



camden council

Six Month Progress Report

July to December 2016

2013/14 – 2016/17 Delivery Program
2016/17 Operational Plan

Transforming Community Vision into Action

Camden Council 70 Central Ave, Oran Park PO Box 183, Camden 2570 P: 02 4654 7777
E: mail@camden.nsw.gov.au • www.camden.nsw.gov.au

Contents

1. Executive Summary	4
2. Performance Management Methodology	6
3. Awards and Recognition	7
4. Highlights	10
5. Responding to our Results	12
6. The Details.....	13
Key Direction 1 – Actively Managing Camden’s Growth	16
Progress on Delivery Program Indicators	17
Delivery Program Outcomes.....	18
Key Direction 2 – Healthy Urban and Natural Environments	20
Progress on Delivery Program Indicators	21
Delivery Program Outcomes.....	26



Key Direction 3 – A Prosperous Economy.....	29
Progress on Delivery Program Indicators	30
Delivery Program Outcomes.....	31
Key Direction 4 – Effective and Sustainable Transport.....	34
Progress on Delivery Program Indicators	35
Delivery Program Outcomes.....	37
Key Direction 5 – An Enriched and Connected Community	38
Progress on Delivery Program Indicators	39
Delivery Program Outcomes.....	43
Key Direction 6 – Strong Local Leadership.....	45
Progress on Delivery Program Indicators	46
Delivery Program Outcomes.....	52
References	54

1. Executive Summary

In June 2016 Council adopted the 2016/2017 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.

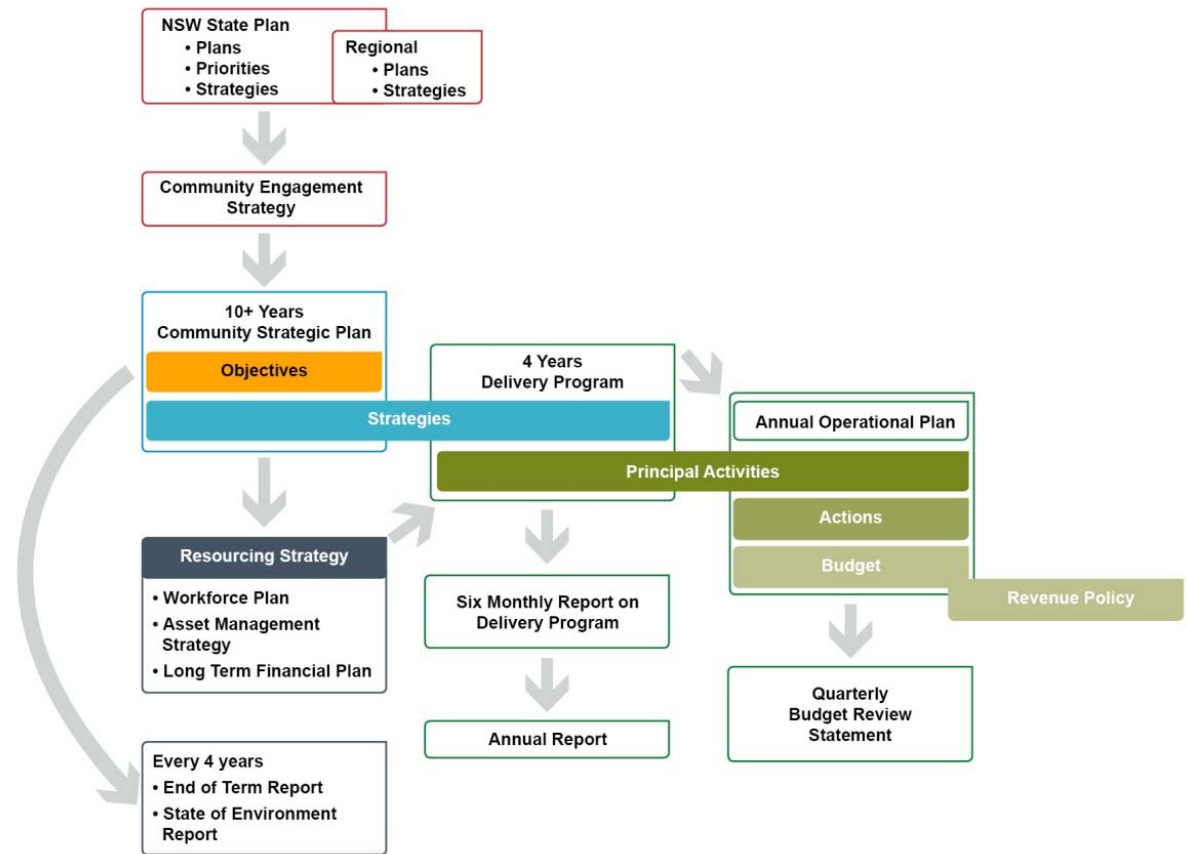
The diagram showcases the inter-relationship between objectives under Community Strategic Plan i.e. Camden 2040, and the strategies that form the basis of the Delivery Program.

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.

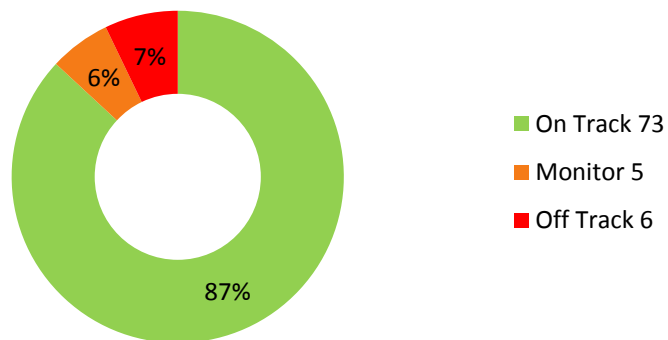
This report adheres with the IPR statutory reporting requirements and includes:

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

This report also includes Awards and Recognition Council has received during this reporting period.



The chart below 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 by rating scale.

No.	Key Directions	No. of Indicators	No. of Indicators reported by rating scale			
			On-Track	Monitor	Off-Track	Previously Reported
1	Actively Managing Camden Growth	8	5	0	0	3
2	Healthy Urban and Natural Environments	32	19	3	2	8
3	A Prosperous Economy	9	3	1	0	5
4	Effective and Sustainable Transport	12	6	0	1	5
5	An Enriched and Connected Community	24	17	1	0	6
6	Strong Local Leadership	31	23	0	3	5
	TOTAL	116	73	5	6	32

Snapshot

- 93% of indicators reveal that Council is positively moving towards achieving the objectives as per Camden 2040, with 87% of indicators ‘on-track’ and 6% of indicators ‘monitor’.
- The section ‘*The Details*’ covers information on each Indicator and Outcomes under each Key Direction.

