



Delivery Program Progress Report

July 2018 to June 2019

Cover Page and Back Page:

Curry Reserve Water Play Space, Elderslie

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Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

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Acknowledgement to Country

Council acknowledges the Dharawal people as the traditional custodians of this land and pays our respect to their Elders both past and present and the Aboriginal Community.

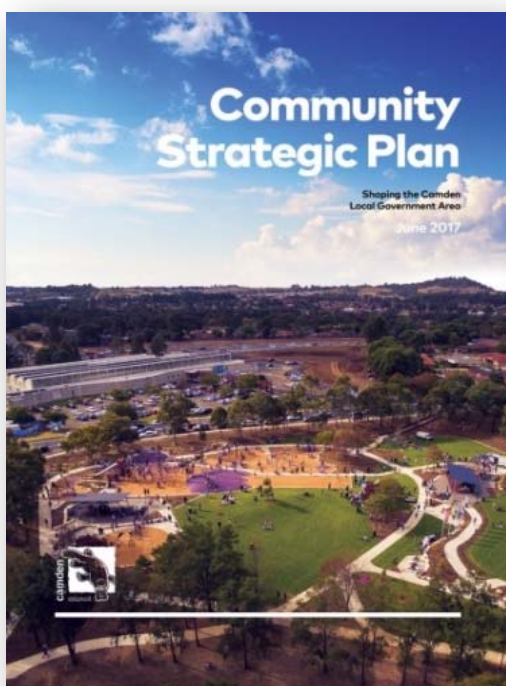
1. Council's Obligations

All councils across NSW commenced implementing the Integrated Planning and Reporting (IPR) framework from 2013. This framework allows councils to draw various plans together and plan holistically for the future.

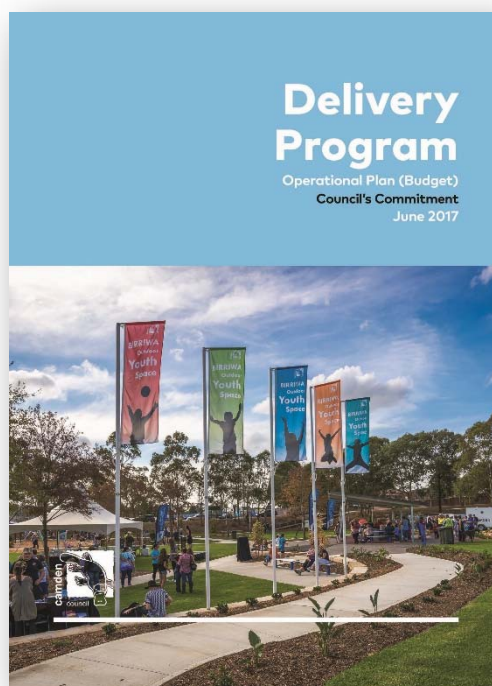
In accordance with the IPR framework, all councils are required to develop a Community Strategic Plan. The Community Strategic Plan provides a clear direction for the long-term community vision and is underpinned by the Delivery Program, Operational Plan (Budget) and Resourcing Strategy. Council reviews and develops the Community Strategic Plan, followed by preparation of Council's four-year Delivery Program and determines appropriate methods to measure its progress.

The Delivery Program turns the strategies and objectives of the Community Strategic Plan into principal activities and identifies actions that Council commits to undertake over the next four years.

To help maintain focus for Council and provide feedback to the community, Council is required to prepare a six-monthly progress status on the adopted four-year Delivery Program. In accordance with the [IPR framework](#), Camden Council has prepared and adopted in June 2017 the following documents:



[Community Strategic Plan](#)



[Delivery Program and Operational Plan \(Budget\)](#)

A suite of documents relating to the [IPR framework](#), are available on Council's website

www.camden.nsw.gov.au

Camden Council actively monitors its progress in achieving the objectives stated in the Community Strategic Plan through the implementation of the Delivery Program under six Key Directions.

These six Key Directions are aligned with the four elements of the quadruple bottom line - Social, Environmental, Economic and Civic Leadership. These six Key Directions are:

1. Actively Managing Camden LGA's Growth
2. Healthy Urban and Natural Environment
3. A Prosperous Economy
4. Effective and Sustainable Transport
5. An Enriched and Connected Community
6. Strong Local Leadership

Council has 30 Local Services to assist in addressing the Key Directions with specific principal activities against the Community Strategic Plan's strategies.





2. Executive Summary

This Delivery Program Progress Reports July 2018 to June 2019, complies with the adopted four-year Delivery Program 2017/18 – 2020/21 for this Council term.

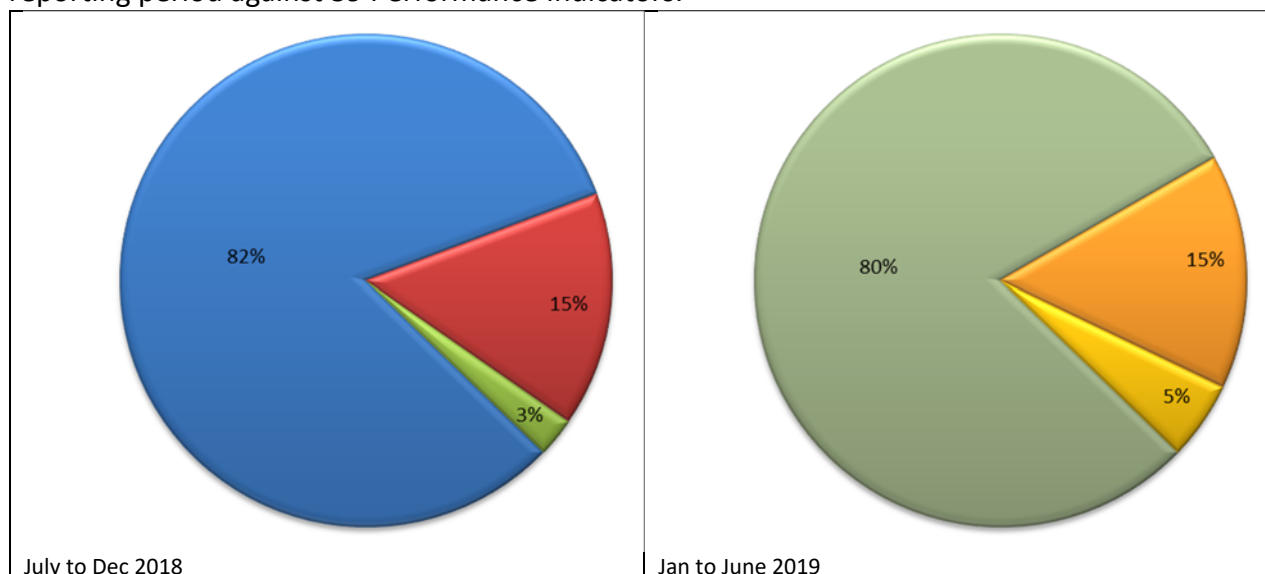
The report reflects Council’s status against 39 performance indicators and provides information on how Council is progressing with its Delivery Program.




