School Zone complaints within the allocated service standard. Rangers enforce school zones to a minimum 2 per week and have also been involved in the school education program at Elderslie Primary School and Narellan Vale Primary School.	<p>Council has seen an increase in the number of parking complaints received.</p> <p>Council received 99 parking complaints during the reporting period up from 74 last reporting period. That is an increase of 33%. This increase relates to residential and heavy vehicle complaints.</p> <p>School Zones – Has seen a decrease with only 8 complaints received in comparison to 11 last reporting period. Parking patrols have been undertaken and enforcement programs in conjunction with the Police appear to have assisted with the decrease in complaints.</p> <p>Parking Public Land – 67</p> <p>Heavy Vehicles – 24</p> <p>Council has been placing illegal parking messages through the media but an increase in enforcement is required to reduce this increase.</p>
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	Council received 96 reports of illegal dumping on public land over the reporting period. All the reports were investigated within the allocated service standard.	Council has investigated 225 Illegal Dumping's within the reporting period. Council Rangers identified and initiated 40% of these reports through proactivity. Of the 225 incidents 135 have been reported by the public which is an increase of 40%. A majority of these dumping's were not witnessed and did not contain any identification.

<p>Monitoring and Enforcement of Unauthorised Activities in a Public Place</p>	<p>Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)</p>	<p>Activities are addressed by Council rangers as they are detected</p>	<p>A total of 57 complaints were received regarding unauthorised activities in a public place. 61% of these were for abandoned vehicles which is a decrease from 75% in the last report. Complaints for Activity of Public Land were at 29% with the remaining comprising of illegal signage, roadside trading and trail bikes. Rangers are pro-active in removing any illegal signage when placed on poles, roundabouts and warning letters are sent to owners of Garage Sale signs.</p>	<p>A total of 125 reports have been made during the reporting period but a large portion of these complaints are generated through Officers proactivity.</p> <p>Abandoned Vehicles - A total of 70 complaints have been investigated compared to 35 last reporting period. From this 41 complaints were received from members of the public compared to 35 last reporting period. Officers Proactivity located 29 vehicles that were not registered and parked on the road.</p> <p>From the 70 vehicles detected only 3 vehicles required to be impounded by Officers.</p> <p>Unauthorised Land Use – A total of 21 complaints investigated compared to 17 last reporting period. From this figure Council only received 18 Complaints from residents while 3 reports were initiated by Officers proactivity.</p> <p>Illegal Signage - A total of 34 reports have been made with 13 of those being generated from members of the community. A review shows that the majority of the reported complaints about signage is from competitor businesses and electoral signs that were not removed after the election. Officers are very proactive in the removal of signs and are in the process of reviewing its Policy.</p> <p>There have been no significant changes to the reporting of Roadside Trading and Trail Bikes Activity.</p>
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<p>Impounding of Stock</p>	<p>Given its rural areas, instances arise where stock escape onto public roads and Council officers attempt to return that stock to the owner but sometimes must remove and impound stock.</p>	<p>Investigation initiated within the allocated service standard</p>	<p>Council have seen a decrease in the number of complaints received, with a total of 14, a 57% reduction. All requests were investigated within the service standard. 42% of the requests attended resulted in Rangers impounding the animal.</p>	<p>Council has seen an increase in the number of complaints received, with a total of 28 complaints received. Council impounded stock on 4 occasions.</p> <p>53% of the time when Officers attended Stock could not be located in a public place.</p> <p>Officers have taken extensive action on one property by issuing fencing orders and a General Penalty Notice. All requests were investigated within the service standard.</p>
<p>Respond to instances of dog attacks, nuisance and stray dogs on public lands</p>	<p>Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places</p>	<p>Investigation initiated within the allocated service standard</p>	<p>All customer requests for dog attacks and stray animal pick ups were actioned within the allocated service standard.</p>	<p>All customer requests for dog attacks and stray animal pick ups were actioned within the allocated service standard.</p> <p>Dog attacks: Officers have taken the following action: - 4 x under investigation, 6 x surrendered, 2 x warnings issued, 7 General Penalty Notices issued, 1 x Notice of Intention to Declare Menacing issued, 2 x Notice of Intention to Nuisance issued, 10 No further action.</p> <p>Nuisance dogs: 9 x received roaming letters, 3 x received warning letters, 1 x referred to another Council and 6 no further action taken due to insufficient evidence.</p> <p>Stray dogs: From this 170 dogs have been seized with 18 Return to Owners and 152 impounded.</p>

Local Service 2.3 – Public Health

What is Public Health?

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

Report on Delivery Program Success Indicators

Local Service 2.3: Public Health						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Public Health was 7.32 in 2013 which has remained stable since 2011.		The mean satisfaction score for Public Health was 7.32 in 2013 which has remained stable since 2011.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing		Council has issued 7 Improvement Notices to Food Premises during the reporting period.		Council has issued 9 Improvement Notices to Food Premises during the reporting period.
Onsite sewage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing		There were 50 Approvals to Operate issued for this reporting period. This represents a decrease of 40% compared to the previous reporting period, however, is 200% above the same reporting period in 2012.		There were 23 Approvals to Operate issued for this reporting period.

Comment

Instances of food borne illnesses tend to fluctuate between periods, so it is important to consider any trend over time. Council is monitoring the increase in the number of improvement notices that are issued to food and skin penetration premises. Given the increase in the number of notifications issued, Council will continue to monitor this trend.

The reduction in the number of approvals to operate is due to limited resources within the reporting period. Council will continue to monitor this area of the Delivery Program.

Report on Delivery Program Activities

Local Service 2.3: Public Health				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Swimming pool Inspection and Testing	Council officers inspect and monitor the performance of swimming pools that are open to the public to minimise the spread of disease	All public swimming pools are inspected on an annual basis	There are a total of 9 public swimming pools of which 100% were inspected at least once between 1/1/2013 and 30/6/2013.	There were a total of 12 public swimming pools registered during the reporting period. Of these swimming pools 100% were inspected at least once between 1/7/13 and 31/12/13.
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	Council has 3 Cooling towers registered. The towers were inspected during the previous reporting period.	There were a total of 4 cooling towers registered. Due to lack of staff resources none of these have been inspected during this reporting period.
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 280 registered Food Premises. 100% of high risk premises have had at least one inspection during the reporting period. 69% of medium risk businesses have had at least one inspection over the reporting period, resulting in 100% of medium risk premises inspected at least once over the past 12 months.	Council has 293 registered Food Premises. 42% of high risk food premises have had at least one inspection during the reporting period. 37% of medium risk food premises have had at least one inspection during the reporting period.
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	A total of 72 Hairdressing and Skin Penetration inspections were conducted out of 100 operating premises, giving an inspection percentage of 72% for the past 12 months	96 Hairdresser and Skin Penetration premises were registered with Council. 5 of these are licensed under AHPRA. Of those inspected by Council, 81% of hairdressers and 32% of skin penetration premises had at least one inspection over the reporting period.
On-Site Sewage Management	Approve, inspect and certify on-site sewerage disposal systems	Number of approvals to operate	There were 50 Approvals to Operate issued for this reporting period.	There were 23 Approvals to Operate issued for this reporting period.

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 738ha of private land, 308ha of development land, and 90.6km of rivers creeks and waterways within Camden Councils LGA. Council's Noxious Weeds Officer engaged in on-farm education with land owners/ occupiers in relation to the identification and control of Serrated Tussock. An intensive inspection and enforcement program has also commenced in the Leppington area focusing on Noxious Aquatic Weeds.	Councils Noxious Weeds Officer conducted inspections on private land. These inspections were targeted to specific issues i.e. 1,2,& 3 Noxious Weeds, declared aquatic Noxious Weeds and new incursions of both noxious weeds and other invasive plants. The private property inspections involved mentoring occupiers of land about noxious weed control and in some instances enforcement in the way of Noxious Weed Control orders. Areas of public land were targeted for inspections i.e. Nepean river and various other waterways and water bodies around the LGA. This ensures that any potential aquatic weed outbreak is detected and controlled accordingly. Roadsides and high risk areas were also targeted for declared invasive grass weeds impacting on our LGA.
			Council's Noxious Weeds Officer managed three noxious weed control projects. The final rounds of Herbicide treatment were completed for the Nepean River Alligator Weed project and Harrington Park Alligator Weed Project. In addition to this the Salvinia removal project was also managed by Council's Noxious Weeds Officer.	Councils Noxious Weeds Officer has commenced works on various control programs throughout the LGA. The first round of herbicide treatment for Alligator Weed has been completed along the Nepean River and Harrington park lake system. Ludwigia Longifolia has also been hand removed from the creek at Stockman's Drift Mt Annan.
	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	To date all projects have had positive results with ongoing monitoring and control required. With the recent significant rainfall events there is substantial chance that the weed has spread as a result of localised flooding. The full effects of this have not yet been assessed.	Numerous private property inspections have been undertaken. Positive results from previous inspections in the southern LGA are evident as landholders can now ID Serrated Tussock and are actively controlling this weed. Numerous property inspections were undertaken in the North Eastern Portion of the LGA with a strong focus on Aquatic weeds. Numerous properties were issued with Section 18A Notices under the Noxious Weeds Act. The response to the notices was positive but ongoing monitoring is required. Some areas have been inspected after last years flood event. No significant issues have been detected to date.







Noxious Weed Control	Increase Council resources towards weed control	Increase in weed control activities	Increase in weed control activities is programmed for next year using additional specialist staff.	This activity has not yet commenced, commencement is pending the establishment of a natural areas team.
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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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Protection of the Natural Environment was 6.77 in 2013 which has remained stable since 2011.		The mean satisfaction score for Protection of the Natural Environment was 6.77 in 2013 which has remained stable since 2011.
Water quality in rivers and waterways is maintained or improved	Water quality is maintained or improved	Maintained or improved		The water quality testing for 2012/13 was completed according to the program. A final report detailing results and analysis comparing the previous years results to this years results indicates that generally water quality at each of the 16 sites tested was poor when compared against ANZECC (2000) guidelines.		Limited testing has been undertaken for the Nepean River during the reporting period. Results indicate there have been departures from acceptable parameters. The Narellan Creek Catchment water quality testing for 2013/14 is currently underway and a report will be finalised by June 30 2014..
Bushland under active management	Hectares of natural areas within Council's ownership that are being actively managed	Increasing		During the reporting period Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha) and John Peat Reserve (1.4ha) with the assistance of Bushcare Volunteers. This represents 6.88% of the natural areas within the Camden LGA. In addition, Council has commenced preparations for National Tree Day at Ron Dine Memorial Reserve Camden South. It is envisaged that this area will be		During the reporting period, Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha), John Peat Reserve (1.4ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council.

				planted with approximately 1500 plants.		
Bushland under active management	Number of volunteer bushcare hours	Stays the same or increases	●	This is a new indicator; data was not collected in the previous reporting period.	●	During the reporting period, volunteers contributed 407 hours protecting and enhancing Kings Bush and Sickles Creek Reserve.

● Comment

This is the first time that water quality data has been reported for the Nepean River. The departures from acceptable parameters are around Turbidity and Clarity. These departures suggest that the result of urban development is having an impact on the quality of the water in the Nepean River. Council will be reviewing this closely.

Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Stormwater Management	Community education and awareness about stormwater issues	Education campaigns conducted	During the reporting period environmental education workshops, themed around 'water' or 'catchment' were delivered to over 800 students and teachers from seven local schools.	During the reporting period Council participated in the Macarthur Nature Photography Competition. 55 of the 240 entries were from the Camden LGA with 9 of the 18 winners from the Camden LGA. Planning for the delivery of environmental workshops around catchment and litter was also commenced for 2014
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	The water quality testing for 2012/13 was completed according to the program. A final report detailing results and analysis comparing the previous years results to this years results has been received.	The water quality testing for 2013/14 is continuing according to the program. A final report detailing the results and analysis for 2013/14 will be completed by 30 June 2014. Results and data have been received for each of the 16 sites within the Narellan Creek catchment.
	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.	The Draft Floodplain Risk Management Study and Plan has been completed.
	Nepean River and Narellan Creek flood study	Completion of mapping	A consultant has been engaged and the	The model calibration for the Nepean River Flood Study has been completed and the Project is running ahead to the

Stormwater Management			project is running according to schedule.	Project schedule. The Draft Flood Study has been completed for the Narellan Creek Flood Study and the Project is running according to the Project schedule.
	Increase technical resources in drainage design	Increased resources in place	A consultant has been engaged and the project is running according to schedule.	During the reporting period Council employed a Stormwater and Floodplain Engineer
	Project management of design and construction of selected stormwater related projects	Facilities provided to Council's requirements within agreed timeframes and budgets		During this reporting period, Council have actively project managed the Lake Annan Gross Pollutant Retrofit.
	Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	Design is 90% complete with construction scheduled within the 13/14 financial year.	Council has carried out additional geotechnical investigation. Due to this additional scoping, design has not yet been completed. Quotation is currently awaiting design finalisation.
	Maintenance and reconstruction of stormwater assets to ensure effective useful life	100% of program completed	83% of the program was completed and the remaining 17% was covering the sweeping of leaves from gutters.	Road drainage and street sweeping are ahead of program. Storm water program is currently meeting program requirements
		Condition rating stays the same or improves	Condition ratings are unable to be reported as these are dependent on new data being collected during the reporting period. New data is unavailable this time.	Condition ratings are unable to be reported as these are dependent on 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.	No additional maintenance undertaken due to drying conditions; below average rainfall
	Additional Gross Pollutant Trap maintenance due to increase in assets	Maintenance increases in line with assets	18% of GPT cleaning could not be completed due to wet weather conditions.	50% of GPT cleaning program completed.
	Increase Council's fleet to effectively manage overflow of the drainage network	Gross Pollutant Traps are serviced regularly		New plant has yet to be purchased.
Drainage Infrastructure – Asset renewal to ensure Stormwater Management is not compromised	Assets renewed		No renewals were required during the reporting period, all assets currently suitable to ensure effective Stormwater Management.	

Stormwater Management	Continued expansion of the drainage network in Elderslie, Spring Farm, infill areas and the South West Growth Corridor	Projects completed on time and to budget	Ongoing WIKA and planning agreements are in place to deliver drainage assets within the identified area. Council is also reviewing the design of portions of the trunk drainage in Elderslie. These works are scheduled for construction in the 13/14 budget.	Design of sections of the Elderslie Trunk Drainage were completed in Dec 2013. Council will be going to tender and commencing construction of these works in 2013/14 financial year. Ongoing WIKA and planning agreements are also in place to deliver drainage assets within the identified area.
	Narellan Drainage Channel Improvements	Completion of project on time and within budget	Removal of gross pollutants and sediment from the concrete channel has been completed. Testing of sediment across the sand filter has been completed. Removal of sediment will be done in the 13/14 financial year.	Removal of the sediment from the sand filter will be completed in the later part of the 2013/14
Bushfire Hazard Reduction	Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Program completed	Mowing and rural road slashing program were completed as required to aid in minimising potential bushfire hazards.	This program is currently up to date and ongoing works will be carried out where needed.
	Rural Road Hazard Reduction Program	Program completed	Works were completed in Cut Hill Road Cobbitty during the reporting period.	Works planned to occur in next period.
	Coordinate bushcare program at Kings Bush and Sickles Creek	Program completed to time and budget	During the reporting period volunteers contributed 314 hours protecting and enhancing Kings Bush and Sickles Creek.	During the reporting period volunteers contributed 407 hours protecting and enhancing Kings Bush and Sickles Creek.
Maintenance of Riparian Lands	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas	Program completed	Some work was postponed pending completion of a wetland management plan due in June 2013.	Litter removal has been undertaken to schedule. Additional works to be completed with establishment of Natural areas maintenance team.
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	Some work was postponed pending completion of wetland management plan due in June 2013.	Regular dam inspection being undertaken as per program Additional works to be undertaken with establishment of Natural areas Team.
	Conduct bushcare maintenance activities to	Program completed to time and	To date this program is done through utilisation of volunteers. Next year Council will set an annual program and	Bushcare Maintenance activities are currently being completed with the

Bushcare Protection and Maintenance	preserve and restore natural bushland	budget	employ full-time staff to do the tasks and gradually increase both the scope of the program and staff level.	assistance of Bushcare volunteers.
	Support and facilitate volunteers of bush care groups	Level of support provided to groups	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required.	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 3 Bushcare related training workshops were provided for volunteers.
	Increase in bushcare maintenance activities in line with community expectations	Bushcare activities increased		As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.
	Additional Plant Requirements – Bushcare Management Truck and Trailer	Plant operational		Additional plant is expected to be purchased within the next reporting period.
	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 will be reviewed in the first period of 2013/14 and then implemented based on priority.	A review of the Natural Areas Plan of Management has commenced. It is anticipated that the review of the Natural Areas Plan of Management will be completed in September 2014.
	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 will be reviewed in the first period of 2013/14 and then implemented based on priority.	The preparation of a Plan of Management for Rheinberger's Hill Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.
	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 will be reviewed in the first period of 2013/14 and then implemented based on priority.	The preparation of a Plan of Management for Kirkham Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.
Bushcare Protection and Maintenance	Undertake community education programs	Number of programs conducted	During the reporting period environmental education workshops, themed around 'water' or 'catchment' were delivered to over 800 students and teachers from seven local schools.	During the reporting period, the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo were held.