2. Performance Management Methodology

The Delivery Program progress is measured against the set target with a rating scale – On-Track, Monitor, Off-Track and Previously Reported. 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) of +ve/-ve4.40% ($\pm 4.90\%$) - this applies to data (actual) related to Indicators where the data source is 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
Previously Reported	When the data (actual) was reported in the previous six monthly Delivery Program progress reports.



3. Awards and Recognition

Winner - Local Sustainability Category

Local Government Excellence in the Environment Awards

Council won the award, in Division C based on population size, for works to deliver Sustainable Camden.

The 'Sustainable Camden' initiative delivered services and infrastructure to the local community, including environmental education initiatives, natural resource management projects, delivering an efficient and effective waste service and the installation of energy efficient LED streetlights in the Camden Town Centre streetscape improvements amongst many others. Council also demonstrated its environmental leadership in constructing its new central administration building which incorporates a number of sustainability initiatives.

Highly Commended - Invasive Species Management Category

Local Government Excellence in the Environment Awards

Council was Highly Commended in the Invasive Species Management category for the 'Australia White Ibis Management Initiative'.

Council adopted a Management Plan to humanely manage the ibis population at Lake Annan Island. The plan aims to reduce breeding and roosting, improve water quality, address odour and health concerns, and includes the use of new techniques such as egg oiling.



Local Government Excellence in the Environment Awards

Highly Commended - Light up the Libraries Project

Australian Multicultural Marketing Awards

Council received the award in the Communities Award category for creative and innovative work to promote Light Up the Libraries for Harmony Day and Multicultural March event. The Awards recognise outstanding marketing campaigns, from leading organisations, targeted at multicultural communities.

Highly Commended for Contractor Risk Management Program

Westpool Local Government Risk Management Excellence Awards

Council received the award for developing a Safety Management System to manage contractor compliance. The system is robust and assists in reducing compliance issues and is a user friendly system to improve overall risk management.

Commendation – Camden Town Centre Vision Project

Planning Institute Australia NSW Awards for Planning Excellence

Council together with JBA and AEC Group were presented the Commendation Award for Best Planning Ideas – Small Project for the Camden Town Centre Vision Project at the Planning Institute Australia (PIA) NSW Awards for Planning Excellence.

The Vision was developed by Camden Council, JBA and AEC Group in consultation with the community of Camden. It includes initiatives which aim to attract more people to the town centre, integrate economic, social and environmental initiatives, revitalise the town centre, build on its strengths and establish the right conditions for businesses to prosper.

Finalist – Best On-Going Commitment to Local Youth Week Programs

Local Government Youth Week Awards

Council was a finalist in the Local Government Youth Week Awards. These awards recognise and acknowledge the role played by local councils in helping young people to plan and co-ordinate Youth Week programs and activities. The award was accepted by the Camden Youth Council.



Local Government Youth Week Awards

Finalist - Customer Service

- **Customer Service Team of the Year**
- **Customer Focus Innovations Award**
- **Member Recognition Award**

National Local Government Customer Service Network Awards

Council was a finalist in two categories in Customer Service and Lee Wear; Team Leader Customer Service received a Member Recognition Award. These Awards recognise the achievements of customer service professionals in Local Government.

4. Highlights

Council's performance shows that 73 Indicators are 'On-Track' and listed below are some of the activities and achievements for this reporting period, July to December 2016.

- Release of over 3000 new lots across new land release areas
- Council determined 771 DAs with a value of approximately \$497 million
- Engaged the community to receive feedback/input on potential expansion proposal for Council's green waste collection service to the suburbs of Grasmere, Ellis Land and Kirkham
- Completion of Stage 1 - Argyle Street Upgrade and Argyle Streetscape Improvements
- Commencement of the Camden LEP 2010 Review, to ensure Council's instruments remain current and relevant to statutory requirements.
- Council managed approximately \$118 million in Development Bonds
- Catherine Park Voluntary Planning Agreement executed - \$52.5m of works, land dedication and monetary contributions
- Ministerial approval to establish the Camden Region Economic Taskforce Ltd
- Planting of flowering roundabouts throughout the LGA – this program continues to be a highlight with quarterly annual plant change-overs that provide a sense of pride and community for the Camden LGA
- Australian Cricket Coach Darren Lehman was a guest as part of the Libraries' Visiting Author Program
- Stage 1 of Council's Third Party Verification Audit for Family and Community Services (ADHC) Grant funding was completed successfully
- Council implemented the Compliance and Enforcement Policy
- Completion of Building Professionals Board audit, including completion of all improvement recommendations
- Approximately 9500 building, engineering and public road activity inspections completed
- Council continues to support the Camden and Wollondilly Domestic Violence Committee through raising awareness by displaying key messages on Councils waste trucks
- Council continues to deliver companion animal education programs and provides a high standard of Customer Service to owners
- Council have adopted a 'No Kill' policy within our Pound Holding Facility to ensure all healthy and re-homeable companion animals find their forever home
- Council continues to provide free food hygiene training sessions and newsletters as part of its food business education program

- Partnership with Golf NSW has attracted the 'NSW Open Golf Championships, Qualifying Round' to Camden Local Government Area
- Council secured 'Sydney Weekender', a TV program which features Camden township for tourism promotion
- Council's Administration Building at Oran Park has been completed and was officially opened in July 2016
- Council adopted its first 'Camden Destination Management Plan' setting the framework for how Camden tourism will be managed in the future
- Turner Road Riparian Lands planning proposal, Development Control Plan and Voluntary Planning Agreement amendment
- Acceptance of grant funds from NSW Government of \$2.9m under the Housing Acceleration Fund to facilitate development within Leppington (North) Precinct
- Council has undertaken a number of educational initiatives around illegal dumping

5. Responding to our Results

Council is closely monitoring the 6 indicators with 'Off-Track' and they are:

Key Directions	Indicators – Off-Track	Comments
Healthy Urban and Natural Environments	Number of non-complying premises are decreasing - Food Premises	<i>Eight Improvement Notices have been issued for non-complying food premises and zero Prohibition Notices have been issued in this reporting period. It is important to note there has been an increase in businesses across Camden LGA reflecting the population growth. The target will be reviewed to take into account future growth. Council issued its third food safety newsletter and conducted free food hygiene training sessions for local food businesses to improve food safety knowledge and compliance.</i>
	Waste diverted from landfill	<i>Changes in the contractors processing practices at the waste processing facility have resulted in general waste no longer being processed. This has resulted in more waste being sent to landfill and a reduced diversion rate. This impacts all users of that facility.</i>
Effective and Sustainable Transport	Ease of travel within the Local Government Area	<i>Residents felt that ease of travel within Camden was more difficult and the reasons included traffic and road work (Narellan Road and Camden Valley Way). It should be noted that these roads are controlled and managed by Roads and Maritime Services and not Council.</i>