Each Key Direction has a set of individual performance indicators. Council utilises a rating scale to ensure consistency, accountability and transparency, when assessing the status of each performance indicator under the six Key Directions and associated symbol descriptors. The rating scale is:




Table 1

Rating Scale	Symbol	Description
• “On Track”		When the ‘actual’ is either equal, less or greater than the set target.
• “Monitoring”		Corporate variance of ±10% applies to the set target and is considered achievable, feasible and realistic for performance improvement, with the exception of Legislative requirements.
• “Needs Work”		When the ‘actual’ is either below or above the corporate variance
• “Trend”		Shows a pattern of change data over time where setting a target is not possible

Below is the progress summary of Council’s overall performance for the July 2018 to June 2019 reporting period against 39 Performance Indicators.







-  On Track = 32
-  Trend = 6
-  Needs Work = 1

-  On Track = 31
-  Trend = 6
-  Needs Work = 2

The table below provides a status update on the performance indicators under each Key Direction.

Table 1

Key Direction	No. of Performance Indicators	Progress Status							
		On Track 		Monitoring 		Needs Work 		Trend 	
		July to Dec 2018	Jan to June 2019	July to Dec 2018	Jan to June 2019	July to Dec 2018	Jan to June 2019	July to Dec 2018	Jan to June 2019
Actively Managing Camden LGA's Growth	4	4	4	0	0	0	0	0	0
Healthy Urban and Natural Environment	12	9	8	0	0	0	1	3	3
A Prosperous Economy	3	1	1	0	0	0	0	2	2
Effective and Sustainable Transport	5	4	4	0	0	1	1	0	0
An Enriched and Connected Community	8	8	8	0	0	0	0	0	0
Strong Local Leadership	7	6	6	0	0	0	0	1	1
TOTALS	39	32	31	0	0	1	2	6	6

In summary, for the reporting period July to December 2018, of 39 Performance Indicators, 32 Indicators (82%) were assessed as 'On Track'; 1 Indicator (3%) as 'Needs Work'; 6 Indicators (15%) as 'Trend' and there were 0 Indicators (0%) as 'Monitoring'. In other words, 32 of the 39 performance indicators (82%) were assessed as 'On Track'.

For the reporting period January to June 2019, of 39 Performance Indicators, 31 Indicators (80%) were assessed as 'On Track'; 2 Indicator (5%) as 'Needs Work'; 6 Indicators (15%) as 'Trend' and there were 0 Indicators (0%) as 'Monitoring'. In other words, 31 of the 39 performance indicators (80%) were assessed as 'On Track'.

Section 3, 'Key Directions and Performance Indicator Status', provides progress comments and the status of each performance indicator along with an explanation of each Key Direction.

Section 4, 'Overall Progress Highlights' elaborates on a few of the projects Council has undertaken over July to December 2018 and January to June 2019 that supports Council's commitment towards the Community Strategic Plan.

3. Key Directions and Performance Indicator Status

This section provides a narrative on outcomes that supports the Community Strategic Plan under each Key Direction and associated Objectives. It provides progress comments and the status of each performance indicator along with an explanation of each Key Direction.

The diagram below shows the six Key Directions.





Key Direction 1 – Actively Managing Camden LGA’s Growth

Effectively managing growth, determined under the State Government’s Metropolitan Strategy and Western City District Plan (former South West District Plan), will be an important focus area for Council and its various partners.



The community of the Camden LGA does not want to lose the character that they so highly value - its rural setting, country town feel, and the lifestyle associated with these attributes, at the same time it must cater for well-managed development. Achieving a balance between large population increases and keeping the valued heritage/rural characteristics of the Camden LGA, will be an ongoing challenge with significant new opportunities in terms of infrastructure, services, employment, housing choices and economic benefit.





The community would like to see public transport, roads, infrastructure, parks and recreational facilities, and the effective management of development as major priorities for the Camden LGA.

1.1 Urban development is managed effectively

Performance Indicator	Reporting Period	Status	Progress Comments
Development assessments are completed in a timely fashion	July to Dec 2018	✓	The median processing time (34 days) was within the target service level of 40 days. Council determined Development Applications to the value of \$883,893,342 during this six-month period.
	Jan to June 2019	✓	The median processing time (35 days) was within the target service level of 40 days. Council determined Development Applications to the value of \$524,471,662 during this six-month reporting period.
Construction certificates are provided in a timely fashion	July to Dec 2018	✓	Construction Certificate processing timeframes continue to exceed target service levels. This result reflects the strong performance across the range of Certification Services provided by Council.
	Jan to June 2019	✓	Building Construction Certificate processing timeframes continue to exceed target service levels. This result reflects the strong performance in building certification services provided by Council.





Performance Indicator	Reporting Period	Status	Progress Comments
Developers Contribution Plans are developed and monitored in a timely manner	July to Dec 2018		Three Works-In-Kind Agreements have been executed and 133 contributions planning referrals were completed during this period. The review of the Camden Growth Areas Contribution Plan by the Department of Planning is ongoing. Council also appointed a Coordinator of Agreements Delivery and Agreement Delivery Officer to effectively manage the implementation of Works-in-Kind Agreements and Voluntary Planning Agreements.
	Jan to June 2019		Two Works-in-Kind Agreements were executed. Council received \$604,903 monetary contributions, \$3,507,015 of embellishment works, 2000m2 of open space (\$288,000) and 107,05m2 of riparian land (\$0) dedication. Agreements Delivery actioned 94 referrals, Contributions Planning actioned 67 referrals and 15 reports were prepared for Council's Development Contributions Management Committee.

1.2 Rural land is adequately administered





Performance Indicator	Reporting Period	Status	Progress Comment
Rural Lands Strategy and associated Action Plan are delivered	July to Dec 2018		On 27 November 2018, Council adopted a revised Rural Lands Strategy (RLS). The RLS was submitted to the Department of Planning, Industry and Environment for endorsement as a local strategy on 5 December 2018. Council officers are progressing with the RLS actions.
	Jan to June 2019		The Department of Planning, Industry and Environment is assessing the Rural Lands Strategy for endorsement as a local strategy. Council officers are progressing with the actions as stated within the Strategy.

Summary

July to December 2018

 On Track	4	 Needs Work	0	 Monitoring	0	 Trend	0
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January to June 2019

 On Track	4	 Needs Work	0	 Monitoring	0	 Trend	0
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Key Direction 2 – Healthy Urban and Natural Environments





The Camden LGA’s natural and built environment are the “setting” for all aspects of life and are essential for sustaining the health, well-being and 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. 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 healthy.











