



# camden council

## **Six Month Progress Report**

**January to June 2016**

**2013/14 – 2016/17 Delivery Program  
2015/16 Operational Plan**

Transforming Community Vision into Action

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## Executive Summary

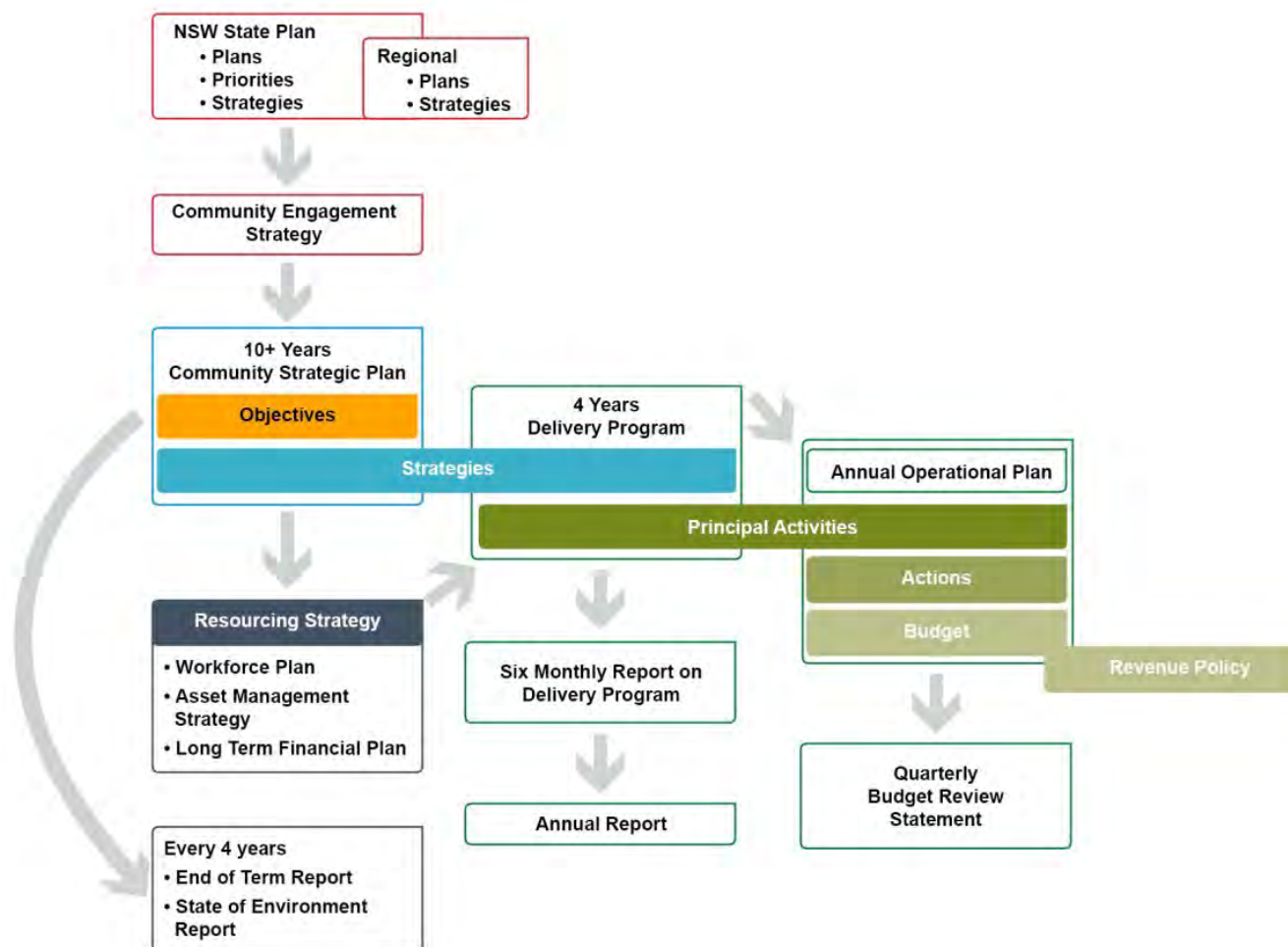
In June 2015 Council adopted the 2015/2016 Operational Plan (Budget). The Operational Plan is a sub-set of the four-year Delivery Program (2013/14 to 2016/17), and spells out individual activities that will be undertaken in a financial year.

The diagram showcases the inter-relationship between objectives under the Community Strategic Plan i.e. Camden 2040, and the strategies that form the basis of the Delivery Program.

In accordance with the Integrated Planning and Reporting (IPR) framework, this report has been prepared detailing the progress on the Delivery Program against Camden 2040 i.e. Community Strategic Plan.