Key Directions	Indicators – Off-Track	Comments
Strong Local Leadership	Lost time as a proportion of full time employees – Injury Frequency Rate	<i>Whilst a higher rate is reported, it is important to note that the lost time is directly attributed to two surgeries. However if comparing this figure to the same reporting period last year, this represents a decrease in lost time.</i>
	Council's resources are well-protected through careful risk management processes - Motor and Plant Claims	<i>As Council staff numbers continue to grow, so does the number of fleet vehicles and plant. Since the last reporting period Council's fleet has increased by 8%. This reporting period has seen an overall percentage decrease in claims of 8% proportion of the fleet. However, due to the growth in the fleet Council still experience an increase in the number of claims. This target will be reviewed in future to take into account future growth.</i>
	Financial Health Check Indicator - Building and Infrastructure Renewals Ratio	<i>Ratio as at 30 June 2016 - although this ratio has improved from 2014/15 it is difficult to justify a ratio of more than 100% for Camden Council when Council has a high proportion of new assets that at this point in their life cycle do not require renewal. This ratio does not allow the inclusion of transfers to the asset renewal reserve for future renewal purpose.</i>



Narellan Library during Multicultural Week - Highly Commended: Light Up the Libraries Project, Australian Multicultural Marketing Awards

Photo Credit: Brett Atkins Photography

6. The Details

Key Direction 1 – Actively Managing Camden’s Growth

What is Actively Managing Camden’s Growth?

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 challenge over the coming decades.

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



‘The best of both worlds’

Progress on Delivery Program Indicators: Key Direction 1 - Actively Managing Camden's Growth

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Construction certificates are provided in a timely fashion	Days	28.00	17.63	N/A	 GREEN
<i>This represents another very pleasing result for the Certification teams. The service levels achieved have contributed to maintaining certification customers.</i>					
Development assessments are completed in a timely fashion	Days	40.00	32.11	N/A	 GREEN
<i>The 40 day statutory timeframe has continued to be met.</i>					
Significant Camden sites are under active protection/management	%	85.00	85.00	10.00%	 GREEN
<i>Council continues to oversee the implementation of 19 initiatives from the Camden Town Centre Vision.</i>					
Monitor and maintain the Council's planning instruments	%	100.00	100.00	10.00%	 GREEN
<i>Council has commenced the Phase 1 review of the Camden LEP 2010. This major review, along with three amendments to the LEP, will ensure that Council's instruments remain current and relevant.</i>					
Timely delivery of infrastructure included in developer agreements	%	100.00	100.00	10.00%	 GREEN
<i>Council continues to monitor and enforce the implementation of Voluntary Planning Agreements (VPA) to ensure the delivery of infrastructure for new residents. Council currently has 12 executed VPAs. Each of these VPAs delivers a range of infrastructure and facilities which include roads drainage, riparian areas, recreation and community facilities. Council continues to work closely with Developers to ensure the design and specifications for these projects meet the needs of the community.</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:

Catherine Park Voluntary Planning Agreement

Council continues to deliver infrastructure in new release areas through Voluntary Planning Agreements (VPA) and Works-in-Kind (WIK) Agreements with developers. Council has executed a VPA agreement to the value of \$52.5m for the provision of works, land dedication and monetary contributions for Catherine Park.

The VPA includes:

- Parks and playgrounds
- A double playing field
- A water cycle management scheme
- Construction of key roads
- A road creek crossing and pedestrian/cycle bridges
- A shared pedestrian and cycle path network
- A monetary contribution towards the construction of an amenities building and community facility
- A monetary contribution towards the provision of hard courts in the northern portion of the Catherine Field Park Precinct
- A monetary settle-up contribution towards off-site open space, recreation and community facilities in the Oran Park and Marylands precincts.



Catherine Park Estate area map –
Image Credit: Catherine Park Estate

Evergreen - A New Neighbourhood in Spring Farm

The construction for Evergreen will bring 850 new homes, offering a variety of housing options designed to appeal to a range of homebuyers. This new neighbourhood will also provide more than 2 hectares of green open space for residents to enjoy.

Ingleburn Road and Rickard Road, Leppington North

Council has obtained State Government grant funding of \$2.9M for essential infrastructure to 'fast-track' new residential and employment developments in the Leppington precinct. Upgrading of Ingleburn and Rickard Roads in Leppington (North) will allow for these roads to serve as major access routes for the broader area, servicing the additional release areas of Leppington East and Leppington.

Public Exhibition of \$498M Contributions Plan – Leppington Precinct

The public exhibition period was held from 6 December 2016 to 31 January 2017. Council received valuable feedback from the community. If adopted by Council, the Contribution Plan will enable Council to collect contributions up to the \$30,000 cap to fund the provision of essential infrastructure to support the development of the Leppington and Leppington North precincts.

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 healthy.













