



camden council

Camden 2040 Delivery Program

Six Month Progress Report

July to December 2014

*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	93
Camden Council's IP&R Framework	5	4.2 Road Safety	98
Delivery Program Overview	6	4.3 Local Traffic Management	102
How to read this report	7	4.4 Construction and Maintenance of Local Roads, Footpaths and Kerbing	105
Highlights	9		
Snapshot – Key Activities and Achievements	12	Key Direction 5: An Enriched and Connected Community	
		5.1 Recreation Services and Facilities	111
Key Direction 1: Actively Managing Camden's Growth		5.2 Community and Cultural Development and Planning	118
1.1 Development Control	14	5.3 Community Support Facilities and Services	126
1.2 Heritage Protection	21	5.4 Community Safety	131
1.3 Urban and Rural Planning	24	5.5 Community Events	136
		5.6 Library Services	141
Key Direction 2: Healthy Urban and Natural Environments		Key Direction 6: Strong Local Leadership	
2.1 Waste Services	36	6.1 Strong Local Democracy	145
2.2 Regulating the Use of Public Areas	40	6.2 Stewardship of Community Resources	148
2.3 Public Health	45	6.3 Community Engagement	154
2.4 Protection of the Natural Environment	49	6.4 Community Information	157
2.5 Parks and Playgrounds	59	6.5 Management of Emergency Events	161
2.6 Environmental Activities	66	6.6 Support Services	164
2.7 Enforcement of Legislation and Policies	71		
2.8 Appearance of Public Areas	75		
Key Direction 3: A Prosperous Economy			
3.1 Economic Development	80		
3.2 Tourism	85		
3.3 Management of Significant Places	90		

Introduction

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

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

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

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

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

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

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

Enquiries regarding this report can be directed to Council's Finance and Corporate Planning Branch on 4645 5166.

Integrated Planning and Reporting

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

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

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

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

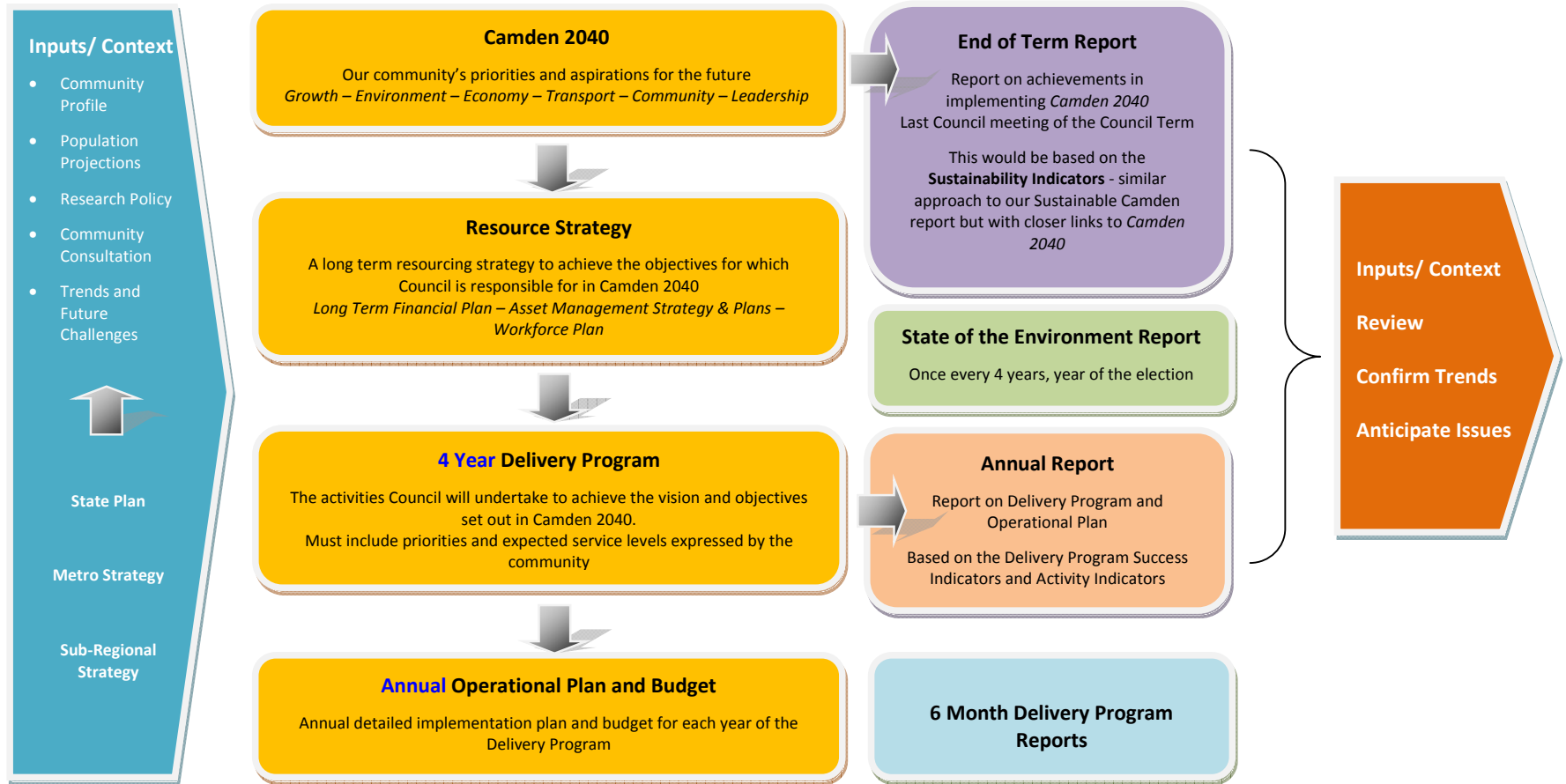
It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measureable. The Delivery Program is a statement of commitment to the community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

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

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

Camden Council Integrated Planning Framework

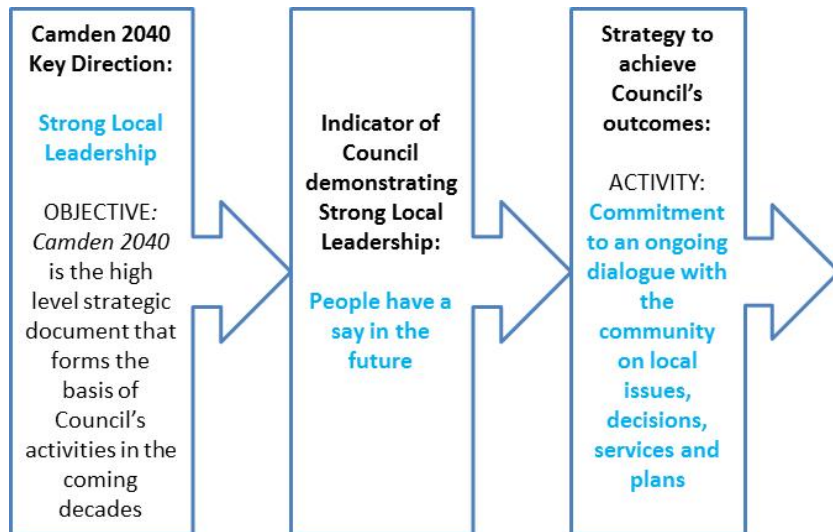
In essence, this document is all about ensuring the plans, programs and budgets (the yellow boxes) are integrated, consistent with each other and make progress towards our community goals that is then reflected in the Sustainability Indicators.



Delivery Program Overview

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

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



Local Service Activities to Support Camden 2040 Strategy:

- Six monthly reporting to the Council on achievements in implementing the Delivery Program
- Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program
- An end-of-term report is reported to the Council at the last meeting of the Council term on the achievements under *Camden 2040*
- Ongoing community consultation and engagement on key strategic issues and statutory processes
- Maintain a current register of residents who are interested in participating in Community Engagement exercises that Council conduct on key issues
- Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and Community Satisfaction with Council Services
- Community feedback and data is collected and used across the organisation for a range of planning purposes
- Community Engagement Strategy is prepared and implemented for the review and re-adoption of *Camden 2040*
- Increased focus on community engagement by the organisation through the preparation of a strategy and employment of a dedicated officer





How to Read this Report

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

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

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

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

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

Comment is provided following each set of indicators.

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

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

Annual Telephone Survey and Resident Satisfaction Scores

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

Due to the frequency of this survey it means that these indicators are only updated once every 2 years. The next update of this data is expected in 2015.

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

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

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

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

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

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

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

Highlights

Sustainability

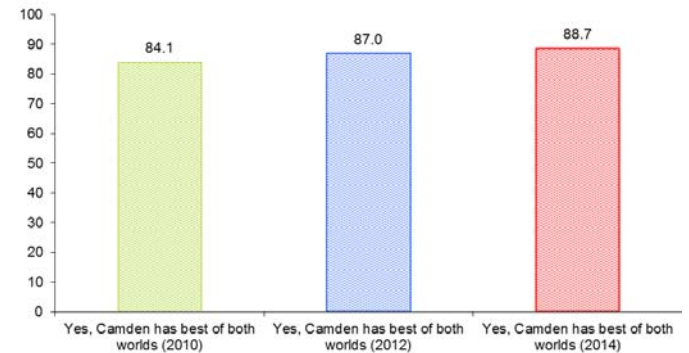
In August 2014 Council conducted its bi-annual Sustainability Indicators Survey. A total of 403 interviews were conducted with residents from across the Camden Local Government Area and showed some positive results in many areas such as community pride, standard of lifestyle, safety, access to services and growth management. Some main points of interest are:

- 88.7% of residents agree that they have the best of both worlds in Camden.
- 94% of residents are proud of the neighbourhood they live in.
- Satisfaction with convenience shopping had a mean score of 4.6 out of 5.
- 90.1% of residents have access to the internet at home.

The detailed report can be found on the camden2040.com.au website along with other useful information about Council's performance, the Camden community's goals and aspirations for the future and what activities Camden Council is undertaking to address NSW Local Government reform.

Growth in the Period July to December 2014





- Council had 33 new registered food premises in the reporting period.
- There has been a 116% increase in visitation to the Regional Tourism Website from the same reporting period last year.
- An extra 17,707 people visited our libraries in the reporting period and an extra 138 attended library programs.
- Council recruited for an additional 24 positions established as part of the Structural Review and Council's 2014/15 Budget. This new framework places a particular emphasis and focus on customer service, cross organisational involvement and service delivery.



Summary – Performance Against Targets Over the Period

1. All Indicators



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

		January to June 2014	July to December 2014
	Target met or exceeded	45%	49%
	Progress made towards target	7%	5%
	Requires attention	10%	9%
	No data currently available	38%	37%

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

2. Movement Towards or Away from Target

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

<i>Indicators that have Achieved Target</i> 	<i>Indicators that Moved Away from the Target</i> 
<ul style="list-style-type: none"> Number of incidents of illegal dumping in the LGA 	<ul style="list-style-type: none"> Onsite sewage approvals to operate
<ul style="list-style-type: none"> Number of improvement notices issued to non-complying food and skin penetration premises 	<ul style="list-style-type: none"> Council utilises natural resources more efficiently
<ul style="list-style-type: none"> Numbers of residents using council facilities for active recreation 	<ul style="list-style-type: none"> Number of residents using council's website as a source of information
<ul style="list-style-type: none"> Council's community hall are utilised 	<ul style="list-style-type: none"> Lost time as a proportion of full time employees

<ul style="list-style-type: none"> • Increase in attendance at council run events 	<ul style="list-style-type: none"> • Liability claims
<ul style="list-style-type: none"> • Proportion of staff accessing education assistance 	<ul style="list-style-type: none"> • Motor vehicle claims

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

It is important to note that the proportion of indicators with no data available relate to the Community Satisfaction Survey that is undertaken biennial in 2013 and 2015. These indicators will be populated with data over future progress reports.

Red indicators serve as a flag for potential areas of concern; however, there are sometimes influences that will give a red result that is not necessarily reflective as a permanent move away from sustainability. Sharp periods of growth can skew the results and will often trend back towards sustainability in future progress reports. Additionally, some performance measures fail to account for the Council and the LGA's rapid growth. These indicators have been flagged and will be adjusted when a large scale review of the measures takes place. These indicators can be improved with small changes such as replacing raw total numbers of increasing or decreasing data with measures that account for growth. For example changing targets to be measured in 'per capita' terms rather than the total number of units.

Snapshot - Key Activities and Achievements

Actively Managing Council's Growth

- Council continues to complete development assessments in a timely fashion, seeing the result of a 29.5 day average well below the 40 day target.
- Council continues to provide construction certificates in a timely fashion with a 15 day average well below the 28 day target.
- The Narellan Sports Complex Strategy Master Plan has been adopted by Council, and design investigations have commenced.

Healthy Urban and Natural Environments

- Council continues to observe an increase in the percentage of waste diverted from landfill. This figure is currently sitting at 78%.
- Volunteer bushcare hours continue to increase. This reporting period 605.5 hours were donated in the process of enhancing King's Bush, Sickles Creek Reserve, Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve) and Parrots Farm following the establishment of new Bushcare Groups.
- Over 2,000 people have been engaged in environmental education programs during the reporting period. Council has continued to educate the community about sustainability through events such as Project Lunchbox, Wood Smoke Reduction Program, Macarthur Sustainable Schools Program, Macarthur Nature Photography Competition and the Threatened Species Art Competition. In addition, Council has developed the Seeds of Sustainability Program and kit of resources for local pre-schools.

A Prosperous Economy

- This reporting period saw a 16.41% increase on the regional tourism website visitation on the previous period. This is also a 116% increase on the same period from 2013.
- Council joined the Small Business Friendly Council Program in September. As part of this program Council has committed to a range of business improvement initiatives designed to assist our local economy grow and prosper. One of these initiatives was the development and implementation of an On Time Payment Policy, of which a draft was put on public exhibition during the reporting period and has subsequently been adopted by Council.
- Group Tour bookings increased by 12% over the reporting period and Council's website and Facebook continue to increase their online presence. Macarthur's Facebook page now has over 7000 likes.

Effective and Sustainable Transport

- 7.2km of shared cycleways and paths were created on Camden Valley Way.
- Council continues to promote safe road practices and has launched the SMART Traffic Offenders Program, held 2 daytime and 1 night time Drives for Learners events, held a Graduated Licensing Scheme Workshop and fitted and/or checked 54 vehicles' child restraints..

- Two Black Spot projects were funded on Raby Road and Cut Hill Road.

Enriched and Connected Community

- Council received a total of 137 sportsground bookings over the reporting period. The Summer Season has a total number of participants of 6,357 in cricket, netball, athletics, oz tag, summer soccer and 2 new activities baseball and tagleague.
- 83 equestrian, community and private events were booked at the Bicentennial Equestrian Park over the reporting period and artisan markets at Oran Park Town and Narellan Community Centre provided local artisans with opportunities to sell products and residents with access to local market goods.
- Over the reporting period 121,284 people visited the upper level of the Camden Civic Centre. Likewise the lower level saw an 11% increase. These figures suggest that works undertaken to upgrade the facility continue to have a positive influence on the number of bookings and style of events attracted to the venue.
- Council's Family Day Care received the highest possible assessment rating under the National Framework.

Strong Local Leadership

- Council's Organisational Development / Business Improvement Plan (OD/BIP) implementation continues with the formation of cross-organisational teams to address the 57 actions within the plan. Six immediate priorities have been delivered. In particular those priorities linked to organisational growth including the establishment of the Technology Solutions Branch.
- An extensive community engagement program took place for the Camden Town Centre Enhancement Strategy. 587 formal submissions were received with 3,000 comments
- Council continues to utilise social media to provide valuable information to the community, Council's Facebook page 'likes' increased by 2,390 in the reporting period.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Development Control	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.

Local Service 1.1 : Development Control						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less	●	27.6 day average. This result is particularly pleasing and is generally consistent with the previous 6 months. The development pressures are currently high so to keep it consistent is good. The average is also well within target.	●	29.5 day average. This is a very good result considering the volume and complexity of DA's that were determined during the 6 month period. The average is well within target.
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less	●	15 day average. This result represents a continued improvement, particularly pleasing given the changes that have occurred during the past 6 months in the building certification team.	●	15 day average. This result represents a continued improvement, particularly pleasing given the process improvement currently underway in the building certification team.

Report on Delivery Program Activities

Local Service 1.1: Development Control				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Development Applications	Assessment of proposals put forward by developers and the public for the construction of buildings, subdivision of land and use of land against Council and State Government controls.	Processing timeframes	27.6 Day Average – This result is particularly pleasing and is generally consistent with the previous 6 months. The development pressures are currently high so to keep it consistent is good. The average is also well within Target	29.5 day average. This is a very good result considering the volume and complexity of DA's that were determined during the 6 month period. The average is well within target.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Development Applications	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 has recently been restructured to respond to forecast growth and is currently filling positions so that service levels are maintained.	The Development Branch continue to evolve to respond with increased Development activity.
Construction Certificates	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes	15 Day Average - This result represents a continued improvement, particularly pleasing given the changes that have occurred during the past 6 months in the building certification team.	15 day average. This result represents a continued improvement, particularly pleasing given the process improvement currently underway in the building certification team.
	Additional processing staff to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications	The Development Branch has recently been restructured to respond to forecast growth and is currently filling positions so that service levels are maintained.	The Development Branch continue to evolve to respond with increased Development activity.
Occupation Certificates	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	17 Day Average – This result is an improvement on the previous 6 month period.	17 Day Average – This result is consistent with the previous 6 month period.
Subdivision Certificates	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council's Subdivision Certificates process has recently been reviewed to improve efficiency and respond to the Organisational restructure.	Council's Subdivision Certificates process continues to be refined so that it is efficient as possible. In addition work has commenced in respect of handover of assets.
Inspection	The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent	Inspections are carried out in a timely fashion	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	12.58 Day Average – Whilst there has been an increase in the time taken, it is still within expected time frames.	22 Day Average – Whilst there has been an increase in the time taken, it is still within expected time frames.
Fire Safety	Ensure commercial and industrial buildings comply with fire safety standards	Number of inspections	Council undertakes fire safety inspections and actively pursues building owners to ensure fire safety standards are being maintained.	Council undertakes fire safety inspections and actively pursues building owners to ensure fire safety standards are being maintained.
Swimming Pool Audit	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool fencing	Number of swimming pools inspected	Council has not recruited staff given a lower than expected uptake in applications due to a change in legislation, which has pushed out the date when home owners require a compliance certificate.	Council has not recruited staff given a lower than expected uptake in applications due to a change in legislation, which has pushed out the date when home owners require a compliance certificate.
	Additional workforce requirement to undertake mandatory swimming pool audits	Funding allocated to support workforce requirements	New Action – No comment required for this period.	Additional resources were not needed this last 6 months however additional resources will be needed in the next 6 months
Road/ Suburb/ Reserve Naming	Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board	Consultation undertaken	Consultation with the Geographical Names Board occurs with every application along with the community	Continued consultation with the Community and the Geographical Names Board and the community thorough public exhibition with each application of Road, Suburb and Reserve Naming
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 Certificated are issued within 3 days of an application being lodged. This is a positive result given the increasing applications Council received due to urban and releases in the LGA	All urgent Section 149 Certificates are produced within 4 hours and regular Section 149 certificates are produced within 3 working days. In the case of where further information and validation is required (i.e. Flood, etc.) will take 4 – 5 days to produce the certificate.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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's Land Information Unit continues to ensure that all Land Information is current and accurate.
	Undertake a review of mapping software utilised in Council	Review Completed	Council has employed a consultant to put together what is needed from a new GIS system	Review has been completed and recommendations are being submitted to ELG in February 2015
Landscape Assessments	Assessing landscape proposals on large developments during development application process	Assessments undertaken in a timely fashion	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 21 days.	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 21 days.
Tree Preservation	Assessment of applications to remove trees within private property	Assessments undertaken in a timely fashion	8 Day Average – This is a very positive result and a significant improvement from the previous period.	8 Day Average – This is a very positive result and is consistent with the previous period.
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	2 Day Average – Despite an increase in applications, this pleasing result has been achieved by refining the approval process.	6 Day Average – Despite an increase in applications, this pleasing result has been achieved by refining the approval process.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	Further review is being undertaken to review Council's engineering specifications, it is estimated this will be reported to Council in the next reporting period.	Engineering specifications have been previously reviewed but need a further update, while issues identification and programming has occurred on other assets specification such as Open Space.
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	Implementation has not yet commenced, it is anticipated that this will occur in the next reporting period.	Review has been completed and will be incorporated into wider DCP review work that is being commenced by Strategic Planning.
Review of Development Assessment Conditions	A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues.	Review completed	Council continues to refine Development Assessment conditions whilst working towards producing a set of adopted standard conditions.	Council officers have prepared a set of standard conditions that are currently being used with the intention of having them adopted by Council once they have been refined.
Review of Building Surveying Team checklists, templates and procedures	Standardisation of the checklists, templates and procedures used by the Building Surveying Team is necessary to keep pace with legislation and best practice.	Review completed	Ongoing refinement continues in developing new processes and procedure templates that are due to be launched in the next reporting period.	Ongoing refinement continues in developing new processes and procedure templates implemented.
Review of Subdivision Certificate checklists	A review Council's existing Subdivision Certificate checklists is necessary to ensure they comply with relevant legislation and best practice.	Review completed	Ongoing refinement continues in developing new processes and procedure templates that are due to be launched in the next reporting period.	Ongoing refinement continues in developing new processes and procedure templates implemented.
Review of Development Information on Council's website	A need to review the development information on Council's website is necessary to ensure that it is relevant, up to date and complies with best practice.	Review completed	The upgrade of Masterview has been purchased and is currently being installed which will allow plans and information relating to DA's to be available on Council's website. It is expected that this will be implemented in the next period.	An upgrade of Masterview occurred in December which has allowed Council to show DA information on our website.

Local Service 1.1: Development Control

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Review of Council's Bushfire Maps</p>	<p>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.</p>	<p>Review completed</p>	<p>New Action – No comment required for this period.</p>	<p>Councils are required to review all Bush Fire Prone Land and property maps every five years in accordance with the legislation, or more frequently as required. In 2013, the Commissioner of the NSW Rural Fire Service certified the Camden LGA Bush Fire Protection Map.</p> <p>In June 2014, the NSW Government passed the Environmental Planning and Assessment (Bush Fire Prone Land) Regulation 2014 that allows landowners to apply to the Rural Fire Service to update a bushfire prone land maps where there has been a change to the bushfire risk in designated Urban Release Areas. During the reporting period, the NSW Rural Fire Service received 2 applications with respect to the Camden LGA Bush Fire Protection Map, one being for Gregory Hills and the second for The Hermitage.</p>

Local Service 1.2 – Heritage Protection

What is Heritage Protection?