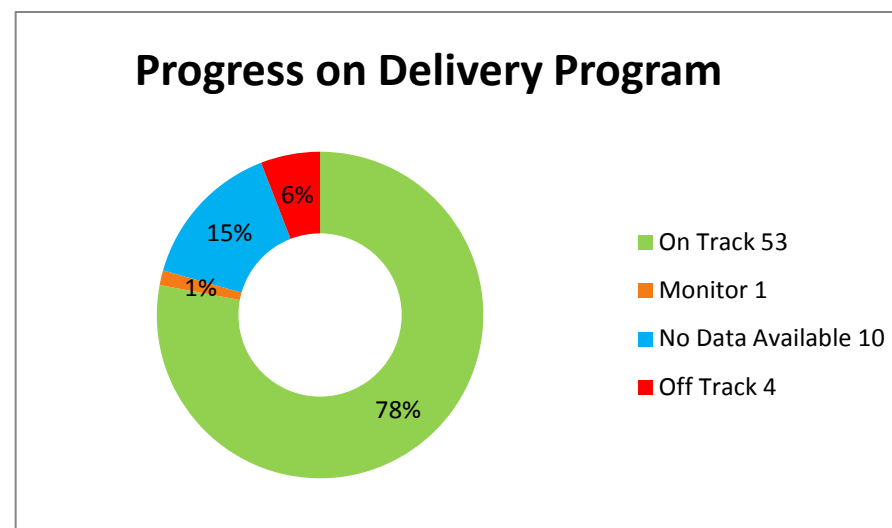
The report adheres with the IPR statutory reporting requirements and includes:

- Progress on the Delivery Program Indicators by Key Directions
- Delivery Program Outcomes that support the objectives as stated in Camden 2040.



The diagram provides a snapshot on the Delivery Program’s progress against the set target.

The table below provides a summary on the number of indicators reported under each key Direction and by rating scale.



No.	Key Directions	No. of Indicators	No. of Indicators reported by rating scale				Previously Reported
			On Track	Monitor	Off Track	No Data Available	
1	Actively Managing Camden Growth	8	5	0	0	0	3
2	Healthy Urban and Natural Environments	32	14	0	2	8	8
3	A Prosperous Economy	9	4	0	0	0	5
4	Effective and Sustainable Transport	12	5	0	0	1	6
5	An Enriched and Connected Community	24	11	1	0	1	11
6	Strong Local Leadership	31	14	0	2	0	15
	<b>TOTAL</b>	<b>116</b>	<b>53</b>	<b>1</b>	<b>4</b>	<b>10</b>	<b>48</b>

In summary, this is the third year of the Delivery Program and Council is positively moving towards achieving the objectives as per Camden 2040, with 79% of indicators either ‘on-track’ or ‘monitor’ (excluding the 48 indicators previously reported), and only 6% of indicators ‘off-track’ in this reporting period. Information on each Indicator and Outcomes under each Key Direction is included in this report - The Details.

## Performance Management Methodology

The Delivery Program progress is measured against the set target with a rating scale – On-Track, Monitor, Off-Track and No Data Available. It is important to note that each Delivery Program Indicator has:

- A data 'unit' is either a percentage, number, kilometre, kilolitre or dollar value
- The data is the 'actual' result for the reporting period
- The data (actual) is measured against the set target. The target is either an industry standard benchmark, legislative requirement or an average determined as a baseline acquired through internal business intelligence
- The measure is calculated either as 'less is better' or 'more is better'.

An acceptable corporate variance outside the target is considered as reasonable to acknowledge the external forces which may impact on corporate performances. The external forces could be social and cultural trends, demographics, government directions and policy, etc.

The corporate variance differentiates Council's performance measurement from the statistical measurement. Application of corporate or statistical variance warrants monitoring that supports systematic development for continuous improvement and innovation. Corporate Variance or Statistical Variance is not applicable to benchmark determined by the legislative requirement e.g. 40 days for DA approval process, and where applicable N/A (not applicable) is noted throughout the report under Variance.

### The Indicators are rated

Rating Scale	Description
On Track	When the data (actual) is either equal, less or greater than the target and is considered as target met.
Monitor	a) Statistical Variance (margin of error) - this applies to data (actual) related to Indicators where the data source is a telephone survey. The statistical variance is determined by an independent provider as a standard statistical margin of error. b) Corporate Variance of +ve/-ve10% ( $\pm 10\%$ ) - this applies to the set 'target' determined by Council either by industry benchmarks or baseline acquired by internal data sources. A $\pm 10\%$ corporate variance is considered to be achievable, feasible and realistic for performance improvement in areas that can be influenced and improved.
Off Track	When the data (actual) is either below or above the 'corporate/statistical variance range', and is considered as target not met
No Data Available	When the data (actual) is not available from internal and/or external sources in the reporting period.
Previously Reported	When the data (actual) was reported in the previous six monthly Delivery Program progress reports.

## Highlights

Council's performance shows that 53 Indicators are 'On-Track' and listed below are some of the activities and achievements for this reporting period, January to June 2016.

- Council assesses all development applications in accordance with the Development Control Plan. The assessment timeframe is on average 32 days which is better than the statutory requirement of 40 days.
- Council continues to work on the Camden Town Centre Vision. Seven of the key initiatives from the Vision are included in the Urban Design Framework which will commence in August 2016 following a detailed tender process for Urban Design services.
- Council commenced review of the Camden LEP 2010 and Camden DCP 2011 during this period. Council also processed two planning proposals and 2 DCP amendments.
- Council undertakes a number of educational initiatives around illegal dumping. Council officers proactively and reactively address instances of illegal dumping and take compliance action against identified offenders.
- Council continues to implement an extensive companion animal education program including educational displays at Paws in the Park and similar events. Additionally Council Rangers investigate incidents of roaming dogs and take compliance action where offences under the Companion Animals Act have occurred.
- Council continued to educate the community about sustainability through initiatives such as EnviroMentors, Seeds of Sustainability (Pre-School Program), Love Your Leftovers presentation/displays at Paws in the Park and pop up stalls at Narellan and Camden Produce Markets, and hosting the EnviroBank Reverse Vending Machine and Sydney Water's Portable Water Unit together with a Refillable Drink Bottle Giveaway at Camden Show. Over 2,000 people were engaged in environmental education initiatives.
- 250 volunteers contributed a total of 762 hours undertaking planting and regeneration activities at Kings Bush Reserve, Ron Dine Reserve, Hayter Reserve, Sickles Creek Reserve, Parrotts Farm, Spring Farm Bushland Corridor, Gundungurra Reserve (South), Rotary Cowpasture Reserve and Elizabeth Macarthur Reserve.
- Council officers have undertaken 7 public exhibitions for planning related proposals in the last six months.