	Additional resources to respond to the protection and maintenance of natural areas	Area of bushcare management increased		Work is progressing to employ two Bush Regenerators
Native Tree Events	Conduct National Tree Day event	Number of volunteers	Preparations are underway for National Tree Day at Ron Dine Memorial Reserve Camden South on 28 July 2013. It is envisaged that this area will be planted with approximately 1500 plants. In addition, 11 schools have accepted Council's offer of 20 native plants for their school grounds.	80 volunteers participated in National Tree Day at Ron Dine Memorial Reserve Camden South on 28 July 2013. In addition, 13 local schools received 20 native plants for their school grounds.
	Conduct annual tree giveaway to residents	Number of trees given away	Preparations are underway for the Annual Tree Giveaway to be conducted at Picnic in the Park on 8 September 2013.	2000 native plants were given away to local residents at the Annual Tree Giveaway conducted at the inaugural Picnic in the Park on 8 September 2013.
Ibis and Myna Bird Management	Management of Ibis and Myna Birds within the LGA	Management of bird population		During the reporting period Council continued to implement actions identified in the Management Plan for AWI.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Parks and Playgrounds was 6.90 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Parks and Playgrounds was 6.90 in 2013 which has remained stable since 2011.
There are places to play	Hectares of parks and playgrounds per 1000 children	Stays the same or increases	●	This is a new indicator; data was not collected for the previous reporting period.	●	Information still not available. Anecdotal information indicates levels are being maintained, however, significant mapping is needed to ascertain land sizes. As a part of Council's 4 Year Delivery Program one of the main initiatives is the review of the existing mapping software currently utilised.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment	●	Some improvements in condition of parks and playgrounds were achieved from additional asset replacement/renewal through the on-going Community Infrastructure Renewal Program	●	Council has maintained its condition rating during this reporting period.

Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Strategic Planning of Parks and Playgrounds	Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community	Community Satisfaction	Specifications for sports field construction were developed to provide a guide to construction of new fields.	Draft Sportsground Strategy completed and placed on public exhibition. Playground replacements ordered for 3 sites. A report will go to Council in February 2014.
	Provide input, comments and advice on strategic documents related to new subdivisions and new release areas	Input provided	Comments provided on proposed Emerald Green subdivision, as well as detailed design of proposed passive open space in Springfield Park and Oran Park.	Comment provided on the design of sportsgrounds in Oran Park and the design of amenities buildings provided. Comment also provided on IPART's Costs of Infrastructure Benchmarks.
	Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems	Database updated	Work progressing. Developers of Oran Park have been advised to follow the process to formally name the new reserves which are due to be handed over to Council.	Council are currently reviewing submissions made for council consideration in the naming of parks in Oran Park and Gregory Hills.
	Review existing website information and printed literature to ensure all new sites are listed and referenced	Annual review undertaken	The wet weather information regarding sporting field closures were revised to include each weekend day. Curry Reserve information updated to be clear that no bookings are required.	The annual review is currently being conducted; update is expected in the next reporting period.
Policy Development for Parks and Playgrounds	Develop policies on level of provision and range of play space and opportunities	Policies are current	Recreation Demand Study was commissioned to provide direction for the needs of current and future communities in existing and new areas.	Recreation Demand Study completed and is currently on public exhibition.
	Develop standards guidelines for reviewing parks and playgrounds at end of life cycle	Guidelines completed	Progress delayed while Recreation Demand Study was being commissioned.	The Recreation Demand Study has been completed and is currently on public exhibition. Council have commenced work on the development of standards guidelines.

Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Project management of design and construction of selected parks, playground and sports field related projects	Facilities provided to Council's requirements within agreed timeframes and budgets		Specifications provided for upgrade of Greenway Reserve, Forest Park Reserve, and Campbell Reserve. Reconstruction of 2 fields in Liquidamber Reserve commenced and Cuthill Reserve. Amenities 90% completed.
	Ensure that new parks, playgrounds and sportsfield related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements.	Facilities are provided as per agreements		Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
	Implementation of Kirkham Reserve Masterplan – Light the existing playing fields	Implementation commenced		New poles and sportsfield lights have been purchased. Quotations for installation are in progress, to allow construction in the early part of 2014.
	Implementation of Kirkham Reserve Masterplan – Acquire remaining recreation land for playing fields	Acquisition completed		Work continues on defining Council's priorities in relation to the purchase or transfer of land via Sec 94 agreements for Kirkham Reserve. The adoption of Council's draft recreational strategy will assist with this process.
	Upgrade of facilities at Ron Dine Reserve – new clubhouse, upgrade of power and additional sportsfield light, improvements to existing irrigation	Upgrades completed as planned	Works are 95% completed. The power supply has been upgraded and is operational. The new clubhouse is completed with minor finishing works such as landscaping and access paths remaining. Contracts for the sports field lighting have been awarded.	All works were completed in September 2013.
	Playground Replacement Program	Completion of program	All works in the 12/13 playground replacement program have been completed.	Council has prepared detailed quotation documents to facilitate construction in 2014. It is intended that works will be carried out within the next reporting period.
	Community Infrastructure Renewal Program – Parks Equipment (contingent on funding beyond 2012/13)	Completion of Program	This part of the Community Infrastructure Renewal Program fund is to be revoted for replacing Onslow Oval fencing in the following year.	The majority of works identified as part of the CIRP have been completed within the reporting period.
	Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards	100% of programs completed	Program completed with all maintenance/repair works done promptly as required.	The Maintenance and repairs Program has commenced with works being undertaken on Council assets.

Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	Completion of the program was achieved throughout the year and attention provided to requests received.	This program has commenced and is on schedule with 50% of works being carried out to date.
	Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	All playground facilities were maintained to acceptable standards with exception to a few areas that were affected by high levels of vandalism.	Council undertakes repairs to recreational facilities as a need is identified, ongoing monitoring ensures areas of focus are quickly identified.
	Maintenance and upkeep of landscaped areas	Completion of program	Program completed, minor disruption experienced due to transition from contract work into day labour work.	Program has commenced and is on schedule with expected timeframes.
	Undertake a Weed Management program	Completion of program		This project is due to commence in conjunction with the natural areas team.
	Maintenance and upkeep of sportsfields	Completion of program	Yearly upkeep and maintenance were completed including the servicing of irrigation and lighting systems.	Maintenance program has commenced and is up to date at the time of reporting.
	Annual renovation of sportsfields to maintain standard of field playability	Completion of program	All planned renovation work were completed including aerations, fertilising, top dressing and pest spraying.	Spring renovations program completed; aeration, fertilising, topdressing and pest spraying.
	Purchase additional equipment to maintain Parks, Playgrounds and Sportsfields	Equipment is acquired		This is an ongoing activity and as a need is identified, Council will purchase required equipment.
	Installation of Shade Structures in Council Parks and Playgrounds	Installation complete		This activity has yet to commence, it is expected that this will be conducted within the next reporting period.
	Asset renewal program for Parks and Playgrounds	Completion of program		This program is well underway and is proceeding in line with forecasted timeframes.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Environmental Activities was 6.70 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Environmental Activities was 6.70 in 2013 which has remained stable since 2011.
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing	●	Percentage garbage (red lid bins) has decreased from 211.19kg per capita in the previous reporting period to 209.8kg per capita in this reporting period.	●	Percentage garbage (red lid bins) has increased from 209.8kg per capita in the previous reporting period to 218.6kg per capita in this reporting period.
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. Data for 2012/13 will be available in October 2013.	●	Information obtained from Sydney Water shows that the average household in the Camden LGA consumed 227kL in 2012/13 which is slightly higher than the Sydney average of 221kL. Where the average unit consumed 148kL in 2012/13 which is less than the Sydney average of 159kL. In the previous year, Camden households consumed 203.5kL compared to the Sydney's average of 203kL and residents living in units consumed 133.74kL compared to Sydney's average of 156kL. Hence overall, residents in houses have increased their consumption whilst residents living in units have reduced their consumption.

● Comment

Council continue to monitor the waste per capita trend. The international trend suggests that when the economy is in a strong position, there is a correlation between the amount of waste being disposed of and household affluence. Over the last few years, we have seen the waste per capita increase and decrease slightly. Anecdotal information suggests we are becoming far better at recycling, however, waste disposal in the reporting period has seen a slight increase.

Council utilises natural resources more efficiently	Water and energy (electricity and gas) consumption	Decreasing on same period previous years	●	In 2012/2013, Council consumed 3,994,426kWh in comparison to 4,036,675kWh in 2011/2012 which is a 1.1% decrease. Of Council's largest energy consuming sites, decreases in energy consumption was noted at Camden Pool, Mount Annan Leisure Centre, Narellan Administration Office, Camden Administration Office, Camden Library and Narellan Library. However an increase in energy consumption was noted at the Civic Centre.	●	During the July – December 2013 reporting period, Council's consumed 1,952,375kWh in comparison to 2,135,885 kWh in July-November 2012 which is a 9% decrease. Of Council's largest sites, significant decreases have been achieved at Narellan Library through the implementation of energy saving initiatives and the installation of a solar photovoltaic system and at Camden Civic Centre through upgrade of the air condition and lighting.
Council utilises natural resources more efficiently	Water and energy (water) consumption	Decreasing on same period previous years	●	This is a new indicator; data was not collected in the previous reporting period.	●	In 2012/2013, Council consumed 212,025kl of potable water. Trend will be updated in 2 reporting periods as data is based on financial year.
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 Zombie Apocalypse addressing food and water sustainability to 40 local young people. An extension of the Living Macarthur Nature Photography Exhibition enabled a special biodiversity exhibition at the Artycaf during January. Council also facilitated several staff initiatives including 2 'Food 4 Thought' events and Earth Hour to address sustainability issues including food waste and energy use. Council has secured \$77,296 funding for education programs addressing wood smoke and food waste. Eight Storytime sessions provided opportunity to address energy use and waste issues for Earth Hour and World Environment Day respectively for over 360 participating children and accompanying adults.	●	During the reporting period, Council has continued to educate the community about sustainability through events such as the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo. During the reporting period resources were not available to conduct storytime sessions and pre-school visits. Approximately 1,330 have participated in these environmental education programs.

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	Preparation of an Environmental Sustainability Policy for Council is underway. It is expected this policy will be finalised in the first period of 2013/14.	Work has commenced on the development of an Environmental Sustainability Policy for Council.
Environmental Policy	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	During the reporting period, resources were not available to implement Council's Sustainability Action Plan as funding had not been received from the WaSIP program.	During the reporting period Council installed a 17.5kW solar system at Narellan Library. This system adds to the existing 79.5kW system.
Environmental Awareness and Education	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	A draft Education for Sustainability Strategy for the Camden LGA has been prepared. It is expected to be finalised in the first period of 2013/14.	Work on the Draft Education for Sustainability Strategy is ongoing, finalisation is expected within the next reporting period.
	Undertake a range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	<p>During the reporting period:</p> <p>8 Storytime sessions (with a total of 235 children and 129 adults) were held at Camden and Narellan Libraries for Earth Hour and World Environment Day addressing energy use and recycling.</p> <p>Water/catchment workshops for over 800 students and their teachers from 7 local primary schools.</p> <p>Waste and water lessons for 60 primary school students.</p> <p>Schools Healthy Catchment Kits were delivered to new schools within the Camden LGA.</p>	<p>During the reporting period resources were not available to conduct storytime sessions and pre-school visits.</p> <p>Workshops for primary schools addressing 'catchment issues' and 'littering' have been scheduled to be delivered in the next reporting period.</p>

Environmental Awareness and Education	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	The 2013 Sustainable Schools Expo is scheduled to occur on 11 September 2013.	The 2013 Sustainable Schools Expo was held on 11 September 2013.
	Provision of information on Council's website relating to environmental sustainability	Information is current	Information relating to current programs and Sustainability Indicators are on Camden 2040 website and is updated as required.	Information relating to current programs and Sustainability Indicators are on Camden 2040 website and is updated as required.
	Seek grant funding for additional education programs and conduct those programs for which funding is received	Successful grants as a proportion of all applied for	Council was successful in its application to undertake a Wood Smoke Reduction Education Campaign. This project is currently being implemented. In addition, Council was successful in obtaining grant funding under the NSW Government's Love Food Hate Waste Program. This project which aims to reduce the amount of food waste disposed of will be implemented in 2013/2014.	During the reporting period Council undertook the Wood Smoke Reduction Education Campaign which sought to educate residents on the effects of wood smoke on the environment and their health. In addition, planning has commenced for the Love Food Hate Waste Program. This project aims to reduce the amount of food waste disposed.
Water and Energy Action Plan	Implement Energy Savings Plan initiatives	Reduction in energy usage	Projects from Year 1 of the implementation schedule have been implemented and are estimated to save Council approximately \$20,000 annually.	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include upgrading the lighting at Camden Library and Council's Works Depot. In addition, during the reporting period Council received funding to upgrade existing electric hot water systems to solar-electric boosted systems at 7 community facilities.
	Implement water savings measures	Reduction in water usage	An order has been made to install water monitoring at Camden Pool, Mount Annan Leisure Centre and the Civic Centre. This is estimated to save Council approximately \$20,000 per annum in water consumption charges.	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.
	Additional funding to support the Water Saving Program	Funding allocated		Funding is being utilised to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.





<p>Water and Energy Action Plan</p>	<p>Continuation of the Waste and Sustainability Improvement Payment (WaSIP)</p>	<p>Number of projects completed as planned</p>	<p>During the reporting period, the NSW Government advised Council that the WaSIP program was being replaced with the Waste Less, Recycle More initiative. Under this initiative Council received the \$363,078.41 to assist in the transition to a suite of new local council grants and programs to commence in July 2013.</p> <p>The funds will be utilised in delivering 9 projects in 2013/14 including Sustainable Camden Communities, Renewable Energy Offset Program, a Waste Education Package for new residents and implementation of actions identified in the draft Local Biodiversity Strategy.</p>	<p>With funding received under the WaSIP program, Council has commenced the implementation of 9 projects including the Sustainable Camden Communities, Renewable Energy Offset Program, a Waste Education Package for new residents and implementation of actions identified in the draft Local Biodiversity Strategy. All projects funded under this program are due to be completed in June 2014.</p>
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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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Enforcement of Legislation and Policies was 6.32 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Enforcement of Legislation and Policies was 6.32 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Incidents of overgrown land (private)	Number of orders issued	Maintained or decreasing		This is a new indicator; data was not collected in the previous reporting period.		45 Complaints were received in relation to overgrown vegetation. All complaints were acted upon in a prompt and timely manner. As this is the first time that this has been reported, there is no previous results to compare these figures to.