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

Report on Delivery Program Success Indicators

Local Service 1.2: Heritage Protection						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015
Significant Camden sites are under active protection/management	Properties of heritage significance listed in LEP	Stays the same or increases	●	There have been no new items of heritage significance listed in Council's LEP.	●	There have been no new items of heritage significance listed in Council's LEP. Indicator Under Review

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Advice and Assistance	Provide advice and assistance both internal and external on heritage related matters	Number of times advice provided	<p>Advice provided on :</p> <ul style="list-style-type: none"> • 47 simple single issue heritage enquires • 26 medium level heritage issues; and • 1 complex heritage issue 	<p>Advice provided on :</p> <ul style="list-style-type: none"> • 21 simple single issue heritage enquires • 39 medium level heritage issues; and • 0 complex heritage issue
	Engage the services of Council's heritage advisor as necessary	Number of times advisor services required and costs incurred	<p>Advice from Heritage Advisor provided on 9 heritage projects between</p> <p>These range from advice on conservation and repair, appropriate alterations, inspecting grant funding work</p>	<p>No. of times heritage advisor engaged - 5</p> <p>These range from advice on conservation and repair, and appropriate alterations.</p>
	Additional funding for the provision of advice and assistance on heritage related matters	Additional funding provided	<p>New Action – No comment required for this period.</p>	<p>Funding has been provided as part of 2014/15 budget.</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 Advice provided on :</p> <ul style="list-style-type: none"> • 16 simple single issue heritage enquires • 28 medium level heritage issues; and • 5 complex heritage issue <p>Planning Proposal advice on 8 reports</p>	<p>DA Advice provided on :</p> <ul style="list-style-type: none"> • 6 simple single issue heritage enquires • 41 medium level heritage issues; and • 2 complex heritage issue <p>Planning Proposal advice on 13 reports</p>

Local Service 1.2: Heritage Protection

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	<p>The first stage of the CMPs has been completed. A summary of heritage requirements and council actions will be progressively added - ongoing.</p> <p>Advice provided on 1 CMP - Wivenhoe</p>	<p>Advice on interpretation of CMPs relating to DAs and Planning proposals – 7</p> <p>Including Gledswood, Harrington Park, Kirkham, Denbigh, Hilsyde, Oran Park and Carrington Hospital.</p>
Information and promotion of heritage issues	Make relevant and current information readily available to staff and community	Number of publications provided	<p>Information provided to Camden Advertiser on Macquarie Grove Cottage.</p> <p>Website review undertaken.</p>	Council Website Information Reviewed prior to launch of new site
		Information is current	Lets connect articles on 11 Broughton Street and Macquarie Grove Cottage.	Lets Connect articles on Conservation Works at Macaria, 37 John Street.
	Facilitate staff workshops on relevant heritage matters	Number of staff workshops held	Presentation to Strategic Planning Staff on the history of Camden	Nil in Reporting Period
	Work with external organisations as appropriate to promote heritage issues	Number of contacts made with external organisations	Continued involvement in the HOWs Group (Heritage of Western Sydney Group)	Continued involvement in the HOWs Group (Heritage of Western Sydney Group)

Local Service 1.3 – Urban and Rural Planning

What is Urban and Rural Planning?

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

Report on Delivery Program Success Indicators

Local Service 1.3: Urban and Rural Planning						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved	●	The next update for this score will be in 2015	●	The next update for this score will be in 2015.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed	●	A number of amendments have been processed for both the Camden LEP and DCP to ensure both instruments remain current. 5 LEP Amendments and 2 DCP Amendments have been completed during the reporting period.	●	Large LEP amendment with the Gazettal of Emerald Hills. There are a number of amendments currently being processed. 2 LEP Amendments and 1 DCP Amendments have been completed during the reporting period.
Timely delivery of infrastructure included in developer agreements	Developer compliance with Voluntary Planning Agreements	100%	●	Council staff continue to work with developers who have entered into VPAs via a range of means to ensure compliance.	●	Council staff continue to work with developers who have entered into VPAs via a range of means to ensure compliance

Report on Delivery Program Activities

Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
New Release Areas Planning	Coordinate the rezoning process for the following precincts: <ul style="list-style-type: none"> • Leppington Urban Release Area • Emerald Hills • Lowes Creek and Maryland PAP 	State Government time frames met	<p>Planning for Leppington Precinct has been advanced by the Department of Planning and Environment. Public exhibition likely to occur in August 2014.</p>	<p>The draft Indicative Layout Plan (and associated supporting materials) for the Leppington Precinct was publicly exhibited from 10 November to 19 December 2014. The Department of Planning & Environment is considering submissions received.</p>
		Relevant stakeholders engaged	<p>Planning for the Catherine Field (Part) Precinct is complete. It is likely that developers will seek to enter into Works In Kind Agreements and possibly Voluntary Planning Agreements.</p> <p>Emerald Hills Final Planning Proposal Package adopted by Council April 22, 2014. A Voluntary Planning Agreement has been prepared and will come into effect upon the land being rezoned. Further work to refine planning controls related to visual impact is being undertaken.</p>	<p>Emerald Hills rezoning was gazetted on 19 September 2014. A DCP Amendment is on public exhibition until January 2nd 2015. The amendment addresses mapping errors in the original DCP and refines some planning controls around visual impact.</p> <p>A Planning Agreement for part of the Lowes Creek and Marylands Precincts was publicly exhibited from 19 November to 18 December 2014 by the Department of Planning & Environment to accelerate the precinct planning process.</p>

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>New Release Areas Planning</p>	<p>Manage and respond to emerging strategic planning issues within rezoned precincts:</p> <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 	<p>Strategic planning issues are actioned in a timely manner</p>	<p>Project Working Groups continue to meet on a bi-monthly basis for Oran Park and Turner Road precincts to resolve issues related to construction delivery.</p> <p>Ongoing active involvement continues on all precincts</p>	<p>Project Working Groups continue to meet on a bi-monthly basis for Oran Park and Turner Road precincts to resolve issues related to delivery.</p> <p>Turner Road – LEP amendment 33 - awaiting gazettal to rezone land adjacent to the canal that was inadvertently excluded during precinct planning process.</p> <p>In addition a rezoning proposal was received in relation to the riparian corridors in response to changes to State Government policy and is currently under consideration by Council.</p> <p>Spring Farm – Ongoing work to amend the DCP to facilitate residential development on the Spring Road Site, formally identified as the school site.</p> <p>Harrington Grove – Minor DCP amendments to facilitate relocation of the bike path.</p> <p>Austral/Leppington North – Section 94 Contributions Plan adopted by Council at its meeting on 28 October 2014.</p> <p>Catherine Field South (part precinct) – Early discussions have commenced with the landowners representative in relation to a Voluntary Planning Agreement for part of the precinct</p> <p>El Caballo Blanco/Gledswood – Ongoing discussions with representatives from both the eastern and western portions of the site in regards to delivery of VPA</p>

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
				items. Ongoing Management of - Elderslie, Mater Dei
	Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities, and undertake annual review.	Strategy complete	The Draft Infrastructure Delivery Strategy was placed on hold pending the Council restructure	Preliminary internal discussions have commenced on further reviewing the draft Infrastructure Delivery Strategy, which also needs to consider issues such as the future rail line extension, the impact of the proposed Badgerys Creek Airport and other infrastructure announcements.
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 	Rickard Road strategic alignment work has been completed. A report has been published by the Department of Planning & Environment. Council has received support for a Raby Road Working Group to include representatives from RMS and DP&E. Representatives from DP&E are being finalised with the Working Group to commence shortly. The Narellan Sports Complex Strategy Master plan has been adopted by Council, and design investigations have commenced.
	Additional resources to facilitate Strategic Planning in Growth Centre areas.	Workforce increase	It is anticipated that further land release will occur within the short to medium term; resources have been allocated within the budget and the recruitment for this position	An additional Strategic Planning position has been advertised and is expected to be appointed in early 2015, this will likely coincide with the release of the Lowes

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			is expected within the next reporting period.	Creek Maryland Precinct as subject to the Precinct Acceleration Protocol.
<p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p>	<p>Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy & Procedure Manual.</p>	<p>75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt</p>	<p>The East Leppington – Stockland VPA has been executed.</p> <p>The Emerald Hills VPA has been signed by the developer and will come into effect upon rezoning of the land.</p> <p>The following VPAs remain under negotiation and are nearing completion:</p> <ul style="list-style-type: none"> • Spring Farm – Cornish Group • Spring Farm – Urban Growth NSW • Denbigh (Oran Park) – AV Jennings • Narellan Town Centre <p>At 30.6.14 there were no Works In Kind Agreement (WIKA) under negotiation.</p>	<p>The Emerald Hills VPA has been executed.</p> <p>The draft VPA for Spring Farm – Cornish Group was publicly exhibited from 3 December 2014 to 20 January 2015.</p> <p>The draft VPA for Narellan Town centre was publicly exhibited from 10 December 2014 to 20 January 2015.</p> <p>The following VPAs remain under negotiation and are nearing completion:</p> <ul style="list-style-type: none"> • Spring Farm – Urban Growth (delayed due to issues related to historic credits) • Denbigh (Oran Park) – AV Jennings (delayed due to issues related to the Schedule of Works) <p>At 31 December 2014, a Works In Kind Agreement is under negotiation for Investa/AV Jennings Elderslie development and is nearing completion.</p> <p>An offer to enter into a VPA for Catherine Fields South (part) precinct was received from Hixson/Dandaloo</p>

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements	Monitor Voluntary Planning Agreements.	Regular Monitoring is Conducted	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource.</p> <p>A PCG operates to monitor the implementation of the Oran Park VPA (GDC).</p>	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource.</p> <p>This resource is yet to commence pending the outcome of the Business Improvement Plan project.</p> <p>A PCG operates to monitor the implementation of the Oran Park VPA (GDC).</p>
	Provide advice on development contributions matters.	Responses provided in a timely manner	Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancy, which has subsequently been filled.	Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancies (which are now filled) and the turn over of staff.
	Administer the Development Contributions Management Committee.	Ensure meetings are appropriately administered and held regularly	The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.	The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.
	Complete policy and procedures Manual.	Policy and Procedure manual completed	This Policy and Procedure Manual is not complete due to position vacancy and competing priorities.	This Policy and Procedure Manual is not complete due to position vacancy/staff turn-over and competing priorities.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p>	Preparation of new contributions plans as part of new precinct planning	Plans adopted	<p>New contributions plans have been prepared for:</p> <ul style="list-style-type: none"> • Catherine Field Part Precinct (adopted) • Leppington North Precinct (exhibited and pending adoption) • East Leppington Precinct – plan preparation nearing completion • Leppington Precinct – plan preparation underway 	<p>The Leppington North Precinct contributions plan has been adopted.</p> <p>A draft Contributions Plan is currently being prepared for Leppington Precinct.</p>
	Review of contributions planning in line with the development contributions reforms included in the white paper	Review completed	<p>Council has actively participated in the Development Contributions Reform Working Group run by the Department of Planning and Environment and on other project teams convened by the Department for particular issues (e.g. units of charge). Review of contributions plans is pending announcement of reforms.</p>	<p>Council continues to work closely with the State Government on contributions reform. However, the future of the White Paper and the reforms remains unclear.</p>
	Additional resources to facilitate the management of Voluntary Planning Agreements and Works in Kind Agreements	Workforce Increase	<p>New Action – No comment required for this period.</p>	<p>Resource allocated is hold pending the outcome of the BIP Project</p>

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<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>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> <ul style="list-style-type: none"> • Amendment 20 – Liverpool Boundary Adjustment • Amendment 18 – Spring Farm East • Amendment 22 – Spring Farm Link Road • Amendment 24 – Struggletown • Amendment 30- Orielton • Amendment 33 – Canal Lands <p>DCP Amendments</p> <ul style="list-style-type: none"> • Spring Farm Masterplan Review 	<p>LEP Amendments Completed</p> <ul style="list-style-type: none"> • Emerald Hills 1280 Lots – Gazetted 19/09/2014 • Amendment 34 – Mapping Anomalies – gazetted 14/11/2014 <p>DCP Amendments</p> <ul style="list-style-type: none"> • Emerald Hills Amendment to include site specific controls for Emerald Hills
		<p>Amendments gazetted</p>	<p>Elderslie Masterplan Review completed, no amendments made to Masterplan</p> <p>Other LEP Amendments (In Progress)</p> <p>Amendment 15 – Glenlee- Rezoning for industrial purposes</p> <p>Amendment 21- Gledswood Hills – RU2 to General Residential approx. 260 lots</p>	<p>Other LEP Amendments (In Progress)</p> <p>Amendment 33 – Canal Lands rezoning (Gregory Hills) – adopted by Council 9 December 2014 and awaiting gazettal.</p> <p>Amendment 15 – Glenlee- Rezoning for industrial purposes</p> <p>Amendment 21- Gledswood Hills – RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 – 121 Raby Road – large lot residential</p> <p>Amendment 16 – Carrington – Expansion of Carrington Seniors Facility.</p> <p>Amendment 32- Grasmere</p> <p>Amendment 19 – reclassification of lands</p>

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Land Use and Planning			Amendment 27 – 121 Raby Road – large lot residential Amendment 16 – Carrington – Expansion of Carrington Seniors Facility. Amendment 32- Grasmere – 4 lots to R5 Residential Amendment 34 – Mapping (73a Minor anomalies amendment) Amendment 19 – reclassification of lands Amendment 29 – Housekeeping Amendment.	Amendment 29 – Housekeeping Amendment

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Land Use and Planning	Review of Camden LEP and DCP resulting from the White Paper and the EPA amendment Bill	Appropriate amendments undertaken within agreed timeframe	Comprehensive DCP review is currently underway.	Comprehensive DCP review is currently underway. First stage will look at Childcare Controls, Notification DCP and Residential Controls
	Coordinate the rezoning process for the Glenlee industrial area	Completed within 2 years of receipt	Draft reports received and internal review currently being undertaken.	Awaiting receipt of amended specialist reports to enable State Government Consultation.
	Undertake review of development controls for business zone land in the vicinity of the Narellan Town Centre	Review completed and amendments made to planning instruments	Consultants have been commissioned to undertake the initial review, and provide evidenced based recommendations.	DRAFT consultant report received and is currently being reviewed internally prior to finalisation of the DRAFT in early 2015.
	Coordinate the planning proposal process to amend Camden LEP to facilitate the expansion of the Carrington seniors living development	Minor Planning proposals completed within 12 months of receipt	Detailed technical studies completed. Currently negotiating outstanding issues around bio banking with the proponent and the OEH representatives.	In process of resolving outstanding issues relating to biodiversity concerns on the site raised by the Office of Environment and Heritage during State Agency Consultation.
	Elderslie/Spring Farm urban release areas	Undertake review of existing controls and indicative layout plans to ensure relevance	Elderslie Masterplan review completed. No amendments were made. Spring Farm Masterplan Review completed and amendments adopted by Council. In force 05/03/2014	Working with landowners of the former school site to develop residential controls for this site to deliver a good urban design outcome that integrates with the surrounding housing.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			The former school site was deferred from the adopted DCP. Discussions are continuing regarding a revised Masterplan for the site which is expected to be reported to Council in October 2014.	
Land Use and Planning	Mater Dei/Harrington Grove urban release areas	Ensure strategic planning issues are dealt with in a timely manner	Work with Mater Dei regarding potential DCP amendments. Continue to work with Harrington Grove as needed.	Work with both developers in ongoing in the delivery of both master plans.
	El Caballo Blanco/Gledswood release area	Ensure strategic planning issues are dealt with in a timely manner	Held discussions with new developers for the East Side Land portion, with regard to alternative use of the RE2 Lands.	Ongoing discussions with landowner representatives to facilitate delivery of the master plan and VPA requirements.
	Co-ordinate planning proposal for Gledswood Hills (Amendment 21)	Achieve rezoning within gateway timeframe	Public agency consultation is currently underway and expected to be finalised in Aug-14	Responses received from all public agencies. Currently working with the proponent to address outstanding issues with regards to Mineral Resources, TFNSW and the Office of Environment and Heritage.
	Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system	Lot projections are current		Lot projections developed in conjunction with ID profile
Tracking System developed			System developed in conjunction with LIS to map and monitor registered lots in new release areas.	Initial framework has been developed in conjunction with LIS. Council can now track Subdivision Certificate approval for Elderslie, Spring Farm and Oran Park.

Local Service 1.3: Urban and Rural Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Land Use and Planning	Process Planning Proposals as submitted	Receipt acknowledged and preliminary feedback provided within 3 weeks of receipt	2 planning Proposals received during the period all receipted within the 3week period.	Amendment 37 – Pearson Cres Received on 18-Dec 2014, Acknowledgment letter forwarded 22 Dec 2014
		Planning Proposal processed within timeframe provided by Gateway	No extensions sought within the current period.	Extensions have been sought for <ul style="list-style-type: none"> • Amendment 15- Glenlee • Amendment 16 – Carrington • Amendment 19 - Reclassification
	Undertake an Urban Design Audit of Residential Release Areas	Urban design Audit completed	Will commence in July of 2014. Expressions of Interest have been undertaken and a consultant to be engaged shortly.	Urban Design Audit commenced, DRAFT report is with Council officers for review
	Undertake an Employment Lands Strategy	Employment Lands Strategy completed	Project planning has commenced. Project is to be broken into two phases 1) Audit and research and 2) Strategy Development.	Audit and research phase is currently underway with completion of the field work for Smeaton Grange.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%	●	Currently at 73%	●	Currently at 78%

Report on Delivery Program Activities

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Collection of Household Waste	Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin)	99.8% of bins are collected on the scheduled day	99.94% of bins are collected on the scheduled day. Of a possible 62,900 bin collections each week an average of 41 bins are reported as missed services	99.91% of bins are collected on the scheduled day. Of a possible 64,200 collections each week an average of 53 bins are reported as missed services.
Kerbside Collections of Hardwaste	Collection of hardwaste that is not able to be disposed through the weekly bin collections. Residents can use the service twice per annum.	All conforming services are rendered on the agreed day and within 3 weeks of their request.	The average waiting period for Kerbside collection is now 1-2 weeks. Operational changes to our collection processes have increased our capability each day and decreased our waiting times during peak periods. This has been achieved without the purchases of additional Plant.	The average waiting period for a Kerbside collection is 1-2 weeks. This extended out to 2-3 weeks over the Christmas period. A total of 5,300 kerbsides were conducted during this period.
Collection of Commercial Waste	Removal of recycling and general waste from commercial premises	99.8% of bins are collected on the scheduled day and waste is conveyed to the receival facility.	99.94% of bins are collected on the scheduled day. No separate data is collected for commercial services.	99.91% of bins are collected on the scheduled day. No separate data is collected for commercial services.
Waste Education	The community is educated to encourage households to manage their waste in order to minimise waste generation and divert waste from landfill into recycling. Council's target is to have 66% diversion from landfill by 2014.	66% of the total of all waste streams will be diverted from landfill by the year 2014.	Our current 12 month average diversion rate is 73%. Waste and recycling guides have been delivered to all residents within the Camden LGA giving residents an overview of our Waste service and information about recycling and waste disposal. Council has developed an education package for delivery in local schools through 'EnviroMentors'.	Our current average diversion rate is 78%. Council engaged the MCSL to set up worm farms at schools and conduct a 2 hour educational workshop. 'EnviroMentors' have also been engaged again to deliver an education package to local schools. MACROC Regional Waste Strategy is

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Waste Education			Council is also working on a regional Waste Strategy through MACROC and other possible education opportunities like a Smart Phone Application.	<p>near completion and a council smartphone application is underway.</p> <p>Council engaged a photographer to get waste specific images that depict waste collection services, processing and management. These have been used in community education through newspaper and social media articles, brochures and designing educational material for events such as a marquee.</p>
	Undertake an annual Household Chemical Cleanout Event to assist households in disposing of chemicals in a responsible and safe manner	Event Undertaken	New Action – No comment required for this period.	The chemical clean out was on Sunday 1 st February and had approximately 720 people attend and dispose of 18 tonnes of chemical waste.
Continuing Service Expansion to Meet Needs of Growing Population	Additional collection services required in new urban areas and the associated assets and workforce implications	99.8% of bins are collected on the scheduled day	A review of Council's plant capacity and calculations has seen some key changes to the proposed plant purchase program. This will ensure Council continues to meet the growing needs of our expanding community.	<p>New services continue to be delivered within the required delivery period.</p> <p>Our plant purchase program has been reviewed as part of the budget cycle to ensure our capacity continues to meet our growing number of residents.</p>
Bin Lid Repairs	Bin lid repairs to be conducted en route by drivers as a more proactive, cost-effective and productive service.	Bin lid repairs conducted en route	<p>An average of 88 bin repairs are carried out each month and numbers are slowly declining. We believe our proactive repairs through 'Wastedge' have been reducing the number of damaged bins in the public domain.</p> <p>Repairs will continue to be carried out by our Bin Maintenance truck rather than collection drivers as this is more efficient.</p>	<p>Repairs are continuing to be conducted proactively through Wastedge when reported by drivers.</p> <p>An average of 89 bin repairs are conducted each month.</p>

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Bin Lid Repairs	Conduct a study around the viability of a Greenwaste Service Expansion for rural residents in the Camden LGA	Viability Study complete	New Action – No comment required for this period.	Data has been collected during this period to assist in the review of supplying a green waste service to Rural areas. A report is now being prepared.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing	●	<p>The number of dogs entering the pound microchipped has stayed comparable to last reporting period at 68% with a total of 232 dogs impounded.</p> <p>The number of cats entering the pound microchipped has also stayed comparable at 6.9% with 159 cats impounded.</p>	●	<p>The number of dogs entering the pound microchipped has stayed comparable to last reporting period with a total of 247 dogs impounded.</p> <p>The number of cats entering the pound microchipped has also stayed comparable at 125 cats impounded.</p>
Incidents of dog attacks, nuisance and stray dogs	Number of incidents	Stays the same or decreases	●	<p>Dog attacks – There have been 28 dog attacks reported to Council in this reporting period. This is a decrease on last period.</p> <p>Nuisance Dogs – Council has investigated 36 complaints of nuisance dogs which is an increase compared to 19 last reporting period. The majority of these reports relate to dogs reported roaming while owners are not home. Council issued 4 Nuisance Orders on dogs who were continually</p>	●	<p>Dog Attacks – 40</p> <p>Council have received 40 complaints in relation to alleged dog attacks. Council have investigated all complaints but have proven and reported to DLG 26 dog attacks.</p> <p>Nuisance Dogs – Council have investigated 20 complaints of nuisance dogs. From this 14 Nuisance Dog Orders have been issued. Note: Multiple</p>

Local Service 2.2 : Regulating the Use of Public Areas

Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
				<p>straying from their property. It is anticipated that as we see the population increase, the number of dog related incidents will increase.</p> <p>Stray Dogs – Council received 161 complaints in regards to dogs straying. This is comparable with last reporting period and it must be noted that some of these reports are duplicate. From this 101 dogs were contained and 60 dogs were uncontained.</p>		<p>dog orders have been issued within the 1 x complaint.</p> <p>Stray dogs – Council received 210 complaints in regards to dogs straying. It must be noted though that a quantity of these are duplicate reports. From this 81 dogs were ‘not contained’ when reported while 129 were ‘contained’.</p> <p>Note: Some of these dogs were returned to their owner prior to Officers attending for impounding.</p> <p>This indicator does not take into account the sharp population growth in the LGA and will be reassessed in a full KPI review.</p> <p>Indicator Under Review</p>
Incidents of illegal dumping	Number of incidents	Stays the same or decreases		<p>Council has investigated 300 illegal dumping’s within the reporting period. From this Council has identified 36% of the illegal dumping’s through proactive observation. Council continues to monitor these incidents to determine if the dumping is from local or out of area sources.</p>		<p>Council has investigated 248 illegal dumping’s within public land which is a decrease from last reporting period.</p> <p>From this 155 were reported by members of the public while 93 were through proactive observation by Officers.</p> <p>Indicator Under Review</p>

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Monitoring and Enforcement of Car Parking	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	<p>Council has seen an increase in the number of parking complaints received with a total number of 125 complaints received this reporting period. This is an increase by 26%</p> <p>School Zones – Council has seen an increase in the number of complaints received with a total of 21 within this reporting period. It should be noted that Council do receive duplicate complaints for these matters. Council have issued 81 GPN and issued 25 warnings to vehicles parking contrary to the Road Rules 2008</p> <p>Parking Public Land – 86</p> <p>This is an increase of 28% with the majority of complaints received from vehicles parking on the footpath/nature strip. Council received 52 complaints in regards to vehicles parking on the footpath/nature strip</p>	<p>Council has seen an increase in the number of parking complaints received with a total of 152 complaints compared to 125 last reporting period.</p> <p>School Zones – 19</p> <p>Council has seen a decrease in the number of complaints received within school zones. This could be as the direct result of the increase in high visibility patrols Officers are undertaking.</p> <p>Parking Public Land – 91</p> <p>This is an increase of 6% with again the majority of complaints being 44 received in regards to vehicles parking on the footpath/nature strip.</p> <p>Heavy Vehicles – 42</p> <p>Council has received 42 complaints of heavy vehicles. This is an increase with 19 reports made last reporting period. Some of these are duplicate complaints from multiple residents.</p>

Local Service 2.2: Regulating the Use of Public Areas

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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 has investigated 300 illegal dumping's within the reporting period. From this Council have identified 36% of the illegal dumping's through proactive observation. Council continues to monitor these incidents to determine if the dumping is from local or out of area sources.	Council has investigated 248 illegal dumping's within public land which is a decrease from last reporting period. From this 155 were reported by members of the public while 93 were through proactive observation by Officers
Monitoring and Enforcement of Unauthorised Activities in a Public Place	Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)	Activities are addressed by Council rangers as they are detected	A total of 124 reports have been made during the reporting period. From these reports officers generated 36 of these reports through proactive observation. Abandoned Vehicles - A total of 78 A/V were investigated with 32% of these generated through proactivity. No A/V were impounded by Council during this reporting period. Unauthorised Land Use - A total of 16 reports were received which is a decrease by 23%. Council's proactivity and regular enforcement may be a contributing factor to this Illegal Signage - A total of 28 reports received with 10 of these being generated by proactive observation. There has been no significant change to the reporting of road side trading with 2 reports received.	A total of 110 incidents have been investigated during the reporting period. Abandoned vehicles – 84 25% of these investigations were through proactivity Unauthorised Land Use – 13 The majority of these complaints relate to person's roping off the council nature strip of their property. Illegal Signage – 13 Council has seen a decrease of around 53% which it contributed to Council's consistency with their enforcement action.
Impounding of Stock	Given its rural areas, instances arise where stock escape onto public roads and Council officers attempt to return that stock to the owner but sometimes must remove and impound stock.	Investigation initiated within the allocated service standard	Council has received a total of 29 complaints in regards to stock. From this Council have only been required to impound on 4 occasions.	Council have seen a decrease in the number of complaints received with a total of 20 this reporting period. From this Council have impounded stock on 4 occasions.