2.1 Caring for urban and natural environment including heritage sites

Performance Indicator	Reporting Period	Status	Progress Comment
Waste diverted from landfill	July to Dec 2018		Council is working with its waste processing contractor and undertaking other projects to improve the diversion rate.
	Jan to June 2019		Council’s waste contractor is working to find additional markets for recovered products but is seeing a declining diversion rate based on mixed solid waste no longer being processed via Advanced Waste Treatment facilities.
Incidents of illegal dumping (observed by Council Officer)	July to Dec 2018		A total of 169 incidents (28 per month) of illegal dumping on public land were identified and investigated as a result of proactive patrol services by Council Officers. Council continues to implement proactive initiatives to educate the community on illegal dumping including education and Builders BBQ's.
	Jan to June 2019		A total of 188 incidents (31 per month) of illegal dumping on public land were identified and investigated as a result of proactive patrol services by Council Officers.
Incidents of illegal dumping (advice from residents)	July to Dec 2018		Council investigated a total of 217 incidents of illegal dumping incidents on public land (36 reports per month) as a result of reports by residents.
	Jan to June 2019		Council investigated a total of 334 incidents of illegal dumping on public land (55 reports per month) as a result of reports by residents.

Performance Indicator	Reporting Period	Status	Progress Comment
Companion animals are appropriately identified	July to Dec 2018		<p>112 dogs were impounded with 71 microchipped (67%). 24 cats were impounded with 0 microchipped (0%). Total percentage of dogs and cats microchipped entering the animal holding facility is 55%. Council returned 75 dogs to their owners instead of impounding.</p> <p>To assist in improving micro chipping and registration rates, Council continues to run an extensive Companion Animal education program including school visits, advertising campaigns and promoting Responsible Pet Ownership at local events. As a result of Council's free microchipping program, 41 companion animals were microchipped within this period.</p>
	Jan to June 2019		<p>139 dogs impounded - 60 Microchipped (43%). 45 cats impounded - 2 microchipped (4%). Total percentage of dogs and cats microchipped entering the animal holding facility is 33%. Council returned 75 dogs to their owners instead of impounding. Council microchipped for free 105 dogs and cats for this six-month reporting period.</p>
Monitor water quality in rivers and waterways	July to Dec 2018		<p>During the reporting period, lakes and waterways monitoring was undertaken across all sites on a monthly basis.</p> <p>While seasonal changes influenced results, high nutrients, in particular nitrogen, were consistently high. Blue-green algae testing during the summer months were also indicating a high growth of algae in the lakes.</p>
	Jan to June 2019		<p>During the reporting period, lakes and waterways monitoring was undertaken across all sites on a monthly basis.</p> <p>While seasonal changes influenced results, high nutrients, in particular nitrogen, were consistently high. Blue-green algae testing during the summer months were also indicating a high growth of algae in the lakes.</p>





Performance Indicator	Reporting Period	Status	Progress Comment
Number of initiatives promoted to reduce air pollution	July to Dec 2018		During the winter months, Council completed 100% of its initiatives to promote better practices for wood heater operations to help reduce air pollution through local media, Council's website and educational programs.
	Jan to June 2019		In preparation for winter, Council completed 100% of its initiatives to promote better practices for wood heater operations to help reduce air pollution through local media, Council's website and educational programs.
Number of complaints received regarding noise concerns	July to Dec 2018		There were a total of 134 complaints received in relation to noise during the reporting period, which is a slight decrease to the 136 complaints received for the previous period January to June 2018. These complaints include noise from barking dogs, trail bikes and amplified music and other sources. All complaints were investigated with appropriate compliance action taken.
	Jan to June 2019		There was a total of 132 requests received within the Customer Request Management system in relation to noise during the reporting period, which is a slight decrease in the number of requests (134) received for the previous period July to December 2018. These complaints include noise from barking dogs, trail bikes, music and other sources. All complaints were investigated with appropriate compliance action taken.
Increase number of public amenities, recreation facilities, open space and parks	July to Dec 2018		Across the Camden Local Government Area there are 108 playgrounds, 19 sports fields, 279 reserves and 43 amenities.
	Jan to June 2019		Across the Camden Local Government Area there are 293 open spaces and reserves, 20 sports fields, 91 sites with play equipment, 17 sites with exercise equipment, 17 public amenities, 37 sports amenities and 2 swimming leisure centres.

Performance Indicator	Reporting Period	Status	Progress Comment
Bushland under active management – number of volunteer bush care hours	July to Dec 2018		Volunteers contributed 1232 hours in the reporting period, with a total of 176 days (based on a 7-hr working day). This includes scheduled Bushcare, community planting days, National Tree Day and Schools Tree Day.
	Jan to June 2019		Volunteers contributed 531 hours in the reporting period, with a total of 75.85 days (based on a 7-hour working day). This includes scheduled Bushcare and community planting days.
Maintain biodiversity across Camden LGA	July to Dec 2018		During the reporting period, Council actively maintained 54ha of natural areas. This includes an additional area within the Camden Town Farm which is removing woody weeds and restoring native vegetation along the Nepean River.
	Jan to June 2019		During the reporting period, Council actively maintained 54ha of natural areas. This includes an additional area within the Camden Town Farm to restore native vegetation along the Nepean River.
Number of Sustainability community education programs conducted	July to Dec 2018		During the reporting period Council's scheduled sustainability education programs continued to be on target and implemented. These included Threatened Species Art and Writing Competition, Macarthur Nature Photography Competition, Stormwater Education, Love Food Hate Waste at the Taste Food and Wine Festival.
	Jan to June 2019		During the reporting period Council's scheduled sustainability education programs continued to be on target and implemented. These included Earth Hour and World Environment Day.





Performance Indicator	Reporting Period	Status	Progress Comment
Number of community education activities conducted to promote heritage and historical sites across the Camden LGA	July to Dec 2018		<p>During the reporting period, Council adopted the Camden Town Centre Urban Design Framework and the revised Rural Lands Strategy. The Framework acknowledges the town centre's distinct heritage character and considers opportunities for enhancing the attributes that make it unique.</p> <p>Three Heritage Advisory Committee meetings were held during the reporting period and the Committee and Council officers continue to explore initiatives to promote heritage across the LGA.</p> <p>Council officers continue to provide advice to applicants relating to works proposed to heritage items through DAs and enquiries with over 20 referrals/enquiries completed in this six-month period.</p>
	Jan to June 2019		<p>Council's Heritage Advisory Committee, with the support of Council officers, is currently organising a heritage promotion event titled 'Unlock Camden', to be held as part of History Week 2019.</p> <p>Council officers continue to provide advice to applicants relating to works proposed to heritage items through Development Applications and enquiries with 29 Development Application Referrals and 5 customer enquiries completed in this six-month reporting period.</p>

Summary

July to December 2018

 On Track	9	 Needs Work	0	 Monitoring	0	 Trend	3
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January to June 2019

 On Track	8	 Needs Work	1	 Monitoring	0	 Trend	3
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Key Direction 3 – 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 well-being. Financial well-being relies on access to education, employment, housing, and a strong and diverse local economy.





A strong local economy for the Camden LGA is characterised by vibrant towns 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 the Camden LGA is linked with the broader South West Sydney region and much of the focus for the Camden LGA into the future will continue to be working with relevant partners, as well as through the Camden Regional Economic Taskforce (CRET) and the Macarthur Regional Organisation of Councils (MACROC), on the development of a strong regional economy.