- Camden Visitor Information Centre received 1,508 visits, 127 phone calls and 81 emails in this period. Apart from phone calls, visits and emails are up for this period. It is still an indication that Visitor trends are changing with many choosing the convenience of online research prior to embarking on their trips.
- Council continues to implement Traffic Committee recommendations within agreed timeframes.
- Successfully completed the Black Spot Funded projects within the timeframe including Allenby Road project completed.
- Council continues to provide a range of programs and activities targeting young people, women, seniors, children and diverse communities.
- Libraries continue to attract large numbers of visitors, and current library membership is 55,328 which is approximately 72% of the population.
- 23 new clients utilised the Camden Civic Centre, and 5% new business to the Centre.
- Council's website had 545,216 page views and 1,527 likes on its Facebook page. Council has also undertaken various promotional activities such as media releases, quarterly newsletters, banner ads, letterbox drops and weekly newspaper advertisements to ensure information is shared with the community.
- Information System infrastructure is being maintained to include all manufacturer and industry updates. The majority of downtime is scheduled out of hours. Currently very reliable with almost zero average downtime



## Responding to our results

Council is closely monitoring the four indicators with off-track, and they are:

Key	Indicators – Off-Track	Comments
<b>Healthy Urban and Natural Environments</b>	Incidents for stray dogs	<i>In the reporting period 172 stray dogs were reported to Council. Council continues to implement an extensive companion animal education program including educational displays at Paws in the Park and similar events. Additionally Council Rangers investigate incidents of roaming dogs and take compliance action where offences under the Companion Animals Act have occurred.</i>
	Number of non-complying premises are decreasing - Food Preparation	<i>15 Improvement notices have been issued for non-complying food premises between January and June 2016. 5 Prohibition Notices have been issued in this reporting period. To improve food safety knowledge and compliance, Council issued its second food safety newsletter and conducted its second free food hygiene training session for local food businesses.</i>
<b>Strong Local Leadership</b>	Council's resources are well-protected through careful risk management processes - Liability Claims	<i>In this reporting period liability claims were tracking well, however it spiked due to the unexpected flood and storm in the month of June which caused several/significant damage across Council's road network.</i>
	Council's resources are well-protected through careful risk management processes - Motor Vehicle and Plant Claims	<i>Council continues to monitor motor vehicle and plant claims and have identified training needs to mitigate potential risk and associated claims. Please note there has been an increase in staff numbers, and establishment of new suburbs impacting on related social infrastructure ie playgrounds, reserves and waste pick-up services. This has resulted in an increased number of Council's motor vehicles and plant, however the target does not take this growth into account..</i>

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## The Details

## Key Direction 1 – Actively Managing Camden’s Growth

### *What is Actively Managing Camden’s Growth?*



Oran Park Development

Effectively 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.



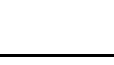
The community of the Camden area does not want to lose the character of this area that they so highly value - its rural setting, country town feel, and the lifestyle associated with these. Achieving a balance between large population increases and keeping the valued characteristics of Camden as it is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

However with growth comes 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.



Housing Options

## Progress on Delivery Program Indicators: Key Direction 1 – Actively Managing Camden’s Growth

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Construction certificates are provided in a timely fashion</b>	Days	28.00	6.66	N/A	 GREEN
<i>The turnaround times were 6.66 days on average. This is an excellent result and represents a further improvement from the last reporting period.</i>					
<b>Development assessments are completed in a timely fashion</b>	Days	40.00	36.67	N/A	 GREEN
<i>Very good average development assessment timeframes have been maintained during this period. The average is well within target.</i>					
<b>Significant Camden sites are under active protection/management</b>	%	85.00	100.00	10.00%	 GREEN
<i>Council continues to work on the Camden Town Centre Vision. Seven of the key initiatives from the Vision are included in the Urban Design Framework which will commence in August 2016 following a detailed tender process for Urban Design services.</i>					
<b>Monitor and maintain the Council's planning instruments</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council continues to undertake amendments to key planning documents as necessary to ensure the ongoing relevance of these documents. Council commenced a review of the Camden LEP 2010 and Camden DCP 2011 during this period. Council also processed two planning proposals and 2 DCP amendments.</i>					
<b>Timely delivery of infrastructure included in developer agreements</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council continues to monitor and enforce the implementation of Voluntary Planning Agreements to ensure the delivery of infrastructure for new residents. Council currently has 12 executed VPAs.</i>					

## Delivery Program Outcomes: Key Direction 1 – Actively Managing Camden’s Growth

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that are delivered supports the longer term objectives of the Camden community. These objectives are:

1. Camden has the best of both worlds
2. People can access what they need
3. There are housing choices

To support the community vision, below is a summary of some of the actions Council has undertaken:

- With the support of the community, Council successfully defended an appeal in the Land and Environment Court on the multi-dwelling development at Main Street, Mount Annan.
- Council promoted the NSW State Government Local Heritage Funding Grants of \$8 million. The Grants seek to assist in providing the funding for local government, owners, businesses and community organisations in order to preserve heritage significance and rejuvenate local heritage. Council’s heritage register includes the Grave of Aboriginal leader Werriberrie at Cawdor.