Cumberland Plain Woodland






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

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Companion animals are appropriately identified	%	50.00	58.00	10.00%	 GREEN
<p><i>140 dogs impounded with 100 microchipped - 71%</i> <i>39 cats impounded with 4 microchipped - 10%</i> To assist in improving micro chipping and registration rates Council Rangers continue to run an extensive Companion Animal education program including school visits, advertising campaigns and promotion at local events. TOTAL = 58%</p>					
Illegal Dumping - Incidents of illegal dumping ranger observed	#	35.00	21	10.00%	 GREEN
<p><i>126 incidents of illegal dumping on public land were identified and investigated, an average of 21 illegal dumpings per month, as a result of proactive patrol services.</i></p>					
Illegal Dumping - Incidents of illegal dumping resident advised	#	35.00	30	10.00%	 GREEN
<p><i>179 incidents of illegal dumping were advised by residents and were investigated and identified. Council investigated approximately 30 reports per month. Council continues to undertake 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></p>					
Incidents of Dog Attacks	Per 1000 Population	1.00	0.31	10.00%	 GREEN
<p><i>Council received 48 dog attack requests. All were investigated with 25 proven and appropriate compliance action taken.</i></p>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Incidents of Nuisance Dogs	Per 1000 Population	2.00	0.06	10.00%	 GREEN
<i>Council received 16 complaints in relation to nuisance dogs. All complaints were investigated and Council issued five Nuisance Dog Orders where an offence was substantiated.</i>					
Incidents of Stray Dogs	Per 1000 Population	2.00	2.20	10.00%	 AMBER
<i>Council received 176 customer request relating to stray dogs within the LGA. All were investigated and five Nuisance orders were issued as a result. Council continues to run an extensive companion animal education program to promote responsible pet ownership.</i>					
Incidents of overgrown land (private)	Per 1000 Population	2.00	0.66	10.00%	 GREEN
<i>52 complaints were received for overgrown properties (private land). All complaints were investigated and appropriate compliance action taken.</i>					
Maintenance cycles are completed to approved service levels	%	100.00	100.00	10.00%	 GREEN
<i>Council continues to deliver services according to the approved service level, and is currently reviewing the maintenance cycles.</i>					
Number of non-complying premises are decreasing - Food Premises	#	5.00	8.00	10.00%	 RED
<i>Eight Improvement Notices have been issued for non-complying food premises and zero Prohibition Notices have been issued in this reporting period. It is important to note there has been an increase in businesses across Camden LGA reflecting the population growth. The target will be reviewed to take into account future growth. Council issued its third food safety newsletter and conducted free food hygiene training sessions for local food businesses to improve food safety knowledge and compliance.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Condition of Parks and Playgrounds	%	100.00	100.00	10.00%	 GREEN
<i>All parks and playgrounds inventory and condition completed July 2016.</i>					
Council utilises natural resources more efficiently - Water Consumption	kL	117,770.00	115,882.70	10.00%	 GREEN
<i>In 2015/16, Council consumed 115,882.70kL of water which is up from 106,365.50kL.</i>					
Households are not consuming more water - Dwellings	kL	230.00	216.05	10.00%	 GREEN
<i>In regards to residential water use, houses consumed on average 216.05kL which is slightly less than the Sydney average of 220.60kL.</i>					
Households are not consuming more water - Units	kL	160.00	160.56	10.00%	 AMBER
<i>Less than the Sydney average of 163.56kL</i>					
Number of non-complying premises are decreasing - Skin Penetration	#	5.00	3.00	10.00%	 GREEN
<i>Three Improvement Notices have been issued on non-complying skin penetration premises.</i>					
Onsite sewage management systems are operating satisfactorily	#	95.00	163.00	10.00%	 GREEN
<i>163 Approvals to operate were issued for onsite sewage management systems.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
The community is becoming more educated about sustainability	%	50.00	50.00	10.00%	 GREEN
<p><i>Scheduled Education Program is on target:</i></p> <ul style="list-style-type: none"> • <i>Keep NSW Beautiful EnviroMentors – environmental education workshops themed around ‘water’ or ‘catchment’ to local schools</i> • <i>Macarthur Nature Photography Competition – encouraging entries comprising of images of local native flora, wildlife and natural scenery of the Macarthur area.</i> • <i>Initiative to promote and celebrate healthy catchments and posters displaying stormwater messages such as ‘keep litter out of the river’ displayed in bus shelters across the Camden LGA.</i> • <i>Key Stormwater messages are also conveyed in Council’s quarterly newsletter ‘Let’s Connect’.</i> 					
Bushland under active management - Hectares of natural area in Council ownership	%	12.05	20.39	10.00%	 GREEN
<p><i>Council continues to actively maintain natural areas and currently have bush care programs operating at the following reserves:</i></p> <p><i>Bicentennial Equestrian Park, John Peat Reserve, Hayter Reserve, Kings Bush Reserve, Ron Dine Reserve, River Road Reserve, Benwerrin Reserve, Sickles Creek Reserve, Gundungurra Reserve, Parrotts Farm, Spring Farm Bush Corridor, Camden Wetlands Reserve, Harrington Grove Reserve, Homestead Reserve, Elizabeth Throsby Reserve, Charles Throsby Reserve, Camden Town Farm, Rotary Cowpasture Reserve, Elizabeth Macarthur Reserve.</i></p>					
Bushland under Active Management - Number of volunteer bushcare hours	Days	43.00	97.00	10.00%	 GREEN
<p><i>A total of 678.5 hours worked by bush care volunteers during the reporting period, with a total of 97 days (based on a 7hr working day)</i></p>					
Street trees are proactively managed within budget - Identified works completed within service standards	%	60.00	100.00	10.00%	 GREEN
<p><i>126 trees were planted within the Stage two Street Tree Planting Program. The target is 12 trees per week, as this program was completed by August 2016 (8 week cycle), due to planting only occurring during the cooler months to increase longevity of the trees planted. The target is considered to be met with approximately 15 trees planted per week over this period.</i></p>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
The Community is generating less waste	#	200.00	202.20	10.00%	 AMBER
<i>This figure is calculated on the projected estimated population from 2016 and may fluctuate slightly between reporting periods.</i>					
There are places to play	#	3.70	4.10	10.00%	 GREEN
<i>Currently there are 278 parks and reserves under Council's control, with additional parks being delivered by developers through Voluntary Planning Agreements and Works in Kind Agreements. Additionally, existing parks are being embellished through Council's Works program, such as Birriwa Reserve.</i>					
Waste diverted from landfill	%	75.00	37.00	10.00%	 RED
<i>Changes in the contractors processing practices at the waste processing facility have resulted in general waste no longer being processed. This has resulted in more waste being sent to landfill and a reduced diversion rate. This impacts all users of that facility.</i>					
Water quality in rivers and waterways is maintained or improved	#	100.00	100.00	10.00%	 GREEN
<i>The water quality is considered stable and monitored regularly. Notifications of any concerns within the water systems such as the occurrence of Blue Green Algae is signposted on detection. Council, through the Storm Water Levy Program, has undertaken the following education programs: Lake Annan Gross Pollutant trap, Lake Annan Rehabilitation and floating wetland installations. The responsibility for healthy streams and rivers is shared between public authorities and private landholders. It is important to note that the urban development process imposes a range of requirements on developers, some of which involve the installation of stormwater improvement devices and rehabilitation of waterways and riparian areas.</i>					
Street trees are proactively managed within budget - Inspections undertaken within service standards	%	75.00	84.38	10.00%	 GREEN
<i>During this reporting period 647 new customer requests were received and inspected, of which 546 work orders were issued.</i>					

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

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 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 on some of the actions Council has undertaken:

Bushcare Program

Council continues to actively maintain natural areas and currently have bush care programs operating at the following reserves:

Bicentennial Equestrian Park, John Peat Reserve, Hayter Reserve, Kings Bush Reserve, Ron Dine Reserve, River

Road Reserve, Benwerrin Reserve, Sickles Creek Reserve, Gundungurra Reserve, Parrotts Farm, Spring Farm Bush Corridor, Camden Wetlands Reserve, Harrington Grove Reserve, Homestead Reserve, Elizabeth Throsby Reserve, Charles Throsby Reserve, Camden Town Farm, Rotary Cowpasture Reserve and Elizabeth Macarthur Reserve.

Council, in partnership with community volunteers, work on protecting and maintaining the many natural bushland reserves in the Camden LGA. During this reporting period there were a total of 678.5 hours worked by volunteers undertaking overgrown vegetation site clearing, site preparation and care for new plantings.



NSW EPA Council Litter Prevention Grant

Council continues to be committed to enhancing community pride by resourcing and implementing effective ways to minimise litter and has implemented a project that targets litter in sporting ground carparks. There are five identified key sites which are targeted, using the funds provided through the Litter Prevention Grant, and they are:

- Jack Nash Reserve
- Liquidamber Reserve
- Harrington Park Reserve
- Onslow Park
- Kirkham Park

The grant supports Council's project with a variety of litter prevention options including the implementation of additional signage, education and promotional material for distribution to user groups, investigations into the relocation of bins, the installation of additional bins and the installation of gates. The project engages local sporting groups to promote campaign messaging at sporting matches, including the promotion of the Environmental Protection Authority reporting App.