3.1 Tourism and economic development is supported

Performance Indicator	Reporting Period	Status	Progress Comment
Utilisation of the regional tourism website is increasing	July to Dec 2018		Macarthur website has received 75,123 visits during this period. An increase of 1.01% on previous period.
	Jan to June 2019		The website has received 84,423 visits during this reporting period. An increase of 13% on the previous period.
Monitor the visitation to the Tourism Information Centre	July to Dec 2018		The Visitor Information Centre has received 98 phone calls (down 5%), 68 emails (down 7%) and 989 walk ins (down 1.5%). While Visitor Centre statistics are down, online visitation continues to increase in particular with the development of the new website.
	Jan to June 2019		Visitor Information Centre has received 88 phone calls (down 10%), 30 emails (down 56%) and 840 walk-ins. Visitation to Camden is traditionally down from Summer to Winter and the new website has provided the ability to give visitors better and easier access to information resulting in less need to contact or visit the Visitor Information Centre for information.

Performance Indicator	Reporting Period	Status	Progress Comment
Increase in number of registered businesses operating within the Camden LGA	July to Dec 2018		There is a total of 7,927 active and registered for GST businesses in the Camden LGA, an increase of 7.5% from the previous figure of 7,373. <i>(Source - ABS)</i>
	Jan to June 2019		There is a total of 8,407 active and registered for GST businesses in the Camden Local Government Area, an increase of 5.7% from the previous (July to December 2018) figure of 7,927. <i>(Source - ABS)</i>

Summary

July to December 2018

 On Track	1	 Needs Work	0	 Monitoring	0	 Trend	2
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January to June 2019

 On Track	1	 Needs Work	0	 Monitoring	0	 Trend	2
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Key Direction 4 – Effective and Sustainable Transport

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

Transport impacts on the health of the natural environment as well as the health and well-being 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 LGA means that people are able to travel easily within their own local area and are well connected to the wider Macarthur and metropolitan regions.







Effective and sustainable transport for the Camden LGA 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
- support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.



4.1 Integrated and safe transport system

Performance Indicator	Reporting Period	Status	Progress Comment
Successful completion of Black Spot funded projects	July to Dec 2018	✓	Council has completed the detailed design for Welling Drive/ Waterworth Drive/Henrietta Drive Roundabout project. Works are programmed for this financial year. Survey and design commenced for the Catherine Field Road project.
	Jan to June 2019	✓	Council received and completed 2 Black Spot projects over the reporting period, these included: Works at Welling Drive / Waterworth Drive / Henrietta Drive roundabout intersection and Catherine Field Road.

Performance Indicator	Reporting Period	Status	Progress Comment
Number of transport options delivered through Pedestrian Access Mobility Plan (PAMP) and Bike Plan	July to Dec 2018		Footpaths completed in Richardson Road (Spring Farm and Narellan sections) as a transport option as per PAMP. Further works are in progress for: Remembrance Driveway, Southdown Road, Higgins Avenue, Old Hume Highway and Exeter Street (part of the Town Farm Walkway).
	Jan to June 2019		During this six-month reporting period under the Pedestrian Access and Mobility Plan and Bike Plan programs, footpaths were completed in Higgins Avenue, Old Hume Highway and Exeter Street (part of the Town Farm Walkway), Pindari Reserve and Harrison Reserve.
Number of Road Education Programs conducted	July to Dec 2018		Over the past six-months Council has coordinated and worked in partnership on the following road education programs: RBT Plan B Campaign, Drive 2 Stay Alive, School Safety Program, Slow Down, Choose Right Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners In Macarthur, Community Safety Plan, Traffic Offenders Program.
	Jan to June 2019		Over the past six-months Council has coordinated 9 road education programs working in partnership with local Police, RMS and community groups on the following road education programs: RBT Plan B Campaign, Drive 2 Stay Alive, School Safety Program, Slow Down, Choose Right Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners In Macarthur, Community Safety Plan, Traffic Offenders Program, National Families Week.

4.2 Road infrastructure and transport connections are effectively established

Performance Indicator	Reporting Period	Status	Progress Comment
Traffic Committee recommendations are actioned within the timeframe	July to Dec 2018		All Traffic Committee recommendations were actioned within the set timeframes as agreed by the Committee for each discussed item. There was a total of 54 items for discussion during the six-month reporting period.
	Jan to June 2019		During the reporting period 41 Traffic Committee recommendations were approved. These were all actioned within the set timeframes.

Performance Indicator	Reporting Period	Status	Progress Comment
Road and traffic facility construction projects completed on-time and within budget.	July to Dec 2018		Prioritisation of works to meet community needs required some projects to be delayed into the second half of the 2018/19 financial year.
	Jan to June 2019		The majority of projects were completed within the 2018/19 financial year; some projects incurred delays which were out of Council's control however these projects have subsequently been completed in the current financial year. Council's new Project Management Framework and governance arrangements are assisting to improve planning, decision making and monitoring of project outcomes.

Summary

July to December 2018

 On Track	4	 Needs Work	1	 Monitoring	0	 Trend	0
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January to June 2019

 On Track	4	 Needs Work	1	 Monitoring	0	 Trend	0
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Key Direction 5 – An Enriched and Connected Community




An enriched and connected community involves arts and culture, community safety, healthy lifestyles and community health. In addition, the community is further enriched through learning, access to information, recreation and leisure to build social capital and cohesion.






These are all elements that lead to a community with high levels of well-being. 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 a variety of opportunities within a community, both social and economic, regardless of background, ability or circumstance.



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

5.1 Celebrating social diversity and cultural expression

Performance Indicator	Reporting Period	Status	Progress Comment
Number of arts/cultural events hosted across the Camden LGA	July to Dec 2018		A total of 136 arts/cultural events were held across various programs including - About Face Portrait Group, Camden Creative Hub, Artist Networking events and the Alan Baker Art Gallery.
	Jan to June 2019		A number of arts/cultural events were hosted by Council including - Camden Shorts, 2 Artist Networking events, the About Face Portrait Group and Westwords Workshop.
Number of programs delivered to various community groups including identified target groups	July to Dec 2018		A wide range of activities and events have been held. These included Camden Interagency meetings, Seniors Program Committee meetings, Cohesive Communities Advisory Group meetings, Youth Council Meetings and Access Community Advisory Group meetings, skate clinics, Café Connect series for over 55's and the following: NAIDOC Celebrations, Youth Public Art projects, 3 x Seniors Lunch's, Seniors Bus Trip, Paint the Town REaD Book Week event, Youth

Performance Indicator	Reporting Period	Status	Progress Comment
			Movie Night, PAWS for a Second youth mental health project, Carers Week event, International Day of People with Disability event, Grandparents Day event.
	Jan to June 2019		A wide range of activities and events have been held. These included Camden Interagency meetings, Seniors Program Committee meetings, Cohesive Communities Advisory Group meetings, Youth Council Meetings and Access Community Advisory Group meetings and the following - Cool Off in Camden, Youth Empowerment Project, Seniors Festival including concert and bus trip, Seniors Lunch, Dementia Specific Concert, Paint the Town REaD Book Relay, International Women's Day, Camden Cultures event for Multicultural March, a full Families Week Program, Youth Week Program including Movie Night, Café Connect program for over 55's, Refugee Week event and Camden Shorts.
Increase number of participants in active recreational activities using Camden Memorial Pool (seasonal)	July to Dec 2018		Camden Pool reopened for the summer season in late September 2018, with a total of 24,927 active participants using the facility. This was an increase of 1,929 on the same reporting period last year.
	Jan to June 2019		Camden Pool closed for the summer season at the end of March 2019, with a total of 35,084 participants using this facility during the reporting period.
Increase number of participants in active recreational activities using Mount Annan Leisure Centre (seasonal)	July to Dec 2018		During the reporting period, 257,461 participants participated in gym, fitness and/or swimming activities within the Mount Annan Leisure Centre. This is significantly higher than the target.
	Jan to June 2019		During the reporting period, 271,921 participants participated in gym, fitness and/or swimming activities within the Mount Annan Leisure Centre. This is significantly higher than the target of 168,907.