This is the first time such funding has been provided for local heritage items listed in the Camden Local Environmental Plan. Council is leading by example by applying for grant funding for the conversion of Macaria to a public art gallery once Council moves to its new premises at Oran Park. Council has:

- Worked with owners to encourage and assist them in completing their application for grant funding,
- Published a media release from Chris Patterson MP, Member for Camden, on Council’s website,
- Sent letters to owners of local heritage items advising them of the funding, and
- Worked in partnership with the Camden Historical Society to disseminate the funding grant.



- Council has activated 995 new bin services from 1 January to 30 June 2016. This estimates to 3,035 new residents in the Camden LGA, making Camden one of the fastest growing LGA's in NSW.
- Council continues to support housing diversity throughout the LGA. New release areas in Oran Park, Gledswood Hills and Gregory Hills will deliver a range of lot sizes with attached and detached houses. Future development of the Oran Park and Leppington Town Centres will have an increased provision of residential apartments and shop top housing.
- Council manages Camden LGA's growth by controlling existing and new development in a dynamic and strategic manner that meets the current and future needs of the community and State Government requirements. The following snapshot shows some of the current works underway in the Strategic Planning space in this reporting period:
  - Development Control Plan (DCP) Amendments - 1 completed - 7 in progress
  - Local Environmental Plan (LEP) or State Environmental Planning Policy (SEPP) Amendments - 1 completed, 11 in progress
  - Voluntary Planning Agreements (VPA) 2 completed, 2 in progress
  - Works-in-Kind Agreements (WIKAs) - 5 completed, 8 in progress
  - Precinct Planning Process in progress - 1
  - Contributions Plan amendment - 1 in progress

## 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, well-being 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.












Camden Town Farm - Photo: Brett Atkins Photography





## Progress on Delivery Program Indicators: Key Direction 2 – Healthy Urban and Natural Environments

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Companion animals are appropriately identified</b>	%	50.00	68.8	10.00%	 GREEN
<i>170 dogs impounded with 117 microchipped</i>					
<b>Illegal Dumping - Incidents of illegal dumping ranger observed</b>	Number	35.00	22	10.00%	 GREEN
<i>Rangers identified on average 22 monthly incidents of illegal dumping on public land during proactive patrols.</i>					
<b>Illegal Dumping - Incidents of illegal dumping resident advised</b>	Number	35.00	21	10.00%	 GREEN
<i>Council undertakes a number of educational initiatives around illegal dumping. Council officers proactively and reactively address instances of illegal dumping and take compliance action against identified offenders.</i>					
<b>Incidents of Dog Attacks</b>	Per 1000 Population	1.00	0.72	10.00%	 GREEN
<i>Council received and investigated 52 dog attack customer requests.</i>					
<b>Incidents of Nuisance Dogs</b>	Per 1000 Population	2.00	0.27	10.00%	 GREEN
<i>Council received and investigated 20 customer requests of nuisance dogs. From this, 7 nuisance dog orders were issued.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Incidents of Stray Dogs</b>	Per 1000 Population	2.00	2.38	10.00%	 RED
<i>In the reporting period 172 stray dogs were reported to Council. Council continues to implement an extensive companion animal education program including educational displays at Paws in the Park and similar events. Additionally Council Rangers investigate incidents of roaming dogs and take compliance action where offences under the Companion Animals Act have occurred.</i>					
<b>Incidents of overgrown land (private)</b>	Per 1000 Population	2.00	1.16	10.00%	 GREEN
<i>84 Complaints received for overgrown properties (private land) between Jan - June 2016.</i>					
<b>Maintenance cycles are completed to approved service levels</b>	%	100.00	100.00	10.00%	 GREEN
<i>Maintenance cycles were completed in line with budgets, resourcing, and approved works programs.</i>					
<b>Number of non-complying premises are decreasing - Food Preparation</b>	Number	5.00	20.00	10.00%	 RED
<i>15 Improvement notices have been issued for non-complying food premises between January and June 2016. 5 Prohibition Notices have been issued in this reporting period. To improve food safety knowledge and compliance, Council issued its second food safety newsletter and conducted its second free food hygiene training session for local food businesses.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Number of non-complying premises are decreasing - Skin Penetration</b>	Number	5.00	0.00	10.00%	 GREEN
<i>Council has no reported non-compliance.</i>					
<b>Onsite sewage management systems are operating satisfactorily</b>	Number	95.00	161.00	10.00%	 GREEN
<i>161 approvals were issued for operating on-site sewage management systems.</i>					
<b>The community is becoming more educated about sustainability</b>	%	50.00	90.00	10.00%	 GREEN
<i>Council continues to educate the community about sustainability through initiatives such as EnviroMentors, Seeds of Sustainability (Pre-School Program), Love Your Leftovers presentation/displays at Paws in the Park and pop up stalls at Narellan and Camden Produce Markets, and hosting the EnviroBank Reverse Vending Machine and Sydney Water's Portable Water Unit together with a Refillable Drink Bottle Giveaway at Camden Show.</i>					
<b>Bushland under active management - Hectares of natural area in Council ownership</b>	%	12.05	15.05	10.00%	 GREEN
<i>Council continues to actively manage bushland including Kings Bush Reserve, Ron Dine Reserve, Hayter Reserve, Sickles Creek Reserve, Parrotts Farm, Spring Farm Bushland Corridor, Gundungurra Reserve (South), Rotary Cowpasture Reserve and Elizabeth Macarthur Reserve.</i>					
<b>Bushland under Active Management - Number of volunteer bushcare hours</b>	Days	43.00	95.00	10.00%	 GREEN
<i>250 volunteers contributed a total of 762 hours (approx. 3hr per volunteer) undertaking planting and regeneration activities at Kings Bush Reserve, Ron Dine Reserve, Hayter Reserve, Sickles Creek Reserve, Parrotts Farm, Spring Farm Bushland Corridor, Gundungurra Reserve (South), Rotary Cowpasture Reserve and Elizabeth Macarthur Reserve.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Street trees are proactively managed within budget - Identified works completed within service standards</b>	%	60.00	105.00	10.00%	 GREEN
<i>The target is 12 trees planted per week (60%). This reporting period, 21 trees were planted per week.</i>					
<b>Street trees are proactively managed within budget - Inspections undertaken within service standards</b>	%	75.00	90.00	10.00%	 GREEN
<i>During the reporting period, 812 new customer requests were received and inspected, and 738 had work order issued. The new customer service processes for public tree management has assisted in reducing the assessment time from 8 to 12 weeks down to 4 to 6 weeks.</i>					

