

This result shows that overall, Council has performed well throughout the period, seeing a decline in areas that require attention (8% versus 11% from the previous reporting period), a significant increase in areas that are making progress toward achieving target (14% versus 7% from the previous reporting period) and only a slight decrease of those indicators that are meeting or exceeding targets (56% versus 60% from the previous reporting period).

2. Movement Towards or Away from Target

Based on Council's results in the reporting period, a number of Delivery Program Success Indicators have shifted direction when compared to the previous reporting period (January – June 2012).

The following table presents an overview of the indicators which have changed in the July – December 2012 reporting period. Indicators that “achieved the target” are those that had not met the target in the January – June 2012 reporting period, and those that “moved away from target” are those that had met the target in the previous reporting period.

<i>Indicators that Achieved the Target</i> ●	<i>Indicators that Moved Away from Target</i> ●
Development Assessments conducted in a timely fashion	Construction certificates are provided in a timely fashion
Food Shop, Skin Penetration and Hairdressing Inspections see a reduction in the number of non-compliant premises	Swimming Pool Usage
Inspections, approvals and certification of on-site sewerage disposal systems	Occupancy Rates of Community Centres and Halls
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community attendance at Council organised events
More natural areas are under active management	Library Services circulation
Visitors to the Tourism Information Centre is increasing	
Local traffic management projects are completed as planned and are meeting specified timeframes	
Diversity and composition of residents engaged for consultation around key strategic issues and statutory processes	
Council IT Systems are reliable and adequate support given to staff promptly and efficiently	

Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage trending 'Green'

Motor Vehicle, Public Liability and Property claims are decreasing

Comment Regarding "Red" Indicators

- Construction Certificates – there was a 32 day average for issuing of Construction Certificates against the target of 28 days. This is a small increase on the previous 6 month periods and is a result of development pressures being experienced as part of the urban growth of the Camden LGA.
- Swimming Pool Usage – there were slight decreases in usage at both Mt Annan and Camden Pools from the previous period, against a target that pool use will be increasing. Pool usage, particularly outdoor pools, is subject to fluctuation in weather which may have played a part in this decrease.
- Occupancy Rates of Community Centres and Halls – the use of Harrington Park Community Centre was revised to eliminate parties with alcohol on Friday and Saturday nights which has resulted in a significantly lower level of use. Catherine Field Community Hall operating hours were reviewed to an earlier closing time during the period. The impact of this change will be known in the coming 12 months.
- Community Attendance at Council-organised events – the resident telephone survey revealed that there have been decreases in resident attendance at some events, and increased at others. It appears, however, that some of the larger events have experienced decreases, including the Camden Festival and Clean Up Australia Day events.
- Library Services Circulation – there was a decrease in library circulation during the period, against a target that it would be increasing. This is a reflection of current trends in library services with an increasing move away from circulation of physical books to greater use of on-line resources and opportunities. This indicator needs to be reviewed for the next Delivery Program to better reflect this industry trend.

Whilst it is not possible to draw conclusions from changes between six monthly periods, particularly given that some of the indicators can be influenced by external factors, these movements are highlighted so that performance continues to be monitored in a responsible, transparent way over time.

It is positive to note that whilst five indicators moved away from target in the period, eleven moved toward and met their targets.

3. Areas for Continuing Attention

The indicators that have remained "red" in this reporting period are as follows:

- Community satisfaction with Council's role in Urban and Rural Planning (2011 data - next data due in 2013)

- Community satisfaction with Council's role in Management of Emergency Events (2011 data - next data due in 2013)

It should be noted that the two areas which have remained “red” are attributed to the results of the community satisfaction survey that was last conducted in 2011. It will be of particular interest to see if these results change based on the outcome of the 2013 community satisfaction survey.

Comment is provided within the **attached report** regarding each of these indicators.

4. Key Activities and Achievements

The Delivery Program Activity Indicators provide details of the range of work that has been carried out across the organisation in the period. Following is a snapshot of some of the key activities and achievements that were undertaken between July and December 2012.

- Council continues to have efficient turnaround times for development assessments, at an average of 23 days, which is not only well below our target of 40 days, but also a 6 day reduction on the previous reporting period. This result is particularly pleasing given the high level of demand being experienced in this area as Camden continues to grow.
- Council commenced the review of Camden 2040 following the adoption of the Community Engagement Process, which ran during September and October, with a small number of events conducted in December. 1,317 people provided input into this process in a range of ways, including completion of surveys at events, online, by the students of Camden High and with resident Focus Groups exploring local themes relevant to our long term objectives.
- Council engaged a consultant in November 2012 to prepare an Economic Development Strategy for the Camden area. Initial consultations were held with key internal and external stakeholders. The strategy is intended to be publicly exhibited during March and April 2013.
- The community maintained the level of diversion of waste away from landfill during the reporting period at 71%. In addition, the community generated less waste in this period, decreasing from 214.54kg per capita to 211.19kg per capita.
- The percentage of animals that were found to be microchipped once impounded has remained stable, which assists greatly in their successful return to their owners. Council also hosted its first free microchipping initiative seeing a positive response from the community in taking up the offer.
- Council's Facebook page has 336 'likes' with an additional 173 people adding the Camden Facebook page to their interests, up from 49 in the previous reporting period.
- During the reporting period each primary and secondary school was delivered a Healthy Catchment Kit containing resources to use in lesson planning and environmental education activities addressing the issues of water, water saving and catchment health.
- Council conducted a wide range of community programs and events, including 4 learner driver log book run events, 3 child restraint fitting days, the 'Drive to Stay Alive Program' was held in 5 local high schools, Youth Programs held (523 young people), and 29 Cultural events managed by the Cultural Development team.

- Council secured \$410,000 in grant funding to address road "black spots" over the reporting period.
- Council's facilities continued to be well-utilised, including 174,315 visits to the Mt Annan Leisure Centre; 23,713 visits to Camden Pool; 391 children are enrolled in Family Day Care; 1183 new library members and 6,944 children/families attended Council run children's programs.
- Environmental Sustainability activities included the National Tree Day at River Road Reserve with over 120 volunteers planting 2000 plants; fourteen schools accepted Council's offer of 20 native plants for their school and grounds.
- Council's staff turnover decreased during the period to 4.7%, seeing a 2.3% reduction of the previous reporting period, and continues to be lower than average for other urban councils. This follows the results of the Staff Wellbeing Survey in the previous reporting period in which 72% of staff consider Council a "good place to work".