Comment

Whilst we see a decrease in satisfaction for Council's Role in Enforcement of Legislation and Policies, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Monitoring, inspection and investigation of illegal activities	Ensure relevant legislation is considered and applied in Development Applications, including Noise, Contaminated Lands, Air Quality (incl. odour), Salinity and Water Quality	Timely advice is provided on Development Applications	Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation. The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.	Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation. The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.
	Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like.	Investigation initiated within service standard	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc are investigated within the service standard.	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.
	Investigate and enforce legislation in relation to barking dogs	Investigation commences within service standard	All barking dog complaints were investigated within the service standard. Last report there were 19 barking dog complaints received with 7 of these complaints receiving a further complaint This reporting period there were 26 barking dog complaints received with only 3 second complaints made from the original complainant.	Council have received 28 barking dog complaints, 1st complaint which is an increase of 47%. From this Council have only received 2 second complaints compared to 7 in the last reporting period. All investigations commenced within the service standard.
	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	There were a total of 59 overgrown complaints within this reporting period in which 81% were investigated within the service standard period.	A total of 45 complaints were received within the reporting period. The majority of complaints were investigated within the service standard period.

Companion Animals Management	Investigate and enforce legislation relating to microchipping and registering of dogs and cats	Increasing percentage of impounded animals comply with registration requirements	This measure is similar to the previous report being 62% of the dogs arriving at the pound were microchipped and 7% of cats were microchipped. It is hoped that this percentage will increase with the free microchipping program being undertaken in this period.	Companion animals who are seized on the first occasion and are microchipped and registered are generally RTO if it is practical. Any animal seized by Council and is not registered is immediately taken to the pound. Council are continuing to undertake follow up registration letters but this is very time consuming for officers.
	Additional funding to support existing and future needs of the Companion Animals Management Program	Funding Allocated		Council has a new Companion Animals Advisory Committee which is in the process of making recommendations on how Council could best utilise the funding to educate residents on being a responsible pet owner.
Community Education	Education and awareness of residents in regards to the microchipping and registration of dogs and cats	A reduction in the per capita number of stray animals which are not microchipped	Council held 6 Free Microchipping days across the LGA at Mount Annan, Currans Hill, Leppington, Camden and Catherine Fields. Various advertising tools were used to promote the program including the local radio station, newspaper articles and the display of 2 banners at various locations. Council saw a total of 243 companion animals microchipped - 145 dogs and 98 cats.	Council has seen an increase of 12% of dogs entering the pound who are microchipped.

<p>Community Education</p>	<p>Promote and encourage residents in relation to responsible pet ownership through a range of strategies, including regular advertising</p>	<p>Decrease in the per capita number of animals euthanised at Council's pound facilities</p>	<p>Dogs: in the last reporting period 11% of the dogs that entered the pound were euthanised compared to 3% this reporting period. Per capita, last reporting period was 0.034% compared to a decrease in this reporting period of 0.01% per capita.</p> <p>Cats: in the last reporting period 34% of the cats that entered the pound were euthanised compared to 25% this reporting period. Per capita, last reporting period was 0.063% compared to 0.073% this reporting period.</p> <p>As shown, Council has seen a significant decrease in the number of dogs euthanised over this reporting period.</p>	<p>Dogs: Overall 188 dogs entered Councils pound. This includes dogs seized and also surrendered by their owner to the pound. From this 27 dogs were euthanised which is a total of 14%. From this figure though only 1 x dog was euthanised that workers could not re-home.</p> <p>The remaining dogs that were euthanised were done so because they were either declared dangerous dogs, surrendered due to being involved in a dog attack, unsuitable for rehoming or at the request of the owner.</p> <p>Per capita for this reporting period is 0.0476 but as stated previously only 1 x dog was euthanised who could not be re-homed.</p> <p>Cats: A total of 130 cats entered Councils pound. From this 47 were euthanised being 36%. From this though only 1 x cat could not be rehomed.</p> <p>7 x were ill, 8 were feral and 31 were unsuitable.</p> <p>Per capita is 0.082 compared to 0.073 last reporting period.</p>
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Local Service 2.8 – Appearance of Public Areas

What is Appearance of Public Areas?

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

Report on Delivery Program Success Indicators

Local Service 2.8: Appearance of Public Areas						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Appearance of Public Areas was 6.99 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Appearance of Public Areas was 6.99 in 2013 which has remained stable since 2011.
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%	●	Appearance of public areas have been maintained to acceptable standard.	●	Appearance of public areas have been maintained to acceptable standard.
Street trees are proactively managed within budget	Number of trees attended to per annum	Maintained or improved	●	This is a new indicator; data was not collected in the previous reporting period.	●	During the reporting period maintenance works were undertaken on 459 trees.

Report on Delivery Program Activities

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

	Installation of new amenities at Cut Hill Reserve	Installation complete	Following consultation with stakeholders, designs have been completed. The existing clubhouse and toilets have been demolished. Construction is scheduled to be completed February 2014.	Amenities building and sealed access road has been completed. Additional works including a large shade shelter, paths and landscaping will be completed early February 2014.
Public Amenities	Additional funding for the provision of new amenities at Cut Hill Reserve	Amenities delivered		Additional funding has been allocated to the Cut Hill Reserve project to deliver amenities.
Pavement Cleansing	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Program completed, selected pavement surfaces were attended regularly and as required.	Program completed, selected pavement surfaces were attended regularly and as required.
Litter Pick Up and Removal of Dumped Rubbish	Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves	Community satisfaction with the appearance of public areas	Litter and rubbish have been attended to promptly however additional litter due to wet weather created minor backlog.	Litter and rubbish have been attended to promptly, all scheduled and ad-hoc services completed as per schedules.
General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs	Attending bench seats, litter bins, fences, walls, gates, water bubblers, signs and bus shelters, etc. and clean, repair or replace them as necessary. Remove graffiti that are found and those reported by the public	Park and street furniture are functional and available for public use for at least 90% of the time	Program completed, with exception of 1 bus shelter and 3 playground equipment being unavailable beyond the stipulated 10% down-time.	Scheduled cleaning (BBQ's, high profiles areas) is on target. Ad-hoc cleaning and repairs programs ongoing, as the need arises.
Landscape Garden Areas Refurbishment	Additional resources to facilitate the provision of attractive, quality open space within the Council area	Workforce increase		An additional resource has been employed to facilitate Landscape Garden areas refurbishment.
Management and Maintenance of Public Trees	Establishment and implementation of public tree asset data base	Database implemented		Requirements for a public tree asset database are currently being investigated.
	Provision of a ute to facilitate site inspections and managing minor works activities	Resource utilised		This resources has been purchased and it currently operational.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Economic Development was 6.58 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Economic Development was 6.58 in 2013 which has remained stable since 2011.

The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing	●	The total number of (projected) jobs in the Camden LGA in February 2013 was 19,889 up from 15,055 in 2012 (based on employment by industry by LGA supplied by AECGroup)	●	The total number of (projected) jobs in the Camden LGA in February 2013 was 19,889 up from 15,055 in 2012 (based on employment by industry by LGA supplied by AECGroup. New release data is expected July 2014.
Gross regional product will increase	Gross Regional Product	Increasing	●	Gross Regional Product has grown annually over the past 5 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10, 1.8% in 10/11 and 0.9% in 2011/12 (based on chain volume measures supplied by AECGroup).	●	Gross Regional Product has grown annually over the past 5 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10, 1.8% in 10/11 and 0.9% in 2011/12 (based on chain volume measures supplied by AECGroup). New release data is expected July 2014.

Report on Delivery Program Activities

Local Service 3.1: Economic Development				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Economic Development Initiatives	Support economic development through the shared service arrangement with Campbelltown and Wollondilly Councils as part of the Macarthur Regional Organisation of Councils	Participation in MACROC	Council continues to participate in MACROC.	Council continues to participate in MACROC.
	Represent Council at Chambers of Commerce meetings	Council is represented at Chamber meetings	Council is represented at Chamber of Commerce meetings. Council officers presented at the March 2013 meetings of both the Camden and Narellan Chambers of Commerce in relation to the draft Economic Development Strategy.	Councils Economic Development Officer has attended all Chambers of Commerce meetings since engagement. Councils EDO also provides Council update at each meeting.

Economic Development Initiatives	Increase resources to commence implementation of Council's Economic Development Strategy	Initiatives implemented as planned		Council's EDO commenced employment on July 1st 2013.
	Implementation of the Economic Development Strategy	Selected priority strategies are implemented		A comprehensive 1st year work plan for the EDO has been created that links directly to 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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Tourism was 6.75 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Tourism was 6.75 in 2013 which has remained stable since 2011.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing	●	Since its implementation in February 2013 the Macarthur.com.au website has had an average of 152 visitors per day. This figure will be used as a benchmark to monitor changes in the next period.	●	Approximate hits on the regional tourism website is 23,623, an increase of 42% from the previous reporting period.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing	●	Visitation numbers have increased on an average of 21% over the past 6 months. We have also had a 25% increase in phone calls and a huge increase of 139% of emails received. The majority of these increased enquiries were in relation to Camelot following from the TV Series "A Place to Call Home".	●	Approximate visitors to the Tourism Information Centre is 3,193, an increase of 29% from the previous reporting period.

Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves	●	We have received a complaint regarding inaccurate information being distributed via the Visitor Information Centre however, we continue to receive positive feedback from visitors to the centres and Macarthur events.	●	All feedback from both the visitors centre and Macarthur events have been positive during this reporting period.
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Report on Delivery Program Activities

Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Tourism Product Development and Partnerships	Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region.	Increase in cooperative projects & packaged experiences	Group Tours continue to be developed and improved to meet the changing needs of the target markets. Staff have also worked closely with operators to develop package deals to promote.	Group Tours continue to be developed and improved to meet the changing needs of the target markets. Staff have also worked closely with operators to develop package deals to promote.
Marketing and Promotion	Use Public Relations, branding, trade shows, marketing material and advertising to increase awareness of the area and the experiences offered.	Increased website enquiries, increased tour & accommodation bookings.	Since its implementation in February 2013 the Macarthur.com.au website has had an average of 152 visitors per day. This figure will be used to monitor increases for the next period. Accommodation Venues have been particularly busy late in this period due to a number of sports carnivals and events being held in the Macarthur region.	Website visitation has increased 42% in the last reporting period.
Visitor Servicing	Operate a seven day information service and visitor centre	Maintain Level 2 Accreditation	Level 2 accreditation is maintained.	Level 2 accreditation is maintained.
		Visitors increase	Visitation numbers have increased on an average of 21% over the past 6 months. We have also had a 25% increase in phone calls and a huge increase of 139% of emails received.	Visitation numbers have increased on an average of 29% over the past 6 months





Visitor Servicing	Provide quality and accurate information to potential and current visitors to encourage visitation to the region.	Information is current	The Visitors Information Centre continues to provide accurate and current information to visitors. A complaint was received that the information given was inaccurate and the VIC Coordinator is working on a program to assist volunteers in being up to date with information.	The Visitors information Centre continues to provide accurate, current information to visitors.
	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	No information has been distributed by the Botanic Garden during this period. Council staff will continue to provide support to this project as it develops.	Council continues to participate in the investigation of options for a regional information centre.
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.	An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could potential attract visitors to the area. This has now been incorporated into Council's Events Sponsorship Policy.
Group Tour Development	Run group tours and provide customised tour packages to tour groups.	Increased group tour bookings.	Group Tour bookings were down for this period, it is believed that because sales calls were not undertaken in this time that numbers dropped off. The Sales calls will be reintroduced.	Group Tour Bookings have increased from 32 in the previous reporting period to 34 in this reporting period.
Industry Support	Provide strong leadership that can advocate for small, local operators and be the driving force behind the operator network.	Operators feel educated, informed and involved	Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.	Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.

Local Service 3.3 – Management of Significant Places

What is Management of Significant Places?

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

Report on Delivery Program Success Indicators

Local Service 3.3: Management of Significant Places						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Management of Significant Places was 7.15 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Management of Significant Places was 7.15 in 2013 which is a statistically significant decrease in satisfaction since 2011.
The community is actively engaged in planning for places	Percentage of planning processes for 'significant places' that had resident engagement processes	Stays the same or increases		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment. Public exhibition processes were undertaken during this period for the draft Camden 2040 review and Economic Development Strategy.		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment.

Comment

Whilst we see a decrease in satisfaction for Council's Role in Management of Significant Places, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Place Strategies and Development Controls	Council develops appropriate strategies and development controls for the significant places and town centres throughout the LGA having regard for the unique and different roles these places have	Appropriate strategies and development controls are in place for significant places	Development Controls exist for all places. From time to time these are reviewed. Further work is required in this area.	Development Controls exist for all significant places in the Camden DCP. These controls are reviewed as necessary.
Camden Town Centre Strategy	Undertake review of Camden Town Centre Strategy	Completion and adoption of revised Camden Town Centre Strategy		The review of the Camden Town Centre Strategy is to be commenced in 2014
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	Preparation of some management and maintenance plans will be funded in 2013/2014.	No update is able to be provided at the time of reporting, an update is expected in the next reporting period.
	Undertake repairs and external works to Macaria as per heritage report	Repairs completed		Works are scheduled to be carried out within the next reporting period.
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 have now progressed to the point where the Community Management Framework can be presented to Council for consideration.	Work on the Community Management Scheme is nearing completion & it is expected that this will be presented to Council in late February/March for consideration.
Camden Town Centre Works Program	Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy	Consultation is ongoing	The traffic study to inform the future of this project is 90% completed. Council will review the future of this project following the outcome of this study.	Draft traffic study has been completed, Council workshop has been conducted. Council are currently investigating several areas with a view to presenting findings to Council within the next reporting period.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Transport Options was 6.14 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The mean satisfaction score for Transport Options was 6.14 in 2013 which is a statistically significant increase in satisfaction since 2011.

New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year	●	Council through direct works and developer driven works has significantly increased the number of cycle ways and paths constructed in the LGA. 1.7km of shared path has been constructed by Council in 2012/13.	●	700m additional shared path constructed in The Hermitage (through VPA) in October 2012 600m additional shared path constructed in Camden Acres (By Council) - in May 2013 1200m shared path constructed on Peter Brock Drive (through VPA) in July 2013 230m path constructed in Garden Gates(through WIKA) in October 2013
Identified projects are completed as planned – Bike Paths	Projects are meeting specified timeframes	90%	●	This is a new indicator, previously was incorporated into 1 indicator.	●	Little Sandy Bridge shared path on target for completion by April 2014 450m shared path programmed for completion in Liz Kernohan Drive by June 2014
Identified projects are completed as planned – Road Construction	Projects are meeting specified timeframes	90%	●	Traffic related Projects are tracking at 100% completed on time.	●	Macarthur Road design and planning underway.