Performance Indicator	Reporting Period	Status	Progress Comment
Ratio of returning clients to new clients for hiring Camden Civic Centre	July to Dec 2018		1:11 new to returning clients.
	Jan to June 2019		3:46 new to returning customers.
Number of non-Council events hosted at the Camden Civic Centre	July to Dec 2018		544 non-council events held within the first six-months of the year.
	Jan to June 2019		Of the 589 events held within the second half of the year, 344 were non council events.

5.2 Opportunities for life-long learning

Performance Indicator	Reporting Period	Status	Progress Comment
Number of programs conducted at local libraries	July to Dec 2018		100% of all scheduled programs, a total of 1,624, were conducted at Council libraries during this period including children's, youth, adult, community learning, local studies and exhibitions as well as HSC programs.
	Jan to June 2019		All scheduled programs, a total of 1,018, were conducted at Council libraries during this period including children's, youth, adult, community learning, local studies and exhibitions as well as HSC programs.
Camden families have access to a quality Family Day Care service – hours of care provided	July to Dec 2018		Families continue to have access to family day care with educators providing a variety of operating days and hours to meet the needs of family demands.
	Jan to June 2019		Between January and June 2019, families continue to have access to family day care with educators providing a variety of operating days and hours to meet the needs of family demands. This includes extending the day care hours to 7pm for some families (centre-based care operates to 6 - 6.30pm). Further, educators offer school holiday care and before, and after school care for families that can't or don't want to access school age programs.

Summary

July to December 2018

 On Track	8	 Needs Work	0	 Monitoring	0	 Trend	0
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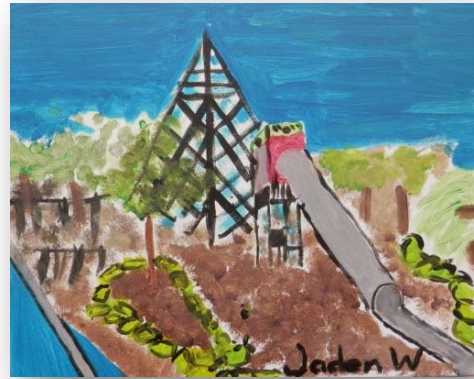
January to June 2019

 On Track	8	 Needs Work	0	 Monitoring	0	 Trend	0
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Key Direction 6 – Strong Local Leadership

Strong local leadership means that the Camden LGA has strong organisations and individuals representing its interests, who are responsive to the community, and who are working together to achieve the community's vision for the future.





Strong local leadership will be needed from all levels of government, as well as the private sector, non-government organisations, business, industry groups, and community organisations. Developing leaders within the community will place the Camden LGA 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 the Camden LGA 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 needs and aspirations in decision making and planning process as well as delivering services.





6.1 Maintain strong partnerships and shared responsibilities with stakeholders

Performance Indicator	Reporting Period	Status	Progress Comment
Number of Community Small Grant Agreements	July to Dec 2018		A total of 37 applications were received totalling \$186,309, with 8 new groups applying for funding.
	Jan to June 2019		This Grant round is annual and held in the first quarter each financial year. Grant round did not fall within the current reporting period.
Number of donations for charitable programs	July to Dec 2018		Two donations for charitable purposes were provided to: Playgroup NSW, Chris Harris Photography Exhibition.
	Jan to June 2019		Nine donations for Charitable Purposes were provided to: Open House Christian Centre Easter Fair, Melissa Hawkins Bey Blade Tournament, Lyndal Rogers Beats for Pete, Macarthur Homeless Steering Committee Dinner Under the Stars, Mother Hubbard's Cupboard Street Signage, Youth Solutions DAIR Project, Anna Sutcliffe Open Doors Fundraiser, Benjamin

Performance Indicator	Reporting Period	Status	Progress Comment
			Stokes Trivia Fundraiser, Rotary Club of Gregory Hills Next Gen Battle of the Bands Fundraiser.
Number of annual subsidies extended to community organisations	July to Dec 2018		This Grant round is annual, and all 8 subsidies were distributed. (RSL Sub Branch, Leppington Progress Association, Camden Historical Society, SWS Sport Academy, Camden Community Band, Campbelltown Macarthur Scottish Pipes and Drums, Campbelltown Camden District Band, Camden Art Prize).
	Jan to June 2019		This Grant round is annual, and all subsidies were distributed. Grant round did not fall within this reporting period.
Number of community sponsorship programs supported	July to Dec 2018		13 programs supported with a total of \$46,744 funded \$13,444 in-kind and \$33,300 monetary committed to July to December events and programs.
	Jan to June 2019		17 programs supported with a total of \$63,500 funded, \$14,500 in kind (up to) and \$49,000 monetary committed to January to June 2019 events and programs.

6.2 Community and stakeholders are kept informed

Performance Indicator	Reporting Period	Status	Progress Comment
Maintain publication of regular Council information	July to Dec 2018		Council has continued to produce publications on time and in line with Council's design and approval process. Two editions of Let's Connect were distributed to residents throughout the reporting period. Council continues to distribute Rates Notice publications, publish the weekly advertisement and Mayor's Message in the local newspaper as well as update Council's website and Facebook.
	Jan to June 2019		Council has continued to produce regular publication of council information within deadline. Two editions of Let's Connect were distributed to residents throughout the reporting period. Council continues to distribute Rates Notice brochures, publish the weekly advertisement and Mayor's Message in the local