Commitment to Responsible Pet Ownership and No Kill Plan for Unwanted Animals

Council is committed to operating a 'no kill' animal holding facility to give healthy animals a second chance at life and whereby all attempts are made to re-home suitable animals. Council's current responsible pet ownership program has implemented a number of initiatives including:

- Responsible Pet Ownership program run in local schools by our rangers
- Independent breed and temperament assessment of impounded animals
- Attempt to return stray dogs and cats home immediately if microchipped and registered rather than impounding
- Working with rescue organisations to rehome animals that haven't been adopted
- Discounted desexing programs for eligible residents
- Free microchipping events for dogs and cats
- The recent appointment of a dedicated Camden Council Companion Animal Ranger
- Flexible pricing options for impounded animals to encourage adoption
- Free name tags for animals released
- Provision of exercise yards that are friendly and stimulating for animals

Expansion of Council's Green Waste Service

To gain an understanding of residents green waste disposal needs Council engaged residents in Ellis Lane, Grasmere and Kirkham. Findings from this survey identified a need for Council to provide assistance to residents in these suburbs for the disposal of green waste. The outcome from this engagement activity was for Council to provide assistance to residents in the disposal of green waste.

To meet the community's needs, and in order to respond to the valuable community feedback, Council will expand its green waste service with the implementation of a 240L bin to be delivered to each residential property with residents able to request additional bins if required, or a green waste exemption (opt out).

Miss Llewella Davies Pioneers Walkway - Camden Town Farm

Council has obtained funding through the Metropolitan Greenspace Program to develop the Miss Llewella Davies Pioneers Walkway at the Camden Town Farm. The funding will assist to establish, create and develop:

- a new entry feature,
- the creation of viewing platforms,
- create a new link pathway that will further enhance the integration of the Town Farm with other pathways around Camden.

Bequeathed to Council by Miss Llewella Davies for the community to use, the Camden Town Farm provides the Camden LGA with a rural precinct that links the agricultural heritage of the Macarthur region.



Camden Town Farm - Photo Credit: Brett Atkins Photography

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.



Small Business Opportunities

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

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
The Community is actively engaged in the planning for places	%	100.00	100.00	10.00%	 GREEN
<i>Community engagement for the Camden LEP review and other Planning instrument amendments was undertaken in accordance with legislative requirements. Extensive consultation is also planned as part of the Camden Town Centre urban design framework.</i>					
Tourists are satisfied with the Macarthur Region visitor experience	%	80.00	95.00	10.00%	 GREEN
<i>Camden Visitor Information Centre continues to receive positive feedback both verbally and via the guest book located at the Visitor Information Centre.</i>					
<i>Surveys completed via the brochure request form on the Camden website, indicate that visitors who have travelled to Camden previously are generally satisfied with their experience</i>					
Utilisation of the regional tourism website is increasing	#	50,000	94,180	10.00%	 GREEN
<i>Page views via www.macarthur.com.au were a total of 94 180, an increase on the previous 6 month period of 7.08%.</i>					
<i>New visitors continue to increase to the page with a total of 71.9% new visitors up from 69%, an increase of 2.9% on the previous six month period.</i>					
<i>Page views via www.visitcamden.com.au (Tourism page for Camden Council) received 21 935 views compared to 23 871 in the previous six month period, a small decrease in number.</i>					
Visitors to the Tourism Information Centre are increasing	#	1,600	1,521	10.00%	 AMBER
<i>Camden Visitor Information Centre received 1390 visits, 101 phone calls and 30 emails during the period, a decrease of 11.36%.</i>					
<i>These statistics indicate that increasingly visitors choose the convenience of online research prior to travel. This trend is reflected in the increasing utilisation of the primary tourism website www.macarthur.com.au.</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 on some of the actions Council has undertaken:

Camden Town Centre Vision

Council continues to oversee the implementation of the 19 initiatives from the Camden Town Centre Vision. The process ensures that Council continues to build on and leverage the town centre's strengths and opportunities, in particular its distinct character, to achieve future resilience and sustainability.

In addition, Council completed Stage 1 of the major improvement works in the Camden Town Centre. The Argyle Street Streetscape improvements provide better traffic management to accommodate Camden's growth and greater access and safety for pedestrians.

The project features include:

- Traffic lights at the intersection of Oxley Street and Argyle Street
- Pedestrian signals on Argyle Street between John Street and Hill Street
- Increased footpath widths on Argyle Street
- Improved footpath cross slopes for better accessibility
- Drainage improvements
- Upgraded street furniture
- Improved street lighting using LED lights
- Upgraded footpath paving material
- Renewed road pavement

Destination Management Plan

Council has demonstrated its commitment to boosting local tourism by adopting the Camden specific Destination Management Plan, along with a Plan for the Macarthur region.

Complementing Council's plans and strategies, the Plan will set the framework to manage Camden tourism in the future, giving insight into areas such as:

- Key visitor markets and segments
- Preferences for experiences
- Forecast visitor growth
- Existing and potential experiential strengths of the region
- Economic benefits. Council's Economic Development Strategy (2013/14 – 2016/17) distinguishes tourism as a key target sector.

Camden Region Economic Taskforce

Council received Ministerial approval for the establishment of the Camden Region Economic Taskforce. The Camden Region Economic Taskforce is a key Council initiative of the Small Business Friendly Councils Program.

The Taskforce will play an integral role in driving economic growth and maximising opportunities associated with growth in the Camden LGA. In addition, it will assist in the development of the Camden Economic Development Strategy.

Council will bring together key local business leaders and experts to identify, secure and realise opportunities to attract investment, deliver infrastructure and support job creation, as well as grow existing and future, business and industry in our LGA.



Camden Visitor Information Centre – Photo Credit: Brett Atkins Photography

Partnership with Golf NSW

Camden successfully hosted the NSW Open Golf Championship men's qualifying rounds for the first time with players from across Sydney participating in the event at Camden Golf Club, marking the beginning of a three-year partnership between Camden Council and Golf NSW.

The partnership with Golf NSW aims to increase visitors and support economic development, local businesses and tourism in the LGA, as well as showcase Camden's unique attractions.

The Qualifying Tournament was part of the 2016 Camden Festival and Council's Business Month Program.



NSW Open Golf Championships Qualifying Round at Camden Golf Club

Photo Credit: Marion O'Brien Photography

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.