Report on Delivery Program Activities

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Cycle ways / Path Network Extension	Seek grants for extension of cycleways and paths and implement successful grant programs	Kilometres of new footpaths and cycleways delivered through grant funding	1.5km shared paths have been constructed by Council in Hilder Street and Lodges Road between July - October 2012. 200m of shared path constructed by Council between April – June 2013. Nepean River Gravel Trail programmed for 2013/14. Cycling Advisory Group started	Footpaths completed in Queen Street, Lowe Crescent, Harrington Street and Tramway Drive in November 2013. Nepean River gravel trail and Little Sandy Bridge works commenced in October 2013. Australian Botanic Garden Recreational Path – Council approved in December 2013.

			quarterly meetings in February 2013. Camden Bike Plan revision underway for completion in 2013/14.	Richardson Road bicycle crossing grant submission.
Cycle ways / Path Network Extension	Cycling Advisory Group	Group established and meetings are held quarterly		Cycling Advisory Group met in August and November 2013.
	Maintain an updated Bike Plan for the Camden LGA	Bike Plan is current		Camden Bike Plan revision underway for completion in 2013/14.
	Camden CBD – Installation of Bicycle Racks	Installation complete		10 bike stands were installed in July 2013.
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"> Council provided response to Narellan Road REF in June 2013. RMS completed Burrangorang Road / Remembrance Driveway signals in April 2013. Council has secured RMS funding to undertake additional works in the verge. Council is working in partnership with DoPI to develop Rickard Road Transit Boulevard and has successfully lobbied for east-west a sub-arterial through Leppington through this project. 	<p>Ongoing liaison between Council and RMS for Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade.</p> <p>Verge works completed at Burrangorang Road / Remembrance Driveway in July 2013.</p>
	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	As above	<p>The Rickard Road Transit Boulevard Report was released December 2013.</p> <p>Representation was made to TfNSW in November 2013 for new bus service to Cobbitty Park seniors living complex</p>

Regional Transport Network	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	Road designs for both works have been completed, construction has commenced.	Both Camden Bypass Intersection and Richardson & Link Road designs are due for completion in June 2014.
	Coordinate discussions with the Department of Planning and Landcom to implement funding arrangements and project delivery for the construction of the Link Road between Elderslie and Spring Farm	Funding arrangements implemented	Construction is currently underway.	Construction is still currently underway.
	Provide assistance for the construction of major infrastructure Roads and Rail within the LGA	Infrastructure is delivered in a timely fashion		Ongoing liaison between Council and Camden Valley Way Upgrade contractor. Ongoing liaison between Council and the South West Rail Link contractor and TfNSW.
Bus Stop Accessibility	Implement program of works for Bus stops within the LGA to comply with the requirements of the Disability Discrimination Act (DDA) and enhance access	Percentage of bus stops compliant		Not progressed in this period.
	Tramway Drive – Construction of an indented bus bay	Construction complete		RMS has provisionally agreed to install the bus bay as part of the Narellan Road Upgrade.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Road Safety was 7.05 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The mean satisfaction score for Road Safety was 7.05 in 2013 which is a statistically significant increase in satisfaction since 2011.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction	●	2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.	●	2012 – 4.16 per 1000 population (251 crashes; 60546 ERP)

Report on Delivery Program Activities

Local Service 4.2: Road Safety				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Road Safety Strategy	Drink drive prevention - education and awareness programs	3 programmed campaigns per year for drink driving. Slow Down	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed and drink driving. This includes provision of resources and advertising 'bursts' to coincide with local operations. A campaign was held over the Easter and Anzac Day period.	Council continues to work with Camden Highway Patrol to reinforce local operations and reduce speed and drink driving. An advertising campaign to support this aim ran in local newspapers in November 2013 for 3 weeks. Council will continue to support Enhanced Enforcement Programs through local advertising and some staff support.

Road Safety Strategy			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	3 programmed campaigns per year for drink driving. Slow Down	As Above.	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed. Reporting between Council and Police continue with the aim of enforcing speed issues and investigation as appropriate. Local advertising will assist in promoting local operations.
	Older Drivers - Years Ahead - annual workshop on road safety for seniors	Workshop held annually	Project not delivered due to heavy program in Seniors Week. Program to be re-evaluated in 2013/14 in consultation with Community Services.	This program has been revised and incorporated into Seniors Safety Morning Teas Program with presentations at Seniors Living facilities and groups, facilitated by Council's Seniors Officer. The presentations include personal safety by Police, pedestrian and mobility safety by Council and licensing conditions for older drivers by a volunteer driving instructor. 4 presentations have been held in this period.
	Memorandum of Understanding (MOU) with Camden Police for a weekly reporting and management system for traffic issues within the LGA	Weekly reporting occurs	Regular reports continue to be logged by Traffic Services. The MOU has been updated and is now active for the next 12 months.	Reports continue to be sent and received. Weekly reports are sent by Council to Police.
Learner Driver Programs	Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils – 7 events held per year	Number of participants	2 daytime events and 1 night time event were held during the reporting period. A further 2 daytime events and 2 night time events are scheduled for 2013.	2 daytime events and 1 night time event were held during the reporting period. 1 night time event was cancelled due to a lack of numbers.
	Macarthur Young Drivers Assistance Program to progress six disadvantaged learners to obtain their P1 licence – 6 people assisted per year	10 young people assisted	Driving lessons still continue for the remaining 4 students participating in the program.	This program has now concluded with all participating learner drivers completing their driving lessons and obtaining their P1 licence.









	Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers – 2 workshops per year	Number of Workshops held	A workshop was held in April 2013. The next workshop is scheduled to be held in August 2013.	The August workshop was cancelled due to a lack of numbers. It is anticipated that the next workshop will be held in April 2014.
Occupant Restraint Fitting and Checking	Five fitting and checking days conducted per year	Number of restraints fitted or checked	2 child restraint fitting and checking days have been held in the reporting period, with over 60 restraints fitted and / or checked. A further 2 days are scheduled to run in 2013.	2 child restraint fitting and checking days have been held in the reporting period with over 58 restraints fitted and / or checked. It is anticipated that 4 days will be held in 2014. This program continues to be extremely popular with residents and is always fully booked.
School Programs	School Safety Program to carry out engineering, education and enforcement with schools as scheduled	Activities conducted as scheduled	The School Safety Program has been held at Narellan Vale, Harrington Park and Elderslie Public Schools during the reporting period. Further schools are scheduled for 2013.	The program was held at Harrington Park Public School, Narellan Vale Public School, Mount Annan Public School, Currans Hill Public School and Mawarra Public School. A Yellow Pedestrian Safety Line was installed at Harrington Park Public School as a result of a need identified through the School Safety Program. This initiative was subsequently announced as a finalist in the Australian Road Safety Awards.
	Drive to Stay Alive - road safety programs held in high schools	Program conducted at 4 high schools per year	Program conducted at 5 schools within the period.	The program was held at 4 of the 5 schools. It was not held at Mount Annan Christian College this year as they had been having Year 10 students attend and it was decided that Year 11 is the target audience. Therefore the program had already been held for this year's Year 11 students. This school will recommence with the program in 2014.
Bike Safety Education	Conduct bike safety at Camden Play day school to promote appropriate helmet use, road rules, and ensure the safety of young drivers	No of programs held		The second year of the pilot was held at Oran Park Anglican College. Future programs will need to be investigated with a view to expanding the program and possibly holding it at a CARES facility. Camden Play Day is programmed for May 2014.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Local Traffic Management was 6.21 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Local Traffic Management was 6.21 in 2013 which is a statistically significant increase in satisfaction since 2011.
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%		99% of recommendations achieved.		100% of recommendations achieved.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.		2012 – 4.16 per 1000 population (251 crashes; 60546 ERP).
Successful completion of Black Spot funded projects	Projects completed	100%		This is a new indicator; data was not collected in the previous reporting period.		No Black Spot funded projects in 2013/14.

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Local Traffic Committee	Facilitate the operation of the Local Traffic Committee - act as Secretariat, manage and implement the Committee's recommendations	Percentage of recommendations completed on time within 2 months of approvals	All new recommendations completed on time. Design complete for one remaining recommendation. Funding application planned for 2013/14.	All new recommendations completed on time.
Design and Construction	Design and implementation of parking and traffic management facilities	Design programs are completed and implemented to time and all relevant specifications	Designs completed for Cawdor Road Pedestrian Crossing, Menangle Road Pedestrian Crossing, Tramway Drive Bus Bay and Fairfax Reserve. Menangle Road Pedestrian Crossing implemented June 2013.	Designs completed for Old Hume Highway Bus Stop enhancements.
	Camden Town Centre Traffic Studies and Minor (Concept) Works (budget)	Traffic Studies Complete	80% complete. Consultant advised to undertake revision of some elements of work.	Camden Town Centre traffic has been completed and initial findings presented to Council. Further work is being undertaken to identify future works required and associated priorities.
Pedestrian Access & Mobility Plan	Plan preparation & implementation successful grant program	Updated plan & Grant Funds received		Draft Plan completed in September 2013.
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	Road Toll Response project identified for Raby Road for 2013/14 did not secure funding. Black Spot Program submission for Burragarong Road / Cawdor Road submission postponed until 2014/15 due to RMS signal requirements.	No Black Spot projects in 2013/14. No recorded crashes in 1.5 years of data since at Camden Valley Way / Kirkham Lane intersection upgraded.
		Works are implemented on time and to budget	Springfield Road and Macquarie Grove Road Black Spot Program complete.	No Black Spot projects in 2013/14.





Public Road Management Activities	Management of utilities works, special events and disruption from construction works	Applications are processed within 2 working days of receipt	100% of applications processed within 2 days or receipt.	100% of applications processed within 2 days or receipt.
Maintenance and Replacement of Signs and Line Markings	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users	100% of program completed on time	Cyclic maintenance on signs and line markings were completed with the additional ad-hoc work as required.	Cyclic maintenance was conducted and completed on time. Customer requests were completed.
Public Road Projects	Installation of traffic intersection lighting at Mount Annan Drive & Rose Drive	Installation complete		This action has not yet commenced.

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

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

This service aims to construct, upgrade and repair Camden’s roads, footpaths, kerbing, drainage, cycleways, 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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Construction and Maintenance of Local Roads, Footpaths and Kerbing was 6.20 in 2013 which is a statistically significant increase in satisfaction since 2011.		The mean satisfaction score for Construction and Maintenance of Local Roads, Footpaths and Kerbing was 6.20 in 2013 which is a statistically significant increase in satisfaction since 2011.
The condition of local (Council Owned) roads	Department of Local Government IIMM2006 condition rating	Maintained or Improved		This is a new indicator; data was not collected in the previous reporting period.		Data is not available for the July to December period

Report on Delivery Program Activities

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
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 works were completed, additional work to be funded from future Community Infrastructure Renewal Program.	Works are not scheduled to commence until the next reporting period.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period.
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	Program completed, condition of roads/kerb & gutter was monitored and maintained to standard.	Maintenance Program commenced and ongoing.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data was unavailable in this period.	Condition rating is unable to be reported as new data was unavailable in this period.
	Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs (contingent upon continuation of funding beyond 2012/13)	Program completed to time and budget	Program completed to time and budget, 2012/2013 Community Infrastructure Renewal Program roads, kerb and gutter projects were delivered.	As part of the CIRP, Kerb & Gutters program was completed. Road surfacing commencing in the next reporting period.
	Increase in maintenance required as a result of continued urban development	Maintenance programs completed	Program completed, all roads and kerb & gutter condition meet accepted standards.	Program on target for completion at end of year.
Condition rating stays the same or improves		Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period.	

Roads and Kerb & Gutter Maintenance and Reconstruction	Project management of design and construction for selected road upgrade and new infrastructure projects	Facilities provided to Council's requirements within agreed timeframes and budgets	The majority of adopted projects have been completed on time and within budget.	During this reporting period, Council have worked extensively on Macarthur Road Traffic Management and Springs Road / Richardson Road projects.
	Additional resources to respond to road maintenance requirements in order to provide quality, safe roads	Workforce increase		2 additional resources were recruited within the reporting period to assist in the maintenance of roads and verges.
New Roads Construction	Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development	Traffic management improvements completed	Design works are 90% completed and budgets for construction have been allocated in the 13/14 financial year.	Works will have to be coordinated with proposed roundabout at Merino Drive/Macarthur Road intersection.
	Planning and Negotiation of roundabout on Springs Road adjacent to Camden zone substation and kerb and gutter works between this substation and Richardson Road	Planning and Negotiation Complete	These works are 60% completed due to delays associated with installation of transmission power which is being delivered by Endeavour Energy. The works are due to be completed by August 2013.	Roundabout construction and landscaping has been completed.
	Purchase of equipment required for the surveying of sites in order to facilitate design planning	Equipment is acquired		Investigations and research has been completed to purchase a new Total Station.
	Additional resources to facilitate surveying works within Council	Workforce increase		Job advertisements and interviews have been completed to fill the positions of Surveyor and Survey Assistant.
	Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways this then is followed with rectification work for the	Program completed	Footpath condition was monitored and on-going rectification work is promptly carried out as required.	Ongoing inspections were carried out during the reporting period and ad-hoc works were carried out where required.

Footpaths, Cycleways and Pathways Maintenance and Reconstruction	removal of dangerous trip hazards	Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period.
	Community Infrastructure Renewal Program – footpath replacement programs (contingent upon continuation of funding beyond 2012/13)	Program completed	Program completed, 2012/2013 Community Infrastructure Renewal Program footpath projects were delivered.	This program has been completed.
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	Program completed, where carparks were monitored and attended to whenever required.	Wandarrah Reserve Car Park construction completed in September 2013. Narellan Community Hall Car Park Drainage Works completed in November 2013.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period.
Street Furniture Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.	100% of routine maintenance program completed	Condition of street furniture was monitored and on-going and other maintenance work was completed.	Condition of street furniture was monitored and on-going and other maintenance work was completed.
		Damage and faults addressed within 10 working days	Response times will be able to be monitored next year when a new work order system is in place and fully implemented.	Response times are being monitored.
Bus Shelters Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around	100% of routine maintenance program completed	Condition of bus shelters was monitored and on-going and other maintenance work was completed.	Inspections, cleaning and maintenance up to date, being conducted weekly.
		Damage and faults addressed within 10 working days	Response times will be able to be monitored next year when a new work order system is in place and fully implemented.	Response times are being monitored.

Key Direction 5 – Enriched and Connected Community

What is an Enriched and Connected Community?

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

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

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

Local Service 5.1 – Recreation Services and Facilities

What is Recreation Services and Facilities?

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

Report on Delivery Program Success Indicators

Local Service 5.1: Recreation Services						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Recreation Services and Facilities was 7.48 in 2013 which is a statistically significant increase in satisfaction since 2011. This follows a significant increase between 2009 and 2011.	●	The mean satisfaction score for Recreation Services and Facilities was 7.48 in 2013 which is a statistically significant increase in satisfaction since 2011. This follows a significant increase between 2009 and 2011.

More people participate in active recreation using Council facilities	Seasonal bookings of sportsfields	Maintained or Increased	●	<p>Total Number of bookings January to June: 117</p> <p>Total number of teams using the sports grounds in the winter season were: 651 teams in the sports of Australian Rules, Rugby League, Soccer, Netball and Oztag.</p> <p>There was 88% ground utilisation of available grounds.</p>	●	<p>Total Number of bookings July to December: 84</p> <p>Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the summer season is 6,019.</p> <p>Of the available grounds there was a 54% use with 46% available for allocation.</p>
	Swimming pool usage	Increasing	●	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of January to June were 174,682.</p> <p>The total attendance at Camden pool for Jan, Feb and March were 25,945. The poor weather experienced in March impacted on total attendance figures.</p>	●	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of July to December were 190,460.</p> <p>The total attendance at Camden pool for October, November and December were 26,227. The poor weather experienced in November and December impacted on total attendance figures.</p>

● **Comment**

Although the total number of bookings have decreased from the same period last year (July to December) from 102 to 84 in this reporting period, it is quite important to note that the total number of people participating in sporting events has increased dramatically from 1,112 to 6,019. Seasonality also has an influence over the total number of bookings within each reporting period.

Report on Delivery Program Activities

Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Management of Recreation Facilities	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	Ron Dine Sportsground new amenities building inspected for compliance with requirements at near completion. Draft lease terms negotiated for execution.	The use of Narellan library meeting rooms have been reviewed and user groups relocated to Harrington Park community centre resulted in successfully providing opportunities for new user groups. All Conditions of Hire have been amended to include Safe party notification requirement for all parties after 6pm.
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	Briefs developed for the reconstruction of Liquidambar and Harrington Park sports fields. Recreation Demand Study commissioned to provide update on the existing 10 year old data.	Sportsground strategy document includes a section on guidelines for the development of capital works on council land, and the principles that guide allocation of use. Expressions of Interest call for new sportsgrounds at Oran Park.
	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	Discussions held with Australian Rules, Macarthur District Soccer Association, and Oztag for input to Sportsground strategy. Input provided to layout of Kirkham Park future extensions and proposed 2 new fields. Discussions held with Cobbitty Cricket Club and Cobbitty/Narellan Cricket Club, and Archery regarding location and scope of new amenities for Cut Hill.	Work commenced on design of Narellan Sports Hub to accommodate needs of athletics and netball. Also, discussions commenced with South Camden Tennis around formalising arrangements for the management of South Camden Tennis courts.