Improvements Needed to the Report

As with any process, there are always improvements that can be made. More work is needed to ensure that Council's success indicators are meaningful and accurate measures of performance.

The new 4 year Delivery Program for 2013/14 provides an opportunity to make some refinements to improve the relevance of these indicators as measures of performance.

CONCLUSION

This report presents Council's performance and achievements in implementing the Delivery Program for the period of July to December 2012.

There have been a number of positive results during this six month period, including a significant increase in the proportion of success indicators that are making progress towards the set target, and a range of important activities and achievements by Council.

Council has made significant progress in achieving priorities identified in its Delivery Program, in the face of significant pressure associated with large-scale urban and population growth. It responds to the community's vision and priorities in a practical way and further demonstrates Council's commitment to delivering to the community what they desire in the long term.

RECOMMENDED

That Council:

- note the report; and**
- publish the report on the Council website**

ATTACHMENTS

1. July to December 2012 Delivery Report

camden council

Camden 2040 Delivery Program
Six Month Report July to December 2012

*Transforming Community
Vision into Action*

Camden Council 37 John Street, Camden PO Box 183, Camden 2570 P. 02 4654 7777 F. 02 4654 7829
E. mail@camden.nsw.gov.au • www.camden.nsw.gov.au

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Introduction

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

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

Council measures its performance in these activities through the use of indicators, which give an idea of whether Council is making progress towards achieving its stated objectives, and where further attention is required.

This report represents a different approach to how this organisation measures and reports its performance to the community. Whilst this is considered to be a good "first step" towards a more accessible and transparent way of reporting, Council also recognises that there is room for improvement in the indicators and measures it uses to understand its performance. It is also expected that future reports will provide more useful information once data can be compared over a period of time.

Council reports the achievements in implementing the Community Strategic Plan – *Camden 2040* – in an End of Term Report, which was tabled at the last meeting of the sitting Council (28 August 2012) and then reported to the community through the Annual Report in November.

Enquiries regarding this report can be directed to Council's Corporate Strategy Team on 4654 7777.

Integrated Planning and Reporting

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

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

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

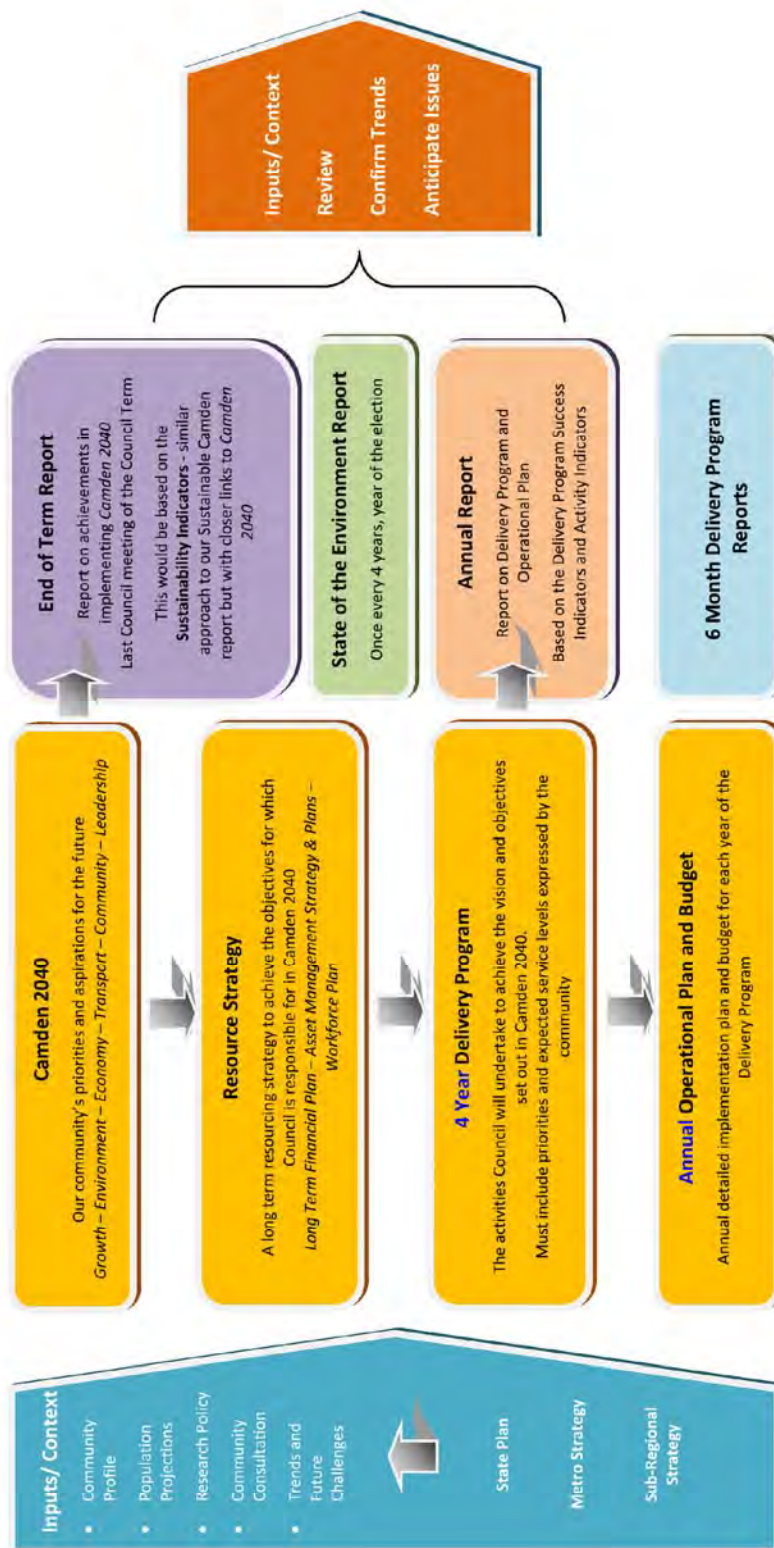
2. **The Resourcing Strategy:** In order to facilitate the community's aspirations, Councils are required to identify and plan for the resources required to practically achieve the objectives set out in the Community Strategic Plan. The Resourcing Strategy is comprised of **Asset Management Plans** (the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

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

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.
4. **Reporting Framework** (6 Month DP Reports, Annual Report, End of Term Report (to the last meeting of the outgoing Council) and State of the Environment Report (the year of the election)).