## Delivery Program Outcomes: Key Direction 2 – Healthy Urban and Natural Environments



Camden Council Green Army – Photo: Conservation Volunteers Australia

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of Camden residents. These objectives are:

1. The water is clean
2. People breathe clean air
3. Bushland is protected
4. You can hear the sounds of nature
5. Nothing is wasted
6. There is community pride
7. There are places to play
8. People are healthy

To support the community vision, below is a brief outline of some of the actions Council has undertaken:

- Council in partnership with the Conservation Volunteers Australia (The Green Army) is working to protect and maintain natural bushland reserves across the Camden LGA. The Green Army is an Australian Government initiative open to young people including Indigenous Australians, school leavers, gap year students, graduates and job seekers, who are looking for employment to develop skills, undertake training and gain experience in the delivery of conservation.

The Green Army and Council staff undertook site clearing and preparation for new plantings including:

- Ferguson's Land – approximately 9,960m<sup>2</sup> cleared and 512 new plants planted
- Spring Farm / Hampshire Boulevard – approximately 3,875 m<sup>2</sup> cleared and 550 new plants planted
- Elizabeth Throsby Reserve – approximately 4,980 m<sup>2</sup> cleared and arborist work on non-native trees
- King Bush Reserve – approximately 14,375 m<sup>2</sup> cleared, rubbish removal and ground seeding undertaken
- Gundungurra Reserve – approximately 1,520 m<sup>2</sup> cleared
- Spring Farm / Bandara Circuit – approximately 743 m<sup>2</sup> cleared
- Camden Town Farm – 60 native plants were planted.

- Council has incorporated a number of sustainable initiatives into its new central administration building that promotes long term environmental sustainability. Some of the key sustainability initiatives include:
  - The use of high level natural lighting from the full height glazing and a central atrium
  - Using 'green walls' and indoor plantings to reduce CO2. Carbon dioxide sensors are also on each level to ensure that adequate fresh air is delivered to all spaces.
  - The use of double glazing to improve acoustics and temperature control
  - All paints/adhesives/flooring selected with low volatile organic compound (VOC) content to improve staff health and wellbeing
  - Glare control through external awnings and internal blinds
  - The installation of 380 roof top solar panels generating energy which is fed back into the grid reducing electricity consumption
  - Encouraging active transport and exercise in staff, such as cycling and walking by providing staff lockers, showers and change rooms
  - The installation of a 50,000 litre rainwater tank for irrigation use
  - Council has ensured up to 80% of all construction waste has been recycled
  - The installation of the Building Management Control System (BMCS) that is capable of monitoring and reporting on energy and water consumption
  - The use of high efficiency LED lighting and movement sensors to control use of lights only as required
- Council has partnered with the Macarthur Centre for Sustainable Living (MCSL), a not-for-profit organisation, to raise awareness on long term environmental sustainability. In working with MCSL, Council is delivering a number of education packages to schools in the local area. These packages include farm workshops within local schools to help educate school children about the benefits of reducing food waste and how it can be better managed at home.

## We're Good at Getting Sorted

- 97% of everything Council collects in the yellow bin is recycled, meaning we only have a 3% contamination rate. Well done Camden!
- Camden Council collected a total of 34,500 tonnes of waste last year and prevented 71% of it going to land fill. That's a whopping 24 thousand tonnes!

### Did you know?

Camden Council is one of the few councils that run an in-house waste service and with the rapid growth in the area, is adding around 44 new house services per week.



## 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.



Camden Visitors Centre

## Progress on Delivery Program Indicators: Key Direction 3 – A Prosperous Economy

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>The Community is actively engaged in the planning for places</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council officers have undertaken 7 public exhibitions for planning related proposals in the last six months.</i>					
<b>Tourists are satisfied with the Macarthur Region visitor experience</b>	%	80.00	100.00	10.00%	 GREEN
<i>Camden Visitor Information Centre continues to receive positive feedback verbally and through the visitors guest list that is filled out. Camden Tourism Operators and local business also continue to express their satisfaction with the support provided by Council.</i>					
<b>Utilisation of the regional tourism website is increasing</b>	Number	50,000	111,824	10.00%	 GREEN
<i>Page views on www.macarthur.com.au visits have increased. Page views on www.visitcamden.com.au (Tourism page of Camden Council's website) increased by 34.25%. The website received 23,871 views compared to 17,781 the previous period</i>					
<b>Visitors to the Tourism Information Centre are increasing</b>	Number	1,600	1,716	10.00%	 GREEN
<i>Camden Visitor Information Centre received 1,508 visits, 127 phone calls and 81 emails in this period. Apart from phone calls, visits and emails are up for this period and is still an indication that Visitor trends are changing with many choosing the convenience of online research prior to embarking on their trips.</i>					