Promoting Safe Cycleways

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

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Outstanding Traffic Committee recommendations are being met	%	90.00	100.00	10.00%	 GREEN
<i>All Traffic Committee recommendations and actions are successfully completed.</i>					
Successful completion of Black Spot Funded projects	%	100.00	100.00	10.00%	 GREEN
<i>Blackspot funded project for Mitchell/Elizabeth roundabout completed by revised agreed date with RMS. Additional works not funded by Blackspot Program (landscaping) is yet to be completed at this report period.</i>					
Identified projects are completed as planned - Road Construction	%	90.00	90.00	10.00%	 GREEN
<i>Projects are being completed as per Council's Works Program with some minor delays.</i>					
Ease of travel within the Local Government Area	%	57.10	64.00	4.90%	 RED
<i>Residents felt that ease of travel within Camden was more difficult and the reasons included traffic and road work (Narellan Road and Camden Valley Way). It should be noted that these roads are controlled and managed by Roads and Maritime Services and not Council.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Sustainable transport options continue to be delivered - Construction of shared pathways/bike paths and footpaths	\$	300,000	300,000	10.00%	 GREEN
<i>Projects in planning or constructed to agreed programs of work.</i>					
The condition of local (Council Owned) roads	%	80.00	80.00	10.00%	 GREEN
<i>All roads were assessed for condition in 2015. This is currently undertaken on a five year cycle of inspections.</i>					
Transportation Preferences	%	80.00	79.60	4.90%	 GREEN
<i>Residents preferred travelling by car due to convenience and lack of public transport.</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 on some of the actions Council has undertaken:

Improving Local Roads

Council continues to proactively support and promote the benefits of using alternate modes of transport, such as walking, running and cycling through its Pedestrian Access and Mobility Plan (PAMP) and Cycling Advisory Group.

In line with the NSW Long Term Transport Master Plan and the Regional Transport Plans, Council successfully applied and received funding to reconstruct a pedestrian refuge at Cawdor Road, Camden. Council matched the funding to improve and provide pedestrian safety, mobility and access in this high pedestrian activity area.

Council was also successful in receiving a grant from the RMS to assist Council with its continued delivery of quality road upgrades and routine maintenance. Funds were allocated to renew a section of Cawdor Road, near Burragorang Road, in conjunction with Black Spot Funding to widen the existing signalised intersection.

Advocating for Western Sydney Rail Links

Council has been a strong advocate for the provision of infrastructure and public transport in the Camden LGA. Council reaffirmed this position by endorsing a submission to the Department of Infrastructure and Regional Development as well as Transport for NSW on the Western Sydney Rail Needs Scoping Study.

The Scoping Study highlights both the significant implications, as well as the opportunities associated with the investigation and preservation of strategic transport corridors. Council's submission outlined our strong support for the provision of rail transport from Western Sydney Airport (Badgerys Creek) to the South West Rail Link, as well as links from Macarthur and Camden to the Western Sydney Airport, and to North Western Sydney. Council believes these connections will help support the growth of Western Sydney and significantly improve access to employment, health and education services.

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 Festival – Picnic in the Park 2016 – Photo Credit: Brett Atkins Photography

Delivery Program Indicators: Key Direction 5 - An Enriched and Connected Community

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Council delivers programs catering for identified target groups	Number	14.00	16.00	10.00%	 GREEN
<p><i>A range of events and activities occurred during this reporting period for all target groups.</i></p> <p><i>Council was nominated as finalists for the Youth Week Program 2016 and for Australian Multicultural Marketing Awards 2016 (Communities Category).</i></p> <p><i>Work continues in the development of the Active Ageing Strategy and the Disability Inclusion Action Plan.</i></p>					
Council's Community Halls are utilised	%	15	20.05	10.00%	 GREEN
<p><i>There has been an increase in usage over this period.</i></p>					
Camden residents feel safe in their local neighbourhood	%	81.40	83.50	4.90%	 GREEN
<p><i>Residents feel safer during the day and night with and without a companion.</i></p>					
Camden residents attend community events	%	90.00	94.00	4.90%	 GREEN
<p><i>A wide range of local community events was attended by community members. The events included Local Craft and Produce Markets, Light-up Camden and Christmas in Narellan as well as community/school events.</i></p>					
Council's library facilities and programs are well-attended	#	160,000	202,245	10.00%	 GREEN
<p><i>Libraries continue to attract large numbers of visitors</i></p>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Library membership is high amongst residents	%	37.00	52.00	10.00%	 GREEN
<i>Membership rates continue to be higher than target.</i>					
More people participate in active recreation using Council facilities - Seasonal Attendance at Aquatic Facilities: Camden Memorial Pool	#	20,000	22,212	10.00%	 GREEN
<i>The Camden Pool is a seasonal pool which operates from late September to late March each year. Whilst the start of the season for Camden Pool started slowly due to cooler temperatures, December hot weather saw increased attendances, which exceeded the previous year's 6 month target.</i>					
More people participate in active recreation using Council facilities - Seasonal Attendance at Aquatic Facilities: Mount Annan Leisure Centre	#	168,907	154,551	10.00%	 AMBER
<i>There were a total of 154,551 attendances at Mount Annan Leisure Centre during this reporting period. Due to the interruption caused by construction this is reflected in the attendance rate.</i>					
More people participate in active recreation using Council facilities - Seasonal Bookings of Sportsfields	#	120.00	121.00	10.00%	 GREEN
<i>There were a total of 121 sports field bookings for this reporting period.</i>					
More opportunities for participating in community cultural events	#	5.00	5.00	10.00%	 GREEN
<i>The Narellan Rhythms Festival was a cultural highlight during this reporting period, engaging with performers, volunteers and stall holders to showcase the diversity of the Camden LGA.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
The Camden Civic Centre is enjoyed by the community as a venue for a range of events – ratio of returning clients to new clients	%	80.00	88.00	10.00%	 GREEN
<i>88% of the Centre's business is from returning clients, new clients represent 12% - indication growth in client base and new business to the venue.</i>					
The Camden Civic Centre is enjoyed by the community as a venue for a range of events – Average number of non-Council events (Civic Centre Utilisation)	#	50.00	75.00	10.00%	 GREEN
<i>The Centre hosted 395 non-Council related events, an average of 65 non-Council related events each month that equates to 75% of the overall number of bookings held within the venue.</i>					
The value of event sponsorship stays the same or increases – Incoming	\$	6,000	13,500	10.00%	 GREEN
<i>Sponsorship for the second half of the year included monetary and in-kind support for Camden Festival, which saw a marked increase from last year. Two companies returned as sponsors after some years away, including Camden Hire to the value of \$5000.</i>					
<i>Channel Nine increased their sponsorship from \$3000 to \$5000 across the twelve months of all Camden Council's community events (including Narellan Rhythms Festival & Kids Play Day), which all helps to hold events at the highest standard.</i>					
The number of event sponsorship stays the same or increases - Outgoing	#	10.00	12.00	10.00%	 GREEN
<i>Twelve events sponsored with a total combined monetary and in-kind value of \$37,857.50. This is an increase of \$4,298.50 from the July-Dec period in 2015.</i>					
Neighbourhood friendliness	#	87.50	89.50	4.90%	 GREEN
<i>Overall the community agrees that their neighbourhood is a friendly place to live.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Camden families have access to quality Family Day Care services – Hours of Care Provided	#	160.00	177.00	10.00%	 GREEN
<i>Camden families continue to have access to a high quality Family Day Care service. The service provision ranges from 6am to 7pm. The average utilisation rate by families is 177 for the past six months. It is anticipated that this will be maintained or increase due to the number of enquiries received.</i>					
Camden families have access to quality Family Day Care services – Accreditation Maintained	%	100.00	100.00	10.00%	 GREEN
<i>Council continues its Exceeding Rating as part of the National Quality Framework Assessment & Rating process. Our service received a spot check in December 2016 by the Department of Education (Early Childhood Directorate) and confirmed that the processes and procedures continued to be in line with the National Quality Framework, the standards and Early Years Learning Framework.</i>					
Crime Levels in the Camden area remain low	#	27.00	26.90	10.00%	 GREEN
<i>Latest crime rate (all classes) as at September 2016 from Bureau of Crime Statistics and Research (BOCSAR) was 26.9 incidents per 1000 population. This indicates a generally stable crime rate.</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 on some of the actions Council has undertaken:

Community Events

Council continuously provides opportunities for the community to interact and participate through the annual Garden Competition, Christmas Lights Competition, NAIDOC Week celebrations, Local Government Week, Narellan Rhythms Festival and Camden Festival.

Council supports and works in partnership with the Camden Rotary Relay for Life, Light Up Camden and Christmas in Narellan, as well as a number of other community organised high profile events.

Community Safety

Council continues to work in partnership with the Camden Local Area Command and participates at the Local Government Crime Prevention Workshop, Camden Wollondilly Domestic Violence Committee, NSW Police Crime Prevention Workshop and Community Safety Precinct meetings.

The Seniors Safety Morning Tea, held on a regular basis, is a joint partnership project between Council and Camden Local Area Command. The project aims to increase awareness of personal and road safety issues for seniors and to reduce the incidents of opportunistic crime, injury and fear of crime for seniors. It also aims to improve knowledge about drivers licensing requirements for seniors and senior pedestrian safety information.



NAIDOC Week Celebrations

Live and Local Music

Council has established a strategic initiative with the Office of Live Music and Arts NSW to form 'Live and Local Camden', a partnership to support opportunities and continue to grow a thriving local music culture in Camden.

The Office of Live Music aims to promote live music in Western Sydney, and Council was one of five successful Councils to receive a grant to develop a live music scene.

The initiative will involve the delivery of two new micro local music festivals with a strong opportunity to showcase local talent and support the live music culture.

1. The first festival is to be hosted in Argyle Street in 2017. It is proposed that the 2017 music event will involve Council partnership with retail, café and restaurant venues in the Camden Town Centre.
2. The second festival in 2018 is expected to expand into other parts of the Camden local Government area, with a component being an outdoor music festival, especially for young people.



Performers: Lauren Azar and Bryan Browne

Photo Credit: Brett Atkins Photography

International Day of People with a Disability

Council held a free community event at the Birriwa Outdoor Youth Space to celebrate International Day of People with a Disability (IDPWD). IDPWD is a United Nations sanctioned day that celebrates progress in breaking down barriers, opening doors, and realising an inclusive society for all.

The Birriwa Youth Space was the perfect place to celebrate and was chosen because of its accessibility facilities with a range of playground equipment and picnic furniture designed to be inclusive of users.

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.












Council engaging with the community – Sports Forum






Progress on Delivery Program Indicators: Key Direction 6 - Strong Local Leadership




INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	#	0.00	0.00	N/A	 GREEN
<i>No breaches of the Code of Meeting Practice occurred.</i>					
Council addresses areas of poor performance in its Delivery Program	%	100.00	100.00	N/A	 GREEN
<i>A number of initiatives have been put into place to address organisational performance, with a particular focus on continuous business improvement and organisational development via Council's Business Improvement Plan (BIP) and service delivery via Customer Service Workshops.</i>					
<i>To date: 92.6% of BIP Projects on track, with 68% BIP Projects completed and 70% of teams have completed Customer Service Workshops.</i>					
Council engages with a demographic diversity of residents that is consistent with the community's demographic composition	%	100.00	100.00	N/A	 GREEN
<i>Community Engagement strategies are developed and implemented for projects including Oxley Street Car Park, Warranty Works on Argyle Street and the Expansion of the Greenwaste Service, which incorporates demographics representing the Camden LGA.</i>					
Local emergency management committee is familiar with emergency facilities and emergency procedures - Evaluation completed	%	100.00	100.00	10.00%	 GREEN
<i>The Emergency Management Committee have been involved with the development of the emergency plans and are aware of the procedures. Regular evaluations are conducted at Rural Fire Service headquarters.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Local emergency management committee is familiar with emergency facilities and emergency procedures - Exercises conducted	#	1.00	1.00	10.00%	 GREEN
<i>Emergency Management Committee have been involved with developing emergency plans and are aware of procedures. Exercise undertaken at Rural Fire Service headquarters.</i>					
Council reports its performance to the community	%	100.00	100.00	N/A	 GREEN
<i>Council presented the Delivery Program Progress Report for January to June 2016 to the Council meeting in September 2016.</i>					
The promotion of Council services, programs and local information is delivered effectively to the community	%	100.00	100.00	10.00%	 GREEN
<i>Council promotes its services, programs and local information to the community via a range of methods including Let's Connect, Facebook, website, Mayor's print and radio messages, corporate weekly ad, information at events, flyers, road side banners and rates notices.</i>					
Council's workforce is appropriately skilled, safe and stable - Proportion of staff accessing education assistance as proportion of full time employees (FTE's)	%	4.00	4.30	N/A	 GREEN
<i>Over this reporting period nine applications for education assistance were approved. 19 staff in total utilised education assistance over 2016.</i>					
Lost time as a proportion of full time employees – Injury Frequency Rate	%	19.00	35.25	N/A	 RED
<i>Whilst a higher rate is reported, it is important to note that the lost time is directly attributed to two surgeries. However if comparing this figure to the same reporting period last year, this represents a decrease in lost time.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Staff Turnover	%	8.10	6.35	N/A	 GREEN
<i>Staff Turnover has remained steady over the last six months and is still within an appropriate range of the industry standard.</i>					
Staff display Council's Corporate Core Values in their work	%	80.00	92.20	10.00%	 GREEN
<i>Staff are demonstrating our core values consistently.</i>					
Information systems are reliable and technical support to users is provided promptly – System Downtime	%	2.00	0.33	10.00%	 GREEN
<i>72 hours availability per week - 288 hours for the month - 1728 hours for six months. Consolidation of six months outage numbers Down for 5.75 hours out of 1728 hours.</i>					
Technical support incident closure rate	%	80.00	95.87	10.00%	 GREEN
<i>2808 IT requests completed from 2929 raised, which equates to 95.87%.</i>					
Council's resources are well-protected through careful risk management processes - Property Claims	#	8.00	0.00	10.00%	 GREEN
<i>There has been a decrease in property claims from three to zero.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Council's resources are well-protected through careful risk management processes - Liability Claims	#	35.00	28.00	10.00%	 GREEN
<i>In this reporting period liability claims have been tracking well.</i>					
Council's resources are well-protected through careful risk management processes - Motor and Plant Claims	#	28.00	35.00	10.00%	 RED
<i>As Council staff numbers continue to grow, so does the number of fleet vehicles and plant. Since the last reporting period Council's fleet has increased by 8%. This reporting period has seen an overall percentage decrease in claims of 8% proportion of the fleet. However, due to the growth in the fleet Council still experience an increase in the number of claims. This target will be reviewed in future to take into account future growth.</i>					
Camden Council is regarded as a good place to work	%	70.00	80.00	10.00%	 GREEN
<i>Feedback indicates a high level of satisfaction with Camden Council as a place to work.</i>					
Council engages with a demographic diversity of residents that is consistent with the community's demographic composition	%	100.00	100.00	10.00%	 GREEN
<i>Community Engagement Policy was adopted in May 2015 by Council. This Policy will be reviewed in 2017. Community Engagement continues to develop communication strategies for major engagement activities including Oxley Street Car Park, Warranty Works on Argyle Street and the Expansion of the Greenwaste Service, which incorporates demographics. Community Engagement delivers a range of events throughout the year to cater to demographics including TASTE Food, Wine and Music Festival, Kids Fun Day, Cinema Under The Stars, Youth Movie Night, Picnic in the Park and Volunteers Thank You Reception.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Council finances are managed prudently - Unqualified Audit Report	%	100.00	100.00	10.00%	 GREEN
<i>As at 30 June 2016 Council received an unqualified Audit Report.</i>					
Council's finances are healthy - Financial Health Check Indicator - Unrestricted Current Ratio	#	1.50	2.51	10.00%	 GREEN
<i>Ratio as at 30 June 2016. The benchmark for this ratio is better than 1.50:1. The ratio is well above the benchmark at 2.5:1 which indicates that for every \$1 of liability council has \$2.5 of assets to pay for that liability. Compared to FY 14/15 the ratio has declined from 4.0 which can be attributed to payments for the construction of the Oran Park Administration centre. The Council still maintains a very strong liquidity position.</i>					
Council's policies are current - Annual review of all Council policies (non-statutory)	%	100.00	100.00	10.00%	 GREEN
<i>The Policy and Procedures Review is ongoing, with review dates agreed with Managers.</i>					
Council's policies are current - Annual review of all Statutory Policies	%	100.00	100.00	10.00%	 GREEN
<i>All statutory policies are current.</i>					
Council's workforce is appropriately skilled, safe and stable - Access to training and development	%	80.00	80.00	10.00%	 GREEN
<i>All staff are able to attend training as part of the annual corporate training calendar and for their own professional development. All staff are also able to attend external training programs that are job specific to update necessary skills, maintain accreditation and obtain licenses.</i>					