Camden Council Integrated Planning Framework

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



Delivery Program Overview

Working Example of how Camden 2040 Integrates with the Delivery Program

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

Camden 2040 Key Direction
Strong Local Leadership
Camden 2040 is the high level strategic document that forms the basis of Council's activities in the coming decades

Indicator of Council Demonstrating Strong Local Leadership
People have a say in the future

Strategy to Achieve Council Outcomes
Commitment to an ongoing dialogue with the community on local issues, decisions, services and plans

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

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





How to Read this Report

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

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

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

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

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

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

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

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

Highlights

Community Satisfaction with Council

During the period July to December 2011 Council conducted its bi-annual phone survey of residents to understand the community's satisfaction with Council and its services. When asked to rate Council's overall performance, 85% of residents indicated that they were satisfied, and 72% said they were very satisfied. This resulted in a mean score of 7.14 out of 10, which is on par with the result achieved last time the survey was conducted in 2009.

Camden continues to perform well in terms of its community satisfaction ratings compared to other councils throughout Sydney and NSW. The next community satisfaction survey will be conducted in 2013.

Staff Satisfaction with Council

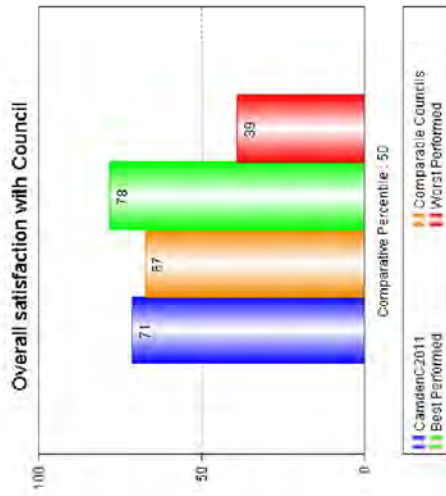
In 2012, Council conducted a survey of its employees called the "Workplace Wellbeing Index". 83% of Council's workforce chose to participate in this survey. Some highlight results are that:

- 72% of employees regard Camden Council as "a good place to work"
- 72% of staff feel that they are personally aligned to the organisation's stated mission and values
- 71% of staff believe they have adequate access to training and development opportunities
- 75% of employees feel motivated to do their jobs well
- 77% of employees feel confident to discuss issues that impact on their work with their manager

This survey is intended to be conducted every two years to enable Council to monitor its workplace wellbeing over time, and the effectiveness of actions that are put in place to address the issues raised in the survey.

Growth in the Period July to December 2012

- Council assessed a total value of \$189 million worth of development
- The total number of rate assessments in the Camden Local Government Area increased by 1,035 in total, which shows higher growth in rate assessments from the previous period (383 in total)
- Domestic waste services increased 1.04% in the period, a slight reduction from 1.8% in the previous period.
- Council's staffing numbers (full time equivalent) rose to 293 which is an increase of 2%.





Attachment 1

ORD06

Summary – Performance Against Targets Over the Year

1. All Indicators

There are 94 Success Indicators in total contained in the Delivery Program. The following table provides a breakdown of these indicators by their status for the period of July – December 2012.

	July to December 2012
 Target met or exceeded	56%
 Progress made towards target	14%
 Requires attention	8%
 No data currently available	22%


This is result shows that overall Council has improved its performance between the two periods, with a large increase in targets being achieved.

2. Movement Towards or Away from Target

Based on our results in the previous reporting period (January to June 2012), a number of Delivery Program Success Indicators moved either towards or away from the target. This means that the indicator changed in the second six month period.

The following table is a snapshot of the indicators that have changed in the July to December 2012 period. Indicators that “achieved the target” are those that had not met the target in the January to June 2012 period, and those that “moved away from target” are those that had met the target in the previous period.

Based on our results in the previous reporting period (January to June 2012), a number of Delivery Program Success Indicators moved either towards or away from the target. The following table presents a snapshot of these results:

Indicators that Achieved the Target 	Indicators that Moved Away from Target 
Development Assessments conducted in a timely fashion	Construction certificates are provided in a timely fashion
Food Shop, Skin Penetration and Hairdressing Inspections see a reduction in the number of non-compliant premises	Swimming Pool Usage
Inspections, approvals and certification of on-site sewerage disposal systems	Provision of Community Centres and Halls
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community attendance at Council organised events
More natural areas are under active management	Library Services circulation
Visitors to the Tourism Information Centre is increasing	
Local traffic management projects are completed as planned and are meeting specified timeframes	
Diversity and composition of residents engaged for consultation around key strategic issues and statutory processes	
Council IT Systems are reliable and adequate support given to staff promptly and efficiently	
Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage trending 'Green'	
Motor Vehicle, Public Liability and Property claims are decreasing	

Whilst it is not possible to draw conclusions from changes between reporting periods, particularly that some of the indicators can be influenced by other factors, these movements are highlighted so that performance can begin to be monitored over time.

It is positive to note that whilst five indicators moved away from target, eleven moved towards and met their target.

It is interesting to observe, whilst not absolute, that those indicators that have moved toward and met target are largely centred around process, procedures and compliance within Council. To see a positive shift in indicators meeting targets highlight the proactive approach Council adopt in maintaining and improving the quality of services, programs and facilities in the local area.

Attachment 1

ORD06

3. Areas for Continuing Attention

The indicators that have remained "red" in this period are:

- Community satisfaction with Council's role in Urban and Rural Planning (2011 data - next data due in 2013)
- Community satisfaction with Council's role in Management of Emergency Events (2011 data - next data due in 2013)

It should be noted that the two areas which have remained "red" are attributed to the results of the community satisfaction survey that was last conducted in 2011. It will be of particular interest to see if these results change based on the outcome of the 2013 community satisfaction survey.