## Delivery Program Outcomes: Key Direction 3 – A Prosperous Economy

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. The local economy is growing
2. There are a variety of local jobs available
3. There is a commitment to learning
4. People can access what they need

To support the community vision, below are the highlights of some of the actions Council has undertaken:

- Council has developed the 'Camden Destination Management Plan' that specifically focusses on local outcomes for Camden. This Plan will encourage local businesses and stakeholders to be involved in future planning. As tourism and hospitality play a role in the local economic growth of a region, this Plan will provide a strong foundation to attract local investment. In 2014/15, the total tourism and hospitality sales in the Camden LGA was \$286.9m, the total value added was \$158m.
- Council proactively works with local businesses across Council, and the Small Biz Bus is one of the initiatives of the Small Business Friendly Councils Program. Council prepares quarterly reports to the Office of the NSW Small Business Commissioner (OSBC) on Small Business Friendly Council (SBFC) Program initiatives.
- Council has developed the Employment Lands Study to determine the appropriate type and quantum of industrial zoned land within the Camden Local Government Area (LGA). The findings of the study will assist Council with the review of Council's planning instruments and other strategic plans. These plans support Council to balance new development with employment opportunities within the Camden LGA.



Small Biz Bus – Photo: Office of Small Business Commission

## 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.



Camden Valley Way

## Progress on Delivery Program Indicators: Key Direction 4 – Effective and Sustainable Transport

	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Outstanding Traffic Committee recommendations are being met</b>	%	90.00	100.00	10.00%	 GREEN
<i>Council continues to implement Traffic Committee recommendations within agreed timeframes</i>					
<b>Identified projects are completed as planned – Cycleways, Roads, Kerbing and Footpaths</b>	%	90.00	100.00	10.00%	 GREEN
<i>Projects were completed within the overall timeframe of June 2016.</i>					
<b>Successful completion of Black Spot Funded projects</b>	%	100.00	100.00	10.00%	 GREEN
<i>Projects have been delivered within the overall timeframe of June 2016 including Allenby Road project completed.</i>					
<b>Sustainable transport options continue to be delivered - Construction of shared pathways / bike paths and footpaths</b>	\$	300,000	300,000	10.00%	 GREEN
<i>Projects in planning or constructed to agreed program of works.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
The condition of local (Council Owned) roads	%	80.00	80.00	10.00%	
<i>Data collection completed, pavement management system being updated to derive overall condition benchmark to assist in comparison with other councils.</i>					

## Delivery Program Outcomes: Key Direction 4 – Effective and Sustainable Transport

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. Roads are high quality, free-flowing and safe
2. We leave the car at home
3. People breathe clean air

To support the community vision, below is a snapshot of some of the actions Council has undertaken:

- Council received funding of \$7,359,567 from the Western Sydney Infrastructure Plan – Local Roads Package and has undertaken the following initiatives along the Camden to Narellan road corridor:
  - Camden Valley Way/Argyle Street (Macarthur Road Intersection) \$4.96 million for constructing traffic signals (\$1.27 million of this is funded by Council)
  - Camden Valley Way/Argyle Street (Grahams Hill and Richardson Roads Intersection) \$3.57 million for detailed designs and traffic light improvements
  - Porrende Street Upgrade, Narellan \$100,000 for detailed designs for upgrading the existing roundabout at the entry to the site of the new Narellan Sports Hub.
- Two pedestrian refuge crossings have been constructed in Currans Hill at Hartley Road and Paddy Millar Avenue to enhance pedestrian access and safety in that suburb. The Active Transport Program of Transport for NSW has provided funding towards these projects.
- The footpath network in Camden South is completed including:
  - Bus routes on both sides of the suburb
  - Level pedestrian access now provided between Bridgewater and Camden CBD
- Facilitated by the annual Footpath Construction Program, now in its second year.

## Key Direction 5 – An 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.







Camden Show 2016 – Photo: Brett Atkins Photography

## Progress on Delivery Program Indicators: Key Direction 5 – An Enriched and Connected Community

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Council delivers programs catering for identified target groups</b>	Number	14.00	15.00	10.00%	 GREEN
<i>A range of programs and activities targeting young people, women, seniors, children and diverse communities were held during the reporting period.</i>					
<b>Council's Community Halls are utilized</b>	%	15	18.16	10.00%	 GREEN
<i>The average weekly occupancy rate varies between months. Seasonal variations have an average 8.14 in January, while schools are on holidays, compared to May and June which have an average 23.76.</i>					
<b>Council's library facilities and programs are well-attended</b>	Number	160,000	165,363	10.00%	 GREEN
<i>Libraries continue to attract large numbers of visitors.</i>					
<b>Library membership is high amongst residents</b>	%	37.00	72.00	10.00%	 GREEN
<i>72% Library membership</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>More people participate in active recreation using Council facilities - Mount Annan Leisure Centre</b>	Number	168,907	161,987	10.00%	 AMBER
<i>Total attendance was 161,987. A drop in attendance rates is reflective of the cooler months however the attendance of the majority of six month period is higher than the previous year.</i>					
<b>More people participate in active recreation using Council facilities -Seasonal Bookings of Sportsfields</b>	Number	120.00	142.00	10.00%	 GREEN
<i>A total of 142 bookings were made for Seasonal, Casual and School Bookings. Please note that 2 new clubs, 1 new school and expansion of 2 existing schools has resulted in additional bookings during this period.</i>					
<b>More opportunities for participating in community cultural events</b>	Number	5.00	6.00	10.00%	 GREEN
<i>Harmony Day and Multi-Cultural March events were a great success.</i>					
<b>The Camden Civic Centre is enjoyed by the community as a venue for a range of events - ratio of returning clients to new clients</b>	%	80.00	95.00	10.00%	 GREEN
<i>23 new clients utilised the venue, and 5% new business to the Centre.</i>					



INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>The Camden Civic Centre is enjoyed by the community as a venue for a range of events – Average number of non-Council events</b>	Number	50.00	70.35	10.00%	 GREEN
<i>January to June the Centre hosted 462 events, 137 of them Council events 29.65% being Council functions. 70.35% being non Council related events.</i>					
<b>The value of event sponsorship stays the same or increases –Incoming</b>	\$	6,000	7,500	10.00%	 GREEN
<i>Monetary sponsorship of \$5,000 and \$2,500 for in-kind support for Paws in the Park in 2016. Increased number of sponsors, with an increase in the lower value sponsors. The in-kind support allows the event to have increased marketing and promotion plus high quality prizes for community competitions.</i>					
<b>The value of event sponsorship stays the same or increases -Outgoing</b>	Number	10.00	10.00	10.00%	 GREEN
<i>For the period January to June 2016 a total of 10 applications were received, with 8 recommended for both monetary and in-kind support and two requests were not recommended as they did not meet the criteria/guidelines.</i>					
<b>Camden families have access to quality Family Day Care services – Utilisation Rate</b>	Number	160.00	170.00	10.00%	 GREEN
<i>Despite the loss of operational funding the service has recovered.</i>					

## Delivery Program Outcomes: Key Direction 5 – An Enriched and Connected Community

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. People feel they belong
2. There is community pride
3. People feel safe
4. People are healthy

To support the community vision, below is a summary of some of the actions Council has undertaken:

- Council hosted the Australia Day, Civic Award Ceremony and Citizenship Ceremony welcoming new citizens to our Camden LGA. The Civic Awards were presented to 5 individuals and/or organisations who were commended for their outstanding contributions to the community through areas such as education, health, fundraising, voluntary services, business, sport, arts, the environment and community events. The recipients of the awards in each category were:
  - *Gabrielle Plain* - Young Sportsperson of the Year
  - *Janine Mladin* - Sportsperson of the Year
  - *Mother Hubbard's Cupboard* - Community Event of the Year
  - *Kirilly White* - Young Citizen of the Year
  - *Keith Maddock* - Citizen of the Year

At the Citizenship Ceremony, Council welcomed 46 individuals from 12 different countries of origin - India, Fiji, New Zealand, Philippines, Brazil, Great Britain, USA, Ghana, Nepal, South Korea, Sri Lanka, and Thailand to our growing diverse community.



Australia Day Celebrations

- Council, in partnership with the Camden Show Society, hosted the Camden Show. The Camden Show is Camden’s largest event, attracting over 40,000 people each year. The Show is designed to educate around agriculture, and its heritage, in the Camden LGA and showcases agricultural excellence through displays, exhibitions and competitions. It is one of the biggest events in the Macarthur region, attracting visitors and competitors from all around New South Wales, and is a major tourism drawcard for the local economy. This is reflected in the Show winning the 2013 and 2014 People’s Choice Award – NSW Tourism Awards. The Show has just celebrated 130 years in Camden and, despite rapid growth in the area; the Show is still considered “a Country Show”.
- Council is in the process of developing a draft Active Ageing Strategy by engaging the community through Camden Interagency, surveys and a series of workshops ‘Community Conversations’. The engagement process provided an opportunity for the community to get involved and provide input into the development of the Strategy.
- Council celebrated both Multicultural March and Harmony Day by lighting-up Camden and Narellan Libraries in orange light, the official colour of Harmony Day. The celebration highlighted social inclusion and participation from a wide range of community members, local community organisations and businesses. The ‘lighting-up’ concept assisted in displaying and promoting authors from culturally and linguistically diverse backgrounds and facilitated children’s colouring activities through Harmony Day’s official resources.
- Council has launched the *Paws ‘n’ Tales* program at Narellan Library for children who struggle with reading or are reluctant readers with dogs lending a paw to help. The *Paws ‘n’ Tales* program is proudly presented by PAWS Pet Therapy and is based on the successful R.E.A.D. (Reading Education Assistance Dogs) program. Council has seen a rapid take up in this program and has also seen some very encouraging results from the children participating in this program.