Local Service 2.2: Regulating the Use of Public Areas

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<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>A Dog Attacks – Council has had 28 dog attacks reported to Council.</p> <p>Nuisance Dogs – Council has investigated 36 complaints of nuisance dogs which is an increase compared to 19 last reporting period. The majority of these reports relate to dogs reported roaming while owners are not home. Council issued 4 Nuisance Orders on dogs who were continually straying from their property. It is anticipated that as we see the population increase, the number of dog attacks will increase.</p> <p>Stray dogs – Council received 161 complaints in regards to dogs straying. This is comparable with last reporting period and it must be noted that some of these reports are duplicate. From this 101 dogs were contained and 60 dogs were not contained.</p>	<p>Dog Attacks – 40 Council have received 40 complaints in relation to alleged dog attacks. Council have investigated all complaints but have proven and reported to DLG 26 dog attacks.</p> <p>Nuisance Dogs – Council have investigated 20 complaints of nuisance dogs. From this 14 Nuisance Dog Orders have been issued. Note: Multiple dog orders have been issued within the 1 x complaint.</p> <p>Stray dogs – Council received 210 complaints in regards to dogs straying. It must be noted though that a quantity of these are duplicate reports. From this 81 dogs were not contained when reported while 129 were contained. Note: Some of these dogs were returned to their owner prior to Officers attending for impounding.</p>

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing	●	Council has issued 24 Improvement Notices to food premises during the reporting period. Council continues a strong inspection regime and notes that growth in the area may affect this data. There were no Improvement Notices to Beauty / Hair premises	●	Council has issued 9 Improvement Notices during the reporting period. Indicating a significant increase in compliance
Onsite sewage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing	●	There were 77 Approvals to Operate issued for this reporting period.	●	There were 50 Approvals to Operate issued for this reporting period. This decrease is due to short-term staff shortage. Indicator Under Review.

Report on Delivery Program Activities

Local Service 2.3: Public Health				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	<p>There were a total of 12 public swimming pools registered during the reporting period.</p> <p>Of these swimming pools 17% were inspected and 83% were not inspected between 1/1/14 – 30/6/14.</p>	<p>There were a total of 12 public swimming pools registered during the reporting period.</p> <p>Of these swimming pools 100% were inspected between 1/1/2014 -31/12/2014</p>
Microbial Control - Water Cooling Towers	Council officers inspect and monitor the performance of water cooling towers that may cause the spread of Legionnaires disease	All premises with cooling towers are inspected on an annual basis	There is a total of 2 cooling towers in Camden LGA. Both were inspected during the reporting period.	There are a total of 3 cooling towers in Camden LGA. All were inspected during the 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	<p>Council has 300 registered Food Premises.</p> <p>58% of high risk food premises have had at least one inspection during the reporting period meeting 100% of the KPI for the financial year.</p> <p>63% of medium risk food premises have had at least one inspection during the reporting period meeting 100% of the KPI for the financial year.</p>	<p>Council has 333 registered food premises. 289 of these premises require Council to inspect.</p> <p>253 initial inspections have been carried out on high risk premises. 88% of all high risk business have had there initial inspection undertaken.</p> <p>12 initial inspections have been carried out on medium risk premise. 100% of all medium risk food business have had there one inspection for the year. Meeting 100% of the KPI</p>
	Additional resources to facilitate the management of inspections and monitoring the performance of food outlets	Workforce increase	New Action – No comment required for this period.	Additional resources not provided due to budget allocation elsewhere.

Local Service 2.3: Public Health

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Skin Penetration and Hairdressing Premises</p>	<p>Council officers inspect and monitor the performance of skin penetration and hairdressing premises to prevent the spread of disease</p>	<p>All skin penetration premises are inspected on an annual basis</p>	<p>92 Hairdresser and Skin Penetration premises were registered with Council.</p> <p>5 of these are licensed under AHPRA.</p> <p>Of those inspected by Council, 5% of hairdressers had at least one inspection over the reporting period making a total of 86% of hairdresser inspected over the 12month KPI period.</p> <p>68% of skin penetration premises had at least one inspection over the reporting period making a total of 100% of Skin Penetration / Beauty Salons inspected over the 12month KPI period.</p>	<p>101 Hairdresser and Skin Penetration premises were registered with Council. 5 of these have closed and 5 are licensed under AHPRA.</p> <p>11 of the 56 Skin Penetration business have had there inspection. 20% of the Skin Penetration businesses have had at least one inspection over the reporting period.</p> <p>11 of the 48 Hairdresser have been inspected. 23% of Hairdressers have had at least one inspection during the reporting period.</p>
<p>Noxious Weed Control</p>	<p>Conduct regular inspections of both private and Council owned lands and address through action or regulation</p>	<p>Declared noxious weeds on Council lands are treated or removed</p>	<p>Council's Noxious Weeds Inspection programs continued throughout the year. Numerous properties were inspected with very few new infestations detected. A large infestation of Water Hyacinth was detected on a construction site which was promptly managed by the project manager. Roadsides, reserves and waterways were inspected for early detection of Noxious weed Incursions. Whilst Camden LGA has a significant existence of Class 4 Noxious Weeds on roadsides and within reserves there was no evidence of Class 3, Class 2, or Class 1 Noxious weeds emerging. The New Weed control order issued by state government was gazetted in Feb. There were a number of new declarations added to the list for the Camden LGA. This will shift the focus for some significant plants in the LGA which are now declared Noxious Weeds.</p>	<p>Council's Noxious Weeds Inspection programs Commenced this year with targeted inspections at known locations where aquatic and class 3 weeds were problematic. This is primarily in the north ward. Inspections for new incursions were conducted in the Cobbitty and Kirkham area. Camden LGA battles with significant numbers of Class 4 noxious weeds. Extensive on property education and mentoring of land holders contributes to the success of the reduction of numbers of these weeds across the LGA. A anew incursion of Bitou Bush was detected on Turner road. Ongoing treatment is in place to ensure that this weed is eradicated rom this location.</p>

Local Service 2.3: Public Health







Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Noxious Weed Control	Planned program of spraying identified weeds in the Nepean River – currently twice per year	Enforcement action is taken to address noxious weeds identified on private land	Camden Council continued on the annual Aquatic Weed Control Program on the Nepean River. In addition to this there was additional grant funding sought which has been spent on Alligator Weed Control and Woody Weed Control at Camden Town Farm. Both projects have run well and are showing positive signs of successful weed management. Whilst the Alligator weed problem cannot be eliminated there is significant evidence of a dramatic reduction in the infestations. During the private property inspections there were a number of land holders mentored and educated on Noxious Weeds. There has been less need for enforcement action upon land holders due to an increased level of voluntary compliance. The majority of landholders engage in the necessary weed control practices without the need for a Notice.	The Aquatic weed program commenced in October with one full spray treatment of the Nepean River. Extensive alligator weed control has also taken place at Camden Town Farm and Harrington Park / Narellan Creek. Extensive herbicide treatment at this above mentioned locations has resulted in a dramatic reduction in the Alligator Weed Infestations. A large number of private occupiers of land have engaged in weed control practices which is a result of extensive education and mentoring this in turn generates compliance with the Noxious Weeds Act within the targeted areas.
	Increase Council resources towards weed control	Increase in weed control activities	Program was delayed and will be progressed with the integration of the Natural Areas Team.	Woody Weed Controls will occur during January in the Camden Wetlands at Cowpasture Reserve.
On-Site Sewage Management	Approve, inspect and certify on-site sewerage disposal systems	Number of approvals to operate	There were 77 Approvals to Operate issued for this reporting period.	There were 50 Approvals to Operate issued for this reporting period.

Local Service 2.4 – Protection of the Natural Environment

What is Protection of the Natural Environment?

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

Report on Delivery Program Success Indicators

Local Service 2.4: Protection of the Natural Environment						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Water quality in rivers and waterways is maintained or improved	Water quality is maintained or improved	Maintained or improved		<p>Cyanobacteria (Blue Green Algae) testing has been completed. 1 Red alert was detected during this monitoring period. With Management controls implemented in accordance with the South West Regional Algae Coordinating Committee Guidelines.</p> <p>Recreational water monitoring is undertaken fortnightly. Current sampling indicated compliance with the Australian New Zealand Guidelines for Fresh and Marine Water Quality 2000.</p>		<p>Cyanobacteria (Blue Green Algae) testing has recommenced. A total of 37 samples have been tested. 24 no alerts, 3 green, 10 amber and 0 Red alerts were detected during this monitoring period. With Management controls implemented in accordance with the South West Regional Algae Coordinating Committee Guidelines.</p> <p>Recreational water monitoring is undertaken weekly. 216 samples have been tested in the reporting period indicating compliance with the Australian New Zealand Guidelines for Fresh and Marine Water Quality 2000.</p>
Bushland under active management	Hectares of natural areas within Council's ownership that are being actively managed	Increasing		<p>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.</p>		<p>During the reporting period, a Team Leader Natural Areas was employed whose main function is to manage natural areas. Council has actively managed BEP (0.15ha), John Peat Reserve (1.4ha), Hayter Reserve (1ha), Kings Bush Reserve (2.5ha), Ron Dine Reserve (3ha), River Road Reserve (0.7ha), Benwerrin Reserve (1ha), Sickles Creek Reserve (0.15ha), Gundungurra Reserve (2ha), Parrots Farm (0.4ha) and Spring Farm Bush Corridor (3.5ha). This represents 9.97% of the natural areas (158.5ha) owned and managed by Council.</p> <p>Indicator Under Review</p>

Local Service 2.4: Protection of the Natural Environment						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
Bushland under active management	Number of volunteer bushcare hours	Stays the same or increases	●	During the reporting period, volunteers contributed 427.5 hours protecting and enhancing King's Bush and Sickles Creek Reserve.	●	During the reporting period, volunteers contributed 605.5 hours protecting and enhancing King's Bush, Sickles Creek Reserve, and Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve) and Parrots Farm following the establishment of new Bushcare Groups. Indicator Under Review

Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Stormwater Management	Community education and awareness about stormwater issues	Education campaigns conducted	During the reporting period Council facilitated the delivery of one of two EnviroMentors modules to a total of 755 students from 5 local schools. Modules were Catchment Action and In the Bin. In addition, planning of the 2014 Macarthur Nature Photography Competition is underway.	During the report period, Council supported regional initiatives that aimed to raise awareness about stormwater issues including the Sustainable Schools Expo and the 2014 Macarthur Nature Photography Competition. In addition Council purchased a catchment model to support education campaigns.
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	A preliminary report detailing the results and analysis for 2013/14 was completed received by Council on 10 April 2014. Council reviewed this, provided comment and the final report detailing the results and analysis for 2013/14 was received by Council on 15 July 2014. The process has begun for the acquisition of data for 2014/15.	Data acquisition for the 2014 period of the Narellan Creek Water Quality Monitoring Program has been completed, marking the collection of three years of water quality data. Following the 2013 Water Quality Monitoring Annual Report, the recommendation to start monitoring Enterococci bacteria in lieu of other coliform types was adopted as a preferred faecal indicator of human-pathogen risks in recreational waters. Data collection for 2015 is now underway and the 2014 data will be collated and presented in an Annual Report.
	Undertake a flood risk management study for South Creek including a framework for flood risk management	Risk management study completed	The Draft Floodplain Risk Management Study and Plan has been completed. Council officers have prepared a briefing for councillors and are awaiting a time to present the Draft Floodplain Risk Management Study and Plan to Council in order to gain approval for a period of community consultation.	The Draft Floodplain Risk Management Plan is intended for presentation to Council in April 2015, following further work on several other flood studies currently in progress.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Stormwater Management	Increase technical resources in drainage design	Increased resources in place	New Stormwater and Floodplain engineer continues to add value to the team and improve our effectiveness in monitoring, designing and responding to all stormwater and floodplain issues.	The additional resource are enabling progress on a range of issues including the stormwater design for the Camden Town Centre improvements, the review of 3 flood studies, and improved turnaround times for flood information requests.
	Project management of design and construction of selected stormwater related projects	Facilities provided to Council's requirements within agreed timeframes and budgets	Design has progressed on the Lake Annan GPT retrofit with construction tenders scheduled in the first quarter of the 2014/15 financial year. A strategy has also been developed to undertake works in and around Lake Annan to improve water quality.	Tenders for construction of the trunk drainage works at the Herbert and Oxley Rivulets in Elderslie were completed and works commenced. Works due to be completed early 2015.
	Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	This project is being currently managed by the design team and will be constructed by Capital Works; the works involve construction of a new GPT upstream of the existing open GPT at Lake Annan and removal of the old open GPT.	Tenders have progressed for Lake Annan Stage 1 work to replace an old open GPT at the lake inlet with the construction of a new GPT facility to be sited further upstream from the lake inlet. Quotations have been completed for Lake Annan Stage 2 work to engage a consultant for the design of rehabilitation work to improve Lake Annan water quality.
	New Gross Pollutant Trap at Harrington Park Lake 3C	Works Completed	New Action – No comment required for this period.	No Capital Works budget allocation for this work
		100% of program completed	100% road drainage and street sweeping completed.	Targets are being met inline with works programs

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Stormwater Management	Maintenance and reconstruction of stormwater assets to ensure effective useful life	Condition rating stays the same or improves	Condition ratings are unable to be reported as these are dependent on the new data being collected during the reporting period. New data is unavailable this time. Expected to be collected 14/15 financial year.	New asset management team are undertaking inspections of stormwater assets
	Increased Council resources are required to effectively maintain the drainage network	More maintenance is undertaken	No additional maintenance undertaken due to drying conditions; below average rainfall.	Targets are being met inline with works programs
	Additional Gross Pollutant Trap maintenance due to increase in assets	Maintenance increases in line with assets	100% of large GPT's completed. 50% of pit baskets cleaning completed.	Targets are being met inline with works programs
	Increase Council's fleet to effectively manage overflow of the drainage network	Gross Pollutant Traps are serviced regularly	Works are being contracted on a programmed basis, in lieu of a significant capital outlay for a maintenance vehicle.	Targets are being met inline with works programs
	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.	The review of the inventory information and condition assessment of all drainage assets is required to be completed by June 2015, which will better inform the assessment of future renewal needs.
	Continued expansion of the drainage network in Elderslie, Spring Farm, infill areas and the South West Growth Corridor	Projects completed on time and to budget	Council continues to expand and improve its drainage network as new areas are developed. These works are mostly completed and monitored as part of the development application process associated with subdivisions.	Council continues to expand and maintain the drainage network via new development works and ongoing maintenance works being conducted in line with maintenance programs.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Narellan Drainage Channel Improvements	Completion of project on time and within budget	Works currently in progress cleaning drainage channel –Council staff unable to complete works on the sand filter while surface is wet.	Drainage channel maintenance works are ongoing in line with works program.
Bushfire Hazard Reduction	Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Program completed	This program is currently up to date with all areas maintained.	Areas mown on an ongoing basis
	Rural Road Hazard Reduction Program	Program completed	No works were carried out in this period due to a large number of public tree maintenance requests. Works are being programmed to occur in the next period.	Works have been programmed to occur in the next period.
	Coordinate bushcare program at Kings Bush and Sickles Creek	Program completed to time and budget	During the reporting period volunteers contributed 427.5 hours protecting and enhancing Kings Bush and Sickles Creek Reserve.	During the reporting period, volunteers contributed 605.5 hours protecting and enhancing King's Bush, Sickles Creek Reserve, Matahil Creek (Ron Dine Reserve), Matahil Creek (Hayter Reserve) and Parrots Farm.
Maintenance of Riparian Lands	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas	Program completed	Litter removal has been undertaken to schedule. Additional works to be completed with establishment of Natural areas maintenance team.	Litter removal has been completed to schedule

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	<p>Kikuyu, weeds and non native grass control undertaken on and around dam wall and outlets.</p> <p>All dam inspection being undertaken as per program.</p> <p>Additional works to be undertaken with establishment of Natural Areas Team.</p>	<p>Kikuyu, weeds and non native grass control undertaken on and around dam wall and outlets.</p> <p>All dam inspection being undertaken as per program.</p> <p>Additional works to be undertaken with establishment of Natural Areas Team</p>
	Implementation of the Mt Annan Plan of Management	Plan Implemented	New Action – No comment required for this period.	Consultants have been engaged to prepare detailed design for water quality treatment devices
Bushcare Protection and Maintenance	Conduct bushcare maintenance activities to preserve and restore natural bushland	Program completed to time and budget	Bushcare activities completed with the assistance of bushcare volunteers.	Bushcare activities completed with the assistance of bushcare volunteers
	Support and facilitate volunteers of bush care groups	Level of support provided to groups	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 2 Bushcare related training workshops were provided for volunteers.	Council supports six bush care groups with the provision of onsite supervision, tools and other items as required. Planning is currently underway for Bushcare related workshops for volunteers in conjunction with Campbelltown and Macarthur Councils.
	Increase in bushcare maintenance activities in line with community expectations	Bushcare activities increased	As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.	As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Bushcare Protection and Maintenance	Additional Plant Requirements – Bushcare Management Truck and Trailer	Plant operational	With the appointment of the team the purchase of plant was delayed and will occur during the next reporting period.	Specifications have been developed to enable plant to be purchased.
	Review plan of Management for Natural Areas	Plans of Management are in place	A review of the Natural Areas Plan of Management has commenced. It is anticipated that the review of the Natural Areas Plan of Management will be completed in 2014/15.	A review of the Plan of Management is underway. It is anticipated that the review of the Natural Areas Plan of Management will be completed in the next period.
	Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve	Plan of Management are in place	A draft Plan of Management for Herbert's Hill Reserve (previously referred to as Rheinberger's Hill Reserve) has been prepared. It is anticipated that this Plan of Management will be reported to Council seeking endorsement for public exhibition in the first quarter of 2014/2015.	A draft Plan of Management for Herberts Hill Reserve was placed on public exhibition during the reporting period. Comments received from the public exhibition are being considered prior to reporting the document to Council for adoption.
	Implementation of Plan of Management for Kirkham Reserve	Implementation commenced as per program	The preparation of a Plan of Management for Kirkham Reserve has been put on hold whilst the development of Narellan Sports Hub is being considered.	Kirkham Reserve will be included in a Plan of Management for Sportsgrounds. It is expected that this will be completed in the next reporting period.
	Undertake community education programs	Number of programs conducted	During the reporting period, Council provided educational opportunities using the Australian Museums Platypus in a Box. In addition, Council partnered with Greater Sydney Local Land Services to deliver the Birds in our Bushland Community Event.	During the reporting period, Threatened Species Art Competition and the Macarthur Nature Photography Competition were conducted. In addition in partnership with Greater Sydney Local Land Services it was proposed to hold a Magic of Microbats workshop, however this was postponed due to poor weather. It is expected that this event will be provided in March 2015.

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Bushcare Protection and Maintenance	Undertake assessment of potential bio-banking sites	Sites identified	New Action – No comment required for this period.	Project to occur following adoption of Natural Areas Plan of Management
	Maintenance of natural areas of high conservation value	Work Completed	New Action – No comment required for this period.	Program established for Team Leader Natural Areas
	Development of a Bio-diversity precinct Masterplan	Masterplan completed	New Action – No comment required for this period.	Project to occur following adoption of Natural Areas Plan of Management
	Additional resources to respond to the protection and maintenance of natural areas	Area of bushcare management increased	A team leader has been employed in the bushcare management team, it is anticipated that additional resources will be employed within this reporting period	Additional Park Technician – Natural Areas is currently being advertised
Native Tree Events	Conduct National Tree Day event	Number of volunteers	Preparations are underway for National Tree Day on 27 July 2014 at Ron Dine Memorial Reserve Camden South. In addition, local schools have been offered native plants for their school grounds.	National Tree Day was held on 27 July 2014 at Ron Dine Memorial Reserve. Additional planting was undertaken on 8 August 2014 with 20 pre-school children and 1 September 2014 with 30 parents and children. A total of 2,400 plants were planted.
	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 – September 2014.	The Native Plant Giveaway was held on 14 September 2014 at Picnic in the Park, Macarthur Park with 1,942 plants given to residents to increase the biodiversity in their backyards.
Nuisance Fauna	Manage Australian White Ibis populations within the LGA	Management of bird population	During the reporting period Council continued to implement actions identified in the Management Plan for AWI	During the reporting period Council continued to implement actions identified in the Management Plan for AWI

Local Service 2.4: Protection of the Natural Environment

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Nuisance Fauna</p>	<p>Manage nuisance bird populations within the LGA</p>	<p>Management of nuisance birds</p>	<p>During the reporting period Council continued to implement actions identified in the Management Plan for AWI. In addition Council purchased an additional 4 Indian Myna Bird traps to loan to residents.</p>	<p>During the reporting period Council continued to implement actions identified in the Management Plan for AWI. In addition 10 incidents of swooping birds were reported to Council, with Section 121 Licences (NPWS Act) obtained to destroy one magpie and 3 plover eggs. Indian Myna Bird traps continue to be loaned to residents.</p>

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
There are places to play	Hectares of parks and playgrounds per 1000 children	Stays the same or increases	●	Council's mapping software is still being reviewed.	●	3 additional playgrounds were dedicated to Council in the reporting period.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment	●	Council has maintained its condition rating during this reporting period. Works have been undertaken on Greenway Reserve, Forest Park and Hambeldon Reserve.	●	Council has maintained the condition rating of playgrounds during the reporting period. Indicator Under Review.

Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	<p>River Road dog off leash area reviewed to accommodate small dogs and solar lights to extend use on long winter nights.</p> <p>Narellan Sporting Hub indicative layout developed.</p> <p>Expression of Interest called for management of tennis court .</p> <p>Quotes sought for the study of the Recreation use of Nepean River in Camden</p> <p>Site assessment undertaken for the development of an outdoor multipurpose youth facility</p>	<p>Dog Off leash are completed</p> <p>Narellan Sport Hub draft Masterplan public exhibition completed and indicative Masterplan adopted</p> <p>EOI for tennis court management was completed with report drafted for Council consideration.</p> <p>Nepean River Study completed with presentation to Council scheduled for February 2015</p> <p>Site assessment completed and preferred location adopted for the Multipurpose Outdoor Youth facility. Initial design work commenced.</p>
	Provide input, comments and advice on strategic documents related to new subdivisions and new release areas	Input provided	<p>Input provided on location and type of play spaces on future sites in Leppington Precinct.</p> <p>Policy on personal trainer's use of public open space drafted.</p>	<p>Comments provided on; Emerald Hills and Cobbitty subdivisions as well as design for facilities including skate park and sportsgrounds at Oran Park, and public open space areas in Spring Farm, Gledswood Hills and Gregory Hills Stage 4.</p>
	Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems	Database updated	<p>An initial review has been undertaken of categories of parks, and development of principles to guide the recommended naming of parks and areas within parks for consistency and appropriate input from local community.</p>	<p>An assessment of the Elderslie area has been undertaken as an initial project to test the principles to guide</p>
	Review existing website information and printed literature to ensure all new sites are listed and referenced	Annual review undertaken	<p>Information format on website and data updated in accordance with new website launch scheduled for August.</p>	<p>Ongoing updating as information and graphics become available</p>

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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 adopted and funds allocated in budget for 2014/15 year to develop new sites, in conjunction with annual renewal program.	The Elderslie area has been identified as pilot test case to obtain input from the community on preferred scale and distribution of play space opportunities.
	Develop standards guidelines for reviewing parks and playgrounds at end of life cycle	Guidelines completed	The Recreation Demand Study was adopted by Council on 11 February 2014. Works continue on the development of standards guidelines.	Outcomes of the community engagement of the Elderslie area will inform the process undertaken to date.
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Establishment of new playgrounds within the LGA	Area is accessible	New Action – No comment required for this period.	Council has endorsed the development of playgrounds to target the older children, in Currans Hill Reserve, John Peate Reserve and Birriwa Reserve
	Introduction of a new 'dog off leash' park at Rosevale Reserve	Area is accessible	New Action – No comment required for this period.	Construction commenced in Rosecale Reserve in December 2014
	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	New playgrounds were completed at Greenway Reserve, Forest Park and Hambeldon Reserve. The new amenities building at Cuthill Reserve was completed and is operational. Field reconstruction works at Liquidamber Reserve were completed. Turf is expected to be re-established by the end of September 2014 ready for use. Floodlights installed at Kirkham park, fields 1 and 2; and Liquidamber Reserve No. 3	Design works have commenced for, a new clubhouse for Narellan Park, as well as additional new sportsgrounds in Oran Park. Design commenced for playgrounds to be delivered in the 2014/2015 period at Currans Hill Reserve and John Peate Reserve. Additional floodlights have been installed in Hilder, Kirkham and Liquidamber reserves. Harrington Reserve field drainage was completed. Upper field at Liquidamber Reserve was

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields</p>			<p>Additional lights commissioned for installation at Hilder Reserve</p>	<p>reconstructed with turf to be laid early 2015 and drainage improvements after 2015 soccer season.</p> <p>A new Dog Off Leash area in Rosevale Reserve was completed.– additional works requested are in progress</p> <p>Curry Reserve Master Plan design is in progress</p>
	<p>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.</p>	<p>Facilities are provided as per agreements</p>	<p>Council continues to provide its requirements for new parks and sports facilities in new release areas of the LGA</p>	<p>Council continues to provide its requirements for new parks and spots facilities in new release areas of the LGA</p> <p>Oran Park Development - Council has given approval for the developers to lodge DA 's on roughly 20% of overall recreational facilities offered.</p> <p>Gregory Hills - Council has given approval for the developers to lodge DA 's on roughly 25% of overall recreational facilities offered.</p> <p>Arcadian Hills Development – Council has given approval for the developers to lodge DA 's on roughly 30% of overall recreational facilities being offered.</p> <p>Design review has completed and the pre-DA acceptance letter has been issued to the developer Sekisui House to lodge development application for a new park in the Northeast Open Space of their subdivisions in The Hermitage.</p>

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Implementation of Kirkham Reserve Masterplan – Acquire remaining recreation land for playing fields	Acquisition completed	The timing of land acquisition has yet to be determined.	The timing of land acquisition has yet to be determined.
	Playground Replacement Program	Completion of program	Playground replacement was substantially completed. Playgrounds Greenway Reserve, Forest Park and Hambeldon Reserve.	Playgrounds at Greenway Reserve ,Forest Park and Hambeldon Reserve have been completed
	Community Infrastructure Renewal Program – Parks Equipment	Completion of Program	Works completed. Onslow main area fence was installed	Works Completed
	Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards	100% of programs completed	The Maintenance works completed and ongoing.	The maintenance works for the period were completed and are ongoing
	General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	This program has commenced and is on schedule with 100% of expenditure and works completed.	This program is ongoing with all works completed for the period
	Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	Works are ongoing on an as needs basis. BBQ and surrounding facilities cleaned to program, furniture painting and staining continued to program. Playground repairs, cleaning and soft fall replacement completed.	This program is ongoing with all works completed for the period
	Maintenance and upkeep of landscaped areas	Completion of program	Program was fully expended. Mulching programs were implemented. Maintenance programs implemented and completed. Garden bed improvements completed.	This program is ongoing with all works completed for the period. A review of planted laneways occurred and a new

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields				program has now been implemented
	Undertake a Weed Management program	Completion of program	On ground program commencement delayed. Program will be implemented with establishment of natural areas officer and natural areas team.	Natural Areas Officer has been working with Bushcare groups to undertake weed management programs in the natural areas.
	Maintenance and upkeep of sportsfields	Completion of program	Program fully expended and completed.	This program is ongoing with all works completed for the period
	Annual renovation of sportsfields to maintain standard of field playability	Completion of program	Program completed and fully expended; aeration, fertilising, topdressing and pest spraying.	Program on track to be completed
	Fencing Rossmore Reserve	Completion of fencing	New Action – No comment required for this period.	Quotations have been received for fencing. Works expected to be completed by March 2015.
	Additional resources to facilitate in the management of Parks, Playgrounds and Sportsfields	Workforce increase	New Action – No comment required for this period.	Position of Recreation Planner has been filled in order to provide recreational direction and policy development
	Purchase additional equipment to maintain Parks, Playgrounds and Sportsfields	Equipment is acquired	This is an ongoing activity and as a need is identified, Council will purchase as required.	This is an ongoing activity which is assessed on a needs basis
	Installation of Shade Structures in Council Parks and Playgrounds	Installation complete	Planning and review of Council's parks has been undertaken during this reporting period and it is expected that appropriate sites are identified and installation is completed in the next reporting period.	The courtyard at Harrington Park Community Centre has been identified as a high priority for a shade structure. All new playground designs have included consideration provision of shade.

Local Service 2.5: Parks and Playgrounds

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields</p>	<p>Asset renewal program for Parks and Playgrounds</p>	<p>Completion of program</p>	<p>Program was completed and fully expended.</p>	<p>Program complete.</p>

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing	●	Percentage garbage (red lid bins) has decreased slightly in the current reporting period from 218.6kg to 218.1kg. Although a slight decrease, this is still up on the same period last year.	●	Domestic Waste generation per capita is 197 kg (this is Domestic waste only (red bin)). <i>This is calculated by total Municipal waste collected in a year divided by population</i> <i>14,318 tonnes divided by 72,660 = 197kg's (the population figure used was the 2015 forecasted population figure from Forecast.id as no population figure was available for 2014. This may give a lower generation rate than the actual rate.)</i>
Households are not consuming more water	Household water consumption per dwelling	Stays the same or decreases	●	Data was not available at the time of reporting.	●	Data was not available at the time of reporting. Indicator Under Review
Council utilises natural resources more efficiently	Water and energy (electricity and gas) consumption	Decreasing on same period previous years	●	During the January – June 2014 reporting period, Council consumed 3,787,294.31kWh in comparison to 3,976,614.67kWh which is a 5% decrease. Of Council's largest sites, significant decreases have been achieved at Narellan	●	During the July – December 2014 reporting period, Council consumed 3,939,006kWh in comparison to 3,783,509kWh for the same period in the previous year. This equates to a 3.95% and is attributable to an increase

Local Service 2.6: Environmental Activities

Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
				Library (41%) through the implementation of energy saving initiatives and the installation of solar photovoltaic and at Camden Civic Centre (32%) through the upgrade of the air conditioning and lighting.		in street lighting. With the addition of solar photovoltaic cells to Narellan Library, Camden Library and the Narellan Child and Family Centre, savings continue to be realised. Indicator Under Review
Council utilises natural resources more efficiently	Water and energy (water) consumption	Decreasing on same period previous years	●	Data was not available at the time of reporting.	●	Data was not available at the time of reporting. Indicator Under Review
The community is becoming more educated about sustainability	Number of participants in environmental education programs	Maintained or improved	●	During the report period, Council has continued to educate the community about sustainability through events such as EnviroMentors, Project Lunchbox, Wood Smoke Reduction Program, Story Time, Platypus education, Birds in the Bush Workshop. Over 2,000 have been engaged in these programs	●	During the reporting period, Council has continued to educate the community about sustainability through events such as Project Lunchbox, Wood Smoke Reduction Program, Macarthur Sustainable Schools Program, Macarthur Nature Photography Nature Competition and the Threatened Species Art Competition. In addition, Council has developed the Seeds of Sustainability Program and kit of resources for local pre-schools. Over 2,000 people have been engaged in these programs.

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	During the reporting period, a draft Environmental Sustainability Policy was developed. This policy once adopted will supersede the Environmental Policy adopted in 2001.	The draft Environmental Sustainability Policy will be reported to Council in the next period. This policy once adopted will supersede the Environmental Policy adopted in 2001.
	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	Council has cut consumption at Narellan Library by 41% and Camden Civic Centre by 32% with the implementation of energy saving initiatives and the installation of solar photovoltaic cells at Narellan Library.	Solar Photovoltaic Systems have been installed at Camden Library and the Narellan Child, Family and Community Centre.
Environmental Awareness and Education	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	Work is still ongoing and further consultation with key stakeholders is being undertaken	Work is still ongoing and further consultation with key stakeholders is being undertaken
	Undertake a range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	During the reporting period, 2 storytime sessions were held with over 160 children and accompanying parents/carers. In addition, Council facilitated the delivery of one of two EnviroMentors modules to a total of 755 students from 5 local schools. Modules were Catchment Action and In the Bin.	During the reporting period, Council has continued to educate the community about sustainability through events such as Project Lunchbox, Wood Smoke Reduction Program, Macarthur Sustainable Schools Program, Macarthur Nature Photography Nature Competition and the Threatened Species Art Competition. In addition, Council has developed the Seeds of Sustainability Program and kit of resources for local pre-schools.
	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	Planning for the 2014 Sustainable Schools is underway.	The Macarthur Sustainable Schools Expo was held on 10 September 2014 at Belgenney Farm. Six of the nine workshops were delivered by Camden LGA schools. In addition a presentation was provided to teachers

Local Service 2.6: Environmental Activities

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
				providing information on environmental education initiatives and programs available to local schools.
	Provision of information on Council's website relating to environmental sustainability	Information is current	Information relating to current programs is updated as required.	Information relating to current programs is updated as required.
Environmental Awareness and Education	Seek grant funding for additional education programs and conduct those programs for which funding is received	Successful grants as a proportion of all applied for	During the report period, Council received funding for the 2014 Wood Smoke Reduction Program which continued to educate residents on the effects of wood smoke on the environment and their health. In addition, Council has implemented the Love Food Hate Waste Program educating the community on methods to reduce food waste.	Wood Smoke Reduction Program and Project Lunchbox (Love Food Hate Waste Program) are being implemented
	Implement Energy Savings Plan initiatives	Reduction in energy usage	Implementation of lighting upgrades at Camden Library and Council's Works Depot is underway.	Lighting upgrades at Camden Library have been completed. Lighting upgrades at the Works Depot are expected to be completed in the next reporting period.
Water and Energy Action Plan	Implement water savings measures	Reduction in water usage	During the reporting period, Council has continued to install water saving devices at Council's highest consuming facilities.	During the reporting period, no water saving measures were implemented. A sign is currently being developed to be installed in public facilities advising members of the public to contact Council if water wastage was observed.
	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.	During the reporting period, no water saving measures were implemented. A sign is currently being developed to be installed in public facilities advising members of the public to contact Council if water wastage was observed.

Local Service 2.6: Environmental Activities

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Water and Energy Action Plan	Continuation of the Waste and Sustainability Improvement Payment (WaSIP)	Number of projects completed as planned	<p>With funding received under the WaSIP program, Council implemented 9 projects including</p> <ul style="list-style-type: none"> • Sustainable Camden Communities • Integrated Littering and Illegal Dumping Plan • Garage Sale Trail • Waste Education Package for new residents • Implementation of Biodiversity Strategy actions • Sustainability Program for Staff • Renewable Energy Offset Program 	Project complete
Wood smoke reduction program	Implement a community education program to reduce wood smoke	Program Implemented	New Action – No comment required for this period.	Program Implemented with 47 scheduled smoky chimney surveys undertaken and 43 cash incentives paid for flue cleaning.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015
Incidents of overgrown land (private)	Number of orders issued	Maintained or decreasing	●	54 Complaints were received in relation to overgrown vegetation. It is anticipated that this is a result of favourable conditions for good growth followed by a dry season. All complaints were acted upon in a timely manner	●	A total of 62 complaints were received within the reporting period which is an increase from the last reporting period. All complaints were acted upon in a timely manner. This increase is reflective of a rapidly growing population. This indicator has been flagged for review to be adjusted to reflect a more appropriate target that accounts for the increasing population. Indicator Under Review

Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	<p>Development applications that have been referred to the Environment and Health Branch have been assessed against the most relevant legislation.</p> <p>The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.</p>	Environmental assessments staff are now part of the development staff in a multi disciplinary team assessing DA's which will improve the outcome of assessments in an integrated way.
	Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like.	Investigation initiated within service standard	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated, the majority within the service standard
	Investigate and enforce legislation in relation to barking dogs	Investigation commences within service standard	Council received 41 complaints of barking dogs which is an increase of 46%. As the area is growing and block sizes are decreasing it is expected that this figure would increase. From this Council have received 16 second complaints. After investigating the second complaint Council has not been required to take any further action against the owner.	<p>Council received 36 complaints of barking dogs which is comparable to last reporting period.</p> <p>From this Council received 27 first complaints and 9 second complaints.</p> <p>Complaints are investigated within the service standard.</p>

Local Service 2.7: Enforcement of Legislation and Policies

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Monitoring, inspection and investigation of illegal activities	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	<p>A total of 54 complaints were received within the reporting period which is an increase from the last reporting period. It is anticipated that this is a result of favourable conditions for good growth followed by a dry season.</p> <p>The majority of complaints were investigated within the service standard period.</p>	<p>A total of 62 complaints were received within the reporting period which is an increase from the last reporting period.</p> <p>The majority of complaints were investigated within the service standard period.</p>
	Additional resources allocated to enforcement of legislation and policy	Workforce Increase	New Action – No comment required for this period.	Not provided in this reporting period, however a trainee ranger will be appointed during the next reporting 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	<p>Any companion animal impounded which is not microchipped or registered is immediately transferred to Council's pound.</p> <p>Council issued 14 GPN to owners who have failed to comply with registering their pet within the last reporting period.</p>	<p>Any companion animal impounded which is not microchipped or registered is immediately transferred to Council's pound.</p> <p>Council were not required to issue any GPN to persons for failing to register their companion animal.</p>

Local Service 2.7: Enforcement of Legislation and Policies







Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Additional funding to support existing and future needs of the Companion Animals Management Program	Funding Allocated	Council is currently implementing a new Responsible Pet Ownership and dog safety program aimed at school children in year 3 – year 6. This is an ongoing program.	Council are continuing their Responsible Pet Ownership program within the primary schools for children in years 3 – 6.
Community Education	Education and awareness of residents in regards to the microchipping and registration of dogs and cats	A reduction in the per capita number of stray animals which are not microchipped	With the education program Council will be delivering the message of changing details when moving and ensuring when dogs are chipped and registered to ensure their safe return	Council continue to promote Responsible Pet Ownership within the Community. This is done through local events. Council has a Companion Animal Advisory Committee.
Community Education	Promote and encourage residents in relation to responsible pet ownership through a range of strategies, including regular advertising	Decrease in the per capita number of animals euthanised at Council's pound facilities	Dogs: 232 dogs entered Councils pound with 9 RTO. From this 16 dogs were euthanised but 4 dogs were declared restricted/dangerous so could not be resold. Cats: 159 cats entered Council's pound. From this 67 were euthanised. Council have been undertaking feral cat trapping within the LGA. Per capita is 0.11 companion animals euthanised	Dogs – 247 dogs entered Council pound with 133 impounded by an Authorised Officer, 71 brought in by a member of the public and 43 surrendered by their owner. 20 dogs were euthanised but from this 5 were declared dangerous/restricted and 10 were at the request from the owner. Cats – 125 cats entered Council pound with 23 impounded by an Authorised Officer, 86 brought in by the public and 16 surrendered by their owner. There has been a decrease in the number of cat's euthanised being 24 for the reporting period which is a decrease by 36%. There has been a significant decrease in the number of companion animals euthanised this reporting period being 44 compared to 71.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved		The next update for this score will be in 2015.		This satisfaction score has remained stable since 2011 and through 2013 (6.99). The next update for this score will be in 2015.
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%		Appearance of public areas have been maintained to acceptable standard.		Appearance of public areas have been maintained to acceptable standard. Indicator Under Review
Street trees are proactively managed within budget	Number of trees attended to per annum	Maintained or improved		During the reporting period maintenance works were undertaken on 571 trees.		Number of trees attended during the reporting period were 510 trees. The maintenance work was within the allocated budget. Indicator Under Review

Report on Delivery Program Activities

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

Local Service 2.8: Appearance of Public Areas

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			required for special events.	whenever required for special events.
	Installation of street bins at bus stops	Installation complete	New Action – No comment required for this period.	All street bins installed at bus stops in line with budget
Pavement Cleansing	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Program completed, selected pavement surfaces were attended regularly and as required.	Selected pavement surfaces were attended regularly and maintained to a high standard.
Litter Pick Up and Removal of Dumped Rubbish	Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves	Community satisfaction with the appearance of public areas	Scheduled litter pick up completed to programs. Litter and rubbish have been attended to promptly, all scheduled and ad-hoc services completed as per schedules.	Scheduled litter pick up completed to programs with litter pickup attended to generally within 48 hours on ad hoc services requests
General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs	Attending bench seats, litter bins, fences, walls, gates, water bubblers, signs and bus shelters, etc. and clean, repair or replace them as necessary. Remove graffiti that are found and those reported by the public	Park and street furniture are functional and available for public use for at least 90% of the time	Scheduled cleaning (BBQ's, high profiles areas) is on target. Ad-hoc cleaning and repairs programs ongoing, as the need arises.	Park furniture program completed and expended. Scheduled cleaning was completed and furniture repairs and painting undertaken. Street furniture program completed. Bus shelters were cleaned and repaired as needed. Street furniture continues to be maintained in line with programmed maintenance activities.
	Commence annual construction program for the Camden LGA Footpath and Cycleway Network as identified within the Pedestrian Access & Mobility	Annual construction program undertaken	New Action – No comment required for this period.	Footpath and Cycleway program is underway and balance of works programed to be completed this financial year

Local Service 2.8: Appearance of Public Areas

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Plan			
Landscape Garden Areas Refurbishment	Refurbishing the Landscape Garden areas within in the Camden LGA	Community satisfaction with the appearance of public areas	New Action – No comment required for this period.	Plans currently being developed
	Additional resources to facilitate the provision of attractive, quality open space within the Council area	Workforce increase	Program focussed on areas receiving new or replacement facilities. All identified areas completed.	Vacant positions have been advertised and expected to be filled in February 2015
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.	Work has commenced to trial an assert database in Conquest
	Establishment of a pro-active tree maintenance program and ongoing budgets	Program established	New Action – No comment required for this period.	Works instructions issued to undertake proactive maintenance in identified locations.
	Manage public tree assets	Expansion of maintenance program	New Action – No comment required for this period.	Work instructions issued to undertake maintenance of public trees as required
	Implement Street Tree Planting program	Program Implemented	New Action – No comment required for this period.	Works instructions issued for new and replacement plantings.

Local Service 2.8: Appearance of Public Areas

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Provision of a ute to facilitate inspections and managing minor works activities	Resource utilised	New Action – No comment required for this period.	A ute is being utilised for inspections and minor works.
Landscape Architecture	Develop a Masterplan for Camden CBD	Masterplan Developed	New Action – No comment required for this period.	Following an extensive consultation process, the Camden Town Centre Improvement Package was adopted by Council in November 2014.
	Develop a Landscape Palette for Camden LGA	Landscape Palette adopted	New Action – No comment required for this period.	The project has been listed for commencement in mid 2015 due to competing demands for the Camden Town Centre improvements and other local parks design priorities.
	Install new Welcome to Camden signs	Signs installed	New Action – No comment required for this period.	Matter has been deferred while assessing alternative design options.
	Prepare detailed designs for Narellan Sporting Complex	Detailed design prepared	New Action – No comment required for this period.	In progress, with the Masterplan adopted by Council in December 2014 following community consultation. Detailed investigations and traffic impact assessments have been commenced.
	Prepare Landscape Designs for Council's Parks and Reserves	Number of designs prepared	New Action – No comment required for this period.	Additional temporary design resources have been engaged to progress the

Local Service 2.8: Appearance of Public Areas

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
				designs of various parks.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing	●	No data available at the time of reporting.	●	No data available at the time of reporting. Indicator Under Review

Local Service 3.1: Economic Development						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
Gross regional product will increase	Gross Regional Product	Increasing	●	No data available at the time of reporting.	●	No data available at the time of reporting. The Regional Development Australia no longer receives funding to produce the data. Council will investigate other sources for the data. Indicator Under Review

Report on Delivery Program Activities

Local Service 3.1: Economic Development				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Economic Development Initiatives	Support economic development through the shared service arrangement with Campbelltown and Wollondilly Councils as part of the Macarthur Regional Organisation of Councils	Participation in MACROC	Whilst Council remains an active member of MACROC, in the main economic development initiatives are actively pursued by Council's Economic Development Officer.	Council's Economic Development Officer continues to attend MACROC events and participate in discussing potential regional projects and issues, particularly in relation to economic development. This included participating in developing and promoting the MACROC Business Survey 2014, designed to monitor business performance and confidence.
	Represent Council at Chambers of Commerce meetings	Council is represented at Chamber meetings	Council's Economic Development Officer continues to attend Chamber of Commerce meetings and provides a Council update at each meeting.	Council's Economic Development Officer continues to attend Chamber of Commerce meetings and provides a Council update at each meeting. NB: Council temporarily withdrew its membership from the Camden Chamber of Commerce in September 2014.