Snapshot - Key Activities and Achievements

- Council continues to have efficient turnaround times for development assessments, at an average of 23 days, which is not only well below target of 40 days, but also a 6 day reduction on the previous reporting period. This result is particularly pleasing given the high level of demand placed on Council's development activities as the Camden area grows.
- The community maintained the level of diversion of waste away from landfill during the reporting period at 71%. In addition, the community generated less waste in this period, decreasing from 214,54kg per capita to 211,19kg per capita.
- The percentage of animals that were found to be microchipped once impounded has remained stable, which assists greatly in their successful return to their owners. Council also hosted its first free microchipping initiative seeing a positive response from the community in taking up the offer.
- Council's Facebook page has 336 'likes', with an addition 173 people adding the Camden Facebook page to their interests, up from 49 in the previous reporting period.
- During the reporting period each primary and secondary school was delivered a Healthy Catchment Kit containing resources to use in lesson planning and environmental education activities addressing the issues of water, water saving and catchment health.
- Council conducted a wide range of community programs and events frequently, including 4 learner driver log book run events, 3 child restraint fitting days, the 'Drive to Stay Alive Program', was held in 5 local high schools, Youth Programs held (523 young people), and 29 Cultural events managed by the Cultural Development team.
- Council secured \$410,000 in grant funding to address road "black spots" over the reporting period.
- Council's facilities continued to be well-utilised, including 174,315 visits to the Mt Annan Leisure Centre; 23,713 visits to Camden Pool; 391 children are enrolled in Family Day Care; 1183 new library members and 6,944 children/families attended Council run children's programs.
- Environmental Sustainability activities included the National Tree Day at River Road Reserve with over 120 volunteers planting 2000 plants; fourteen schools accepted Council's offer of 20 native plants for their school and grounds.
- Council's staff turnover decreased during the period to 4.7%, seeing a 2.3% reduction of the previous reporting period, and continues to be lower than average for other urban councils. This follows the results of the Staff Wellbeing Survey in the previous reporting period in which 72% of staff consider Camden Council a "good place to work".
- Council commenced the review of *Camden 2040* following the adoption of the Community Engagement Process, which ran during September and October, with a small number of events conducted in December. 1,317 people provided input into this process in a range of ways, including completion of surveys at events, online, by the students of Camden High and with resident Focus Groups exploring local themes relevant to our long term objectives.
- Council engaged a consultant in November 2012 to prepare an Economic Development Strategy for the Camden area. Initial consultations were held with key internal and external stakeholders. The strategy is intended to be publicly exhibited during March and April 2013.

Camden Council Delivery Program Six Month Report July to December 2012

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Key Direction 1 – Actively Managing Camden’s Growth

What is Actively Managing Camden’s Growth?

Managing growth determined under the State Government’s Metropolitan Strategy will be the most important issue and focus for Council and its various partners in the coming three decades.

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

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

To manage this growth Council has identified three key principal services that will play an important role in managing this growth over the next four years. These are Development Control, Heritage Protection, and Urban and Rural Planning.



Local Service 1.1 – Development Control

What is Development Control?

Development Control aims to provide development consent assessment and certification services for building construction, occupation and subdivision.

Report on Delivery Program Success Indicators

Local Service 1.1 - Development Control				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council’s Role In Development Control	Community Satisfaction Survey	Maintained or Improved		No statistically significant change was noted between 2009 and 2011. The next community satisfaction survey will be conducted in 2013 and the results will be provided in the next Delivery Program report.

Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less		23 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. This result also represents an average reduction of 6 days on the previous 6 month period.
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less		32 Day Average - This result represents a small increase on the previous 6 months and is as a result of the developer pressures currently being experienced as part of the urban growth within the Camden LGA.

 **Comment**

Within the Development Control area, we have seen a slight increase in the average number of days taken to issue construction certificates. This is largely attributed to the volume of construction being carried out in the Camden LGA and developer pressures in conjunction with the process guidelines in effect to ensure compliance and suitable construction. Whilst targets appear to be below the preferred timeframes, it does indicate our assessment process is not being compromised in the issuing of construction certificates.

Report on Delivery Program Activities

Local Service 1.1: Development Control				Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure		
Development Applications	Assessment of proposals put forward by developers and the public for the construction of buildings, subdivision of land and use of land against Council and State Government controls.	Processing timeframes	23 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA. This result also represents an average reduction of 6 days on the previous 6 month period.	
Construction Certificates	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes	32 Day Average - This result represents a small increase on the previous 6 months and is as a result of the development pressures currently being experienced as part of the urban growth within the Camden LGA.	

Attachment 1

ORD06

Occupation Certificates	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	21 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.
Subdivision Certificates	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Council's engineering specifications and development consent conditions.
Inspection	The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent	Inspections are carried out in a timely fashion	Inspections are booked by customers on a daily basis. Council staff carry out these inspections on the day and time requested by the customer. This usually occurs either the same day or the day after.
Building Certificates	Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies	Assessments occur in a timely fashion	35 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.
Fire Safety	Ensure commercial and industrial buildings comply with fire safety standards	Number of inspections	Council undertakes fire safety inspections when issues with a building in terms of fire safety are identified. These inspections happen soon after an issue is identified.
Swimming Pool Audit	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool fencing	Number of swimming pools inspected	78 swimming pools inspected. Council continues to undertake swimming pool audits to ensure compliance with statutory requirements.
Road/Suburb/ Reserve Naming	Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board	Consultation undertaken	Consultation with the Geographical Names Board occurs with every application for road, suburb or place naming.
Section 149 Planning Certificates	Produce Planning Certificates for the community as required that outlines the controls that relate to land. They are used in sale contracts when people buy and sell land	Section 149 Certificates produced in a timely fashion	Almost all of Council's Section 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the ever increasing applications Council receives due to urban land releases in the LGA.
Geographical and Land Information	Inputting of ownership and mapping details for properties and maintaining the data	Land information is current	Council constantly updates its geographical and land information to ensure that all land information is current and correct.
Landscape Assessments	Assessing landscape proposals on large developments during development application process	Assessments undertaken in a timely fashion	Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 23 days.
Tree Preservation	Assessment of applications to remove trees within private property	Assessments undertaken in a timely fashion	12 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.