Performance Indicator	Reporting Period	Status	Progress Comment
			newspaper, weekly community radio messages, update email signature messaging, as well as regularly updating Council's website and expanded digital media platforms daily.
Maintain Council's social media platform	July to Dec 2018		<p>Council continues to maintain a 7 day-a-week social media coverage to report on weekend events, improve community engagement and ensure that customer enquiries are answered promptly.</p> <p>Over the past six-months 555 Facebook posts were published, an increase of 69.2% from the previous period. Council has also produced and posted 38 videos over the past six-months. Our Facebook following has increased to 18,100, this is an increase of 10.1% on the previous period.</p>
	Jan to June 2019		<p>Council continues to maintain a 7 day-a-week social media coverage to report on weekend events, improve community engagement and ensure that customer enquiries are answered promptly.</p> <p>Over the past six-months 554 Facebook posts were published. Council has also produced and posted 27 videos over the past six-months. Our Facebook following has increased to 20,090, this is an increase of 1,990 followers from the previous period. Additionally, we have also expanded our social media platforms to now include Twitter, YouTube, Instagram and Snapchat.</p>
Maintain Council's community engagement and communication practices	July to Dec 2018		<p>Council continues to regularly communicate and engage with the community. Two editions of Let's Connect were distributed.</p> <p>A number of projects and events were communicated to the community including the openings of Harrington Lake Youth Play Space, Sedgwick Reserve Play Space, Curry Reserve Water Play Space, Your Camden Your Say, Cool Off in Camden, Christmas Light Competition, Camden Council and Salvation Army Giving Tree.</p>
	Jan to June 2019		<p>Council continues to communicate and engage with the community. Two editions of Let's Connect were distributed.</p> <p>A number of projects, initiatives and events were communicated and marketed to the</p>

Performance Indicator	Reporting Period	Status	Progress Comment
			community including the expansion of our social media platforms, implementation of project signage, Sanitarium Weet-Bix Kids TRYathlon, Oran Park First Birthday Party celebrations, Australia Day, Bounce Town, Camden Cultures, Paws in the Park.

Summary

July to December 2018

 On Track	6	 Needs Work	0	 Monitoring	0	 Trend	0
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January to June 2019

 On Track	6	 Needs Work	0	 Monitoring	0	 Trend	0
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4. Overall Progress Highlights

This section elaborates on a few of the projects Council has undertaken over July to December 2018 and January to June 2019, that supports Council's commitment towards the Community Strategic Plan.

July to December 2018

Community Awareness Program

Council continues to build on raising community awareness on various matters via its highly visible waste vehicles.

To compliment the great work already underway to raise community awareness of mental health, suicide prevention and domestic violence, Council also ran a community education campaign to raise awareness of anti-bullying and responsible pet ownership.

Locally, through the work Council did with local high schools and the Camden Youth Council, bullying was identified as the number one issue affecting young people within our community.

Council launched an anti-bullying campaign with new signage on three of its waste collection vehicles.

Designed by young people, the wording included *'Bullying is garbage, stand up and speak out!'* and *'Bullying stinks, stand up*

and speak out!' and has contact details for Kids Helpline and Lifeline.

Another sign has an inspirational message, *'Throw around kindness, not your rubbish'.*

Council is also experiencing an increase in the number of lost pets found with incorrect registration details. As new suburbs develop and residents move into the area, some pet owners were forgetting to update their pet registration details, making it difficult to reunite lost pets with their owners.

To raise awareness of this issue a further waste vehicle has been branded with signage to remind pet owners to update their pet registration details with Council.

To encourage people to keep our parks clean a new smaller waste vehicle, designed to collect and clean park bins, has been branded with the message *'Keep our Parks Litter Free'.*



Award Winners

Customer Service Excellence Award

Council won the National Local Government Customer Service Network's 2018 National Customer Service Excellence Award. This is great recognition for Council in delivering excellent service to customers and the community.

Oran Park Library

The Oran Park Library was recognised as a leading public facility and awarded the Western Sydney Leadership Dialogue Outstanding Community Project for 2018.

Project partners of Council, Landcom and Greenfields Development Corporation were acknowledged for the collaborative design, delivery and creation of a contemporary facility that incorporates modern technologies offering interactive digital components while maintaining ties to local history through artwork and images.

Camden Youth Week

The Camden Youth Week event was recognised as one of the best in the State, with Council being joint recipients of the Best Ongoing Commitment to Local Youth Week Programs 2018 at the NSW Local Government Awards.

This was the eighth year in a row that Council has been selected as a finalist for the Youth Week event award.



Youth and Water Play Spaces

To provide more options for children, young people and families to exercise and socialise and encourage active healthy lifestyles, Council committed \$5M to deliver Sedgwick Reserve Youth Play Space, Harrington Park Lake Youth Play Space and Curry Reserve Water Play Space.

Sedgwick Reserve, Currans Hill

The youth play space at Sedgwick Reserve, Currans Hill expands on the existing young children's playground and incorporates a new youth space with a focus area for 12 to 17 years olds. The space features a recessed trampoline, climbing equipment, musical equipment, skating areas and natural play elements to enhance the diversity of play experiences.

Harrington Park Lake Reserve, Harrington Park

The Harrington Park Lake Youth Play Space includes play equipment, specialised areas for rollerblading, skateboarding, scooter and bike riding, as well as a Ninja Warrior style apparatus.

Curry Reserve, Elderslie

Camden's first water play space at Curry Reserve features a large splash pad including 36 play features, suitable for children of all ages, and is wheelchair accessible. The water will be heated and open for community use from September until April each year.

A new amenity block at Curry Reserve will include wheelchair accessible change facilities including an adult hoist, waterproof wheelchair storage, new toilets and change rooms.



Sedgwick Reserve



Harrington Park Lake Reserve



Curry Reserve

Western Sydney City Deal

A Memorandum of Understanding has been co-developed by all the eight City Deal Councils of the Western Sydney Parkland City.

The Mayors, General Managers, Officers and various working parties have been continuing to implement initiatives significant to the region.

The Councils have established a regional collaboration framework which formalises the arrangements for Councils to cooperate with each other and act jointly to deliver:

1. An integrated and connected Western Parkland City through smart rail, bus, road and digital infrastructure;
2. Growth of the regional economy, increasing the supply and diversity of local jobs as well as opportunities for new investment and enterprise development;

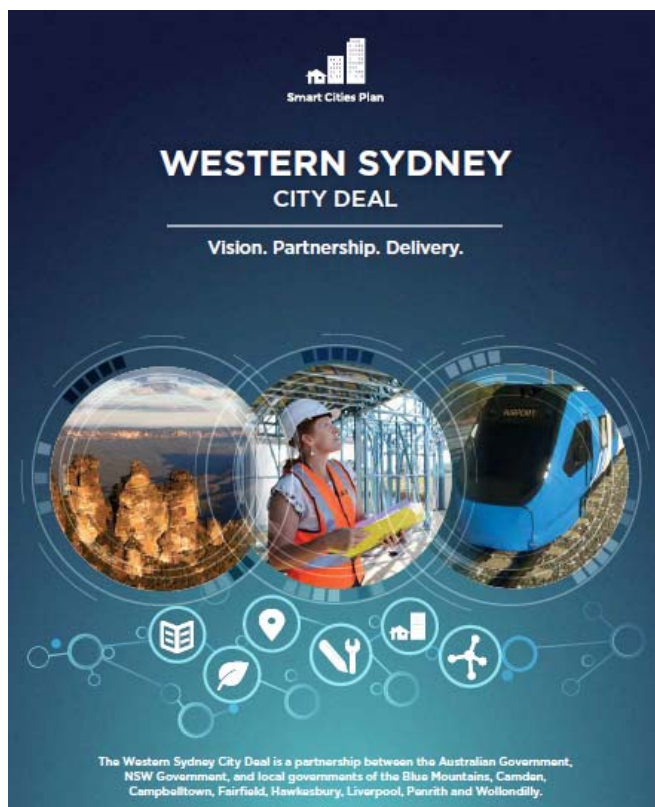
3. Existing and future workers' access to the education and skills they need to secure jobs of the future;