INDICATORS	UNIT	TARGET	ACTUAL	VARIANCE %	RESULT
Financial Health Check Indicator - Building and Infrastructure Renewals Ratio	%	100.00	31.61	N/A	 RED
<i>Ratio as at 30 June 2016 - although this ratio has improved from 2014/15 it is difficult to justify a ratio of more than 100% for Camden Council when Council has a high proportion of new assets that at this point in their life cycle do not require renewal. This ratio does not allow the inclusion of transfers to the asset renewal reserve for future renewal purpose.</i>					
Financial Health Check Indicator - Debt Service Cover Ratio	#	2.00	3.01	N/A	 GREEN
<i>Ratio as at 30 June 2016 - the benchmark for this ratio is better than 2x. Council borrowed \$23 Million for the construction of Oran Park Administration Centre and the increase in borrowing cost (interest payment) has impacted the ratio compared to last Financial Year, which reflected a ratio of 3.66.</i>					
Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage	#	5.00	3.67	N/A	 GREEN
<i>The benchmark for this ratio is less than 5%. The 2016 ratio is better than the benchmark at 3.67%. The ratio has decreased from last year ratio of 4.06% which can be attributed to Council growing rating base and reflects a continuous improvement in Council debt recovery process. Furthermore, Council has a policy to not take legal action against pensioners. Upon removing pensioners from the arrears of rates and charges the percentage reduces to 2.86% well within the benchmark.</i>					

Delivery Program Outcomes: Key Direction 6 – Strong Local Leadership

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:



Inaugural Community Representative Morning Tea, Camden Council

Photo Credit: Bryan Marsden

Council to hear their feedback on what is being done well and what can be improved on. The event provided an opportunity for community members to engage in a casual discussion and was a great way to connect locals and gauge feedback on what Council can do to enhance the local area. Representatives raised issues such as community growth, availability of services, bike path planning, environmental sustainability, pedestrian crossings outside schools and the need for more car parking.

Advocating on behalf of the Community

Council keeps abreast of potential new initiatives, Government plans and strategies, and has submitted, and continues to be involved in, State Government led activities such as the Plan for Growing Sydney, NSW Long term Transport Masterplan, State Infrastructure Strategy and Regional Plan.

Council has taken a proactive position and maintains open dialogue with State and Federal Government agencies and works closely with key partners and participates with MACROC, Regional Special Interest Groups, community organisations and businesses, Greater Sydney Commission and neighbouring Councils.

Inaugural Community Representative Morning Tea

Community representatives attended the inaugural Community Representative Morning Tea to hear about Council's projects and plans, and more importantly for



Strong Financial Position – Exceeding Industry Benchmark

Council continues to have a strong financial position with Council exceeding the industry benchmarks. Council is also in a strong position to meet its current commitments. For every dollar of liability, Council has \$2.50 to meet that liability. Council could trade for 16.72 months without additional income.

Council's financial position reinforces the decision of the Independent Pricing and Regulatory Tribunal (IPART) to name Camden Council as one of only seven Sydney Metropolitan Councils (out of 38) as Fit for the Future.

Compliance and Enforcement Policy

Council supports and welcomes the positive assistance of the community in reporting issues of concern and works collaboratively with the community to promote the benefits of compliance as a way of sustaining a safer quality of life for all. This policy was developed to use a graduated approach to enforcement action. The Policy includes and is not limited to:

- abandoned vehicles
- asbestos management
- boarding houses
- brothels
- public/ commercial/ private swimming pools
- development control
- environmental and pollution control issues
- failure to comply with a condition of an approval, an Order or Notice
- fire safety
- food safety

References

1. Camden 2040
2. Delivery Program 2013/2014 to 2016/2017 including 2016/2017 Budget and Annual Operational Plan
3. Annual Report 2015/2016
4. Financial Statements 2015/2016
5. Fit for Future - www.ipart.nsw.gov.au