<p>Investigating Development Compliance on Private Property</p>	<p>Investigate complaints received from the general public in relation to concerns about development on private property</p>	<p>Investigations undertaken in a timely fashion</p>	<p>Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.</p>
<p>Public Road Activities</p>	<p>Determination of works within the public road that is associated with development that includes driveways</p>	<p>Determination completed in a timely fashion</p>	<p>3 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of the urban growth within the Camden LGA.</p>
<p>Review of Council's Engineering Specifications</p>	<p>A need to review the Specifications has been required to keep up to date with policies and include new technologies.</p>	<p>Review completed</p>	<p>Review has commenced on Council's Engineering specifications, with further work to occur in the coming period.</p>
<p>Review of Contamination Policy</p>	<p>A need to review the contamination policy has come about because of changes in legislation and keep pace with best practice.</p>	<p>Review completed</p>	<p>Review of Council's Contamination Policy has commenced with further work to occur in the coming period.</p>
<p>Review of Development Assessment Conditions</p>	<p>A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues.</p>	<p>Review completed</p>	<p>A review of Council's development assessment conditions has been completed with further review work and finalisation expected to occur in the coming period.</p>
<p>Review of Council's Bushfire Maps</p>	<p>A need has been identified to review the bushfire map so that it keeps pace with the changing vegetation within the local government area as development occurs.</p>	<p>Review completed</p>	<p>A review of Council's bush fire map has been largely completed with an updated version is expected to be finalised over the coming period.</p>
<p>Review of Noise Policy</p>	<p>A need to review the noise policy has come about because of changes in legislation and keep pace with best practice.</p>	<p>Review completed</p>	<p>Some review work has been completed on Council's Noise Policy with further work to occur in the coming period.</p>

Local Service 1.2 – Heritage Protection

What is Heritage Protection?

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

Report on Delivery Program Success Indicators

Local Service 1.2: Heritage Protection				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council’s Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved	●	No statistically significant change was noted between 2009 and 2011. The next community satisfaction survey will be conducted in 2013 and the results will be provided in the next Delivery Program report.
Significant Camden sites are under active protection/management.	Properties of heritage significance listed in LEP	Stays the same or increases	●	There have been no new items of heritage significance listed on Council’s LEP.

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection			Status 1/7/12 – 31/12/12
Activity	Council’s Role	Performance Measure	
Advice and Assistance	Provide advice and assistance both internal and external on heritage related matters.	Number of times advice provided	Advice provided on 30 issues including conservation works to Rheinberger’s cottage and Camden Hospital; advice on alterations and additions to heritage buildings in Hill, Broughton and Argyle Streets, Camden; and advice on the revised Camden Town Farm Master plan.



<p>Advice and Assistance</p>	<p>Engage the services of Council's heritage advisor as necessary</p>	<p>Number of times advisor services required and costs incurred</p>	<p>Heritage advisor provided advice on works to 9 heritage items including conservation works to Macaria House in Camden and Mayfield Homestead in Cawdor; and advice on appropriate new works at Camden Town Farm and Carrington Nursing Home.</p>
<p>DA Referral</p>	<p>Attend pre DA meetings and provide advice on DA referrals on heritage matters</p>	<p>Number of meetings attended and number of referrals made</p>	<p>22 referrals plus pre-lodgement meetings including assessment of heritage reports on new residential release areas, the Northern Road Upgrade and the SW Rail line; and assessment of development applications for Harrington Park Homestead, Narellan Cemetery and heritage items in Cobbitty</p>
<p>Conservation Management Plans</p>	<p>Assist owners of heritage listed properties in the preparation of CMPs as appropriate in order to identify development opportunities and long term conservation outcomes</p>	<p>Assistance provided to owners of heritage listed properties</p>	<p>Advice was provided on the CMP for Oran Park House including determining heritage significance and setting the heritage curtilage to enable the homestead to be listed on the State Heritage Register. Appropriate controls for new residential release areas development surrounding the homestead were also determined.</p>
<p>Information and promotion of heritage issues</p>	<p>Make relevant and current information readily available to staff and community</p>	<p>Number of publications provided</p>	<p>Multiple heritage studies were made available for public use in the Camden library. Let's Connect article on the completion of conservation works for Harrington Park Homestead was published.</p>
	<p>Facilitate staff workshops on relevant heritage matters</p>	<p>Information is current</p>	<p>Update of all the Camden LGA heritage items on the NSW Heritage Register database for public assess was undertaken.</p>
	<p>Work with external organisations as appropriate to promote heritage issues</p>	<p>Number of staff workshops held</p>	<p>No group training, however advice provided to staff on individual items. Two contacts were made with Heritage of Western Sydney group and Historical Society/Library partnership meeting was conducted.</p>

Local Service 1.3 – Urban and Rural Planning

What is Urban and Rural Planning?

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

Report on Delivery Program Success Indicators

Local Service 1.3: Urban and Rural Planning				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved		5.8 in 2011 compared to 6.1 in 2009, which represents a statistically significant reduction in Community Satisfaction. The next survey will be conducted in 2013 and results will be provided in the next Delivery Program report.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed		Council undertook an initial review of the Camden LEP 2010 which was exhibited in April 2012. These amendments were adopted on 16 November 2012. Council has commenced a second housekeeping review. These were exhibited in Nov/Dec 2012. The matter will be reported to Council in early 2013 with adoption expected later in the year. The next review of the Camden DCP 2011 is scheduled for the second half of 2013.

Comment

Urban and Rural Planning experienced a decrease in the community satisfaction last conducted in 2011. This is likely to be reflective of the community's continuing concern in relation to urban growth within the Camden LGA as part of the State Governments South West Growth Centre. Council continues to work closely with a range of partners to ensure that high quality environmental, community and economic outcomes are achieved. The next community satisfaction survey will be conducted in 2013, at which time, trend data will be available to show any changes in community sentiment.