Local Service 3.1: Economic Development

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Economic Development Initiatives</p>	<p>Implementation of the Economic Development Strategy</p>	<p>Selected priority strategies are implemented</p>	<p>Economic Development Officer continues to pursue implementation of Economic Development Strategy including participation of our first Economic Development newsletter and monthly communication to a database of over 600 stakeholders.</p> <p>Design and planning commenced for what will be Camden Council's "Business Month" held in September 2014. This event is designed to actively promote a range of business related events and training to the Camden business community. Some of the events include free workshops, seminars and other exciting initiatives aimed at assisting our local economy grow and prosper.</p>	<p>Economic Development Officer continues to pursue implementation of Economic Development Strategy including the distribution of the Economic Development Summer 2014 electronic newsletter and monthly electronic communication to a database of over 700 stakeholders.</p> <p>Council joined the Small Business Friendly Council Program in September 2014. As part of this program Council committed to a range of business improvement initiatives and is required to report to the Office of the NSW Small Business Commissioner (OSBC) on a quarterly basis. Initiatives to be implemented during the next twelve months include: Development and implementation of an On-Time Payment Policy; Formation of a Cross Organisational Working Group (COWG) to review and determine policies and procedures for small business requests and to implement the SBFC program initiatives; development an online DA information package and guide for local business owners; review of the Complaints Management Policy to include Dispute Resolution Services; development of a Business Advisory Board – Business Alliance and implementation of Camden Council's Business Month.</p> <p>Participation in the Sydney Manufacturing Industry Agglomeration</p>

Local Service 3.1: Economic Development

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Economic Development Initiatives</p>				<p>Research Project, which focused on supporting business and employment growth</p> <p>Participation in the development and implementation of the Advanced Manufacturing Forum.</p> <p>Purchase of Economy ID, to provide Council staff and the community with relevant Camden LGA specific economic data.</p> <p>Provision of economic information and support to small businesses on request</p> <p>In September 2014, Camden Council promoted and provided a range of business related events and training to the Camden business community in Camden Council's Inaugural Business Month Program. A total of 553 people attended business events and 117 people attended workshops and/or business advisory services. Council worked in partnership with Chambers of Commerce, South Western Sydney Business Enterprise Centre, WorkCover, NSW Industrial Relations, NSW Business Chamber and the Greater Sydney Digital Enterprise Program.</p>

Local Service 3.1: Economic Development






Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Establishment of the Camden LGA Business Alliance	Local Economic development opportunities are supported and created	New Action – No comment required for this period.	Progressing towards the development of a Business Alliance- company limited by guarantee. Engagement of Consultant Morrison Low to Develop draft Constitution, Statement of Corporate Intent and Service Level Agreement.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing		Approximate hits on the regional tourism website is 46,147, an increase of 82% from the previous reporting period.		16.41% Increase on website visitation on previous period. This is also a 116% increase on the same period from 2013.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing		Visitors to the Visitor Information Centre is 1,812. The previous period's figure was unusually inflated due to the filming of 'A Place Called Home'. Figures for the corresponding period were 1,855 meaning the reportable period is comparable with recent visitor numbers.		Visitation is down 13%. There were 1,812 visitors Jan – Jun and 1,578 visitors Jul – Dec.. Although visitation to the Visitor Centre has declined which is most likely due to the increased use of online visitor information, Council is developing a Destination Management Plan for Camden to increase Camden's profile as a tourism destination and will review the location and function of the Visitor Centre.
Indicator Under Review						

Local Service 3.2: Tourism						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves	●	All feedback from both the visitors centre and Macarthur events have been positive during this reporting period.	●	Council received two complaints regarding an accommodation venue which were addressed with the individual operator and one regarding a dining venue – once again it was addressed. Indicator Under Review

Report on Delivery Program Activities

Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	Tourism staff continue to work to improve existing product and build new products and packages.	Camden and Campbelltown Councils have released a new Tourism Promotional Vignette promoting the best of the regions attractions. In 2015 a new campaign titled "The Macarthur Grapevine" focussing on our hero attractions and packages such as food and wine, nature and history.
	Additional resources (increased hours) to facilitate local tourism	Workforce increase	New Action – No comment required for this period.	The Visitor Information Centre is now staffed 7 hours per day weekdays and 6 hours per day on weekends.
Marketing and Promotion	Use Public Relations, branding, trade shows, marketing material and advertising to increase awareness of the area and the experiences offered.	Increased website enquiries, increased tour & accommodation bookings.	Website visitation has increased 82% in the last reporting period.	Website visitation has increased by 16.41%
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	Council continues to operate an information and service centre for the local area. Visitation numbers are down from the previous reporting period. Council will continue to monitor this.	Visitation is down 13%. There were 1,812 visitors Jan – Jun and 1,578 visitors Jul – Dec.. Although visitation to the Visitor Centre has declined which is most likely due to the increased use of online visitor information, Council is developing a Destination Management Plan for Camden to increase Camden's profile as a tourism destination and will review the location and function of the Visitor Centre.

Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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, current information to visitors.	The Visitors information Centre continues to provide accurate, current information to visitors.
	Continue investigating options for the development of a Regional Information Centre.	Council has participated in the exploration of options	Council is considering options for Visitor Information provision as part of the Camden Town Centre Enhancement Strategy.	Council is considering options for Visitor Information provision as part of the Camden Town Centre Enhancement Strategy.
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. This has now been incorporated into Council's Events Sponsorship Policy.	Council continues to respond to requests to sponsor large scale sporting events with visitation potential as part of the Event Sponsorship Policy.
Group Tour Development	Run group tours and provide customised tour packages to tour groups.	Increased group tour bookings.	Group Tour Bookings have increased from 34 in the previous reporting period to 50 in this reporting period. This represents an increase of 47%.	Group Tour bookings have increased from 50 (Jan-Jun) to 56 (Jul – Dec). This is a 12% increase which is considered positive given that December no tours are held due to organisations being busy with functions etc.
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 3.2: Tourism				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Online Promotion	Continually investigate opportunities for online promotion of Tourism	Improved online presence	Camden's online presence has been increased with the Macarthur Facebook Page receiving over 6000 likes plus the addition of the Macarthur Instagram page allowing locals and visitors to share photos and stories through social media.	Council's new website has increased the online presence of Camden specifically and the Macarthur website continues to increase in visitation. The Macarthur Facebook page now has over 7000 likes.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015	●	The next update for this satisfaction score will be in 2015
The community is actively engaged in planning for places	Percentage of planning processes for 'significant places' that had resident engagement processes	Stays the same or increases	●	All planning and new or amending development control plans include a community exhibition process which allows the community to comment	●	All planning and new or amending development control plans include a community exhibition process which allows the community to comment. Significant infrastructure works are also subject to targeted consultation processes. Indicator Under Review

Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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 significant places in the Camden DCP. These Controls are reviewed as necessary.	Infrastructure issues around significant places have been programmed to be further investigated in 2015
Place Strategy	Review of Council's approach to implementation and management of places	Strategy Development	New Action – No comment required for this period.	Infrastructure and design issues around significant places have been programmed to be further investigated in late 2015
Camden Town Centre Strategy	Undertake review of Camden Town Centre Strategy	Completion and adoption of revised Camden Town Centre Strategy	In April 2014 a Study Brief was prepared to undertake a review of the Camden Town Centre Strategy. Quotations were sought from 5 firms. In June 2014 JBA Urban were engaged to undertake the study with a time frame of 12 weeks.	An overall town Centre Improvement Program has been endorsed by Council in November 2014, following an extensive consultation program, while the JBA study has continued to assess various planning and economic issues.
	Conduct a Strategic Review of Camden Town Centre	Strategic Review conducted	New Action – No comment required for this period.	An overall town Centre Improvement Program has been endorsed by Council following an extensive consultation program, while the JBA study has continued to assess various planning and economic issues.

Local Service 3.3: Management of Significant Places

Activity	Council's Role	Performance Measure	January to June 2014	July to December 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	Council has responsibility for many property assets in the Camden LGA. With expected changes in the coming years, a study brief has been prepared with the aim of identifying assets, opportunities and constraints of each of the assets identified and to develop will inform options and recommendations to manage the future of each of these assets. This study will be undertaken in the next reporting period	A comprehensive asset management improvement plan has been prepared, including inventory and condition data, systems, resources, processes and timelines. Campbelltown Council have been engaged to undertake a comprehensive review of existing building assets. Heritage implications will be considered as well as part of developing a specific Asset Management Plan.
	Undertake repairs and external works to Macaria as per heritage report	Repairs completed	External repair works have been completed to Macaria	Roof replacement programmed for 2015/16 as part of the CIRP program
Oran Park Town Centre Governance Arrangement	Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre	Governance Model Adopted by Council	The Community Management Scheme was adopted by Council at its Ordinary Council meeting 13 May 2014	Financial modelling in progress for further consideration of budget implications.
Camden Town Centre Works Program	Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy	Consultation is ongoing	Council has developed a concept plan for Argyle Street building on the traffic and transport study. The concept plan includes traffic lights, footpath widening, materials and furniture. Council will commence public consultation in the next reporting period.	Consultation completed, and the preferred Camden Town Centre Works Program and carpark location were adopted by Council at its meeting of 25 November 2014.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year	●	A total of 3,950m new path and cycleways constructed in the Camden GLA mainly in new development areas	●	Shared path constructed: 500m on Oran Park Drive; 250m in Spring Farm Riverside; 7.2km on Camden Valley Way. Indicator Under Review

Local Service 4.1: Transport Options

Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
Identified projects are completed as planned – Bike Paths	Projects are meeting specified timeframes	90%	●	<p>Little Sandy Bridge shared path completed on 24 April 2014</p> <p>450m shared path in Liz Kernohan Drive completed in June 2014</p>	●	<p>Richardson Road Bicycle Crossing under design.</p> <p>Indicator Under Review</p>
Identified projects are completed as planned – Road Construction	Projects are meeting specified timeframes	90%	●	<p>In the reporting period the following works were completed:</p> <ul style="list-style-type: none"> • Macarthur Road – near Burrawong Crs was reconstructed including new kerb and gutter • Hartley Drive southern carriageway was rehabilitated between Sedgwick St and Anzac Pde • Greendale Road stage 1 section of road was reconstructed • Cawdor Road rehabilitated near Burragorang Rd and resurfacing of 2 sections of this road • McCrea Drive was reconstructed including kerb and gutter near Cowper Drive 	●	<p>Alma Road reconstruction completed, while investigations and designs are progressing on a number of other projects.</p> <p>The program is ontrack and is being closely monitored to identify delays in progressing some key projects.</p> <p>Indicator Under Review</p>

Report on Delivery Program Activities

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	A Memorandum of Understanding is being created for the Australian Botanic Garden Recreational Trail	Funding secured in July for 2014/15 for bicycle crossing on Richardson Road
	Cycling Advisory Group	Group established and meetings are held quarterly	Cycling Advisory Group met in February and May 2014	Cycling Advisory Group met in August 2014
	Maintain an updated Bike Plan for the Camden LGA	Bike Plan is current	Bike Plan 1996 under review. 1996 maps digitised and uploaded to webpage together with dedicated Cycling page	Grant submission to RMS in October seeking funding to undertake revised plan in 2015/16
Regional Transport Network	Lobby State Government for the upgrade of State Roads including: <ul style="list-style-type: none"> Camden Valley Way Northern Road Narellan Road Bringelly Road Remembrance Drive 	Number of requests to State Government to upgrade State Roads	Ongoing liaison between Council and RMS for Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade	Ongoing liaison between Council and RMS for Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade. Council is undertaking detailed traffic assessment of the Narellan Sports Hub and the impact of the Narellan Road Upgrade.
	Lobby State Government for greater access to public transport and an increase in the variety of public transport options	Number of opportunities taken to lobby the State Government	Ongoing liaison between Council and State Government for various public transport access and options.	Ongoing liaison between Council and State Government for various public transport access and options, in particular in Oran Park / Turner Road precincts.

Local Service 4.1: Transport Options

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	Both Camden Bypass Intersection and Richardson & Link Road construction are due for completion on 19 August 2014.	Works completed, finalisation of payments in progress.
	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	Project complete in August 2014.
	Provide assistance for the construction of major infrastructure Roads and Rail within the LGA	Infrastructure is delivered in a timely fashion	<p>Ongoing liaison between Council and Camden Valley Way Upgrade contractor.</p> <p>Ongoing liaison between Council and the South West Rail Link contractor and Transport for NSW.</p> <p>During the reporting period, Council has responded to the announcement of both the 2nd Sydney airport at Badger's Creek and the potential extension of the South West Rail Link to Narellan. Land has been identified for long term future infrastructure needs for the Camden LGA in response to these announcements.</p>	Ongoing liaison between Council and Camden Valley Way Upgrade contractor.
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	82.5% of bus stops compliant except tactile indicators. Investigation of tactile indicators underway.	Programs has commenced and expected to be completed by the next reporting period

Local Service 4.1: Transport Options

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Bus Stop Accessibility	Tramway Drive – Construction of an indented bus bay	Construction complete	These works are scheduled to be undertaken as part of the Narellan Road Upgrade. No progress has been made within this reporting period.	These works are scheduled to be undertaken as part of the Narellan Road Upgrade by RMS. No progress has been made within this reporting period.

Local Service 4.2 – Road Safety

What is Road Safety?

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

Report on Delivery Program Success Indicators

Local Service 4.2: Road Safety						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction	●	2012 – 4.16 per 1000 population (251 crashes; 60,546 ERP)	●	2013 – 4.09 per 1000 population (259 crashes; 63,248 ERP) Significant reduction in casualty crashes Indicator Under Review

Report on Delivery Program Activities

Local Service 4.2: Road Safety				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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 and reduce speed and drink driving. An advertising campaign to support this aim ran in local newspapers in June for 2 weeks. Council will continue to support enhanced enforcement programs through local advertising and some staff support.	CRSO continues to work with Camden HWP to reinforce local operations to reduce speed and drink driving. This is including provision of resources and advertising bursts to coincide with local operations
	Slow Down - Speed awareness programs	3 programmed campaigns per year for drink driving. Slow Down	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed. Reporting between Council and Police continue with the aim of enforcing speed issues and investigation as appropriate. Local advertising will assist in promoting local operations. A new joint program with Campbelltown City Council is currently under development. This will target speeding across the Macarthur region with a combined approach.	The SMART Traffic Offenders Program was launched in October 2014 and two sessions have been held to date.
	Memorandum of Understanding (MOU) with Camden Police for a weekly reporting and management system for traffic issues within the LGA	Weekly reporting occurs	Reports continue to be sent and received. Weekly reports are sent by Council to Police.	Reports continue to be sent and received. Weekly reports are sent by Council to Police.

Local Service 4.2: Road Safety

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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 2 night time events were held during the reporting period.	2 daytime events and 1 night time events were held during the reporting period
	Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers – 2 workshops per year	Number of Workshops held	A workshop was held on 16 April 2014, with 12 parents or supervisors of learner drivers attending. The next workshop will be held in August 2014.	A workshop was held in August 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 52 restraints fitted and / or checked. Scheduling has been completed for the 2014/15 financial year, with Council committing to holding another 4 fitting and checking days within this timeframe.	Fitting and checking days held on 4 September and 4 December with a total of 54 vehicles having their child restraints fitted and/or checked.
School Programs	School Safety Program to carry out engineering, education and enforcement with schools as scheduled	Activities conducted as scheduled	The program was held at Narellan Vale Public School, Currans Hill Public School and Cobbitty Public School in the reporting period. Inspections have been proposed at Cobbitty Public School, Mount Annan High School and Leppington Public School. These are currently under review and will go before LTC.	The School Safety Program continues to be rolled out to schools in the Camden LGA. Changes have been made to facilities at Cobbitty PS and Mount Annan HS. Assessments have been conducted at Mount Annan PS and Harrington Park PS.
	Drive to Stay Alive - road safety programs held in high schools	Program conducted at 4 high schools per year	Programming for the 2014 year was conducted within the reporting period. All 4 schools have been confirmed and the program will be rolled out between July and December 2014.	The program has been run in all target high schools for 2014 during the reporting period.

Local Service 4.2: Road Safety









Activity	Council's Role	Performance Measure	January to June 2014	July to December 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 Bike Course was not held at Camden Play Day in May. Continuing investigation is being undertaken to conduct future programs at the CARES facility.	Program to be held at Camden Play Day in 2015.

Local Service 4.3 – Local Traffic Management

What is Local Traffic Management?

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

Report on Delivery Program Success Indicators

Local Service 4.3: Local Traffic Management						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%		100% of recommendations achieved		95% of recommendations achieved Indicator Under Review
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2012 – 4.16 per 1000 population (251 crashes; 60,546 ERP)		2013 – 4.09 per 1000 population (259 crashes; 63,248 ERP) Significant reduction in casualty crashes Indicator Under Review
Successful completion of Black Spot funded projects	Projects completed	100%		No Black Spot funded projects in 2013/14		Two Black Spot projects funded on Raby Road and Cut Hill Road. Indicator Under Review

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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.	All but one new recommendation 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	Construction completed for Old Hume Highway Bus Stop enhancements, outside Camden South Primary School	Design underway for Richardson bicycle refuge and Welling Drive pedestrian refuge.
Pedestrian Access & Mobility Plan	Plan preparation & implementation successful grant program	Updated plan & Grant Funds received	Pedestrian Access & Mobility Plan (PAMP) completed in June 2014	Priority construction program commenced. 50% of 2014/15 works completed in reporting period
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	No Black Spot projects in 2013/14.	Three funding applications submitted for 2015/16.
		Works are implemented on time and to budget	No Black Spot projects in 2013/14.	Design completed for Raby Road project. Works commenced on Cut hill Road project.
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.

Local Service 4.3: Local Traffic Management

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Maintenance and Replacement of Signs and Line Markings	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users	100% of program completed on time	This action has not yet commenced.	This action has not yet commenced.
Public Road Projects	Installation of traffic intersection lighting at Mount Annan Drive & Rose Drive	Installation complete	Cyclic maintenance was conducted and completed on time.	Cyclic maintenance was conducted and completed on time.
Camden Deck Car Park	Design a decked car park for the Camden CBD	Design Completed	New Action – No comment required for this period.	Council approval to progress with design of the Oxley Street location in November 2014, following an extensive consultation process. Programmed for delivery in 2016/17.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
The condition of local (Council Owned) roads	Department of Local Government IIMM2006 condition rating	Maintained or Improved	●	Data is not available for the January to June period.	●	Data is programmed for collection between February and April 2015. Indicator Under Review.

Report on Delivery Program Activities

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	Annual inspection program not completed. Inspection of all bridges is due 2014/15 part of the Assets Revaluation Program. Follow up actions from previous inspections are to be carried out 14/15 CIRP Bridge renewals program.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan Bridge maintenance works continuing program
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available in the 2014/15 financial year.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
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	Maintenance Programs completed.	Reconstruction and maintenance program is continuing
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available in the 2014/15 financial year.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan.
	Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs.	Program completed to time and budget	Road resurfacing and kerb and gutter program 100% completed.	Road resurfacing in line with works programs, kerb and gutter program under construction and expected to be completed by the end of the financial year

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

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Roads and Kerb & Gutter Maintenance and Reconstruction	Increase in maintenance required as a result of continued urban development	Maintenance programs completed	Program on target for completion at end of year.	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. New data will be available in the 2014/15 financial year.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
	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	<p>Design of Springs Road stage 2 has been completed.</p> <p>Streetlight of Liz Kernohan Drive between Camden Bypass and Lodges Road has been completed.</p> <p>Concept designs for upgrade of the intersection at Richardson Road and Camden Valley Way have been completed for review by the RTA.</p>	<p>A contract has been awarded for the underground installation of existing overhead high voltage and transmission power in Springs road Spring farm. These works are proposed to be undertaken together with Springs Road Stage 2 Urban Upgrade. The Urban upgrade works and undergrounding of power were scheduled for completion after current culvert installation works by Urban Growth and the reopening of Richardson Road, to avoid two major road closures at the same time in the same area. The delays in Richardson Road Culvert works have subsequently delayed the Springs Road Urban Upgrade works. Tenders for the Urban Upgrade of Springs Road were called for full road closure and an option to complete the works with a lane closure under traffic control.</p>

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

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	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.	Staff recruited maintenance ongoing
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 for upgrade of the roundabout at the intersection on Merino Drive and Richardson Road has commenced in preparation for consultation with services authorities and local residents.	Services locating and potholing works have completed for the Merino Drive roundabout project. Electrical designs to relocate power lines and street lighting, and the designs to relocate Telstra assets have commenced. Conceptual design for upgrade of the intersection of Camden Valley Way and Macarthur Road has completed. The concept layout of the signalised treatment has been submitted to RMS for approval. Services investigations and utility assessments have commenced.
	Purchase of equipment required for the surveying of sites in order to facilitate design planning	Equipment is acquired	Council accepted the quotation for a Total Station on the 21st February 2014 and received the equipment in early March. The Total Station has been in successful operation for 4 months.	Project complete.
	Additional resources to facilitate surveying works within Council	Workforce increase	During the reporting period Council appointed a Surveyor and Survey Assistant	Increased resources have continued to support a range of services for the community and construction projects.

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

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Footpaths, Cycleways and Pathways Maintenance and Reconstruction	Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways this then is followed with rectification work for the removal of dangerous trip hazards	Program completed	Footpath and cycleways program completed.	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. New data will be available in the 2014/15 financial year.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
	Community Infrastructure Renewal Program – Footpath replacement programs	Program completed	New Action – No comment required for this period.	Program on target for completion at end of year
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	Carparking facility constructed on Rickard road near school. Carpark sweeping has been completed throughout this year.	Line marking commenced in Camden CBD . Car park sweeping has been completed in line with works programs
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available in the 2014/15 year.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
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 except guard rails.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
		Damage and faults addressed within 10 working days	Response times are being monitored.	All maintenance requirements are meeting target requirements, within budget allocation

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

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Bus Shelters Maintenance and Reconstruction</p>	<p>Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around</p>	<p>100% of routine maintenance program completed</p>	<p>Routine maintenance program completed. All bus shelters inspected and maintained.</p>	<p>Condition rating programmed for 2015 in accordance with the Asset Improvement Plan . Maintenance being conducted in line with works programs</p>
		<p>Damage and faults addressed within 10 working days</p>	<p>Response times are being monitored.</p>	<p>Bus shelter maintenance meeting all requirements</p>

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
More people participate in active recreation using Council facilities	Seasonal bookings of sportsfields	Maintained or Increased	●	Total Number of bookings January to June: 92 Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the winter season is 5,726. This decrease is a result of Council having less ground available for bookings	☒	Total number of sportsground bookings July-Dec:137 The summer season 2014/15 had a total number of participants of 6357 in the sports of cricket, athletics, netball, oz tag, summer soccer and 2 new activities of baseball and tagleague.