4. A liveable and resilient Western Parkland City that delivers affordable housing choice with access to essential services and opportunities that promote lifestyle diversity and choice, good health and well-being;

5. Conservation and celebration of open space, the natural environment and the region's unique cultural attributes;

6. Strategic city partnerships that align with and facilitate these objectives; and

7. The implementation of an enduring City Deal and other programs that address the objectives of the Partnership.



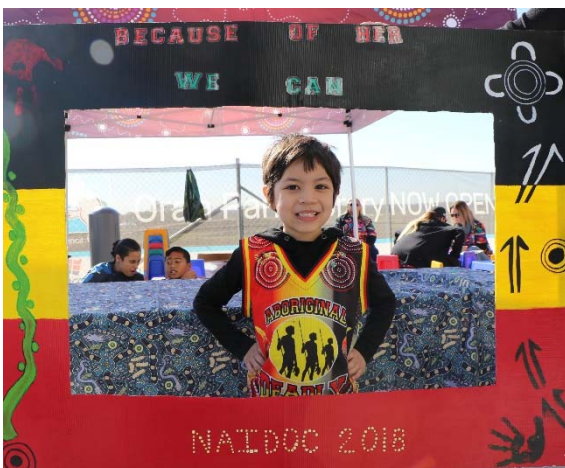
NAIDOC Week

The theme for NAIDOC Week 2018 was “Because of Her, We Can” highlighting the role Aboriginal and Torres Strait Islander women have played in their communities.

NAIDOC Week was celebrated at Oran Park with a community fun day and flag raising ceremony.

The celebrations included a traditional Welcome to Country by local Aboriginal Elder Glenda Chalker, followed by activities including a Bush Tucker lunch, traditional Indigenous games, song and dance performances and information and activities from local service providers.

At Camden Library an Aboriginal art exhibition was also held as part of the celebrations. The exhibition featured painting and drawings from West Sydney Darug artist Leanne Tobin, as well as Brigitte Grant’s contemporary photograph and Elly Chatfield’s painting of Fire Dreaming.



Kirkham Park Sports Complex

Plans for the future use of the multi-sport and recreational facility at Kirkham Park in Elderslie have been secured.

The adopted Masterplan outlines the future for the site and Stage One has been funded to a total of \$2.85M.

The complete master plan includes:

- A new BMX track and jump park facilities;
- Cricket facilities;
- Rugby league grandstand with amenities and change room;
- Two new sports field areas;
- Skatepark improvements;
- New car park area;
- Playground improvements;
- Cycle paths and connecting footpaths from surrounding areas;
- Relocation of fences; and
- Improved drainage systems.



Government Funding

Council was successful in receiving grant funding for the following:

Local Government Road Safety Program

This grant funding from Transport for NSW and Roads and Maritime Services will enable improved road safety outcomes for the community. The initiatives that will be funded during 2018/2019 are speed management, child restraints, log book run, community education, senior safety morning tea and drink drive prevention.

Youth Opportunities Program

This funding (NSW Department of Family and Community Services) will enable Council to partner with YMCA NSW to deliver the Camden Youth Empowerment Project.

The project will deliver a series of youth led events and workshops, increasing opportunities for young people in the Camden LGA to develop leadership skills and knowledge whilst supporting them to become active change makers for the community.

Leppington Priority Precinct

Funding from the Department of Planning and Environment will assist to complete the design for the Rickard Road storm water detention basin supporting the provision of future infrastructure within Leppington.

Restoration and Improvements RSL Memorials

The Memorial Rose Garden and commemorative wall at the Camden RSL is a place of significance and remembrance for families and the local community.

Funding from the Department of Veterans Affairs will assist in undertaking restorative

maintenance of the Camden RSL Memorial Rose Garden, steps and commemorative wall, and complete additional concreting works at the Bicentennial Equestrian Park RSL Memorial.

Camden Valley Way and Macarthur Road Intersection Upgrade

The \$5.6M Camden Valley Way-Macarthur Road intersection upgrade, jointly funded by the Federal Government and Council, was completed.

Construction of this signalised intersection will improve road safety, reduce delays and travel times and provide better traffic management at the intersection.

Camden Town Centre Upgrade – Stage 3

During the reporting period, Council adopted the Camden Town Centre Urban Design Framework. The Framework acknowledges the town centre's distinct heritage character and considers opportunities for enhancing the attributes that make it unique.

Upgrades to the Camden Town Centre streetscapes complement the heritage of the township and will ensure Camden continues to grow and flourish. Stage Three of the visual streetscape improvements have been completed between Oxley Street and Murray Street including landscaping, paving and the installation of street furniture.

Fairy lights have also been installed in the Jacaranda trees on Argyle Street median from Murray Street to the pedestrian crossing near Whiteman's Arcade. Stage Four of this project is currently underway.

January to June 2019

Ferguson Land Masterplan

The Fergusons Land Masterplan has been completed and is planned to be delivered in stages, with the completed facility to include:

- Two premier cricket ovals with turf pitches;
- One premier oval with synthetic pitch;
- Picket fencing to all ovals;
- Flood lighting to one oval;
- Sand slit drainage and irrigation to all ovals;
- Two storey amenities building;
- New two-lane bridge access to the site;

- 140 car parking spaces;
- Training nets with turf and synthetic pitches;
- Maintenance storage sheds; and
- Nepean River Trail connections and landscaping.



Court Conversion - Liquidamber Reserve, Narellan Vale

Various locations within the Camden LGA received refurbishment upgrades with the work including playground upgrades, landscaping, carpark extensions and multipurpose courts.

The conversion of one of the existing tennis courts to a multi-purpose court at Liquidamber Reserve, Narellan Vale enables the support of a range of sports, not just tennis.

The completed works included the resurfacing, line marking and installation of basketball, soccer and hot shot tennis equipment for the multipurpose court, the construction of a practice wall, and the fencing modification and installation of a new gate.



Before



After

Creating Habitat for the Camden White Gum

To celebrate World Environment Day, 2,000 native plants from the Endangered Ecological Community of River-Flat Eucalypt Forest including 100 Nationally Threatened Camden White Gums were planted at the Camden Town Farm. This species of gum is endangered because it only germinates in times of flood and there are now fewer of the trees located along the alluvial floodplain of the Nepean.

This planting was part of the ongoing restoration project, *Creating habitat for the Camden White Gum*, to help build tree canopy cover, create habitat for wildlife and protect our local environment.

Sustainability Advantage Bronze Recognition

Sustainability Advantage is an environmental milestone program facilitated by the NSW Office of Environment and Heritage that recognises sustainability improvements made by organisations.

As part of Council's ongoing commitment and participation to the Sustainability Advantage Program Council has implemented a number of programs and initiatives to successfully progress from being a participating member to achieving Bronze status.

At the Sustainability Advantage Recognition Event, Council was publicly acknowledged for its achievements and ongoing commitment with the presentation of a Bronze Partner plaque.