Report on Delivery Program Activities

Local Service 1.3: Urban and Rural Planning			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
New Release Areas Planning	<p>Coordinate the rezoning process for the following precincts:</p> <ul style="list-style-type: none"> Austral/Leppington North precinct East Leppington precinct Leppington Urban Release Area Catherine Field South precinct 	<p>State Government time frames met</p> <p>Relevant stakeholders engaged</p>	<p>Austral/Leppington North and East Leppington Precincts are at or near completion of precinct planning. Both precincts are expected to have rezoning finalised by February 2013.</p> <p>Catherine Fields South (Part) Precinct has been placed on exhibition and report prepared for Council submission early 2013 to ensure State Government timeframe is met.</p> <p>Leppington Precinct is currently being planned, with Draft Technical Studies completed. Exhibition expected first half 2013.</p>
	<p>Manage and respond to emerging strategic planning issues within rezoned precincts:</p> <ul style="list-style-type: none"> Oran Park precinct Turner Road precinct Spring Farm precinct Eiderslie precinct Harrington Grove precinct Mater Dei precinct 	<p>Strategic planning issues are actioned in a timely manner</p>	<p>Harrington Grove – Amendment 8 gazetted 18 January 2013. DCP Amendments in force 30 January 2013. VPA facilities beginning to be delivered – cycle ways, pre delivery discussion on district playing fields.</p> <p>Mater Dei – Amendment 5 gazetted 18 January 2013. VPA park discussions ongoing. 2 residential precincts under construction, Seniors Living 1st stage under construction.</p> <p>Oran Park & Turner Road – Council led response to issue with Riparian Areas zoning, with initiation and management of Planning Proposal to respond to issues. Expected gazettal early 2013. Council continues to monitor roll out of these precincts and issues that may arise.</p>
	<p>Commence the rezoning process for the Emerald Hills Precinct</p>	<p>Precinct planning meets State Government time frames</p> <p>Relevant stakeholders engaged</p>	<p>Rezoning process for Emerald Hills commenced in August 2012. State Government target is for completion by June 2014. Report to Council and exhibition expected June 2013. 75% of Draft technical studies have been completed. Key stakeholders have been engaged. Workshops held with State Government agencies, Council technical staff and consultants as key part of engagement process.</p>
	<p>Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities</p>	<p>Strategy complete</p>	<p>Strategy completion target date is July 2013. The Infrastructure Delivery Strategy is currently being prepared and reviewed.</p>

<p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p>	<p>Negotiate and execute WIK Agreements consistent with the Contributions Plan, template and Policy & Procedure Manual</p> <p>Monitor Voluntary Planning Agreements</p> <p>Establish a system to register receipt & monitor progress of all WIK and VPAs</p> <p>Provide advice on development contributions matters</p>	<p>100% of VPAs have been executed within 12 months of receipt or reporting to Council. Gledswood Hills VPA was finalised in December 2012.</p> <p>95% of WIKAs received in 2013 were executed in less than 6 months following receipt of a final offer. The average turnaround time was less than 2 months. One WIKA has not been executed in the target timeframe and is the subject of very detailed and complex negotiations.</p> <p>Annual review and regular monitoring of executed VPAs is carried out in accordance with the terms of each VPA.</p> <p>WIK & VPA register is in place. WIKA Policy has also been implemented.</p> <p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt.</p>
<p>Land Use and Planning</p>	<p>75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt</p> <p>Regular Monitoring is Conducted</p> <p>System Established</p> <p>Responses provided in a timely manner</p> <p>Advice provided in a timely manner</p> <p>Amendments gazetted</p>	<p>Currently there are 10 planning proposals relating to LEP Amendments and 2 DCP Amendments. All proposals are advancing in a timely and efficient manner</p> <p>LEP</p> <p>Harrington Grove (8)</p> <ul style="list-style-type: none"> Amendment of the maps relating to the zoning and minimum lot sizes for Harrington Grove and the Harrington Park Homestead property. Amendments made relating to an environmental approval was gazetted by the Federal Department of Sustainability, Environment, Water, Population and Communities (DSEWPC formerly the Department of the Environment, Water, Heritage and the Arts). <p>Mater Dei (5)</p> <ul style="list-style-type: none"> Minor adjustments made to the LEP boundaries for the residential precincts, currently zoned E4 Environmental Living, this will also require minor adjustments to the E2 zoned area. Minor adjustments made to the LEP boundary for the precinct currently zoned R2 Low Density Residential. This will also require minor adjustments to the E2 zoned area.

<p>Land Use and Planning</p>	<p>Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate</p>	<p>Amendments gazetted</p>	<p>Elyard Gardens (11)</p> <ul style="list-style-type: none"> Amendments made to allow residential accommodation as a permissible use on part of the land known as Lot 6 in DP 812672 (1 Elyard Street, Narellan), that was previously permitted in Camden LEP 46. <p>Spring Farm South & West (7)</p> <ul style="list-style-type: none"> Amendments made to the zone boundaries (a zoning 'swap') which will result in an additional 3.873 ha of R1 General Residential zoned land which directly relates to the proposed Master Planned road layout for the south and west villages. Clause 6.5 of the LEP will be amended to ensure residential amenity is protected from the ongoing sand mining operations. The Height of Building Map, minimum lot size map and the additional permitted uses map will be amended to coincide with the amendment of the zone boundaries. <p>Consolidated Amendment 2 (6)</p> <ul style="list-style-type: none"> Various minor amendments made to CLEP 2010. <p>DCP</p> <p>Harrington Grove</p> <ul style="list-style-type: none"> Amendments made to Section C5-Harrington Grove and Section D2.3.4- Harrington Grove). <p>Preliminary Assessment complete. Coordinating with Campbelltown Council for reporting to respective Councils, expected mid-late March 2013.</p> <p>El Caballo Blanco (Gledswood) Rezoning imminent. 3 May 2012 VPA signed, implementation Manual for VPA being developed. Should be finalised by April 2013.</p> <p>The Narellan Town Centre Planning Proposal was placed on public exhibition from 17 October to 16 November 2012. A report of the outcomes of the submissions received during the exhibition will be presented to Council in the first half of 2013.</p> <p>Gateway determination received 29 June 2012. A number of planning studies are still to be finalised. The bushland conservation issue is still outstanding and the proponent is proposing to submit a revised planning proposal in early 2013.</p>
	<p>Coordinate the rezoning process for the Glenlee industrial area</p>	<p>Completed within 2 years of receipt</p>	
	<p>Coordinate the planning proposal process to rezone land known as El Caballo Blanco/Gledswood for residential purposes, prepare DCP and facilitate execution of a VPA</p>	<p>Completed within 2 years of receipt</p>	
	<p>Coordinate the planning proposal process to amend Camden LEP to facilitate expansion of the Narellan Town Shopping Centre on the Landturn site and prepare development controls</p>	<p>Major Planning proposals completed within 2 years of receipt</p>	
	<p>Coordinate the planning proposal process to amend Camden LEP to facilitate the expansion of the Carrington seniors living development</p>	<p>Minor Planning proposals completed within 12 months of receipt</p>	

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<p>Land Use and Planning</p>	<p>Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system</p>	<p>Lot projections are current</p> <p>Tracking System developed</p>	<p>Council's current lot projections are in line with those provided by the Department of Planning and Infrastructure.</p> <p>Work has commenced on developing a single source data bank within Council which provides up to date information on lot production. It is anticipated that this project will be completed early in 2013.</p>
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Key Direction 2 –Healthy Urban and Natural Environments

What are Healthy Urban and Natural Environments?