Recreation and Facility Planning	Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions	Number of meetings	<p>Monthly meetings with the YMCA completed as well as additional meetings on the asset replacement plan and location of shade structures at Camden pool.</p> <p>Informal meetings held with BEP representatives on the specific issues such as systems and policies and procedures for hire of venue for parties.</p>	<p>Netball lease of building at netball complex finalised.</p> <p>Meetings held with local croquet club to identify a suitable site to develop facilities and club Netball lease of building at netball complex finalised.</p> <p>Meetings held with local croquet club to identify a suitable site to develop facilities and club.</p>
Aquatic Recreational Facilities	Contract manage two swimming pools which provide a range of programs to the local community	Attendance	<p>The wide range of programs continue with the addition of Youth Week programs and the trial of a Family Membership.</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 132,088.</p> <p>At Camden Pool the attendances in the Key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 7,537.</p>	<p>Youth programs now adopted as standard, and family memberships prove to be successful.</p> <p>The total number of attendances in the key programs at Mt. Annan YMCA which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 186,661.</p> <p>At Camden Pool the attendances in the Key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 24,694 for the months of October, November and December.</p>
	Commence design work for Stage 2 Development at the Mt Annan Leisure Centre	MALC Stage 2 Design Commenced	<p>Council has commissioned consultants to undertake a Recreation Demand Study for the area. This will consider the most appropriate facilities to be provided and inform the Stage 2 project scope. Design will commence in early 2014 following completion of this study.</p>	<p>The Recreation Demand study has been completed and placed on public exhibition to be reported to Council in February. This will provide the information required to proceed.</p> <p>The Recreation Demand Study identified possible changes in proposed facilities. Concept design may have to be amended following final decision on project scope before detailed design can commence.</p>

Aquatic Recreational Facilities	Project management of design and construction for selected aquatic recreational projects	Facilities provided to Council's requirements within agreed timeframes and budgets		During this reporting period, Council has worked on the outdoor fitness area and new disability hoist completed at Mt Annan Leisure Centre and the installation of a Shade umbrella at Camden Pool.
	Ensure that aquatic recreational related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements, satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value		Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
	Mt Annan leisure centre capital building improvements	Works complete within agreed timeframes and budgets		Council is undertaking a recreational needs study which will inform the new facilities to be provided at Mount Annan Leisure Centre. Design will commence at completion and adoption of this study.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	<p>From the 2012 Annual report the following statistics are provided for the 12 month period of Jan – Dec 2012</p> <p>There were 278 activity days: 11,748 competitors 30,710 spectators 43,800 informal users</p>	<p>Due to changes in committee members and responsibilities the comparison figures are not available. A Community Committee support officer has been appointed to support the volunteer committees.</p> <p>Council estimates over 20,000 attendees participated in 51 events, and 1,600 walkers estimated to be using Bicentennial Equestrian Park.</p>
	Masterplan implementation – installation of camping power outlets	Installation complete	Installation commenced and will be completed in 2013/2014.	The installation of camping power outlets for the BEP have been completed.
Camden Town Farm	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	Programs and events at Town Farm are well attended, e.g. Produce Markets, community garden workshops. Increasing requests from community to hire facility for private functions.	The Camden Town Farm Committee continues to meet regularly.

<p>Camden Town Farm</p>	<p>Development of the Camden Town Farm Community Garden</p>	<p>Volunteer Participation</p>	<p>Increasing volunteer participation in Community Gardens – more than 50 members. Continued volunteer participation on 355 committee.</p>	<p>Ongoing volunteer participation through community garden – managed by Camden Community Garden Association. The project now has minimal Council input. As such, volunteer participation numbers are not able to be reported.</p>
	<p>Additional resources to manage the operation of Bicentennial Equestrian Park and Camden Town Farm</p>	<p>Workforce increase</p>		<p>Council has appointed a new recruit who will commence in February.</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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community and Cultural Development and Planning was 7.09 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The mean satisfaction score for Community and Cultural Development and Planning was 7.09 in 2013 which is a statistically significant increase in satisfaction since 2011.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing	●	<p>Cultural events continue to increase in number as new networks and partnerships are forged.</p> <p>The Artist of the Month, portrait group, Artisan Market, cultural network, school holiday program and collaborative works and exhibitions continue to increase in number.</p> <p>Within the Civic Centre facility alone there have been 30 significant cultural programs or events held within the past three months.</p>	●	<p>Artisan and Designer Markets outside Narellan Library twice</p> <p>Various workshops at Narellan Library and Camden Civic Centre- Sculpture Class, Drawing for Beginners, Art Making Inspired by World Music, Mosaic Workshop, Lino Cutting, Pop Up Camden Eco Lab, Drama, Sensational Softies, Simply Felt, Botanical Drawing, Colour and Design, Print your Own T-Shirt</p> <p>Number of events at the Civic Centre - Camden Fine Art Gallery Exhibition and Sale at Civic Centre, Antique Fair, Macarthur Singers Concert, Rodney Rude Tour, Wedding Expo, Frankie Valle and the Four Seasons plus Beachboys shows, Abba show, Arj Barker performance, Artist of the Month Exhibition, Artists Network meeting, Christmas Carols Festival, Christmas Art Exhibition</p>

<p>Council delivers programs catering for identified target groups</p>	<p>Number of programs for target groups</p>	<p>A minimum of 2 activities per target group each year</p>	<p>●</p>	<p>1 Refugee Week event at Mt Annan High School in March. Estimated participation 300.</p> <p>17 Youth Week Activities across the LGA during April. Estimated participation 1,500.</p> <p>4 youth outreach programs - event at Camden Civic Centre, fitness programs at Mt Annan Leisure Centre, Recreation events at Harrington Park and Thursday night program at Narellan. Estimated total participation 500.</p> <p>3 events for seniors - 2 during Seniors week in May including a bus trip and concert and 1 other Autumn Concert, also in May. Estimated total participation 600.</p> <p>1 Play Day event for children and families at Kirkham Park in May. Estimated total participation 2,000.</p> <p>1 International Women's Day event in April. Estimated total participation 500.</p> <p>New library resources purchased to promote community acceptance of diversity.</p>	<p>●</p> <p>1 x CALD activity - Narellan Rhythms Festival held in October 2013.</p> <p>5 x Children & Families programs – transition to school information stalls at Mt Annan Shopping Centre Aug 2013, Narellan Shopping Centre Sept , Oct 2013 and Nov 2013, Harrington Park Dec 2013.</p> <p>2 x Aboriginal activities – NAIDOC week ceremony in John Street Camden and event at Town Farm in July 2013.</p> <p>5 x Youth programs – including 6 Skateboard clinics at Elderslie Oct – Dec 2013, basketball comp at Harrington Park Oct – Dec 2013, 6 boot camps and 6 free swimming sessions at Mt Annan , recreation activities at Narellan Oct - Dec, Beach Bus in Dec 2013.</p> <p>3 x Seniors programs- morning tea and tour of Botanical Gardens Sept 2013, Christmas Lunch Nov 2013.</p> <p>2 x Disabilities activities - Carer's Week event at Town Farm Sept 2013. International Day for People with Disabilities – workshops resulting in performance at Campbelltown Arts Centre in Dec 2013.</p>
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Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents	Interagencies and networks supported	Camden Interagency held 3 times – Gregory Hills, Camden Men's Shed, Civic Centre Council represented regularly at the following: DV Committee meetings, MacUnity (ATSI), Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum, Community Relations Commission Regional Advisory Committee, Oran Park Town Community Partners meetings.	Camden Interagency held 3 times – @ Spring Farm, Camden Hospital, UWS Campbelltown Council represented regularly at the following 7 forums: DV Committee meetings, MacUnity (ATSI), Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum, Community Relations Commission Regional Advisory Committee, Oran Park Town Community Partners meetings.
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes	Committees and groups supported	355 Committees provided with administrative support. Extra funding allocated to Camden Town Farm. Approval of new BEP/Town Farm position. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.	355 Committees provided with administrative support. New BEP/Town Farm worker recruited. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.

<p>Projects and Programs</p>	<p>Develop and manage projects and programs that address community needs and build local community assets</p>	<p>Projects and programs developed that meet identified community need</p>	<p>Town Farm Community Garden Project addressed need for people with disabilities to be included in social activities that increase their health and well-being. More workshops, information provision, path and shade structure development, networking and resource acquisition in this final 6 month period. Project finished in June.</p> <p>2013/14 Youth Outreach Program activities and promotion finalised.</p> <p>Access Friendly Project addressing the need for people with disabilities to enter local retail shops. Project launched at Business Awards. Inclusion of 'Access Award' in the annual Business Awards.</p> <p>Neighbourhood Natters community consultations commenced in Harrington Park, Mt Annan and Currans Hill. Project rolling out in other areas. This is an initiative that is currently being trialled by Council whereby Council staff go out to suburbs within the LGA and chat with locals, observe what is happening in the local area, document their findings in order to keep in touch with all residents and businesses within the local area.</p> <p>During National Youth Week a showcase of youth talent was profiled within the Civic Centre venue including artwork by a local artist, performances by 10 local young people and two cultural events - a dance party for 150 youth and Singstar youth performance showcase.</p> <p>The Cultural Development Officer continues to partner with the Civic Centre and Libraries to deliver cultural programs to meet varied demographics including the artist of the month, film screenings, workshops and network meetings.</p>	<p>Councils Cultural Development officer continues to work on:</p> <p>The Access Friendly Project that addresses the need for people with disabilities to enter local retail shops still underway;</p> <p>Data received from Neighbourhood Natters community consultations that will be incorporated into Councils social plan;</p> <p>Various Youth Outreach Projects that are funded and delivered across neighbourhoods;</p> <p>Partnering with the Civic Centre and Libraries to deliver various cultural programs to meet varied demographics including the artist of the month, film screenings, workshops and network meetings.</p>
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Projects and Programs	Council actively seeks relevant grant funds in order to undertake community and cultural activities	Number of grants applied for	<p>2 successful grant applications for NAIDOC week - \$2,500.</p> <p>2 Camden Community Connections applications supported – 1 successful, the other still in progress.</p> <p>Arts NSW application submitted for numerous projects.</p> <p>Sponsorship obtained for Camden Play Day - \$2,000.</p>	<p>Sponsorship has once again been obtained to host the annual Narellan Rhythms festival.</p> <p>Council also applied for an Arts NSW grant, however, was unsuccessful.</p>
Planning and Advocacy	Develop strategic and action plans to address key issues and opportunities for target groups	Relevant strategic plans are in place	Disability Action Plan went on public exhibition in June.	<p>Since the Disability Action Plan was placed on public exhibition, Council has since adopted the plan and lodged it with Antidiscrimination Board.</p> <p>The Disability Action Plan can be accessed via Council's website.</p>
	Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners	Information on key target groups is current and available on Council's website	Information around key targets has been updated and is available on Council's website.	Data continues to be collected for Council's Social Plan that provides vital information around key target groups.
	Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties	Comments provided in agreed timeframes	Comments made on plans for Childcare Centre, Narellan Town Centre, Plough and Harrow Pub, Camden Courthouse, former Whiteman's retail outlet.	Council provided comment on plans for two child care centres in Currans Hill, on the Camden Woolworths refurbishment; Whiteman's Building additions and the Camden Courthouse.
	Prepare and review Council policy in relation to building the local community and encouraging inclusive practices	Policies are regularly reviewed	Council Volunteer Program policies and procedures formally adopted. Forms on the intranet. Page on Council's website created. Links incorporated into 355 Community Management Committee Manual.	Council has reviewed the Community Financial Assistance Policy resulting in minor changes to Community Small Grants, Special Achievers and Donations procedures.
Resources	Identify underutilised Council resources (e.g. facilities, and equipment) and develop these to meet the needs of the community	Underutilised resources identified and developed		Council has identified that the Community Events Trailer was being underutilised. The Community Events Trailer has since been fitted out and booking procedures put in place.

<p>Community Financial Assistance</p>	<p>Support community organisations and individuals through the Community Financial Assistance Program</p>	<p>Number of groups assisted</p>	<p>Grant application processes reviewed and improved in terms of timing and guidelines.</p> <p>Funding through the Cultural Performance Policy provided 14 community performance groups opportunity to perform within the Civic Centre to large audiences.</p> <p>A large number of audience and performers are from the LGA.</p>	<ul style="list-style-type: none"> • 24 organisations received funding for community projects under the Community Small Grants Program. • 24 individuals received funding under the Special Achievers Program for the whole of 2012/13 • 12 organisations received funding under the Donations for Charitable Purposes program for the whole of 2012/13
	<p>Increase financial support available to groups and individuals</p>	<p>Increased number of groups assisted</p>	<p>Data not available in the current reporting period, it is anticipated that the next round will commence in 6 months.</p>	<p>Council has seen an overall, increase in the number of applications received and funded this financial year; compared to same time last financial year.</p>
<p>Cultural Development</p>	<p>Provide opportunities for the community to engage in cultural activities, liaise and link with arts groups and local artists, develop local opportunities for artists</p>	<p>Opportunities provided</p>	<p>The About Face Portrait Group, Artist of the Month, Artisan Market and Cultural network continue to grow with more local artists registering for inclusion on the artist register.</p> <p>The Cultural interagency/network have continued to evolve with a skill share, mentoring and cultural exchange underway for the next meeting.</p> <p>As the Public Art Policy nears completion opportunities to incorporate public art in developments are being sought with high profile local artist Keith Lane currently involved in the Narellan Community Hall development.</p> <p>Click on Camden is also developing to include the artist register.</p>	<p>Local artist engaged to work on Sensory Garden.</p> <p>Local artist engaged to work on Narellan Community Centre sign.</p> <p>Artists network met twice in this period. Working closely with Economic Development Officer on Creative Industries.</p> <p>Artisan Market held twice in this period – Aug and Dec 2013.</p> <p>Supported 2 x UWS professional practice projects to increase public access to Council's library resources and museum collections.</p>
	<p>Secure funding for the delivery of arts programs and performances to engage the community</p>	<p>Funding secured</p>		<p>Planning Voicez Unlimited workshops and Event within existing budget. No external funding available.</p>
		<p>Events staged</p>		

Cultural Development	Provide advice to developers regarding Public Art	Advice provided as needed	The Public Art Strategy is nearing completion, delayed due to specific information around Section 94 being put into the Plan.	<p>Council has provided input to local developers for:</p> <ul style="list-style-type: none"> • Sensory Garden • Gregory Hills Development • Narellan Community Centre • Oran Park Development
	Facilitate the Annual Art NSW program of training and performances (contingent upon securing grant funding)	Number of events and attendees	A submission for Arts Funding 2013/2014 was submitted, awaiting advice.	Funding submission was unsuccessful.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community Support Facilities and Services was 7.40 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The mean satisfaction score for Community Support Facilities and Services was 7.40 in 2013 which is a statistically significant increase in satisfaction since 2011.
Council's Community Halls are utilised	Occupancy rates	Increasing	●	The Narellan Community Centre was closed from March for upgrade and extension reducing the amount of space available for occupancy. The occupancy rate for the available facilities increased to 28.2%.	●	Narellan Community Centre was not available for use for the whole period due to refurbishment work. Occupancy rates of available venues was 26.33% of available space. The information will change in future report to include weekends as we now have a fee structure in place that provide more accurate booking information.