Camden Show 2016 - Photo: Sharons Photography

## 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.






## Progress on Delivery Program Indicators: Direction 6 – Strong Local Leadership

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice</b>	Number	0.00	0.00	N/A	 GREEN
<i>All meetings were conducted appropriately.</i>					
<b>Council addresses areas of poor performance in its Delivery Program</b>	%	100.00	100.00	N/A	 GREEN
<i>31 projects completed, 19 projects commenced and 7 projects yet to be commenced.</i>					
<b>Council engages with a demographic diversity of residents that is consistent with the community's demographic composition</b>	%	100.00	100.00	N/A	 GREEN
<i>Strategies developed for major engagement activities, which incorporates demographic compositions of the Camden LGA.</i>					
<b>Disaster Plan remains current and accessible</b>	%	100.00	100.00	N/A	 GREEN
<i>NSW Disaster plan is current and accessible to Local Emergency Management Committee</i>					
<b>Local emergency management committee is familiar with emergency facilities and emergency procedures - Evaluation completed</b>	%	100.00	100.00	10.00%	 GREEN
<i>The Local Emergency Management Committee (LEMC) is undertaking a full review of the Local EM plans increasing awareness of emergency systems and procedures.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Local emergency management committee is familiar with emergency facilities and emergency procedures - Exercises conducted</b>	Number	1.00	1.00	10.00%	 GREEN
<i>Emergency Management exercise conducted within review of local planning processes.</i>					
<b>Council reports its performance to the community</b>	%	100.00	100.00	N/A	 GREEN
<i>Council presented the July to December 2015 report to the Council meeting in June 2016.</i>					
<b>The promotion of Council services, programs and local information is delivered effectively to the community</b>	%	100.00	100.00	10.00%	 GREEN
<i>Council's website had 545,216 page views and 1,527 likes on its Facebook page. Council has also undertaken various promotional activities such as media releases, quarterly newsletters, Banner Ads, Letterbox drops and weekly newspaper advertisements to ensure information is shared with the community.</i>					
<b>Lost time as a proportion of full time employees – Injury Frequency Rate</b>	%	19.00	17.44	N/A	 GREEN
<i>Continue to be under the benchmark for local government due to the implementation of Workhealth Safety system.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Staff Turnover</b>	%	8.10	5.66	N/A	 GREEN
<i>Staff turnover decreased.</i>					
<b>Staff display Council's Corporate Core Values in their work</b>	%	80.00	100.00	10.00%	 GREEN
<i>Council continues to monitor that staff display Corporate core values in their work.</i>					
<b>Information systems are reliable and technical support to users is provided promptly – System Downtime</b>	%	2.00	0.26	10.00%	 GREEN
<i>System infrastructure is being maintained to include all manufacturer and industry updates. The majority of downtime is scheduled out of hours. Currently very reliable with almost zero average downtime.</i>					
<b>Technical support incident closure rate</b>	%	80.00	81.94	10.00%	 GREEN
<i>Given the increased volume of change with systems and staff, and the increase in helpdesk requests this creates, the helpdesk team are maintaining very good closure rates.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
<b>Council's resources are well-protected through careful risk management processes - Property Claims</b>	Number	8.00	3.00	10.00%	 GREEN
<i>There has been an increase in property claims from zero to 3.</i>					
<b>Council's resources are well-protected through careful risk management processes - Liability Claims</b>	Number	35.00	53.00	10.00%	 RED
<i>In this reporting period liability claims were tracking well, however it spiked due to the unexpected flood and storm in the month of June.</i>					
<b>Council's resources are well-protected through careful risk management processes - Motor Vehicle and Plant Claims</b>	Number	28.00	36.00	10.00%	 RED
<i>Council continues to monitor motor vehicle and plant claims and have identified training needs to mitigate potential risk and associated claims. Please note there has been an increase in staff numbers, and establishment of new suburbs impacting on related social infrastructure ie playgrounds, reserves and waste pick-up services. This has resulted in an increased number of Council's motor vehicles and plant, however the target does not take this growth into account.</i>					



## Key Direction 6 – Delivery Program Outcomes July to December 2015

Transforming the community vision into action means that Council takes an active role in ensuring the services and programs that we deliver supports the longer term objectives of the Camden residents. These objectives are:

1. People have a say in the future
2. It is well governed

To support the community vision, below is the summary of some of the actions Council has undertaken:

- Council worked with the State Emergency Services to assist the community in minimising the impact of the floods in the month of June, where possible. Crews worked throughout the night to help reopen roads and bridges throughout the LGA as quickly as possible. Council and the SES demonstrated their dedication to the community by being available 24 hours to close roads and monitor flood waters and help keep our community safe.

Council assisted Wollondilly Shire Council in response to widespread damage in the Wollondilly area. Council assisted by providing equipment and staff to help with their clean-up efforts. Council also provided two 13 tonne tipper trucks, a rear loader waste truck and drivers to add to Wollondilly Council's clean-up crew.

- Council staff have commenced rolling out customer service 'pop up' stalls to help the community better understand what Council does, connect on an interpersonal level with the community, and help inform them of new initiatives available to them such as the Camden Council mobile app, and to assist them in directing their queries to the right people with Council for their matters.



June Floods 2016 Cnr John Street & Camden Valley Way, Camden

- Council has taken a proactive position and maintains an open dialogue with State and Federal Government agencies, including hosting tours of Camden to demonstrate the rapid growth of the Camden LGA at the ground level. These tours are aimed at promoting Council interests in securing the necessary support from these agencies to deliver to the community. Council representatives have met with the following agencies and stakeholders:
  - Acting Chief Executive Office of Local Government
  - Chief Executive Officer Urban Development Institute of Australia
  - Greater Sydney Commission – Chief Commissioner, Chief Executive and South West District Commissioner
  - Secretary of Department of Planning and Environment

These ongoing relationships provide a forum to ensure that Council is supported at all levels of Government and that Council's interests, on behalf of the community, are adequately represented.

## References

1. Camden 2040
2. Delivery Program 2013/2014 to 2016/2017 including 2015/2016 Budget and Annual Operational Plan
3. 2014/2015 Annual Report
4. Six Month Delivery Program Progress Reports