Camden's natural and built environments are the "setting" for all aspects of life and are essential for sustaining the health, wellbeing and the prosperity of people who live here.

The natural environment encompasses all living and non-living things, occurring both naturally and as a result of human activities. It includes the natural assets and resources such as air, water, fuel and biodiversity, the interactions and processes between these resources and both positive and negative impacts from human existence.



The built or urban environment is the human-made surroundings that provide the physical setting for human activity and enables private, economic and community life to function effectively and healthily.

Local Service 2.1 – Waste Services

What is Waste Services?

This service aims to provide waste collection and disposal services for domestic and commercial waste along with and organic and recycling services to the community of Camden

Report on Delivery Program Success Indicators

Local Service 2.1 : Waste Services				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved		8.65 in 2011 compared to 8.2 in 2009, which represents a significant increase in Community Satisfaction. This result will be reported following the next Community Satisfaction Survey in 2013.
Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%		Currently at 71%

Report on Delivery Program Activities

Local Service 2.1: Waste Services			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Collection of Household Waste	Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin)	99.8% of bins are collected on the scheduled day	Currently 99.7% of bins are collected on the scheduled day
Kerbside Collections of Hardwaste	Collection of hardwaste that is not able to be disposed through the weekly bin collections. Residents can use the service twice per annum.	All conforming services are rendered on the agreed day and within 3 weeks of their request.	The current waiting period for a kerbside collection is 2 to 3 weeks. Additional services were conducted over the Christmas period.
Collection of Commercial Waste	Removal of recycling and general waste from commercial premises	99.8% of bins are collected on the scheduled day and waste is conveyed to the receipt facility.	Commercial services are collected on their scheduled service days.
Waste Education	The community is educated to encourage households to manage their waste in order to minimise waste generation and divert waste from landfill into recycling. Council's target is to have 66% diversion from landfill by 2014.	66% of the total of all waste streams will be diverted from landfill by the year 2014.	Current diversion rate at 71%.
Continuing Service Expansion to Meet Needs of Growing Population	Additional collection services required in new urban areas and the associated assets and workforce implications	99.8% of bins are collected on the scheduled day	Currently meeting service rates however additional resources are required to meet the ongoing demand level.
Green Waste Review	The waste management needs of the new release areas may be different to that of existing Camden urban community due to smaller lot sizes, and further investigation is needed to ensure provision of a high quality and cost effective service that appropriately meets these needs.	Investigation completed and recommendations made	The Green Waste Review is currently being undertaken. Upon completion of the investigation, recommendations will be made to address the waste management needs in new release areas.
Bin Lid Repairs	Bin lid repairs to be conducted en route by drivers as a more proactive, cost-effective and productive service.	Bin lid repairs conducted en route	Where possible, safe and convenient bin lids are being repaired en route by drivers however to further enhance the service Council has purchased a specialised delivery vehicle capable of the delivery of new or replacement bins or to undertake bin repairs. This new vehicle is fitted with technology that enables the driver to respond to a customer request whilst still in the field.



<p>Occupational Health and Safety</p>	<p>Implement a range of safety improvements at Council's waste depot</p>	<p>Improvements implemented</p>	<p>No injuries recorded in last quarter. Truck modifications have been made to reduce incidents of RSI.</p>
<p>Waste Management Performance Software</p>	<p>Continued implementation of software designed to improve the way waste management is administered and enable better communication with the community</p>	<p>Software implemented</p>	<p>Installation of fleet management system is 80% complete. Implementation issues requiring attention are being addressed with further work required.</p>

Local Service 2.2 – Regulating the Use of Public Areas

What is Regulating the Use of Public Areas?

This service aims to regulate and manage the private use of public areas, parking, street vendors, signage, illegal dumping, cats and dogs

Report on Delivery Program Success Indicators

Local Service 2.2 - Regulating the Use of Public Areas				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved		7.03 in 2011 compared to 6.8 in 2009, which represents a significant increase in Community Satisfaction. This result will be updated following the next Community Satisfaction Survey conducted in 2013 and will be available in the next Delivery Program report.
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing		Dogs entering the pound: in this reporting period 61% of dogs were microchipped; this is the same proportion as the last reporting period. Cats entering the pound: in this reporting period 10% of cats were microchipped. Council undertook its first microchipping day with 9 cats being microchipped and 23 dogs being microchipped.

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Monitoring and Enforcement of Car Parking	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	Of the 73 complaints of parking all investigations were completed during the service standard. Rangers enforce a minimum of 2 school zones per week and during this period 1 complaint was received regarding school zone parking and it was investigated within the allocated service standard.
Monitoring and Enforcement of Unauthorised Activities in a Public Place	Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)	Activities are addressed by Council rangers as they are detected	A total of 52 complaints were made regarding unauthorised activities in a public place. Of those complaints, 75% were regarding abandoned vehicles parked in public places. 25% of all remaining complaints received were about road side trading and illegal signage on public lands.