The Camden Civic Centre is enjoyed by the community as a venue for a range of events	Number of visitors	Increasing	●	This is a new indicator; data was not collected in the previous reporting period.	●	<p>The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue.</p> <p>95,387 visiting the upper level 11,365 visiting the lower level</p> <p>This is the first time data has been collected; trend will be detailed in the next reporting period.</p>
	Ratio of returning client to new clients	Stays the same or increases	●	This is a new indicator; data was not collected in the previous reporting period.	●	<p>One in every ten bookings in the six month period is a new client to the centre bringing new visitors to the centre and increased business opportunity.</p> <p>A number of these clients are one off users utilising the venue for celebrations, others will equate to return business.</p> <p>This is the first time data has been collected; trend will be detailed in the next reporting period.</p>
Camden families have access to quality Family Day Care services	Hours of care provided	Stays the same or increases	●	This is a new indicator; data was not collected in the previous reporting period.	●	<p>Average Effective Full Time Places were 193. This equates to approximately 182,000 hours of care.</p> <p>This is the first time data has been collected; trend will be detailed in the next reporting period.</p>
	Accreditation is maintained	Maintained	●	This is a new indicator; data was not collected in the previous reporting period.	●	<p>The Service has not been assessed for accreditation during the reporting period.</p>

Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Provision of Community Centres and Halls	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	Civic Centre utilisation rates typically reduce in the winter months, during this time 45% of the overall bookings were corporate meetings/training sessions or meetings, 14% community, 14% cultural with the other 27% made up of civic, celebratory or other such as church groups, sporting groups.	Narellan Community Centre was undergoing refurbishment and extensions in this period. 53 regular hires were processed and 93 casual bookings during the period of July – Dec 2013.
	Project management of design and construction for selected community facility projects	Facilities provided to Council's requirements within agreed timeframes and budgets		During this reporting period, Council has worked extensively on the expansion of the Narellan Community Hall and consulted on the Recreation Demand Study.
	Expansion of Children's and Families facilities in Narellan (Narellan Community Hall)	Expansion complete, on time and to budget	These works are 50% through construction and on schedule to be completed in November 2013. It is anticipated that project budget will meet the requirements of the project.	The expansion of the Narellan Community Hall Works were completed in December 2013 on time and within budget.
	Ensure that community facility related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value		Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
	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.	Planning is ongoing, no further update in this reporting period.
	Termite repairs at Mount Annan Cottage	Repairs complete	Delayed completion of repair work due to further discovery of termite activities in the building.	Termite repairs have been completed.

Family Day Care	Provision of a quality Family Day Care service through training and administration of Family Day Care Educators	Accreditation is Maintained	<p>Currently there are 54 registered educators, 3 registered in home care educators, 6 prospective educators working through their orientation process.</p> <p>379 children are currently enrolled in care.</p> <p>The service is continuing to grow in line with the area's growth.</p>	<p>Currently 55 registered educators and 5 In home Care Educators.</p> <p>427 children enrolled.</p> <p>The service is continuing to grow in line with the areas growth.</p>
		Customer Satisfaction	<p>A satisfaction survey was sent out to all families in the scheme, only two responses were received.</p> <p>Both responses indicated satisfaction with the service, positive feedback with regard to the quality of the service.</p>	
Camden Civic Centre	Provide a venue for civic, cultural, celebratory and community events and functions	Customer feedback	<p>Positive feedback is maintained at 100% with return business continuing to reinforce satisfaction levels.</p> <p>Specific positive feedback in relation to the Macarthur Small Business Awards with over 520 people catered for within the Auditorium.</p> <p>The Civic Centre indicated growth in the number of functions held over the twelve month period. The most significant growth exists in corporate meetings/training/expos and events with 45% of the events in the last quarter being corporate.</p>	<p>The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue during this reporting period.</p> <p>95,387 visiting the upper level;</p> <p>11,365 visiting the lower level;</p> <p>Total visitors: 106,752</p> <p>One in ten bookings in this reporting period are new clients to the centre bringing new visitors to the centre and increased business opportunity. A number of these clients are one off users utilising the venue for celebrations, others will equate to return business.</p>
		Income is Maintained or Increased	<p>The 2012/2013 Financial year result indicated a saving on the bottom line consistent with previous years. Identified savings were reinvested in capital items to address WHS issues of concern.</p>	<p>The Civic Centre incomes continue to increase, capital works continue to be undertaken to upgrade facilities. These works it is anticipated will increase utilisation and further reduce the deficit for the venue.</p>
	Civic Centre Building Improvements	Completed on time and within budget	<p>Securing grant funding through the Community Builders Partnership and savings have enabled works to be undertaken within the venue, with a total of \$92,000 to be spent within the venue over the coming</p>	<p>Ongoing work to complete the upgrade funded by NSW Government.</p>

Camden Civic Centre			<p>twelve months.</p> <p>To date improvements include:</p> <ul style="list-style-type: none"> • Replacement of heavy weight tables with light weight tables. • Replacement of non compliant high risk keg system • Replacement of aged stage curtains • Resurfacing and painting of walls within the main auditorium. 	
ARTyCaf@Narellan Library	Investigate and establish a viable and sustainable operational model	Service is Self-Sustaining	A second advertisement for EOI's will be run in July/August.	<p>Council has advertised for expressions of interest advertised and submissions have been received.</p> <p>Council are currently reviewing the submissions.</p>
Camden Senior Citizens Centre	Replace exit doors within the centre	Doors are replaced		These works have been completed.
Public Cemetery	Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests	65 burials occurred during the period. 100% of service requests were carried out on time.	22 burials occurred during the period. 100% of service requests were carried out on time.
		Percentage of plot allocation taken up per annum	48% of the plot allocation has been taken up.	28% of the plot allocation has been taken up

Local Service 5.4 – Community Safety

What is Community Safety?

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

Report on Delivery Program Success Indicators

Local Service 5.4: Community Safety						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Community Safety was 6.80 in 2013 which has remained stable since 2011.	●	The mean satisfaction score for Community Safety was 6.80 in 2013 which has remained stable since 2011.
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Stays the same or improves	●	There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. This indicator will next be updated in 2014.	●	There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. This indicator will next be updated in 2014.

Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Facilitate and/or represent Council at community interagencies, forums and networks	Develop and support effective interagencies and networks between Council, police and relevant community groups to ensure working relationships and partnership opportunities	Number of Interagencies Attended	Networks and partnerships continue to be fostered. Council's Community Road Safety Officer is on the Executive of the Local Government Community Safety and Crime Prevention Network and attends these meetings quarterly. Council also attends the Community Safety Forum meetings and develop and work in partnership with external agencies, including Camden Local Area Command, in order to improve community safety.	Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with interagencies to develop partnerships to improve community safety. These interagencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary.
	Develop and manage projects and programs that address community safety issues, including community safety audits	Number of projects implemented	A new program has been developed in partnership with Camden Council, Campbelltown City Council and the Camden and Campbelltown Local Area Commands in order to address stealing from motor vehicles. This program will be launched in November 2013. Facility improvements were made at Lando Way, Currans Hill, Birriwa Reserve, Mount Annan and the Community Centre car park off Queen Street, Narellan to address and improve community safety at these locations.	The Park Smart program was launched in November 2013 and ran over 4 nights at Campbelltown and Leumeah railway stations, concluding in December 2013. A local rollout of the program is now scheduled for 2014, targeting shopping centre car parks. Bus Shelter posters were installed in August 2013. Seniors Safety Morning Teas have been launched in this period, delivered at Seniors Living facilities and groups and facilitated by Council's Seniors Officer. The program presentations include personal safety by Police, pedestrian and mobility safety by Council and licensing conditions for older drivers by a driving instructor. 4 presentations have been held.
	Seek grant funding for new community safety programs as required	Number of grants applied for	No grant funding activity for the time frame.	No grant funding activity undertaken during this reporting period.

Community Safety Projects and Programs	Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships	Information Resources are Current	Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.	Council 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	Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues.	Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues.
			Breath testers were installed in selected venues over the Easter / Anzac Day period, along with promotional material, in order to highlight the Drink Drive message.	Breath testers were installed in selected venues over the Christmas / New Year period, along with promotional material, in order to highlight the Drink Drive message.
	Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas	Issues addressed as they arise	Lando Way, Currans Hill Drive and Tramway Drive are currently under assessment for the establishment of an Alcohol Free Zone. A report seeking endorsement is going before Council in July 2013.	New Alcohol Free Zones were established at Currans Hill, in accordance with Council's adopted procedure.
Community Safety Strategic Planning	Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners	Information is Current	Council staff ensure that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.	Council staff ensures that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.
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. Council is awaiting commencement of the program by Rotary. The first round of funding has been provided.	Rotary received initial funding of \$2,000 from Council and has advised that these funds were used to purchase equipment. They have now advised Council that the second round of funding being \$8,000 for high pressure water cleaner will not be required as this component of the program is not progressing. Council will seek to reallocate these funds towards graffiti prevention treatments, including green screening, in the LGA.







Graffiti Management	Develop Graffiti Action Day to raise awareness within the community about graffiti encouraging the community to take responsibility and ownership	Graffiti Action Day Conducted	Graffiti Removal Day is now held by Rotary. Council will assist as appropriate.	Graffiti Removal Day was held by Camden Rotary in October 2013 at five sites. Council assisted with site allocation and promotion of the program as requested by Rotary.
	Establishment of Camden Rotary Graffiti Removal Team	Team established		Rotary has advised that funding has been used to purchase graffiti removal resources, utilised on Graffiti Removal Day. Further graffiti removal is proposed to be undertaken at six sites before June 2014.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Events was 7.33 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The mean satisfaction score for Community Events was 7.33 in 2013 which is a statistically significant decrease in satisfaction since 2011.
Participants are satisfied with community events	Survey of event participants	Satisfaction stays the same or increases		This is a new indicator; data was not collected in the previous reporting period.		Event statistics demonstrate that participants are satisfied with Community Events. Taste, Food and Wine Festival rated 7/10 positive and Picnic in the Park rated 7.6/10 positive. Council has set the benchmark of a 75% satisfaction rating, currently Council averages 73%. As this is a new indicator, trend will be able to be established over time.
The community attends Council events	Resident Telephone Survey	Increasing		In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. This indicator will next be measured in 2014.		In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. This indicator will next be measured in 2014.

The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases		Australia Day has always struggled to attract sponsors. This remained the same as in previous years. The Camden Play Day event attracted \$2,000 sponsorship.		Council successfully secured sponsorship for Camden Festival \$3000 and \$8950 for Paws in the Park
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 **Comment**

Council will monitor attendance of community members at events and address any changes in numbers should they vary significantly. Australia Day was well-attended, particularly given the change in venue for the event. Council continues to design, promote and deliver a wide range of Council events in the Camden LGA. The 2014 telephone survey will provide more current statistics around community attendance at Council organised events.

Report on Delivery Program Activities

Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Community Development Events for Target Groups	Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition	Number of Events	<p>1 x International Women's Day Trivia Night event at Camden Civic Centre in March – 500 participants</p> <p>1 x Camden Play Day event at Kirkham Park during Families Week in May 2013 – 2000 participants</p> <p>2 x NAIDOC Week flag raising event, first outside the Mayors Office in John Street Camden and then a social event at Camden Town Farm – 200 participants.</p> <p>20 x youth events across the LGA during Youth Week in April – 138 workers and volunteers involved in planning and organising, 1592 young participants.</p> <p>2 x Seniors events in March/April - Bus Trip and Concert – 400 participants.</p> <p>1 x Refugee Week event at Mt Annan High School in June – 300 participants</p>	<p>15 events with total 2450 participants</p> <ul style="list-style-type: none"> • Children & Families – 3 transition to school information stalls - Mt Annan, Harrington Park and Narellan shopping centres – approximately 100 people stopped at each = 300 participants • Seniors – 2 events - Spring Luncheon and Christmas Lunch = 360 participants • Carers Week – 1 event involving workshops and BBQ held was held at Camden Town Farm = 30 participants • Youth – 6 x Outreach programs continued over the six month period, including 10 weeks of Twilight basketball at Harrington Park = 300 participants, 10 weeks of Thursday night activities outside Narellan Library = 300 participants, 6 Skateboarding clinics at Kirkham Skate Park = 210 participants, 10 Boot Camp/free Swimming at MALC during school holidays = 350 participants,

				<p>free transport for young people = 220 tickets used</p> <ul style="list-style-type: none"> • Disabilities – 1 theatre program with performance at Campbelltown Arts Centre = 3 Camden residents participating in workshops and 80 audience participants • NAIDOC Week – 2 events - flag raising ceremony followed by event at Town Farm plus film screening at Narellan = 300 participants
Cultural Events	Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities	Number of Events	30 cultural events staged within the Civic Centre venue including the Camden Art Prize and Macarthur Textiles Expo.	50 cultural events from July to December. These included art, exhibitions, music, dance and performance based events and counted events which span over one or more consecutive days as one event. An additional 75 church The Auditorium was out of action for 5 weeks (July/Oct) due to upgrades.
Community and Civic Events	Plan and deliver a range of community and civic events including Australia Day, Taste Macarthur and Light Up Camden	Number of Events	During this reporting period, Australia Day is the largest event to take place which saw the introduction of a new event location, which was received positively and well attended. Australia Day included the Key to the Camden Township presentation to Daniel Geale. The HSC High Achievers reception was also held in March.	Camden Festival, Paws In the Park and Local Government Week were all successfully held during this period. A new event, Picnic in the Park was incorporated into the Camden Festival.
	Additional funding to support Australia Day activities and other civic ceremonies to promote community pride and participation	Events Undertaken		Funding has been secured and reporting on progress in the planning of the Event will occur in the next period.
	Introduction of an annual floral festival in Macarthur Park	Event Undertaken		Council undertook this activity; in preparation for the festival garden beds were prepared and the annual floral plantings were completed.







Community and Civic Events	Additional funding for Camden Festival to include rural activities	Event Undertaken		Funding was secured and the inaugural Picnic in the Park event enjoyed outstanding success.
	Additional resources (hours) to support the provision of events within Camden	Workforce increase		Additional funding secured to provide for additional resources (hours)
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	<p>Increased sponsorship would allow further development of Australia Day, making additional inclusions possible.</p> <p>The Camden Play Day event attracted \$2,000 in sponsorship.</p>	Sponsorship for Paws in the Park increased, however funding for Camden Festival decreased.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Library Services was 8.14 in 2013 which is a statistically significant decrease in satisfaction since 2011. This followed an increase between 2009 and 2011 so on the whole the result has remained stable over the 4 years.		The mean satisfaction score for Library Services was 8.14 in 2013 which is a statistically significant decrease in satisfaction since 2011. This followed an increase between 2009 and 2011 so on the whole the result has remained stable over the 4 years.
Library membership is high amongst residents	Proportion of residents who are library members	Higher than the Sydney average (37%)		This is a new indicator; data was not collected for the previous reporting period.		66% of residents are library members compared to that of the Sydney average being 37%.
Council's library facilities and programs are well-attended	Number of people using facilities and attending programs	Increasing		115,747 people visited our libraries in this period compared to 157,048 in the same period in 2012. 13,548 attended library programs in the period compared to 11,219 in the same period in 2012.		144,409 people visited our libraries and 15,152 attended library programs in this period.

Comment

As the trend suggests over previous reporting periods, library circulation continues to decrease largely due to the emergence of e-based resources. This change has seen people moving away from the more traditional use of resources. As part of the indicator review, council have amended the indicators to reflect how Council are utilising Library sites as community hubs, rather than just a library, enabling the community to participate in a wide range of activities held at Council both Camden and Narellan libraries.

Report on Delivery Program Activities

Local Service 5.5: Library Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Children's Programs	Deliver various programs for children including; Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	11,121 children/families attended children's programs including Storytime, Bibs, holiday programs and outreach compared to 8,089 children / families from the same time last year.	10,261 children/families attended 256 children's programs including Storytime, Bibs, holiday programs and outreach during this 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	664 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online compared to 1,277 young people attending the same sessions from the same time last year.	306 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online during this period
Educational Programs	Additional funding for the Your Tutor program for Children and Youth	Availability of the program for target groups		There has been an increase of 21% in usage of the Your Tutor service during this period.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	3,326 adults attended programs including lifelong learning, author visits, and book discussion group compared with 1,820 adults attending the same sessions from the same time last year.	4,585 adults attended programs including lifelong learning, author visits, and book discussion groups during this 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	There are 3,109 images on Camden Images online. There have been 9,348 sessions on Camden Images and 2,599 Trove referrals in this reporting period.	There are 3,620 images on Camden Images online. There have been 6,601 sessions on Camden Images, 2,985 Trove referrals and 29,448 hits on Flickr in this reporting period.
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	2,286 items were lent to 4 institutions across the LGA, 1,960 items were lent to 37 Home Library Service customers and 7 boxed loans were received from SLNSW for customers from a CALD background.	1,686 items were lent to 6 institutions across the LGA, 1,908 items were lent to 36 Home Library Service customers and 16 boxed loans were received from SLNSW for customers from a CALD background.