Local Service 5.1: Recreation Services

Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
				<p>this year due to repair and reconstruction work.</p> <p>Of the available grounds available in winter 2014 there was 85% utilisation. The 14.8% of space available included Cut Hill mid week and 3 grounds on Sunday.</p>		<p>Of the grounds available in the summer season there was a 55% utilisation, which reflects the summer season sports less intense level of training, and no competition games on Sundays.</p> <p>Indicator Under Review.</p>
	Swimming pool usage	Increasing	●	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of January to June were 163,305, which is a slight decrease from the same period last year.</p> <p>The total attendance at Camden pool for the period of January to June was a total of 27,389, which is an increase from the same period last year.</p>	●	<p>The total complex attendances for Mt. Annan Leisure Centre for the period July to December 2014 were 168,907 which is an increase to the first half of the year reflecting the warmer temperatures experienced.</p> <p>The total complex attendances for Camden Memorial Pool for the period July to December 2014 were 28,691. An increase from the first half of the year reflecting the warmer weather.</p> <p>Indicator Under Review.</p>

Report on Delivery Program Activities

Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Management of Recreation Facilities	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	<p>Narellan Community Hall upgrades were not completed until end of January impacting on availability of use.</p> <p>The Partitions dividing the community rooms in the Library were repaired making the 2 rooms available from March.</p> <p>A regular booking for before and after school activities ceased operations impacting on reduction of total hours used.</p> <p>For this period the occupancy for Monday to Thursday was approx. 20% based on 9am to 10pm availability.</p>	<p>There were a few changes in the Narellan community facility regular hires with a reduction in the number of playgroups and increase in the number of physical activity groups such as dance, self- defence and physical culture.</p> <p>Since the introduction of hourly rates on weekends it is now possible to provide figures of occupancy for the weekends in addition to midweek.</p> <p>For the period of July to December 2014 there was an occupancy of 16.6% from Sunday to Thursday, and an occupancy of 42% on Friday and Saturday.</p>
Recreation and Facility Planning	Development of policies, strategic documents to guide the development and use of public open space and facilities.	Number of plans and policies developed	<p>In February 2014, Council adopted the Sportsground Strategy. A strategy that consolidates information on existing Council sites, provides a strategic platform for future planning, design and construction of new facilities.</p> <p>Council has drafted guidelines for Personal Trainer use of open space.</p>	<p>Planning and design have commenced for the PCYC, Mt. Annan Leisure Centre extension and Multipurpose Outdoor youth space.</p> <p>A review is also occurring of the Generic Plan of Management for Sportsgrounds</p>

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Recreation and Facility Planning	Development of site master plans for Council's recreational facilities, detailed design to resolve increasing demands for facilities, guide resource allocation, and maximise grant opportunities	Site master plans are completed	<p>Narellan Sports Hub Masterplan drafted.</p> <p>PCYC footprint for site at Kirkham Park confirmed.</p> <p>Site analysis for development of a multipurpose development of a multipurpose outdoor youth facility undertaken.</p>	<p>Detailed design commenced for Narellan Sports Hub.</p> <p>Design work commenced on Curry Reserve to guide the provision of additional picnic and bbq facilities.</p> <p>Initial designs commenced following adoption of preferred site at Birriwa Reserve.</p>
	Commence consultation for the design of skate plaza in Mount Annan and Oran Park Youth Facility	Consultation undertaken	New Action – No comment required for this period.	Draft design 70% complete for Oran park skate park
	Additional resources to facilitate Recreation Planning	Workforce increase	New Action – No comment required for this period.	New Position of Recreation Planner filled and initial work commenced.
	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>Croquet club accommodated on a private site.</p> <p>Meetings held with Narellan Jets regarding grant for development of improvements at Narellan park.</p> <p>Community Support officer commenced duties.</p>	<p>Monthly meetings held with YMCA, quarterly meetings with Rugby League development officer, and attended South West Academy of Sport scheduled meetings.</p> <p>Meetings also held with relevant users of Kirkham Park re proposed PCYC, and also the Camden Districts Tennis Association and South Camden Tennis Club regarding management of courts.</p>

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Aquatic Recreational Facilities	Contract manage two swimming pools which provide a range of programs to the local community	Attendance	<p>The total number of attendances in the key programs at Mt. Annan YMCA which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 115,142.</p> <p>At Camden Pool the attendance in the Key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad has a total of 8,295.</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 126,643 from July to December 2014</p> <p>At Camden Pool the attendance in the Key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad has a total of 8,996 from July to December 2014</p>
	Commence design work for Stage 2 Development at the Mt Annan Leisure Centre	MALC Stage 2 Design Commenced	The scope of works for stage 2 of MALC has not been able to be finalised due to negotiations with PCYC as to what services the facility will provide. These negotiations are nearing completion and options will be provided to Council in the first quarter of the next financial year.	Following confirmation of the PCYC facility Council confirmed the scope of works and budget for development of MALC Stage 2 in October 2014. A Design Consultant was engaged in late November.
	Ensure that aquatic recreational related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements, satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council has engaged a specialist leisure consultant to review the most appropriate facilities to be provided at the proposed leisure centre at Oran Park and will also be considering the operational costs of this facility to determine the timing for delivery of this facility.

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Aquatic Recreational Facilities	Mt Annan leisure centre capital building improvements.	Works complete within agreed timeframes and budgets	The recreation needs study has been completed. Council has been in discussions with PCYC to consider what services and facilities will be provided at the proposed PCYC facility to determine to scope of works at MALC. Design is scheduled to commence once the scope is finalised and staging of the works is resolved.	Project complete.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	Total of 119 event days booked from January to June using BEP grounds.	Total of 83 equestrian, community and private events were booked from July – December. A total of 202 events for the 2014 year.
	Conduct a Wetlands Study at Bicentennial Equestrian Park	Study Complete	New Action – No comment required for this period.	A consultant has been engaged to undertake the study. It is expected this study will be completed in the next reporting period.
Camden Town Farm	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	Total of 19 event days booked into the Town farm from January to June.	Total of 43 event days were booked on the Town Farm from July- December 2014. This includes the fresh produce markets going weekly in September.
	Development of the Camden Town Farm Community Garden	Volunteer Participation	The Community Committee Support Officer (CCSO) was appointed to work with the committee to develop	A governance framework with 4 sub-committees has been established by the Committee with the support of the

Local Service 5.1: Recreation Services and Facilities

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Camden Town Farm			reporting Information and statistics.	CCSO. Each Sub- Committee's focus is a section of the Master Plan to achieve the desired outcomes for the Farm.
	Additional resources to manage the operation of Bicentennial Equestrian Park and Camden Town Farm	Workforce increase	Support office has commenced and working with committee.	A major workshop was help by the Committee facilitated by the CSSO in September. This aimed at reviewing achievements and establishing project priorities for the coming 2015 year, the establishment of a stronger governance and financial management model and a sub-committee framework to oversee the development of the Park.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing	●	<p>Voicez event at Civic centre, very well attended.</p> <p>Artisan markets at Narellan and Camden Civic Centre. Portraits group meeting weekly.</p> <p>Funding round for the 2014 community cultural performance subsidies for Camden Civic Centre open.</p> <p>Large community cultural events staged within Camden Civic Centre including the Camden Art Prize, Lachlan Glen concert, Camden Fine Art Gallery exhibition, Macarthur Art group Exhibition, School holiday workshops and a range of community dance events profiling local dancers.</p> <p>For youth – inclusion of local youth in Rockwave 2014 as entertainers, designers and promotional material developers and marketing volunteers .</p>	●	<p>Artisan markets at Oran Park Town and Narellan Community Centre provided local artisans with opportunities to sell products and residents with access to local market.</p> <p>Portrait group continues to meet weekly and to recruit new participants.</p> <p>Supported local resident to organise Moon Festival event at Mt Annan – August.</p> <p>Narellan Rhythms Festival held at Notts Oval in November, providing opportunity for artists, services and residents to engage and enjoy.</p> <p>The Civic Centre has hosted more end of year productions this year than any other in the past five years with 16 dance studios utilising the venue, local schools, professional agents and community groups.</p> <p>The cultural performance grants were awarded to 10 groups to</p>

Local Service 5.2: Community and Cultural Development and Planning

Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
						stage events within the venue with the first six of those held within this period attracting 3200 people to enjoy local entertainment within the venue. Indicator Under Review.
Council delivers programs catering for identified target groups	Number of programs for target groups	A minimum of 2 activities per target group each year	●	<p>International Women's Day event March at Civic Centre.</p> <p>Seniors Week March – concert, bus trips</p> <p>Seniors Autumn Lunch May at Belgenny Farm.</p> <p>Youth Week April – 18 activities across the LGA. Council's program has been nominated as finalist in the Local Government Awards</p> <p>Play Day event in May at Kirkham Oval.</p>	●	<p>Youth Outreach program continues, including Thursday night activities Narellan, Aboriginal Art Workshops at Narellan, free bus tickets, skate board clinics at Elderslie, Youth Boot Camp and Pool Entry at Mt Annan, Camden-Wollongong Beach bus.</p> <p>www.camdenkids.com.au maintained, 24893 page visits in this period, 10432 visits, avg 1 min 42 secs on site, 71.5% new visits, 42 new subscribers (527 in total), 14 email alerts (info sent out to subscribers)</p> <p>NAIDOC Week event in John Street and Camden Town Farm – July</p> <p>Carers Week Activities provided in partnership with local organisations – Oct</p> <p>Seniors Christmas lunch supported – Nov</p> <p>Series of information sessions for seniors in partnership with local organisations.</p> <p>Grants promoted during Anti-Poverty Week -</p> <p>Splash Out Pool Party at Camden Pool during International Day for</p>

Local Service 5.2: Community and Cultural Development and Planning

Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
						People with Disabilities – Dec. Indicator Under Review

Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents	Interagencies and networks supported	<p>Camden Interagency held 3 times - @ Country Women's Association (Feb 3), Men's Shed Narellan (April 7), Leppington Progress Association (June 2).</p> <p>Outcomes include: Organisations linked to Council and other community services. Health Department outreaching to Leppington Progress Association.</p>	<p>Camden Interagency facilitated 3 times @ Karitane, Narellan Child and Family Centre, Camden Civic Centre.</p> <p>Supporting Multicultural NSW regional meetings, Medicare Local Health Network.</p> <p>Other meetings attended: Families NSW Child and Family Interagency, Campbelltown Community Aboriginal Reference Group, MacUnity, Elders Olympics Planning, Macarthur Youth Network, Macarthur Disability Network, HACC Forums, Macarthur Multicultural Services Network, DV Network, Camden4Children Working Party</p>
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes	Committees and groups supported	<p>Worker attended CIFA meeting to provide information on new committee guidelines.</p> <p>Worker attended Seniors Committee meetings.</p> <p>5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.</p>	<p>Admin support provided to CIFA and Christmas function attended.</p> <p>Seniors 355 committee supported to implement Christmas activities.</p> <p>4 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Camden4Children Working Group.</p>

Local Service 5.2: Community and Cultural Development and Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	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	New Action – No comment required for this period.	The Community Committee Support Officer has been working with the BEP and Town Farm Committees to identify WHS requirements, undertake committee reporting and responsibilities
Projects and Programs	Develop and manage projects and programs that address community needs and build local community assets	Projects and programs developed that meet identified community need	<p><i>Neighbour Day program</i> carried out in May.</p> <p>Elderslie group awaiting approval for use of land at Herbert Park Elderslie, for a community garden.</p> <p>Identified priority areas include: Camden South, Spring Farm, Elderslie, Currans Hill, Harrington Park, Leppington, and Catherine Fields.</p> <p>Priorities incorporated into Project Officers work plans.</p>	<p>Reviewing Friendly Neighbours program for appropriateness to Camden.</p> <p>Elderslie Community Garden group resourced with information</p> <p>Artisan markets held in different locations to develop neighbourhoods.</p> <p>Camden Interagency held in different locations to develop neighbourhoods.</p>
	Council actively seeks relevant grant funds in order to undertake community and cultural activities	Number of grants applied for	\$1000 NAIDOC week grant obtained from Office of Premier and Cabinet: Indigenous Capability and Development Program.	<p>Applied for Aboriginal project grant through Dept. Prime Minister and Cabinet.</p> <p>Applied for Seniors grant through Dept. Local Government.</p> <p>Information and referrals provided by 7 workers, by phone and/or email on average a 3,360 times during this period (4 per day x 7 workers = 140 per week, x 24 weeks)</p>

Local Service 5.2: Community and Cultural Development and Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Planning and Advocacy	Develop strategic and action plans to address key issues and opportunities for target groups	Relevant strategic plans are in place	Cultural Plan under development.	Cultural plan under development.
	Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners	Information on key target groups is current and available on Council's website	Data collection finalised. Social Diversity and Inclusion Plan 2014 – 2018 has been drafted.	Work in progress. Final report due January 2015.
	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 provided to Strategic Planning on new Development Control Plan for child care centres. Statistics provided to Strategic Planning regarding seniors and seniors housing needs.	Comments proved on 4 DA's Statistics provided to Strategic Planning and Recreation Planning
	Prepare and review Council policy in relation to building the local community and encouraging inclusive practices	Policies are regularly reviewed	Council completed the review of the Volunteer Policy.	DV policy initiated and implemented Public Arts policy drafted.
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	Photo inventory Community Cultural Planning & Development (CCP&D) complete.	Social enterprise proposal developed for ArtyCaf and training undertaken.
Community Financial Assistance	Support community organisations and individuals through the Community Financial Assistance Program	Number of groups assisted	July opening of Community Small Grants has been advertised. 2 information sessions were held at Narellan Library, attended by representatives of 15 organisations.	27 applications received and 24 recommended for funding. Cheques presented December.

Local Service 5.2: Community and Cultural Development and Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Increase financial support available to groups and individuals	Increased number of groups assisted	Budgets adopted for Community Financial Assistance Program	Second round of Community Financial Assistance Program in to be held February 2015 (first time).
Cultural Development	Provide opportunities for the community to engage in cultural activities, liaise and link with arts groups and local artists, develop local opportunities for artists	Opportunities provided	Visual Arts Undergraduate on placement in CCP&D area.	Local artist currently engaged in Little Sandy Bridge artwork.
			Planning for local artists to be engaged in Little Sandy Bridge artwork.	
	Artist's network met twice.	Artist's network continues to meet and grow.		
	Secure funding for the delivery of arts programs and performances to engage the community	Funding secured	Artisan Market held twice in this period – March and June	Artisan Markets held twice in this period – August and December
About Face Portrait Group			Assisted local film maker to link to residents, library and local history association in order to develop work on Chinese Market Gardeners.	
Workshop in Artycaf during Youth Week				
		Events staged	Cultural activities funded from CCP&D budgets e.g. Narellan Rhythms Festival, Youth budget (for Voicez). Markets generate external income.	Cultural activities funded from CCP&D budgets e.g. Narellan Rhythms Festival and Youth budget. Markets generate external income.
			Voicez event held at Camden Civic Centre in May	

Local Service 5.2: Community and Cultural Development and Planning

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Cultural Development</p>	<p>Provide advice to developers regarding Public Art</p>	<p>Advice provided as needed</p>	<p>Input into Oran Park Town Public Art Strategy provided.</p> <p>Input into NTC VPA offer provided.</p> <p>Input into Narellan Family and Community Centre design elements continue</p>	<p>Participated on Oran Park Town Public Art committee.</p> <p>Draft Public Arts Policy includes reference to developers. Opportunities to provide comment to be clarified and mapped out in the new year.</p>

Local Service 5.3 – Community Support Facilities and Services

What is Community Support Facilities and Services?

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

Report on Delivery Program Success Indicators

Local Service 5.3: Community Support Facilities and Services						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Council's Community Halls are utilised	Occupancy rates	Increasing	●	Narellan Community Centre was not available for use in January due to the completion of refurbishment work. Also a significant regular hirer ceased operations. Occupancy rates of available venues was 20% of available space.	●	Since the introduction of hourly rates on weekends it is now possible to provide figures of occupancy for the weekends in addition to mid week. For the period of July – Dec 2014 there was an occupancy of 16.6% Sunday – Thursday and 42% on Friday and Saturday based on availability.
The Camden Civic Centre is enjoyed by the community as a venue for a range of events	Number of visitors	Increasing	●	Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year Additionally 13,130 visited the lower level facilities in the same period, reflecting a 11% increase in number of visitors to the lower level community facility.	●	In the first six months of the year 121284 people have visited the upper level of the venue reflecting an astounding increase on numbers from the previous year. Likewise usage and visitation of the Undercroft has increased, by 11% Works undertaken to upgrade the facility continue to have a positive influence on the number of bookings and style of event attracted to the venue.

Local Service 5.3: Community Support Facilities and Services

Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
	Ratio of returning client to new clients	Stays the same or increases	●	<p>The 2014 Small Business awards attracted 546 people to the venue for a seated dinner which is the largest to date catered function staged within the venue</p> <p>Return business represents 88% of the everyday business of the Centre.</p> <p>The percentage of new clients is slightly higher level, increasing to 1.2 of every 10 bookings representing new clients to the Centre</p>	●	Return business represents 88% of the everyday business of the Centre.
Camden families have access to quality Family Day Care services	Hours of care provided	Stays the same or increases	●	<p>Average Effective Full Time Places were 177. This equates to approximately 160,360 hours of care.</p> <p>It should be noted that the national quality framework now requires educator to child ratios to be 1:4. The previous reporting period was on a basis of a 1:5 ratio. The previous period's hours of care would equate to 145,600 upon applying the new standard which means the hours of care have increased.</p>	●	Average Effective Full time places were 184. This equates to 173,040 hours of care
Camden families have access to quality Family Day Care services	Accreditation is maintained	Maintained	●	The Service has not been assessed for accreditation during the reporting period.	●	Service has been assessed and rated as Exceeding as of mid-2014 under the National Quality Framework. This is the highest possible rating.

Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Provision of Community Centres and Halls	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	134 casual hirer bookings were processed.	162 casual hirer bookings were processed which is an increase of 28 on the first half of the year.
	Project management of design and construction for selected community facility projects	Facilities provided to Council's requirements within agreed timeframes and budgets	Works at Narellan Community Hall were completed and the refurbished hall and community offices are operational.	There are currently no selected projects to report on.
	Ensure that community facility related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s94 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council 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	Planning is ongoing, no further update in this reporting period.	Planning is ongoing, no further update in this reporting period.
Family Day Care	Provision of a quality Family Day Care service through training and administration of Family Day Care Educators	Accreditation is Maintained	Currently 59 Educators and 6 In Home Care Educators 460 Children enrolled	Highest possible assessment rating received under National Framework Educator training, monitoring and support provided.
		Customer Satisfaction	The service is continuing to grow in line with the areas growth Rating and assessment visit scheduled early July	Average 60 educators and an EFT of 184.

Local Service 5.3: Community Support Facilities and Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Camden Civic Centre	Provide a venue for civic, cultural, celebratory and community events and functions	Customer feedback	<p>Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year</p> <p>Additionally 13130 visited the lower level facilities in the same period, reflecting an 11% increase in number of visitors to the lower level community facility.</p> <p>The Centre usage continues to increase with a recent increase in larger scale community events and dance concerts both mid and end of year.</p> <p>The 2014 Small business awards attracted 546 people to the venue for a seated dinner which is the largest to date catered function staged within the venue.</p>	<p>Usage of the venue continues to increase in tandem with the community growth, newcomers to the area are seeking out facilities, utilising the space well and trying new events.</p> <p>Whilst a people counter is not in place on the lower level, the venue has had an increase in visits of 11%</p>
		Income is Maintained or Increased	The capital works schedule increased the interest in the venue and has had a positive influence on the number of bookings planned.	Income for the first five months reflects a reasonable increase in catering, beverage and sundry income, with an increase of an estimate \$50000 in the first half.
	Civic Centre Building Improvements	Completed on time and within budget	<p>The 2013/2014 upgrade to facilities were completed on time and within budget with the following items completed;</p> <p>Line and paint of Auditorium, gallery and Foyer walls</p> <p>Creation of a customer service office</p> <p>Painting of the Auditorium ceiling and improved lighting</p>	A further \$20000 has been secured through CBPP to match dollar for dollar funding for Civic Centre Capital improvement. Funds will be utilised to improve public toilets and sound and lighting within the main auditorium.

Local Service 5.3: Community Support Facilities and Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			Replacement of stage curtains Improved signage inside the venue.	
ARTyCaf@Narellan Library	Investigate and establish a viable and sustainable operational model	Service is Self-Sustaining	EOI have been readvertised for the Narellan Library ARTyCaf café with view to having an operator in place within the coming 6 month period.	Council in partnership with UWS will undertake to attract Business students to undertake a project to determine a strategy for the most effective management of the Artycaf with a comprehensive report to be provided to council outlining the findings, marketing, business and financial management plan.
Public Cemetery	Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests	34 burials occurred during the period. 100% of service requests were carried out on time.	33 burials occurred during the reporting period. 100% of service requests were carried out on time.
		Percentage of plot allocation taken up per annum	37% of the plot allocations were taken up.	14.5% of the plot allocations were taken up.
	Commence Stage 1 Camden Cemetery Masterplan Works	Works Commenced	New Action – No comment required for this period.	During the reporting period the Camden Cemetery Masterplan was adopted by Council. Documentation is currently being prepared to submit a development application.

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

Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Facilitate and/or represent Council at community interagencies, forums and networks	Develop and support effective interagencies and networks between Council, police and relevant community groups to ensure working relationships and partnership opportunities	Number of Interagencies Attended	Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with interagencies to develop partnerships to improve community safety. These interagencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary. CRSO will once again be delivering a presentation to NSW Police on how to best work with Local Government. This will be conducted on 17 September 2014.	Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with inter-agencies to develop partnerships to improve community safety.
Community Safety Projects and Programs	Develop and manage projects and programs that address community safety issues, including community safety audits	Number of projects implemented	The Park Smart program continues to be rolled out. Train station car parks were targeted in May 2014, with CRSO working with Campbelltown Council CSO, Camden Police CPO and Campbelltown Police CPO. Macarthur, Campbelltown and Leumeah stations were targeted. Additionally, local car park audits were conducted at Harrington Park Plaza, Mount Annan Marketplace and Narellan Town Centre in the reporting period. Educational information was distributed. This was done in partnership with Camden Police CPO and YLO. Seniors Safety Morning Teas were held at	Park Smart program continues to be rolled out locally, with car parks at Narellan Town Centre targeted on Thursday nights during the reporting period Seniors Safety Morning Tea were held at Camden Community Connections and Narellan Men's Shed during the reporting period. The Respect It Don't Wreck It – Graffiti Education program was completed in July 2014.

Local Service 5.4: Community Safety

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

Local Service 5.4: Community Safety

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Community Safety Projects and Programs	Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas	Issues addressed as they arise	The Alcohol Free Zone located at Old Hume Highway, Camden between Broughton Street and Ironbark Avenue has been re-established. This will become effective once the appropriate signage is installed. This was done in line with Council's adopted procedure.	No new AFZ established during the reporting period. Re-assessment of all existing AFZs will commence in early 2015.
Community Safety Strategic Planning	Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners	Information is Current	Council ensures that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.	Council 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	<p>The Respect It Don't Wreck It – Graffiti Education program was launched in June 2014. This program has been offered to all high schools taking part. The program is designed to be an early young people getting involved in graffiti vandalism.</p> <p>Graffiti removal kits continue to be made available to residents who wish to remove graffiti from their private property.</p> <p>Site inspections were conducted for possible green screening. This was done in conjunction with Camden Police CPO.</p>	Graffiti removal kits continue to be made available to residents who wish to remove graffiti from their private property.
	Develop Graffiti Action Day to raise awareness within the community about graffiti encouraging the community to take responsibility and ownership	Graffiti Action Day Conducted	Graffiti Removal Day now falls under the control of Rotary. The event will again be held in October 2014 and Council will provide assistance and support as appropriate.	Graffiti Removal Day now falls under the control of Rotary. The event was held in October 2014 and Council provided assistance and support as appropriate.