Camden Sanitarium Weet-Bix Kids TRYathlon

The first ever Camden Sanitarium Weet-Bix Kids TRYathlon was held in the Camden Town Centre.

Council entered into partnership with Sanitarium to host the TRYathlon for three years. The TRYathlon is a fun, non-competitive event for children aged 7 to 15 years and assists in developing self-esteem and promoting a fit and active lifestyle.

Over 700 kids from Camden and surrounds registered and participated in the TRYathlon and were presented with a participation medal by the Commando, Steve Willis, as they crossed the Weet-Bix finish line.

Additionally, more than 2,000 mums, dads, grandparents, siblings and friends eagerly cheered the kids on and celebrated their amazing achievement.

To further encourage a healthy and active lifestyle, Council also hosted Camden's first Healthy Living Expo as part of the event. The expo was an opportunity for many local health and wellbeing organisations to participate on the day to provide advice and promote the benefits of living a healthy and active lifestyle.



Working in Partnership

Over 50 students from across Macarthur, coordinated by Macarthur Workplace Learning (MWLP), joined together to undertake an intensive work placement at the Camden Civic Centre.

The program entitled VETsteddFOOD provided students studying a variety of vocations an opportunity to join with other students to be part of a unique work placement program. Students were coached and mentored, and were guided to develop skills in hospitality, catering and entertainment.

Supported by Macarthur Work Learning Program (MWLP) and funded through Councils' Community Grants Program, the four-day event was hugely successful, received excellent feedback and attracted over 350 seniors over the two days offering lunch and entertainment.

The event highlighted a new working partnership with MWLP and the Civic Centre to support local VET students into the future.



Camden Celebrates 'Make Music Australia'

Camden Council celebrated the global 'Make Music Day' by hosting a range of free and open to the public events to encourage young amateurs and professionals to seek out ways to celebrate and express music in their community.



Make Music Day is a free celebration of music around the world, launched in 1982 in France as the Fête de la Musique, it is now held on the same day in more than 800 cities in 120 countries.

Following the success of other Council supported events promoting live music in the community, The Alan Baker Gallery hosted solo acoustic performances, The GCM Café hosted vocal performances during lunch hour and Camden's youth coordinated 10 local bands to perform at the Civic Centre, attracting an audience of all ages.

Lawson Reserve - Award Winner

At the Parks and Leisure Australia (NSW/ACT) 2019 Awards of Excellence Lawson Reserve, Camden South was named as the winner of the Playspace Award (<\$0.5 million) category.

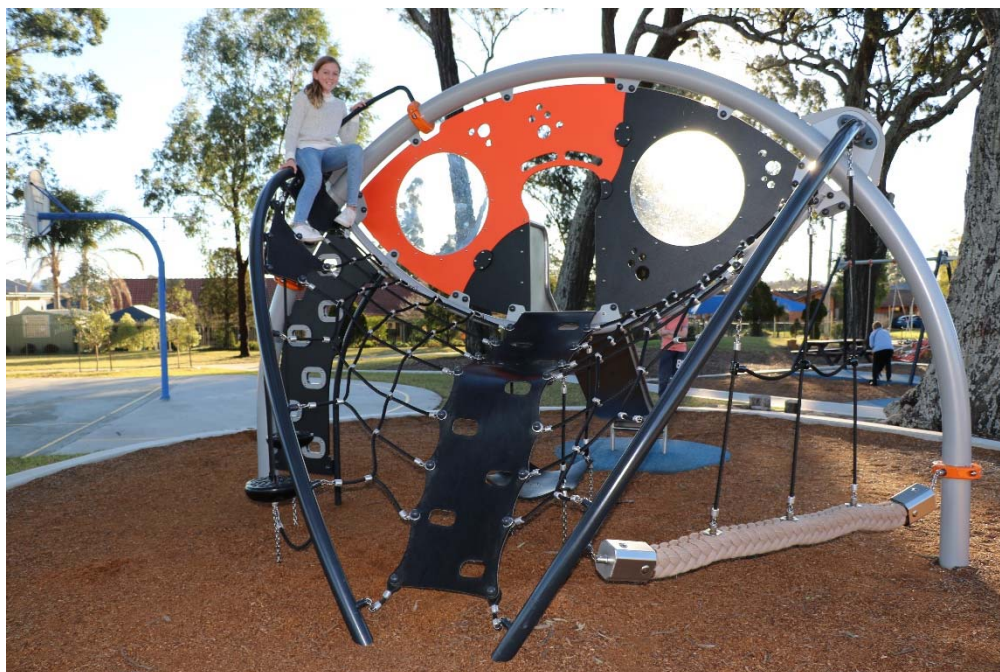
Lawson Reserve, Camden South was completed in September 2018 as part of a coordinated program of playground and park renewal for the Camden local government area.

As part of the project, existing playground equipment was replaced with balance beams, grip and spin, rockers, swings, climbing rocks and nets. Additional concrete was provided to the netball facility and the basketball facility was resurfaced to help eliminate noise concerns for surrounding residents.

Landscaping and an additional pathway were installed to enhance the amenity and accessibility of the site. The pathway was stencilled by children from Macarthur Pre-school using leaves and foliage from surrounding trees and plants linking the project to the natural environment.

At the Parks and Leisure Australia (NSW/ACT) 2019 Awards of Excellence, Camden Council was also a finalist in the following categories:

- Community Facility of the Year – Oran Park Library;
- Park of the Year Award – Bandara Circuit Spring Farm; and
- Playspace Award (> \$0.5 million) – Sedgwick Reserve Currans Hill.



Award Winning - Lawson Reserve, Camden South

Playground Renewal Program

Equipment in eight playgrounds across the Camden area have been replaced with brand-new structures, as part of Council's Infrastructure Renewal program.

The eight locations with brand-new equipment are:

- Barratt Reserve - Barratt Avenue, Camden South;
- Bowman Reserve - Bowman Avenue, Camden South;
- Boyd Reserve - Boyd Reserve, Currans Hill;
- Burford Reserve - Burford Reserve, Elderslie;
- Campbell Reserve- Fairwater Drive, Harrington Park;
- James Flynn Reserve - Hayes Court, Harrington Park;
- Football Park - Lachlan Avenue, Harrington Park; and
- Valley View Reserve - Valley View Reserve, Narellan.



Boyd Reserve, Currans Hill

5 Conclusion

The Camden Local Government Area (LGA) is the fastest growing area in Australia, and Council continues to adapt and evolve in response to the changing expectations that come with growing communities.

The four-year Delivery Program 2017/18 to 2020/21 is Council's commitment to the community. Council, under 30 local services, will continue to implement, innovate, collaborate and work hard to achieve in delivering the best outcomes and services for our community.

The next reporting period is July to December 2019.



Images

The photographs featured have been obtained from many sources including professional photographers and Council officers. The illustrations used in this document were provided by children from the Camden LGA as part of Council's Children's Week Art Project.



Next Reporting Period

The next reporting period for the Delivery Program Progress Report will be July to December 2019.

For further information contact

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