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. 102,330 hits on the current library website. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.	New library webpage went live 22 November 2013. We have received 6,348 visits and 17,328 page views in the first 6 weeks. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.
	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.	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.
Digital Learning Space	Operate the digital learning space to enable best practice delivery of services and promote community access to technology opportunities	Number of people attending programs		Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.
Collections	eBooks will be introduced into the library due to demand from the community and changes in technology	Circulation of new e-collections will increase	eBooks will be introduced in late 2013.	eBooks were introduced in August and eMagazines were introduced in September. 271 eBooks and 230 eMagazines have been downloaded during this period.
	Purchase of eBooks for the digital library	eBooks available for use		eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.
Upgrade Library Management System, Wireless and RFID system	Library Management System operates under managed services	System is useable and efficient		LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November with 3 days offline. Wireless internet access was upgraded and now managed via NSW State Library's WMS rollout. RFID systems have been reviewed with a proposal to upgrade in 2014.
		Limited number of days offline during upgrades		

Key Direction 6 – Strong Local Leadership

What is Strong Local Leadership?

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

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

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

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



Local Service 6.1 – Strong Local Democracy

What is Strong Local Democracy?

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

Report on Delivery Program Success Indicators

Local Service 6.1: Strong Local Democracy						
Indicator	Measure	Target	Result 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Strong Local Democracy was 6.17 in 2013 which is a statistically significant decrease in satisfaction since 2011.	●	The mean satisfaction score for Strong Local Democracy was 6.17 in 2013 which is a statistically significant decrease in satisfaction since 2011.
All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	Complaints regarding meeting practice	Zero	●	Council has received no formal complaints about meeting practice.	●	Council has received no formal complaints about meeting practice.

Council's policies are current	Regular review and updating of policies	100%		Council's statutory policies are up to date. The internal policy review is continuing.		Council's statutory policies are up to date. The internal policy review is continuing.
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 **Comment**

Whilst we see a decrease in satisfaction for Council's Role in Strong Local Democracy, it is important to consider resident satisfaction scores over time to understand any trend in satisfaction. It is difficult to draw any conclusions from one result. Council will continue to monitor this result over time.

Report on Delivery Program Activities

Local Service 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Local Representation	Provide Council with business papers for both information and decision making purposes and record the outcome and decisions taken by Council	Compliance with Code of Meeting Practice	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.
	Co-ordinate Code of Conduct matters	Compliance with DLG guidelines		The Co-ordination of all Code of conduct matters has complied with the DLG guidelines
	Improving response times to resident enquiries to Councillors	Response within 2 working days	The new Executive Services Coordinator position has put in place improved systems to record response times to resident enquiries. The move to a new Customer Request Management System will also dramatically improve service standards with exception reports highlighting areas of concern.	An interim process has been developed to assist in recording and responding to resident enquiries to Councillors in a timely and appropriate fashion. A formalised system based process is currently being explored, with the Executive Services Coordinator researching methods utilised at other Councils and investigating further system development.
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden is an active member of MACROC. Camden Councillor Penny Fischer has been appointed as the President of MACROC for the next 2 years.	Camden actively participates in MACROC, with the aim of high level collaboration at a regional level, in particular a vision of resource sharing.









<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>There are several State Government initiated reviews currently underway that have the potential to affect not only Camden but the entire LG sector. LGNSW will be an important partner of Camden Council should the need arise to lobby the State Government when these reviews are finalised (September 2013). There are also Federal Government changes to motor vehicles (FBT) that will have a profound impact on the LG sector. LGNSW will assist the LG sector in lobbying for a fairer outcome.</p>	<p>Council attended the LGNSW Conference held in Sydney in October 2013.</p> <p>Council strongly advocated its position on a number of matters, in particular by way of the submission of strategic issues on Waste (Asbestos/ Clean Up Provisions for Unhealthy / Unsafe Properties), to be considered and debated by those delegates in attendance.</p>
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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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Stewardship of Community Resources was 6.37 in 2013 which has remained stable since 2011.		The mean satisfaction score for Stewardship of Community Resources was 6.37 in 2013 which has remained stable since 2011.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved		The Delivery Program Six Month Report for the period July to December 2013 was tabled at the Council meeting of 26 March 2013 and placed on the Camden 2040 website.		The Delivery Program Six Month Report for the period January to June 30, 2013 was tabled at the Council meeting of 10 September 2013. This was adopted and placed on Council's website.
Council addresses areas of poor performance in its Delivery Program	Strategies are identified and implemented as part of the 6 month Delivery Program Report	100%		This is a new indicator; data was not collected in the previous reporting period.		A consolidation of all poor performing indicators was undertaken by Corporate Planning Team Leader, this was then reported to each manager to address in the upcoming performance period.
Council engages the community in the Community Strategic Plan and Resourcing Strategy	Community Engagement Strategy implemented	Engagement is conducted as per Community Engagement Strategy		Council will be preparing a Community Engagement Strategy in 2013 / 14 which will improve Council's engagement processes, including monitoring participant satisfaction.		Community Engagement officer not yet appointed.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Integrated Planning and Reporting Framework	Council must prepare and exhibit an annual Operational Plan and budget	Annual Operational Plan and Budget complete	The Annual Operating Plan and Budget was placed on public exhibition in May and formally adopted by Council on 25 June 2013.	The draft 2014/15 Operational Plan & Budget is currently being prepared for adoption by Council in June 2014.
	Preparation of Council's 4 Year Delivery Program and Annual Operational Plan	Timeframes are met		Ongoing monitoring of the 4year Delivery Program was undertaken
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 26 March 2013 and was placed on Council's website following that date.	The report for the 6 Month Period January to June 2012 went to Council at the meeting of 13 September 2013 and was placed on Council's website following that date.
	Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program	Annual Report available on Council's website in November	No update in this period.	The Annual Report was for 2012/13 was completed in December of 2013, and placed on Council's Website.
	Undertake comprehensive review of Council's Corporate Performance Indicators, including systems and strategies for improving areas of lower performance	Council has a suite of simple, effective and measureable indicators		An initial review has commenced in this area. Further work is to be undertaken in the next reporting period.
	Implement business improvement program to continuously improve the organisation's effective and efficient operation	Demonstrated efficiency gains and service improvement		An Organisational Improvement Program is currently underway that aims to provide guidance in relation to Council's systems, processes and structure to ensure the organisation continues to operate in the most efficient and effective manner.

Long Term Financial Plan	Monitor and maintain Council's Long-Term Financial Plan	Long Term Financial Plan is reviewed quarterly	The LTFP was reviewed and updated in preparation for the recent TCORP assessment of Council's financial sustainability and for the 2013/14 Special Rate Variation application.	The LTFP is reviewed after each quarterly budget review to ensure there are no material impacts on financial forecasts.
	Implementation of Long Term Financial Planning (LTFP) software	Implemented by 31 December 2013		The implementation of the LTFP software will be done in conjunction with the roll out of Council's new electronic budget management system. This system will integrate with the LTFP software.
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 requires new data to be collected for all asset classes, funding is unlikely to be made available until after 2013/2014.	This on-going project requires new data to be collected for all asset classes, funding is unlikely to be made available until after 2014/2015.
	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	Review of the Engineering Specifications has been progressing, expected to be completed by August 2013.	The review has been completed.
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	Workforce Plan review completed and revisions adopted. Critical positions were reviewed and incorporated into the revised workforce plan.	Workforce plan was not required to be reviewed within this reporting period Council continues to participate in surveys and monitors and reports on workforce trends.
		Succession planning in place for critical positions	Succession planning incorporated into performance review process.	
Management of Council's Property	Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	The strategy is expected to go to the Executive Leadership Group in August 2013.	The preparation and adoption of this strategy has been delayed awaiting the outcome of the Local Government Act Review and Council's current review of land holdings.
	Maintain Council's land register	Information is accurate and up to date	Council's Land Register is Current.	Council's Land Register is Current.





Management of Council's Property	Manage Council properties	Current Plans of Management are in place	The review is currently still in progress.	The review is currently still in progress.
		Licences and leases reviewed regularly	This review has been finalised and a new enhanced register has been put in place to provide additional information to the end-user.	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.
	Review of Council's Community Land Holdings	Review complete	The review is continuing and is expected to be completed by 30 June 2014.	This review is dependant upon the Local Government Act Review and the adoption of Council's land Property Management Strategy.
	Land acquisitions upon instruction	Process completed in a timely manner		Council has completed the acquisition of one major parcel of land in accordance with the Land Acquisition (Just Terms Compensation) Act.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Engagement was 6.49 in 2013 which has remained stable since 2011.		The mean satisfaction score for Community Engagement was 6.49 in 2013 which has remained stable since 2011.
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 Council publicly exhibited the review of Camden 2040 and a draft Economic Development Strategy. In addition to the usual advertising, a community information forum was held, with invitations distributed through a range of mailing lists which included Council's advisory groups such as the Access Committee and Youth Council.		During the reporting period, Council did not exhibit any plans that required Community Engagement.

Report on Delivery Program Activities

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Community Engagement	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	Council conducts a range of community engagement processes, and informs residents of key issues and events according to statutory requirements. During this reporting period the review of Camden 2040 and a draft Economic Development Strategy were publicly exhibited. A Community Information Forum was held as part of this exhibition, attended by 18 people.	Information is provided to the community on a regular basis in relation to key Council activities and event in accordance with statutory requirements. Extensive community consultation was undertaken by Council to inform Council's Recreation Demand Study.
		Amount of feedback received	10 submissions were received on the Camden 2040 review and 4 for the Economic Development Strategy. 18 people attended the Community Information Forum.	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.
	Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues	Register is updated annually	This register will be updated for 2013 following the telephone survey in July.	The register is kept annually, the next update is scheduled for August 2014
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	The next survey will be conducted in July 2013 and will focus on community satisfaction with Council services.	The annual telephone survey was conducted in July 2013. Results on from this telephone survey are included in this report.
	Community feedback and data is collected and used across the organisation for a range of planning purposes	Data collection system established	This activity is on hold awaiting recruitment of a Community Engagement Officer.	This activity has not yet commenced, awaiting the appointment of the Community Engagement Officer.







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

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Information was 6.49 in 2013 which has remained stable since 2011.		The mean satisfaction score for Community Information was 6.49 in 2013 which has remained stable since 2011.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases		9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated in 2014.		9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated in 2014.
The promotion of Council services, programs and local information is delivered effectively to the community	Total number of webpage hits	Stays the same or increases		This is a new indicator; data was not collected in the previous reporting period.		No statistics available to report at this time. Information will be provided when new website operational.

Report on Delivery Program Activities

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Advertising and Promotion	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	A total of 48 media releases were distributed during this period, all of a positive nature.	A total of 52 media releases were distributed during this period, all of a positive nature.
Communication Strategy	Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community.	Communication Strategy Adopted by Council	This policy is in draft and is expected to be completed by the next reporting period.	Work is continuing on the development of a comprehensive Communication Strategy and it is anticipated a draft of the entire Strategy will be available in the next reporting period.
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 within the coming months.	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live within the coming months.
		Proportion of residents who use Council's website	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.
	Update of Council's Facebook page to include information relating to Council activities.	Number of 'Likes' on Council's Facebook page	Council's Facebook page has 928 'likes'. 274 people liked Council's page during the reporting period.	Council's Facebook page has increased to 2103 'likes' from 928 in the previous reporting period.

	Additional resources to facilitate and promote Council and Council endorsed services within Camden	Workforce increase		Additional resources will be secured in the next 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.	Let's Connect continues to meet deadlines and is distributed quarterly.
		Proportion of residents who use Let's Connect to access information	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.
	Review of community newsletter Let's Connect to increase size and circulation	Newsletter is updated		Council has not secured resources to undertake the review at this time.
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 continue to be acceptable however difficulties with Council's current phone system still continues to result in negative feedback on occasion. Investigation into the establishment of a new phone system has been undertaken taking into consideration relocation to the new Administration Building.	The implementation of a new customer service request system has had beneficial results for Council's customers and staff. Increased reporting ability will continue to develop resulting in greater efficiency.
		Customer satisfaction	Despite limited survey data, general feedback indicates a stronger positive trend in relation to Council services. This data will be more comprehensive with the introduction of our new Customer Request Management system for the next six month period.	
	In order to ensure consistent and quality customer service across the organisation, Customer Service Charters will be prepared and staff will be educated and trained on what standards are expected	Charters prepared and staff information and training undertaken	Customer Service Charters have been developed and will be presented to the Senior Management Team for final review prior to an all staff launch across Council.	The Customer Services Charter has been presented to the Executive Leadership Group and now will form part of the new Business Improvement Program moving forward.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved	●	The mean satisfaction score for Management of Emergency Events was 7.58 in 2013 which is a statistically significant increase in satisfaction since 2011.	●	The mean satisfaction score for Management of Emergency Events was 7.58 in 2013 which is a statistically significant increase in satisfaction since 2011.
Disaster Plan remains current	Regular reviews completed	Completion	●	State Emergency Management Plan was released in late 2012 but Local EM Committees were requested to hold off reviewing plans until formal template is available from State Government.	●	A draft Emergency Plan (EM plan), previously known as (DISPLAN) has been prepared and is waiting further review from the Regional Emergency Management Officer (REMO)..
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves	●	No emergency management exercise was available to be held, however agencies had real involvement during the incident of severe/ damaging storm event in February.	●	No Emergency management exercises were performed during the reporting period.

Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Management of Capital Projects	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	Construction tenders have been received however a contract has not been awarded due to budget constraints. The site conditions have caused the project cost to increase beyond the available funds. Council has been liaising with the Rural Fire Service as to funding solutions. Council will consider the funding proposal in August 2013.	Construction of the RFS building commenced in October 2013 and is due for completion March 2014.
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 commenced late in this period, it is expected to be completed in the next reporting period.	The Review of Plan has been completed.
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 was not conducted in this period, it will be completed in the next reporting period.	Review of risk register was not conducted in this period; it will be completed in the next reporting period.
	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	Review and update of vulnerable facilities register was conducted.	In conjunction with the review of the risk register, the identification of vulnerable facilities will be completed 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.	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	Program completed, including installation of new shelter for the SES building in Narellan.	This project has commenced and works are being undertaken.

Supporting Emergency Services	Lighting upgrade facilitated at the Catherine Fields Rural Fire Service carpark	Upgrade completed		Works have not yet commenced, an update is expected in the next reporting period.
	Building extension facilitated at the Cobbitty Rural Fire Service Station	Works completed		Works have not yet commenced, an update is expected in the next reporting period.

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 1/1 to 30/6/13	Comment	Result 1/7 to 31/12/13	Comment
Council's workforce is appropriately skilled, safe and stable	Staff believe they have adequate access to training and development opportunities appropriate for their role	Stays the same or increases	●	This is a new indicator; data was not collected in the previous reporting period.	●	Training budget of \$240,000 for 300 full time staff training needs.
	Proportion of staff accessing education assistance as proportion of full time employees (FTEs)	Stays the same or increases	●	This is a new indicator; data was not collected in the previous reporting period.	●	11.5% staff.
	Lost time as a proportion of full time employees	Decreasing	●	This is a new indicator; data was not collected in the previous reporting period.	●	.096%
	Staff Turnover	Stays the same or decreases	●	Turnover for the past six months was 1.97% which is reduction of 2.77% and under the industry average.	●	Turnover for the past six months was 2.28% which although was an increase this was primarily due to retirements and remains under the industry average.
Camden Council is regarded as a good place to work	Exit interview data	Remains positive	●	This is a new data set; previous data was not collected in the previous reporting period.	●	98% of employees exiting the organisation commented positively that Council is regarded as a good place to work.