Local Service 5.4: Community Safety

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Graffiti Management	Establishment of Camden Rotary Graffiti Removal Team	Team established	Funds for Graffiti Management has been redirected into Council education programs and possible green screening.	Funds for Graffiti Management has been redirected into Council education programs and possible green screening.
	Graffiti Prevention, Green Screening and education	Program established	New Action – No comment required for this period.	The Respect It Don't Wreck It – Graffiti Education program is programed to run again in 2015.





Local Service 5.5 – Community Events

What is Community Events?

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

Report on Delivery Program Success Indicators

Local Service 5.5: Community Events						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Participants are satisfied with community events	Survey of event participants	Satisfaction stays the same or increases	●	Australia Day and the 125 th Anniversary of Camden Council were the only larger scale events that were held in this 6 month period. Neither one had surveys conducted due to limited resources. A lot of positive feedback was received via Council's Facebook page and emails following the Council's 125 th Anniversary event.	●	<p>Surveys were undertaken at 2 of Camden Council's key events Picnic in the Park and 'Taste' Food, Wine & Music Festival. Picnic in the Park received an overall event rating of 8.8 out of 10 and 'Taste' Food, Wine & Music Festival received 10 out of 10.</p> <p>The popularity of the Camden Festival Continues to grow with an overall increase of 5,500 people.</p> <p>Cinema Under the Stars had 5,000 people attend, an increase of 2,000. Picnic in the Park had 2,500 people an increase of 1,000, Kids Fun Day had 2,500 an increase of 500 and 'Taste' Food, Wine & Music Festival had 5,000 and increase of 2,000 people.</p> <p>Positive feedback was received via council's Facebook page following each event of the Camden Festival.</p> <p>Paws in the Park was cancelled due to inclement weather and has been rescheduled for 1 March 2015.</p>

Local Service 5.5: Community Events						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The community attends Council events	Resident Telephone Survey	Increasing		This indicator will be measured in the next reporting period via the annual telephone survey.		There was an average of a 6% increase in attendance at Council events.
The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases		No events were held in the 6 month reporting period where sponsorship could be sought.		Camden Festival received \$8,000 in cash sponsorship for 2014 which is up from 2013. Paws in the Park is funded completely from income from Stallholders and Sponsors of the event. There was a total of \$6,500 received in event sponsorship and \$1,100 received in stallholder income. As the event was washed out most of the sponsors and stallholders have transferred through to the rescheduled event in March. Indicator Under Review

Report on Delivery Program Activities

Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	23 events with total 3750 participants <ul style="list-style-type: none"> 1 x International Women's Day event at Civic Centre in March = 300 participants 3 x Seniors Week events March – 2 	NAIDOC Week in July - John Street then Town Farm Carers Week in Oct – 5 events across Camden in partnership with local services Narellan Rhythms Festival at Nott Oval in

Local Service 5.5: Community Events

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			<p>x bus trips with 100 participants, 1 x concert = 350 participants</p> <ul style="list-style-type: none"> 18 x Youth Week events across Camden LGA in April = 1000 participants in total 1 x Play Day at Kirkham Park = 2000 participants 	<p>Oct</p> <p>International Day for People with Disabilities in Dec – at Camden Pool</p> <p>Seniors Christmas Lunch in Nov at Civic Centre</p> <p>Series of Youth Outreach Activities across LGA</p>
Cultural Events	Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities	Number of Events	<p>Voicez event at Civic Centre in May – 100 participants</p> <p>Artisan Market held twice in this period – March and June – 200 participants</p> <p>About Face Portrait Group met regularly over this period – 20 participants on each occasion</p> <p>One workshop was held in Artycaf during Youth Week – 50 participants</p> <p>Artists network met twice – 50 participants</p>	<p>2 - Artisan Markets: at Oran Park Town and Narellan Child, Family and Community Centre.</p> <p>1 - Moon Festival Event at Mt Annan supported</p> <p>About Face Portrait Group continues to meet regularly. Exhibitions supported.</p> <p>Artist's network continues to meet regularly.</p>
Community and Civic Events	Plan and deliver a range of community and civic including, but not limited to Australia Day, Local Government Week, Camden Festival and Paws in the Park	Number of Events	<p>Australia Day was a successful event held during this period. As was the HSC High Achievers and South West Sydney Academy of Sport Civic reception. A new event was also staged to celebrate Council's 125th Anniversary and the opening of Little Sandy Bridge.</p>	<p>During this period there were a total of 19 events organised by Council. This included community events such as Camden Festival, Paws in the Park which was washed out due to inclement weather, Local Government Week and a Freedom of Entry March which was also affected by wet weather and relocated on the day. A number of forums were held including a Home Building Forum, Developers Forum and Transport Forum with the Minister for Transport. There were also Civic receptions including the Camden Festival Sponsors Thank you reception, Lion's Den plaque unveiling, Mayoral Volunteer Thank You Reception, two</p>

Local Service 5.5: Community Events

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Community and Civic Events				Citizenship Ceremonies and a Japanese Student visit.
	Work collaboratively with Camden RSL Sub Branch and Federal Member to undertake specific celebrations to mark the centenary of ANZAC Day	Events Undertaken	New Action – No comment required for this period.	Plans and programs have been finalised for 2015 with the commencement of the events due to start in March 2015. Regular meetings have been held between Camden Council's Events Officer and the President of RSL Sub Branch to ensure plans are progressing. A total six (6) events have been planned along with the yearly services held on Anzac Day in which plans to expand these services have also been included.
	Support Australia Day activities and other civic ceremonies to promote community pride and participation	Events Undertaken	New Action – No comment required for this period.	Australia Day wasn't held in this period but numerous Civic Ceremonies/ Receptions were. These include The Mayor's Volunteer Thank You Reception, Kashiwa (Japanese) school visit, The Macarthur Lion's Den Plaque unveiling and Citizenship ceremonies. These events involve and include different groups and sections of the community.
	Additional resources (increased hours) to facilitate the Community and Civic Events	Workforce Increase	New Action – No comment required for this period.	An additional 7 hours were added to the Events Officer position taking it to 35 hours in May 2014.
	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.	Australia Day continues to be a successful event, uniting the community in pride. Civic ceremonies are held as required and managed by the Community Engagement Team.

Local Service 5.5: Community Events

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Introduction of an annual floral festival in Macarthur Park	Event Undertaken	This event will take place in the next reporting period.	Picnic in the Park occurred in Macarthur Park
	Additional funding for Camden Festival to include rural activities	Event Undertaken	Planning is well and truly underway by Council's Events Officer with the assistance of the Camden Festival Committee. The Festival will include a new event this year called a Youth Movie Night at United Cinemas where subsidised tickets will be on offer for youth aged between 12-25years. This event will replace SK8OPIA which was failing to attract numbers previously.	Activity completed.
Sponsorship	Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered	Amount of Sponsorship	No events in this period required the need for Sponsorship	Camden Festival received \$8,000 in cash sponsorship for 2014 which is up from 2013. Paws in the Park is funded completely from income from Stallholders and Sponsors of the event. There was a total of \$6,500 received in event sponsorship and \$1,100 received in stallholder income. As the event was washed out most of the sponsors and stallholders have transferred through to the rescheduled event in March.
	Implement the Community Sponsorship Program to facilitate sponsorship requests received by Council	Program completed	Policy and Procedures adopted and implemented with the first successful intake in February. This process will be repeated in September	11 applications for Sponsorship were awarded during the reporting period

Local Service 5.6 – Library Services

What is Library Services?

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

Report on Delivery Program Success Indicators

Local Service 5.6: Library Services						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Library membership is high amongst residents	Proportion of residents who are library members	Higher than the Sydney average (37%)	●	61% of residents are library members compared to that of the Sydney average being 37%.	●	59% 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	●	149,127 people visited our libraries and 12,286 attended library programs in this period.	●	166,834 people visited our libraries and 12,424 attended library programs in this period.

Report on Delivery Program Activities

Local Service 5.6: Library Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Children's Programs	Deliver various programs for children including; Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	8,918 children/families attended 196 children's programs including Storytime, BIBs, holiday programs and outreach during this period.	8,899 children/families attended 217 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	179 young people attended youth programs including HSC lectures, HSC Lock In, holiday programs and Your Tutor online during this period.	437 young people attended youth programs including HSC lectures, 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	Your Tutor service is well used by students in Years 3 to 12.	Your Tutor service is well used by students in Years 3 to 12.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	3,002 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.	3,653 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 3,620 images on Camden Images online. There have been 3,280 sessions on Camden Images, 1,298 Trove referrals, 51,469 hits on Flickr, and 249 hits on Changing Camden blog in this reporting period.	There are 3,682 images on Camden Images online. There have been 5,831 sessions on Camden Images, 1,525 Trove referrals, 43,485 hits on Flickr, and 1,340 hits on Changing Camden blog in this reporting period.

Local Service 5.6: Library Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	1,685 items were lent to 3 institutions across the LGA, 1,866 items were lent to 35 Home Library Service customers and 11 boxed loans were received from SLNSW for customers from a CALD background.	2,176 items were lent to 5 institutions across the LGA, 2,494 items were lent to 36 Home Library Service customers and 12 boxed loans were received from SLNSW for customers from a CALD background.
Review and design new library webpage	Develop an Open Source library webpage and catalogue, integrating social networking with virtual library	Webpage downloads quickly, with few timeouts	We have received 37,519 visits and 101,909 page views in this reporting period. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.	We have received 37,637 visits and 92,438 page views in this reporting period. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.
	Engage with customers, promote programs & services and encourage participation using social networking technologies	Increased number of people accessing webpage and followers	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.
Digital Learning Space	Operate the digital learning space to enable best practice delivery of services and promote community access to technology opportunities	Number of people attending programs	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.	Library website 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	Circulation of e-Collections is increasing. 571 eBooks, 203 eAudio and 357 eMagazines have been downloaded during this period.	Circulation of e-Collections is increasing. 923 eBooks, 332 eAudio and 696 eMagazines have been downloaded during this period.

Local Service 5.6: Library Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Purchase of eBooks for the digital library	eBooks available for use	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.
New Facilities	Design and development of Oran Park library and community hub	Design specifications prepared	New Action – No comment required for this period.	Brewster Hjorth Architects have been appointed by Oran Park Developers. Consultation has been ongoing throughout 2014 including Library, Capital Works, and IT Staff, and Architects. Visits to other recently built public libraries have occurred.
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.	RFID has been reviewed, now working with IT Staff to upgrade current system. LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November 2013 with 3 days offline. Wireless internet access was upgraded in November 2013 and now managed via NSW State Library.
		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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	Complaints regarding meeting practice	Zero	●	Council has received no formal complaints about meeting	●	Council has received no formal complaints about meeting

Local Service 6.1: Strong Local Democracy						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
				practice.		practice.
Council's policies are current	Regular review and updating of policies	100%	●	Council has a rolling cycle of review for all Council policies. All statutory policies are up to date.	●	All of Council's statutory policies are up to date. Council is also conducting an organisational wide Policy Review process for all policies and procedures within Council.

Report on Delivery Program Activities

Local Service 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Local Representation	Provide Council with business papers for both information and decision making purposes and record the outcome and decisions taken by Council	Compliance with Code of Meeting Practice	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.
	Co-ordinate Code of Conduct matters	Compliance with DLG guidelines	The Co-ordination of all Code of conduct matters has complied with the DLG guidelines	The co-ordination of all Code of Conduct matters has complied with the DLG Guidelines.
	Improving response times to resident enquiries to Councillors	Response within 5 working days	Further system development continues to be explored with Council's software	An Executive Liaison Officer has been appointed on a temporary 12 month arrangement to assist in investigating matters raised with Councillors by

Local Service 6.1: Strong Local Democracy

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			<p>provider.</p> <p>Council is monitoring responses to Councillors enquiries, with a high percentage of such responded to above the standard service time during the six Month reporting period.</p> <p>It should be noted that the 2 working day response time is being reviewed against industry standards.</p>	<p>residents.</p> <p>Requests and response times continue to be monitored, with monthly reporting presented to Council's Executive regarding the type and volume of enquiries received.</p> <p>Service standard times continue to remain high.</p>
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden continues to be an active member of MACROC, participating in MACROC resource sharing initiatives including the Macarthur Regional Resource Sharing and Regional Collaboration Task Force.	Council recognises the importance of collaboration and resource sharing on issues of regional significance and continues to actively participate in MACROC initiatives, such as the Resource Sharing and Regional Collaboration Task Force.
State Representation	Council participates and contributes to the Local Government & Shires Association in communicating to and lobbying the State Government on industry wide issues	Issues related to Camden are lobbied by the LGSA to the State Government	Council continues to communicate issues of importance to LGNSW in order for them to seek representations regarding a variety of matters affecting the Local Government industry.	LGNSW represents the interests of NSW Council's in a variety of industry wide issues and Council continues to communicate relevant issues requiring representation to LGNSW.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved	●	The Delivery Program Six Month Report for the period July to December 2013 went to Council at the meeting of 25 February 2014 and was placed on Council's website following that date.	●	The report for the 6 Month period January to June 2014 was endorsed by Council at the meeting 28 October 2014 and was placed on Council's website following that date.
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%	●	Council's Organisational Development / Business Improvement Plan (OD/BIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 6 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the Immediate	●	The implementation of the Business Improvement Plan continues with many cross organisational teams formed to address the 57 actions within the plan.

Local Service 6.2: Stewardship of Community Resources						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
				Priorities is underway, with some completed and many substantially commenced.		
Council engages the community in the Community Strategic Plan and Resourcing Strategy	Community Engagement Strategy implemented	Engagement is conducted as per Community Engagement Strategy	●	Community Engagement Officer not yet appointed.	●	The Draft Communication and Community Engagement Strategy and Policy developed which will assist with the review of the Community Engagement Strategic for Community Strategic Plan and Resourcing Strategy.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Integrated Planning and Reporting Framework	Council must prepare and exhibit an annual Operational Plan and budget	Annual Operational Plan and Budget complete	Ongoing monitoring of the 4 year Delivery Program was undertaken	Ongoing monitoring of the 4 year Delivery Program was undertaken
	Preparation of Council's 4 Year Delivery Program and Annual Operational Plan	Timeframes are met	The 2014/15 Operational Plan & Budget was adopted by Council on 24 June 2014.	The Draft 2015/16 Operational Plan & Budget process commenced November 2014.
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 July to December 2013 went to Council at the meeting 25 February 2014 and was placed on Council's website following	The report for the 6 Month period January to June 2014 was endorsed by Council at the meeting 28 October 2014 and was placed on Council's

Local Service 6.2: Stewardship of Community Resources

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			that date.	website following that date.
	Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program	Annual Report available on Council's website in November	The annual report will be prepared in this reporting period.	The annual report for 30 June 2014 is completed and available 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	Council continues to review the corporate performance indicators and associated trends emerging from the indicators. It is anticipated the further review and refinement of these indicators will be ongoing.	The review of indicators is a timely and continual process. It is expected that a more formal review of these indicators will take place in the next review period leading to the final adoption of a new 4 Year Delivery Program in 2016.
	Implement business improvement program to continuously improve the organisation's effective and efficient operation	Demonstrated efficiency gains and service improvement	Council's Organisational Development / Business Improvement Plan (OD/BIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 6 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the Immediate Priorities is underway, with some completed and many substantially commenced.	Council's Organisational Development / Business Improvement Plan (OD/BIP) is well underway. Six Immediate Priorities have been delivered, in particular those Priorities linked to organisational growth, including the establishment of a Technology Solutions branch. Project Teams of Council staff members have been established in order for Priorities to be actioned cross organisationally.
Long Term Financial Plan	Monitor and maintain Council's Long-Term Financial Plan	Long Term Financial Plan is reviewed quarterly	Council's 2014/15 LTFF (10 years) was adopted by Council 24 June 2014.	Council's 2015/16 LTFF (10 years) is currently under review as part of adopting the 2015/16 Operational Plan and Budget.

Local Service 6.2: Stewardship of Community Resources

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Long Term Financial Plan	Implementation of Long Term Financial Planning (LTFP) software	Implemented by 31 December 2013	The implementation of the budget management system has been undertaken. To ensure the system is operating as required, the implementation of the LTFP has been delayed. It is expected that this implementation will occur in the next reporting period.	The new budget system is operational but requires additional work to be ready for use as the base data for the LTFP projections. The implementation of the LTFP software is expected to commence in the next review period. Funds have been made available to purchase the new LTFP software.
	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	Asset management Coordination Group has been created to review current practices and identify and implement improvements	A comprehensive asset management improvement plan has been prepared, including inventory and condition data, systems, resources, processes and timelines for improvements.
Strategic Asset Management	Additional resources to facilitate Strategic Asset Management	Workforce Increase	2 additional assets staff have been recruited with significant works being undertaken on asset data backlog	A dedicated asset data collector position has been filled, while approval has been obtained for a second dedicated position to provide improved resources to collect critical asset data.
	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	New Action – No comment required for this period.	Engineering specifications have been previously reviewed, while issues identification and programming has occurred on other assets specifications such as Open Space.
	Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce	Workforce Plan reviewed at least annually	Workforce plan was not required to be reviewed within this reporting period	Workforce Plan will be reviewed prior to June 2015 in line with Councils Business Improvement Plan

Local Service 6.2: Stewardship of Community Resources

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Workforce Planning	demographics		Council continues to participate in surveys and monitors and reports on workforce trends.	Council participated in 3 surveys during this reporting period
Workforce Planning	Conduct a structural review of Council's workforce to ensure resourcing requirements are being met to deliver Council services	Structural Review Complete	New Action – No comment required for this period.	<p>An adaptive Organisational Framework was adopted by Council in May 2014.</p> <p>The Framework places a particular emphasis and focus on customer service, cross organisational involvement and service delivery.</p> <p>An additional 24 positions were established as part of the Structural review and Councils 2014/15 Budget. All positions were recruited by December 2014.</p>
Management of Council's Property	Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	This strategy will be influenced by the outcomes of the Local Government (LG) Act Review. The finalisation of the LG Act review is unknown at this time.	Council continues to await the outcomes of the Local Government Act review. In the meantime, a cross organisational property group is to be established to consider potential opportunities.
	Maintain Council's land register	Information is accurate and up to date	Council's Land Register is Current.	Council's Land Register is current.
	Manage Council properties	Current Plans of Management are in place	The review is very much determined by the outcome of the Local Government Act review	Awaiting the outcome of the Local Government Act review.
		Licences and leases reviewed regularly	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.

Local Service 6.2: Stewardship of Community Resources

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Management of Council's Property	Review of Council's Community Land Holdings	Review complete	The review of Council's Community Land Holdings has been placed on hold pending the outcome of the Local Government Act Review and the treatment of community and operational land classifications.	The review of Council's Community Land Holdings has been placed on hold pending the outcome of the Local Government Act review and the treatment of community and operational land classifications.
	Land acquisitions upon instruction	Process completed in a timely manner	Council has completed the acquisition of a carpark in Harrington Park under a contract of sale.	Council has not completed any acquisitions during this period.

Local Service 6.3 – Community Engagement

What is Community Engagement?

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

Report on Delivery Program Success Indicators

Local Service 6.3: Community Engagement						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Council engages with a demographic diversity of residents that is consistent with the community's demographic composition	Diversity of community engaged responds to the community profile	Improving	●	During the reporting period Council publicly exhibited 12 matters for public comment. Council also utilises a range of engagement methods to encourage a demographically diverse spread of the Camden LGA population.	●	A draft Tool Kit has been developed which includes templates that would assist project staff in collecting demographic data. Indicator Under Review

Report on Delivery Program Activities

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Community Engagement	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	During the reporting period Council publicly exhibited 12 matters for public comment. Council also utilises a range of engagement methods to encourage demographically diverse spread of the Camden LGA population.	One of the most extensive community engagement took place for the Camden Town Centre Enhancement Strategy. 587 formal submissions were received and 3,000 comments
		Amount of feedback received	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.
	Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues	Register is updated annually	The register is kept annually, the next update is scheduled for August 2014.	The register was updated as part of the of the 2014 Sustainability Indicators community telephone survey.
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	The annual telephone survey will be conducted in the next reporting period.	In 2014 the bi-annual Sustainability Indicators Survey was conducted. The results are shown throughout 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 has not yet commenced, awaiting the appointment of the Community Engagement Officer.	The Community Engagement Team Leader has been appointed. This will be commenced in the next reporting period.

Local Service 6.3: Community Engagement

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Community Engagement	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.	Finalised. Due to be reported
	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.	Seeking funding to implement strategy
	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.	A Community Engagement Team Leader was appointed during this reporting period.

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015. In 2014, the website was reviewed and was made more user friendly.
The promotion of Council services, programs and local information is delivered effectively to the community	Total number of webpage hits	Stays the same or increases	●	No statistics available to report at this time. Council's updated website is scheduled to be launched during the next reporting period.	●	Council's new website was launched on 22 September 2014. From this date until the end of the reporting period, Council has 82,031. Indicator Under Review

Report on Delivery Program Activities

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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 39 media releases were distributed during this period, all of a positive nature.	A total of 36 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	Work is continuing on the development of a comprehensive Communication Strategy with a draft being presented to ELG and SMT for review and changes/suggestions now being implemented. The Strategy is planned to be adopted by Council in the next reporting period.	The Communication Strategy has been presented to SMT and at a Council briefing. The Strategy is planned to be adopted by Council in the next reporting period.
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. The new website was scheduled and ready to go live in June however has been placed on hold and is now scheduled for early September.	Council's new website was launched on 22 September 2014. From 22 September to 31 December 2014 Council's website received 82,031 visits, 47,063 users and 253,597 page views.
		Proportion of residents who use Council's website	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.	The website statistics show that, of the 82,031 visits to Council's sit during the reporting period, that 84.76% were from the Sydney location followed by 2.95% from Melbourne. 0.62% of visits were from Wollongong

Local Service 6.4: Community Information

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Website and Social Media	Update of Council's Facebook page to include information relating to Council activities.	Number of 'Likes' on Council's Facebook page	Council's Facebook page has increased to 3663 'likes' from 2103 in the previous reporting period.	During this reporting period Council gained 2,390 'likes'
	Additional resources to facilitate the management of Council's website and social media pages	Workforce increase	Additional resources will be secured in the next reporting period allowing the Public relations Officer to focus on this task.	A Team Leader Community Engagement was appointed during this period. Following this Council's website was launched and a focus has been placed on Social Media. The Public Relations Officer attended a Social Media Risk Management Conference in November.
	Enhancing the availability of information to the community via technological upgrades, such as Council's website	Hits on website increase	New Action – No comment required for this period.	Council's new website was launched on 22 September 2014. From 22 September to 31 December 2014 Council's website received 82,031 visits, 47,063 users and 253,597 page views.
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.	Council has not secured resources to undertake the review at this time

Local Service 6.4: Community Information

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Efficient and effective operation of Council's Customer Service Centres</p>	<p>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.</p>	<p>Accurate and timely response</p>	<p>Council has implemented a new CRM system which has improved the recording of customer service requests and provided improvements to reporting. Work will continue on developing functionality and more detailed reporting.</p>	<p>A full Customer Service review is currently underway with a report going to council on the 24 February 2015 on the proposed implementation</p>
		<p>Customer satisfaction</p>		

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	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved	●	The next update for this satisfaction score will be in 2015.	●	The next update for this satisfaction score will be in 2015.
Disaster Plan remains current	Regular reviews completed	Completion	●	Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by December 2014.	●	Awaiting updated new Displan format from Regional Emergency Management before Camden's Local Disaster Plan (Displan) can be reviewed.
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves	●	No Emergency management exercises were performed during the reporting period.	●	Emergency Management Exercises are coordinated by the Regional Emergency Management Committee and are supported at Local Emergency Management Committee level. No Emergency management exercises were performed during the reporting period. Indicator Under Review

Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Management of Capital Projects	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	The new RFS station was completed in June 2014 and is now operational.	Action Complete
Support and Facilitate the Local Emergency Management Committee	Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience	Local emergency management committee plans are adopted	The Review of the Plan has been completed	Regular meeting held and Emergency Services are being supported to develop resilience
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	Risk register still to be completed.	New NSW Emergency Displans format will be released shortly and Camden Emergency Displan will then be updated
	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by 2014.	New NSW Emergency Displans format will be released shortly and Camden Emergency Displan will then be updated
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 remains 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	Budgets adopted to provide suitable support to Emergency Services, building and plant maintenance are meeting requirements.	Budgets have been provide to support to Emergency Services, building and plant maintenance are meeting requirements

Local Service 6.5: Management of Emergency Events







Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Supporting Emergency Services	Lighting upgrade facilitated at the Catherine Fields Rural Fire Service carpark	Upgrade completed	Additional lighting installed	Works completed
	Building extension facilitated at the Cobbitty Rural Fire Service Station	Works completed	Works have not yet been completed	Minor works including roller doors repairs and alarms service completed

Local Service 6.6 – Support Services






What is Support Services?