Staff display Council's Corporate Core Values in their work	Staff are meeting or exceeding expectations in relation to Council's Core Values based on 6 month performance review	Increasing		This is a new data set; previous data was not collected in the previous reporting period.		In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values.
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		Council has implemented a new helpdesk system which is providing better support to the organisation. Council experienced some outage time with its radio link but in general the target has been met.		There have been no outages this period relating to Council's radio link and Council's helpdesk system has assisted in achieving satisfactory response times.
Council's finances are managed prudently	Unqualified audit report	Unqualified		Council received an unqualified audit report as at 30 June 2012. The audit report for the 2012/13 financial year will be received in October 2013.		Council received an unqualified audit report as at 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.		The ratio as at 30 June 2013 was 2.87:1 (2012 - 2.51:1) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.
	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. The ratio as at 30 June 2013 will be available for reporting in October 2013.		The ratio as at 30 June 2013 was 3.88% (2012 -4.02%) this is an improvement on the previous year and the ratio remains better than benchmark of 15% for a growing Council.
	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%. The ratio as at 30 June 2013 will be available for reporting in October 2013.		The ratio as at 30 June 2013 was 6.10% (2012 - 6.31%) although this is not an improvement on 2012 the ratio is still above the benchmark of 5%. This is predominately a result of Council's Pensioner Assistance Policy.

Council's finances are healthy	Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio	Results are "green" or trending towards "green"		The ratio as at 30 June 2012 was 54.70% (2011 - 37.71%) although this is an improvement on 2011 the ratio is still below the benchmark of 100%. The ratio as at 30 June 2013 will be available for reporting in October 2013.		The ratio as at 30 June 2013 was 31.69% (2012 – 54.70%) the ratio is still below the benchmark of 100%. Council continues to address its infrastructure backlog through the Community Infrastructure Renewal Program, applying for State Government Interest subsidised loans and by creating an Asset Renewal Reserve for the future replacement of assets.
Council's resources are well protected	Liability Claims	Decreasing		Liability Claims – 38 in the reporting period, compared to 24 in the previous period.		Liability Claims – 41 in the reporting period, compared to 38 in the previous period.
Council's resources are well protected through careful risk management processes	Motor Vehicle Claims	Decreasing		Motor Vehicle Claims – 14 in the reporting period, compared to 18 in the previous period.		Motor Vehicle Claims – 30 in the reporting period, compared to 14 in the previous period. A number of strategies are currently being investigated to address this issue
	Property Claims	Decreasing		Property Claims – 9 in the reporting period, compared to 5 in the previous period.		Property Claims – 2 in the reporting period, compared to 9 in the previous period.
Information Systems are reliable with minimal system shut down time	System Availability	98%		This is a new indicator, data was not collected for the previous reporting period.		With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellan and Camden offices the service to staff continues to improve.
IT technical support to users is provided promptly	Support is provided	100%				

 **Comment**

Council have identified an increase in the number of claims made in the reporting period and will be monitoring these areas closely in the next reporting period.

Report on Delivery Program Activities

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2013	July to December 2013
Financial Management	Collection of Council income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support	Timely and accurate customer support	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.
		Compliance with the Local Government Act		
	Cash Management – bank reconciliations and daily cash control(liquidity)	Monthly reconciliation, daily review of cash balances		All reconciliations and the review of Council's daily cash needs have been completed for the period.
	Investments	Investments comply with Ministers Order and Council's Investment policy		All investments have complied with the Ministers Order and Council's Investment Policy.
	Review of Council's Investment policy/strategy and Investment advisory services	Annual Review and report to Council by 31 August 2013		Council appointed a new investment advisor during this quarter. Officers have undertaken a review of Council's current investment strategy with the new advisor, the review of Council's Investment Policy is expected to go to Council during the next period.
Review of Council Rating policies (farmland rating and rate recovery policy)	Adopted by Council by 31 December 2013		Council's farmland rating policy has been adopted by Council. It is expected that the rate recovery policy will go to Council during the next period.	

Financial Management	Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement.	Unqualified Audit Report	Council will not receive its audit report until October 2013, upon the completion of the external audit of the 2012/13 annual financial statements. Council expects to receive an unqualified audit report, and to complete the report within the statutory timeframe.	Council received an unqualified audit report for the 2012/13 reporting period and the financial reports were completed within the statutory timeframe.
		Completion of the Annual Financial Reports within the statutory deadline		
	Review of General Ledger Structure and linkages to new financial reporting software	Completed by 31 July 2013		This has been completed.
	Review of Purchasing and Procurement Policy and adoption by Council	Adopted by Council before 31 December 2013		This policy is nearing completion and is expected to go to Council for adoption in the next reporting period.
	Additional resources to support and promote the financial health of Council to ensure financial sustainability	Workforce increase		There have been no additional resources hired within this reporting period.
	Management Accounting - Preparing Council's Budget, quarterly budget reviews, financial reporting, Section 94 Accounting, Long-Term Financial Plan and cash reserves	Timely completion of Council's budget	Council's 2013/14 budget was adopted by Council 25 June 2013 at which time the 10 year Long Term Financial Plan was updated.	Council's 2014/15 budget process has commenced and will be adopted by Council during the next period.
		Quarterly review of Council's Long Term Financial Plan		
	Section 94 Reporting to DCMC - cash balances, surplus credits, plan borrowings, budget commitments and interest balances	Monthly report to Development Control Management Committee (DCMC)		A monthly report has been tabled at DCMC.
Implementation of new electronic budget System (BIS)	Implemented by 31 December 2013		This system has been implemented and is operational.	

Financial Management	Implementation of monthly Financial Corporate Report	Completed within 10 working days of end of month		This report is nearing completion and will be sent to the Executive Leadership Group for adoption in the next reporting period.
Governance	Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer	Compliance with all Acts and Regulations	All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.	All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.
		Council seeks legal advice where appropriate		
	Compliance and administration of the Government Information Public Access Act (GIPA) and Privacy and Personal Information Protection Act and Protected Disclosures Act	Council is compliant with all Acts and Regulations	Governance continues to monitor compliance with the Local Government Act and Regulations. An organisational policy review is currently underway. The Privacy Management Policy is expected to be adopted by the end of August 2013.	Governance continues to monitor compliance with the Local Government Act and Regulations. An organisational policy review is currently underway. The Privacy Management Policy has been adopted by Council.
	Bi-annual Governance Health Check	Industry best practice is being employed		Council continues to review its Governance practices to ensure industry best standard. A Governance Health check was undertaken during this period.
	As per Department of Local Government requirements, establishment of an Internal Audit Committee	In place by 31 December 2013		It is expected that during the next period Council will employ an internal auditor and establish an internal Audit Committee.
	As per Department of Local Government Requirements, establishment of a Tender Committee	In place by 31 December 2013		As part of adopting the Purchasing and Procurement Policy in the next period a charter for a Tender Compliance Committee will also be recommended to Council.
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 has all but completed the upgrade of its PC's and Citrix units to Remote Desktop Session (RDS) which will provide greater efficiencies in providing IT support to a rapidly growing organisation.	With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellan and Camden offices the service to staff continues to improve.
Internal customers are satisfied with the support they receive from IT				

IT Services	Core systems and infrastructure and corporate-wide software upgrades	Upgrades complete	IT have recently implemented a helpdesk management system, a mobile device management system, a new Electronic Document Management System (TRIM) and Customer Response management system (CRM), all of which result in greater efficiencies for the organisation and an enhanced public response time.	During this period Councils core financial system was upgraded, there was also a move to managed services for Council Library Management System.
	System security, protection of public information, Disaster Recovery systems	Up to date and employing industry best practice		Council's security and disaster recovery systems are up to date and employ industry best practice to ensure the protection of public information.
	Support new system Implementations including Document Management System, Electronic Budget System, Customer Response Management System and Authority upgrade from Version 6.4-6.7/8	Completed by 31 December 2013		These projects have been completed.
	Implementation of new IT Helpdesk Support system	Completed by 31 December 2013		This project has been completed.
	Support cross organisational working groups for Mobile Device Technology and Intranet Stage 2 implementation	Review and outcomes implemented by 31 December 2013		The mobile device policy has been implemented and Intranet Stage 2 implementation is expected to be completed during the next review period.
	Introduction of an organisational IT Steering Committee (ITSC)	Co-ordinate Council's IT Strategy		The IT Steering Committee (ITSC) will be implemented during the next review period
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	TRIM has been implemented, providing a better level of reporting and monitoring of organisational compliance with the State Records Act.	TRIM reporting allows for the monitoring of compliance with Council's records management policy and the State Records Act.
		Internal customers are satisfied	TRIM went live 16 July 2013 and will provide staff and management with a more user friendly and efficient records management system.	

	Implementation of new Electronic Document Management System (TRIM)	Completed by 31 December 2013		This project has been completed.
	Digitisation of hardcopy records using TRIM	Ongoing		This is an ongoing process and depends on budget and the volume of Records to be digitised.
	Additional funding for the digitisation of hardcopy records using TRIM	Funding Allocated		
	Restore and digitise archived minutes books	Completed within 2 years		The restoration process is completed the minute books will be digested on a rolling basis and will depend on budget.
	Additional resources to facilitate the management and storage of Council records	Workforce increase		Council recruited a new records officer in during the reporting period.
Risk Management & Insurance	Development of Council's Risk Management Framework	Appropriate risk management strategies are in place	All Fire Wardens have been trained in the new Emergency Response Plan. New Emergency Response procedures to be erected in all Council buildings. Work has been initiated to develop an Enterprise Risk Management program.	Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings. Work continues on development of an Enterprise Risk Management program
	Management and administration of Council's insurance and claims in relation to public liability/professional indemnity, property insurance, motor vehicle insurance	Number and cost of claims stays the same or decreases	There has been a increase in the number of liability claims (38 up from 24) There has been a increase in Property claims (9 up from 7) There has been an decrease in motor vehicle claims (18 down to 14)	There has been an increase in the number of liability claims (41 up from 38) There has been a decrease in property claims (2 down from 9) The has been an increase in motor vehicle claims (30 up from 14)
		Council is appropriately insured	Council maintains current insurance policies to cover identified risks.	Council maintains current insurance policies to cover identified risks.

Risk Management & Insurance	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. Implementation was suspended to allow the implementation of Council's TRIM and CRM systems. Implementation is now expected in late August 2013.	Business Continuity Plans have been completed. Implementation and training of key staff to commence in February 2014.	
	Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations	Compliance with policies and procedures	WHS Policy has been adopted and placed on notice boards throughout council. Other major policies are in draft awaiting adoption and implementation.	Major policies remain in draft, will be addressed as part of the implementation of the WHS Management System	
Workplace Safety	Development & Implementation of a comprehensive and compliant WH&S System	Legislative Compliance	Safe Work Procedures currently in draft for high risks tasks. Hazard register developed. Business case in draft for the development and implementation of the WHS Management System.	Total of 98 Safe Work Procedures have been developed for Waste, Works and Parks for high risk tasks. Of these 47 are document controlled and are being rolled within their respective departments. Remaining 51 are currently being reviewed by workers and supervisors. Business case for the WHS Management System was presented to Council and accepted. Tender Submissions were received, unfortunately due to unforeseen circumstances will need to re-tender.	
	Management of Workers Compensation	Number and cost of claims	11 Claims were lodged for the reporting period. Total cost of claims for the period \$18,420.	10 claims were lodged for the reporting period. Total cost of claims for the period \$41,392.	
		Lost time hours	Lost time hours recorded for the period totalled 238.	Lost time hours recorded for the period totalled 408 increased hours due to surgery complications.	
	Additional resources to promote and support WHS within Council	Workforce increase			Recruitment process for a new Claims Office has been undertaken

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	Staff information sessions on the EAP program have been run. Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.	Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.
		Breaches are minimised	No breaches reported.	No breaches reported.
		Provision of payroll services to Council's employees and carry out all relevant statutory reporting, deductions and record-keeping	Employees are paid within agreed timeframes	All employees have been paid within agreed timeframes with a less on 1% error rating.
		All statutory requirements are met	All statutory requirements for the reporting period have been met.	All statutory requirements for the reporting period have been met.
	Implementation of Council's Salary and Performance Management System	Performance evaluation remuneration undertaken in line with system	Annual reviews undertaken between April and May using the revised performance management system. A review to measure effectiveness and obtain feedback on issues and suggestions for improvements will be undertaken.	Mid Year Reviews have been undertaken in November and December. A budget bid has been submitted to investigate an online program to support the process.
	Undertake recruitment and selection of new employees	Internal customers are satisfied with the employment process	During the reporting period Council recruited for 23 vacant positions.	During the reporting period Council recruited for 30 positions. An internal customer satisfaction survey has been created and is in the process of being finalised
	Promotion of Council as an Employer of Choice through participation in events and expos, and development of partnerships with education providers	Participation in events and networks	During the reporting period Council has attended 3 Careers Expos and continues to provide the Traineeships.	During the reporting period Council attended 1 Career Expo and continues to provide traineeships and work experience opportunities

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 will be conducted to develop the annual Corporate Training Calendar	Mid year reviews were conducted including revision and update of staff annual training plans.
	Provide traineeships, apprentices and work experience placements, including annual expansion of the program of one position per year for the life of the Delivery Program	Number of placements provided	Council currently employs two apprentices and 10 trainees. Council hosted 4 Work Experience placements during the reporting process	Two Horticulture apprentices completed their 4 year apprenticeships in December 2013. Recruitment and interviews for 3 new Horticulture apprentices were conducted in December 2013.
	Additional funding to extend the Trainee Program	Trainee program extended		Additional funding for 2 extra trainees approved. Trainees position interviews were conducted in December 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 completed, condition of Council workplaces are continually monitored for safety and efficiency.	Maintenance program completed, condition of Council workplaces are continually monitored for safety and efficiency.
		Energy and water efficiency plans in place	Energy saving project completed, progress on other projects is continuing.	Works are still ongoing.
	Provision of appropriate and cost-effective motor vehicles and construction equipment for utilisation by Council staff	Appropriate tools of trade are provided and maintained in a cost effective manner	Council's vehicle fleet is continually monitored to ensure appropriateness and cost effectiveness.	Fleet being monitored to ensure it is cost effective and appropriate
	Provision of additional workspaces to accommodate an increasing Council workforce	Additional space provided		Works are still ongoing.
	New Central Administration Building – preliminary design and consultation	Preliminary design and consultation undertaken	Council has jointly commission architects Allen, Jack and Cottier to prepare masterplan options for Council's future admin building as well as the future library and leisure centre. This body of work will help inform the design brief.	Works to Council's new Administration Centre are continuing on programme. The Design Brief is being prepared by Brewster Hjorth Architects. A series of workshops and consultations with Council staff & Councillors have been undertaken, with the Brief to be presented to Council on 11 March 2014. Expressions of Interest have been undertaken for the role of Design Consultant. A selected Tender is currently underway with final selection of the Design Consultant expected in March 2014.

Staff Accommodation, Fleet & Equipment	Provision of a low loader trailer to assist moving heavy plant and equipment	Resource Utilised		This plant has not yet been purchased, it is expected to be purchased in the next reporting period.
	Installation of multi-level storage shelving in the Narellan Works Depot stores	Installation complete		This activity has not yet been completed.
	Council Works Depot – environmental improvements	Works completed	Due to technical difficulties work was postponed and expected to be completed in 2013/2014.	Works postponed pending the finalisation of the Environmental Management Plan
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	As previous reporting period.	Work continues to explore options associated with Depot facilities & the growing workforce.
Management of Capital Projects	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	The majority of adopted projects have been delivered on time. There have been delays associated with Little Sandy Bridge, the Camden West RFS building and roundabout at Springs Rd.	Capital Works projects completed in this period include the Narellan Hall Redevelopment, Cut Hill Amenities Building, Springs Road Roundabout.