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

Report on Delivery Program Success Indicators

Local Service 6.6: Support Services						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
Council's workforce is appropriately skilled, safe and stable	Staff believe they have adequate access to training and development opportunities appropriate for their role	Stays the same or increases		All staff are able to attend training as part of the annual corporate training calendar. All staff are able to attend external training programs that a job specific to update necessary skills.		All staff are able to attend training as part of the annual corporate training calendar. All staff are able to attend external training programs that are job specific to, update necessary skills. Indicator Under Review
	Proportion of staff accessing education assistance as proportion of full time employees (FTEs)	Stays the same or increases		9.5% staff. Although this is a decrease no the previous period, it is anticipated that as new staff settle into the organisation the takeup rate of employees seeking education assistance will increase.		In 2014, 23 full time staff are participated in the education assistance program. This equates to 6.3% of staff, however the number of FT staff has increased significantly this year. Indicator Under Review
	Lost time as a proportion of full time employees	Decreasing		.085% lost time for workplace accidents compared to full time wages payed.		There has been a slight increase (0.05%) in lost time due to a longer than anticipated recovery time related to one claim. Council continues to create a safe workplace environment by implementing WHS System, Manual Handling Program, Risk Management Training and Proactive Programs including allocation of suitable duties to staff, and workplace station inspections resulting effective management of the workforce safety. Indicator Under Review

	Staff Turnover	Stays the same or decreases		Turnover for the past six months was 4.71%. Although this is an increase it should be noted that the previous period's figures were low compared to other organisations. The increase can be directly attributed to the retirement of long standing employees. It should also be noted that due to the recent corporate restructure that saw no job losses, 24 new positions were created.		Turnover increased to 6.33% due to an increased number of retirements however this turnover rate remains lower than the average for other Councils. It should also be noted, that overall staff numbers have increased to cope with the rapid growth Council is experiencing. Indicator Under Review
Camden Council is regarded as a good place to work	Exit interview data	Remains positive		80% of employees exiting the organisation commented positively that Council is regarded as a good place to work. (In response to specific question being asked).		Council continues to receive positive feedback from employees. With the introduction of a Bi-Annual Wellbeing survey, new reporting indicators will be developed to reflect Councils current culture Indicator Under Review
Staff display Council's Corporate Core Values in their work	Staff are meeting or exceeding expectations in relation to Council's Core Values based on 6 month performance review	Increasing		In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values. No change from previous report		In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values. No change from previous report Indicator Under Review
Information systems are reliable and technical support to users is provided promptly	System down time and customer response times (according to request type)	Systems running at or above 98%. Staff are satisfied with response times		There has been minimal disruption to services during this period; the IT Helpdesk has had 1636 enquiries with a completion rate of 98.9% and an average completion time of 14.7 minutes		There has been minimal disruption to services during this period; the IT Helpdesk has had 2104 enquiries with a completion rate of 96.8% and an average completion time of 15.6 minutes. A large number of enquiries related to the organisational restructure.
Council's finances are managed prudently	Unqualified audit report	Unqualified		Council received an unqualified audit report as at 30 June 2014.		Council's next reporting period does not end until 30 June 2015

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 2014 was 4.92:1 (2013 = 2.87) this an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.		Council's next reporting period does not end until 30 June 2015
	Financial Health Check Indicator - Debt Service Cover Ratio			The ratio as at 30 June 2014 was 1.38 (2013 = 3.01) although this ratio has declined it is expected to return to above the industry benchmark of 200% in the next period.		Council's next reporting period does not end until 30 June 2015
	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage			The ratio as at 30 June 2014 was 4.16% (2013 = 6.10%). This ratio is now within benchmark.		Council's next reporting period does not end until 30 June 2015
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 2014 was 24.38% (2013 = 31.69%) the ratio is still below the benchmark of 100%. As part of the implementation of the new Organisational Improvement Program Council has created a dedicated section to address Asset Management.		Council's next reporting period does not end until 30 June 2015
Councils resources are well protected	Liability Claims	Decreasing		Liability Claims – 34 in the reporting period, compared to 41 in the previous period		There has been a increase in the number of liability claims (35 up from 34). This is only a slight increase and Council will monitor this indicator. Indicator Under Review
Councils resources are well protected through careful risk management processes	Motor Vehicle Claims	Decreasing		Motor Vehicle Claims – 22 in the reporting period, compared to 30 in the previous period		There has been a increase in motor vehicle claims (39 up from 30). This indicator does not take into account the growth in staff numbers and Council will continue to monitor this indicator and investigate training opportunities to mitigate potential risks Indicator Under Review

	Property Claims	Decreasing		Property Claims – 3 in the reporting period, compared to 2 in the previous period. Although this is movement away from the target it is only a slight increase. Council will continue to monitor this indicator.		There has been an increase in property claims (4 up from 3). This movement is only a slight increase and Council will continue to monitor this indicator. Indicator Under Review
Information Systems are reliable with minimal system shut down time	System Availability	98%		The rotation of staff between Camden and Narellan continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.		There was more after hours maintenance scheduled to optimise configuration of core infrastructure. The radio continues to remain stable. Fibre Optic cabling was installed and will be integrated as part of a full network refresh – preparation for Oran Park. Indicator Under Review
IT technical support to users is provided promptly	Support is provided	100%				

Report on Delivery Program Activities

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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.	All reconciliations and the review of Council's daily cash needs have been completed for the period.
	Investments	Investments comply with Ministers Order and Council's Investment policy	All investments have complied with the Ministers Order and Council's Investment Policy.	All investments have complied with the Ministers Order and Council's Investment Policy
	Review of Council's Investment policy/strategy and Investment advisory services	Annual Review and report to Council by 31 August 2013	This policy will be Reported to Council in August 2014.	This policy is currently under review and expected to go to Council by 31 March 2015.
Review of Council Rating policies (farmland rating and rate recovery policy)	Adopted by Council by 31 December 2013	Council's Rate Recovery Policy will be undertaken in the next reporting period.	This policy is currently under review and expected to go to Council by 31 March 2015.	

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Financial Management	Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement.	Unqualified Audit Report	Council received an unqualified audit report for the 2013/14 reporting period and the financial reports were completed within the statutory timeframe.	Council's next reporting period is 30 June 2015.
		Completion of the Annual Financial Reports within the statutory deadline		
	Review of Purchasing and Procurement Policy and adoption by Council	Adopted by Council before 31 December 2013	This policy review forms part of the organisational development and improvement program. The policy is complete and expected to be reviewed by a cross organisational group and adopted during the next period.	This policy is in draft format. The cross organisational group has been formed and the review is under way, the policy is expected to be formally adopted by Council in the next reporting period.
	Additional resources to support and promote the financial health of Council to ensure financial sustainability	Workforce increase	While there have been no additional resources hired within this reporting period the 2014/15 Operational Plan funds an additional 24 positions.	Council formally endorsed 24 new positions as part of adopting the 2014/15 Operational Plan and Budget. During this period recruiting of those positions has substantially commenced.
	Management Accounting - Preparing Council's Budget, quarterly budget reviews, financial reporting, Section 94 Accounting, Long-Term Financial Plan and cash reserves	Timely completion of Council's budget	Council's 2014/15 Delivery Program and Operational Plan was adopted by Council 24 June 2014.	The 2015/16 budget process has commenced. The September Quarterly Budget Review was adopted by Council 25 November 2014.
		Quarterly review of Council's Long Term Financial Plan		
	Section 94 Reporting to DCMC - cash balances, surplus credits, plan borrowings, budget commitments and interest balances	Monthly report to Development Control Management Committee (DCMC)	A monthly report has been tabled at DCMC.	A monthly report has been tabled at DCMC.

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Implementation of monthly Financial Corporate Report	Completed within 10 working days of end of month	This report forms part of the organisational development and Business Improvement Plan and is still under review.	This report forms part of the organisational development and Business Improvement Plan. The systems and reporting format is still being considered.
Governance	Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer	Compliance with all Acts and Regulations Council seeks legal advice where appropriate	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.
	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. Council will employ a dedicated compliance officer (GIPA, PIPA and PD) in the 2014/15 budget.	Governance continues to monitor and comply with the Government Information Public Access Act and Privacy and Personal Information Protection Act and Public Interest Disclosures Act.
	Bi-annual Governance Health Check	Industry best practice is being employed	The Office of Local Government audited Council in May under its Promoting Better Practice Review program. The results of this review will be reported in the next period.	Council provided comment on the draft Promoting Better Practice report prepared by the Office of Local Government in November 2014. The report is expected to be finalised in the first half of 2015. Council's Governance Team regularly monitors its compliance with the Government Health Check.
	As per Department of Local Government requirements, establishment of an Internal Audit Committee	In place by 31 December 2013	A recent review of the Organisational Structure identified the need for a Business Assurance Officer (Internal Auditor) this position was endorsed by Council as part of adopting the 2014/15 Operational plan. The position is currently being advertised. Upon employment of that position the audit	Council endorsed the implementation of a business assurance and risk management framework, consisting of a Business Assurance Auditor and the establishment of a Business Assurance and Risk Committee,

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			committee will be established	in June 2014. Council's Business Assurance Officer (Internal Auditor) was appointed in October 2014. Upon commencement of the Business Assurance Officer, work began on establishing the Business Assurance & Risk Committee, with Council to consider membership arrangements in early 2015.
	As per Department of Local Government Requirements, establishment of a Tender Committee	In place by 31 December 2013	Upon adoption of the Purchasing and Procurement Policy a charter for a Tender Compliance Committee will also be recommended to Council.	Upon adoption of the Purchasing and Procurement Policy a charter for a Tender Compliance Committee will also be recommended to Council.
	Additional resources to facilitate the management of Council owned properties	Workforce Increase	New Action – No comment required for this period.	Complete, property administration assistant has now commenced
	Additional resources to facilitate statutory compliance matters for Council	Workforce Increase	New Action – No comment required for this period.	Complete, policy and procedure officer has now commenced
IT Services	Provision and support of Council's Information Technology hardware and systems	Down time is minimised	The rotation of staff between Camden and Narellan continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.	There was more after hours maintenance scheduled to optimise configuration of core infrastructure. The radio 'link' between Narellan, Camden and Depot continues to remain stable. Fibre Optic cabling was installed and will be integrated as part of a full network refresh – preparation for Oran Park.
		Internal customers are satisfied with the support they receive from IT		

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
IT Services	Core systems and infrastructure and corporate-wide software upgrades	Upgrades complete	During this period a new performance monitoring system was deployed which identifies poor performance or system failure	SCCM was introduced to manage SW deployments and upgrades for the desktop. Core Authority and TRIM systems were upgraded to current releases.
	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	Reviewing the security and disaster recovery systems to ensure the protection of public information
	Support cross organisational working groups for Mobile Device Technology and Intranet Stage 2 implementation	Review and outcomes implemented by 31 December 2013	The roll out of mobile devices continues throughout the organisation where there is a business need. Stage 2 Intranet is still under review	The roll out of mobile devices continues throughout the organisation where there is a business need. Stage 2 Intranet is still under review
	Introduction of an organisational IT Steering Committee (ITSC)	Co-ordinate Council's IT Strategy	The adoption of a new organisational structure identified the need for a Technology Solutions Manager. The IT Steering Committee will be implemented upon the recruitment process being completed	Committee to be established as part of BIP/OD early in 2015
	Roll out of Mobile Technology	Devices are implemented	New Action – No comment required for this period.	Rollout continues throughout the organisation and this Action will be carried into the next Operational Plan.
	Additional resources to provide strong IT support to Council staff	Workforce increase	New Action – No comment required for this period.	Recruited qualified and skilled staff.

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	A survey for a post system implementation review has been developed to provide feedback of customer satisfaction. The results of this survey will be known in the next reporting period. Council continues to monitor compliance through TRIM system functionality.	Prepared survey to be issued 2 nd quarter 2015. Compliance with the State Records Act is progressing through the Digitisation Program and removal of shared network drives.
		Internal customers are satisfied		
	Digitisation of hardcopy records using TRIM	Ongoing	Council has sent a number of Maps and Plans to be digitised in this period. This is an ongoing program to improve access to information and the security of Council records.	Digitisation Program is progressing within current budget allocation. Over the next 12 to 18 months, the digitisation program will be ongoing to allow for minimal physical records to be transferred to Oran Park
	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 digitised on a rolling basis and will depend on budget.	Progressing within budget. Completion estimated late 2015.
	Additional resources to facilitate the management and storage of Council records	Workforce increase	An additional resource has been allocated in the 2014/15 Operational Plan.	An additional temporary staff member has been engaged for a 3 month period to progress.
Risk Management & Insurance	Development of Council's Risk Management Framework	Appropriate risk management strategies are in place	Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings.	Emergency Response Plan has been implemented and relevant staff training undertaken. A further review is due upon the recruitment of new positions.
			Work continues on development of an Enterprise Risk Management program.	Work continues on development of an Enterprise Risk Management program.

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Risk Management & Insurance	Management and administration of Council's insurance and claims in relation to public liability/professional indemnity, property insurance, motor vehicle insurance	Number and cost of claims stays the same or decreases	<p>There has been a decrease in the number of liability claims (34 down from 41)</p> <p>There has been an increase in property claims (3 up from 2)</p> <p>There has been a decrease in motor vehicle claims (22 down from 30)</p>	<p>There has been an increase in the number of liability claims (35 up from 34).</p> <p>There has been an increase in property claims (4 up from 3).</p> <p>There has been an increase in motor vehicle claims (39 up from 30).</p>
		Council is appropriately insured	In June 2014 Council reviewed all insurance policies held and have entered into an agreement with Westpool, United Independent Pools & Willis Australia. This change in insurers will see Council saving an estimated \$250,000 annually	Council maintains full insurance coverage until 31 October 2015 via Westpool, United Independent Pools & Willis Australia.
	Plans are prepared to ensure Council can continue to operate in the event of an interruption to its business	Business Continuity Plans are in place	<p>Business Continuity Plans completed and implemented. Senior Council staff have attended training.</p> <p>Plan now requires revision due to the new structure.</p>	Business Continuity Plans due for revision upon recruitment of new staff.
Workplace Safety	Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations	Compliance with policies and procedures	Work Health and Safety Policy has been signed by General Manager and adopted by Council. It is displayed throughout council in line with legislative requirements.	Activity complete.
	Development & Implementation of a comprehensive and compliant WH&S System	Legislative Compliance	Continued improvement across council departments to identify hazards and risk. A further 60 documents have been developed in consultation with staff. Total of 107 documents in various stages of implementation.	<p>The WHS Project commenced mid June 2014 with consultants from Recovery Partners.</p> <p>The following policies and procedures have been developed, and the implementation</p>

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
<p>Workplace Safety</p>			<p>There were 52 tender submission received in the second re-tender process. Recovery Partners were the successful tender. Work commenced early June with an audit being undertaken against AS:4801.</p> <p>Representatives of council departments make up the Corporate Safety Team.</p> <p>This team will work with Recovery Partners to ensure all project milestones are met ensuring the project remains on time and within budget.</p>	<p>process started throughout</p> <ul style="list-style-type: none"> - Smoke Free Policy - WHS Document and Records Procedure - Consultation - PPE <p>Work has commenced on the following;</p> <ul style="list-style-type: none"> - WHS Risk Management - Contractor Management - Volunteer Management - Traffic Management - <p>The Corporate Safety Team meets with consultant every month to ensure the project remains to the agreed time table and within budget.</p> <p>Manual handling program commenced in September. The program assesses manual handling techniques of workers at the worksite. Each worker is assessed individually by an Occupational Therapist. Report and recommendations is provided to Council.</p>

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Workplace Safety	Management of Workers Compensation	Number and cost of claims	6 claims were lodged for the reporting period. Total cost of claims for the period \$44,947.	11 claims were lodged for the reporting period. Total cost of claims for the period \$46,224
		Lost time hours	Lost time hours recorded for the period totalled 203.	There has been a slight increase (0.05%) in lost time due to a longer than anticipated recovery time related to one claim. Council continues to create a safe workplace environment by implementing WHS System, Manual Handling Program, Risk Management Training and Proactive Programs including allocation of suitable duties to staff, and workplace station checks resulting effective management of the workforce safety.
	Additional resources to promote and support WHS within Council	Workforce increase	Council has appointed a Claims Officer in this reporting period.	Activity Complete
Workforce Management and Support	Provision of advice and support to managers and employees, administration of Council's Employee Assistance Program, application of employment legislation, management of industrial matters, representation and support to Consultative Committee	Accurate and timely advice and support provided	Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.	Employee 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	Employees are paid within agreed timeframes	All employees have been paid within agreed timeframes with a less on 1% error rating.	All employees have been paid within agreed timeframes with a less on 1% error rating.

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Workforce Management and Support	record-keeping	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 have been undertaken in April/May	Mid year performance reviews have been undertaken Nov/Dec 2014
	Undertake recruitment and selection of new employees	Internal customers are satisfied with the employment process	During the reporting period Council recruited for 45 positions.	During the reporting period Council recruited for 65 positions
	Promotion of Council as an Employer of Choice through participation in events and expos, and development of partnerships with education providers	Participation in events and networks	1 expo attended during the reporting period. Continue to provide traineeships and work experience opportunities.	No expos were attended during the reporting period. Continue to provide traineeships and work experience opportunities.
	HRIS Implementation (Including Employee Kiosk)	Increased availability of statistical information / Improved Employee Relations	New Action – No comment required for this period.	No current budget. Research has been undertaken and budget bid proposed for 2015/16
	Additional resources to facilitate workforce management and support	Workforce increase	New Action – No comment required for this period.	Organisational Development Officer appointed in the current reporting period.
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	Annual reviews were conducted, staff annual training plans updated and annual corporate training calendar developed.	Staff training is determined following annual performance reviews. Corporate and section training is provided to enhance the skills, knowledge and ensure Council staff are qualified to perform duties in a professional and knowledgeable manner. A Leadership Program will commence in 2015 to provide Leadership training for all sections of Council.

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Staff Training and Development	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	7 Work experience placements. Currently 3 Horticulture apprentices. July 2014 – Library and Waste depot trainees completed, currently 10 trainees. Waste depot trainee awarded 2-14 State Training Services Trainee of the Year, library trainee finalist in awards. Additional trainee position in HR in 2014.	Currently 3 Horticulture apprentices – 2 new apprentices will commence January 2015 to replace 2 apprentices who resigned towards the end of 2014. An additional trainee position will commence January 2015, making a total of 12 trainees (including IT and Library trainees). Business Administration trainee interviews have been conducted to replace 8 completing trainees and will commence in January 2015.
	Additional funding to extend the Trainee Program	Trainee program extended	2 trainees commenced with Council in January 2014. At this stage there will not be additional positions under this program in the future.	No additional trainee positions were commenced in this period. A new trainee position will be added to existing trainee numbers to commence January 2015.
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 meeting requirements
		Energy and water efficiency plans in place	Works are still ongoing.	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	Fleet being monitored to ensure it is cost effective and appropriate.	Fleet being monitored to ensure it is cost effective and appropriate
	Provision of additional workspaces to accommodate an increasing Council workforce	Additional space provided	Staff movements are being accommodated as part of the Business Improvement Program and restructuring of Council branches to various accommodation locations.	Staff movements works are now completed, move of parks staff is ongoing

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Staff Accommodation, Fleet & Equipment	New Central Administration Building – preliminary design and consultation	Preliminary design and consultation undertaken	Council has finalised and adopted the design brief for the new Administration Centre. Architects have been appointed and concept designs have been developed.	Activity Complete
	New Central Administration Building – Initial design and construction tender	Final design completed	New Action – No comment required for this period.	The design of Council's new administration centre at Oran Park is 95% completed.
		Construction completed	New Action – No comment required for this period.	Preparation of tender documents are 95% complete. Tenderers have been selected through an openly advertised Expression of interest process. Tenders will be invited in early 2015.
	Provision of a low loader trailer to assist moving heavy plant and equipment	Resource Utilised	Held over pending review of plant and equipment needs.	Purchase of low loader trailer will not be proceeding due to alternate floating arrangements
	Installation of multi-level storage shelving in the Narellan Works Depot stores	Installation complete	Installation completed May 2014.	Installation completed May 2014.
	Council Works Depot – environmental improvements	Works completed	Works postponed pending the finalisation of the Environmental Management Plan which is in its final stages. Works to be determined once complete.	Works are pending final design layout being agreed as part of the parks relocation
	Plan and design a Council Masterkey System	System designed	New Action – No comment required for this period.	Planning of new master key system pending

Local Service 6.6: Support Services

Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Parks and Gardens Depot Site Relocation	Site Relocation Complete	New Action – No comment required for this period.	A Business Improvement Team has been established to consult and agree upon the depot facility requirements and final designs.
	Installation of multi-level storage shelving in the Narellan Works Depot stores	Installation complete	Completed	Completed
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	Site selection has been completed, the central administration building will be located in Oran Park Town. Council continues to explore options available for the depot relocation and working on the funding strategy for this project..	Activity Complete
Management of Capital Projects	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	As indicated in the details of the delivery plan report, Council has completed a wide range of new capital projects within agreed timeframes and within budget. Key community projects include West Camden RFS station, Little Sandy Bridge, Narellan Community Hall, Cut Hill amenities building and Sportsfield lighting at Kirkham Park and Liquidamber Reserves,	Completion of Harrington Park footbridge reinstatement Camden Cemetery upgrade – Council has engaged a design consultant to finalise the Cemetery plans to DA/CC lodgement by March 2015.
	Additional resources to support the delivery of capital projects within Council	Workforce increase	New Action – No comment required for this period.	A new project manager has been appointed for three months while a permanent appointment is sought.