<p>Investigate Illegal Dumping of Waste on Public Land</p>	<p>Investigation and removal of unauthorised dumping of waste on public land</p>	<p>Investigation initiated within the allocated service standard</p>	<p>All reports of illegally dumped waste are investigated within the allocated service standard. Council is seeing growth in the number of reports of illegal dumping. As such, any breaches are dealt with according to the Protection of Environment Operations Act where penalties are significant.</p>
<p>Impounding of Stock</p>	<p>Given its rural areas, instances arise where stock escape onto public roads and Council officers attempt to return that stock to the owner but sometimes must remove and impound stock.</p>	<p>Investigation initiated within the allocated service standard</p>	<p>21 customer requests were received over the 6 month period with all requests investigated within the allocated service standard, with some of the stock impounded and others returned to owners (where known).</p>
<p>Respond to instances of dog attacks, nuisance and stray dogs on public lands</p>	<p>Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places</p> <p>Education and awareness of residents in regards to the microchipping and registration of dogs and cats</p>	<p>Investigation initiated within the allocated service standard</p> <p>A reduction in the per capita number of stray animals which are not microchipped</p>	<p>All customer requests for dog attacks and stray dogs on public land were actioned within the allocated time frame.</p> <p>61% of dogs arriving at the pound were microchipped and 10% of cats were microchipped, Council undertook its first FREE microchipping day with 9 cats and 23 Dogs.</p>
<p>Community Education</p>	<p>Promote and encourage residents to utilise the "adopt a pet" program through a range of strategies, including regular advertising</p>	<p>Decrease in the per capita number of animals euthanased at Council's pound facilities</p>	<p>The 'Adopt-a-Pet' program has been replaces this reporting period with a more proactive, educational campaign during the first half of 2013.</p> <p>Dogs: In the last reporting period there were 0.022% per capita of dogs euthanased compared to an increase in this reporting period of 0.034% per capita. Cats: In the last reporting period there were 0.16% per capita of cats euthanased compared to a decrease in this reporting period of 0.063% per capita.</p>

Local Service 2.3 – Public Health

What is Public Health?

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

Report on Delivery Program Success Indicators

Local Service 2.3: Public Health				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved		7.48. First time measured in 2011 so no comparison is possible. The result will be updated following the Community Satisfaction Survey conducted in 2013 and will be available in the next Delivery Program report.
Instances of food borne disease decrease	Instances of food borne disease	Decreasing		Council has received 2 complaints of alleged food borne illness in the reporting period. Both were inspection within Council Standard inspection times.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing		Council has issued 4 Improvement Notices to Food Premises during the reporting period.
Onsite sewerage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing		300% increase of Approvals to Operate issued over the previous reporting period.

Report on Delivery Program Activities

Local Service 2.3: Public Health		
Activity	Council's Role	Performance Measure
Swimming pool Inspection and Testing	Council officers inspect and monitor the performance of swimming pools that are open to the public to minimise the spread of disease	All public swimming pools are inspected on an annual basis There are a total of 9 public swimming pools of which 89% were inspected at least once between 1/7/2012 and 31/12/2012.

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<p>Microbial Control - Water Cooling Towers</p>	<p>Council officers inspect and monitor the performance of water cooling towers that may cause the spread of Legionnaires disease</p>	<p>All premises with cooling towers are inspected on an annual basis</p>	<p>All premises with cooling towers were inspected at least once between 1/7/2012 and 31/12/2012.</p>
<p>Food Shop Inspections</p>	<p>Council officers inspect and monitor the performance of food outlets under the provisions of the Food Act (including Temporary vendors) to ensure the service of safe food and to prevent the spread of food borne illness</p>	<p>All food premises are inspected on an annual basis</p>	<p>Council has 295 registered Food Premises. 58.4% of these premises have had at least one routine inspection in the reporting period.</p>
<p>Skin Penetration and Hairdressing Premises</p>	<p>Council officers inspect and monitor the performance of skin penetration and hairdressing premises to prevent the spread of disease</p>	<p>All skin penetration premises are inspected on an annual basis</p>	<p>There were a total of 48 Hair Dressing and Skin Penetration inspections out of 93 operating premises within 1/7/2012 and 31/12/2012 giving an inspection percentage of 52%.</p>
<p>On-Site Sewage Management</p>	<p>Approve, inspect and certify on-site sewerage disposal systems</p>	<p>Number of approvals to operate</p>	<p>A total of 83 Approvals to Operate were issued during the reporting period.</p>

Local Service 2.4 – Protection of the Natural Environment

What is Protection of the Natural Environment?

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

Report on Delivery Program Success Indicators

Local Service 2.4: Protection of the Natural Environment				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		No statistically significant change noted between 2009 and 2011. The results will be updated after the next Community Satisfaction survey conducted in 2013 and will be available in the next Delivery Program report.
Water quality is maintained or improved	Water quality testing is maintained or improved	Maintained or improved		A consultant has been engaged for summer WQ testing. This consultant will also be providing a report on all 2012 WQ data.
More natural areas are under active management	Percentage of natural areas within Council's ownership that are being actively managed	Increasing		During the reporting period Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha) and John Peat Reserve (1.4ha) with the assistance of Bushcare Volunteers. This represents 0.25% of the natural areas within the Camden LGA. Additional planning is being prepared to progress these projects further.

Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
	Community education and awareness about stormwater issues	Education campaigns conducted	During the reporting period School Healthy Catchment Kits were delivered to all primary and secondary schools within the Camden LGA, Living Macarthur Nature Photography Competition and Sustainable Schools Expo held.
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	There is a summer and winter WQ testing program in place. At this stage the results cannot be determined without comparing both the summer and winter seasons tests. This will be reported in the next reporting period.
	Undertake a flood risk management study for South Creek including a framework for flood risk management	Risk management study completed	A consultant has been engaged and the project is running according to schedule.
	Nepean River flood mapping	Completion of mapping	A consultant has been engaged and the project is running according to schedule.
Stormwater Management	Continued expansion of the drainage network in Elderslie, Spring Farm, Infill areas and the South West Growth Corridor	Projects completed on time and to budget	Ongoing WIKAs and agreements are in place to deliver drainage assets within the identified area.
	Maintenance and reconstruction of stormwater assets to ensure effective useful life	100% of program completed	This all year activity is progressing as planned with indication that all projects are likely to be completed on time.
	Increased Council resources are required to effectively maintain the drainage network	Condition rating stays the same or improves	Condition ratings are unable to be reported, these are dependent on new data being collected during the reporting period, new data is unavailable this time.
	Increase technical resources in drainage design	More maintenance is undertaken	Additional maintenance was done as demand was higher due to the more frequent wet weather experienced during this period.
	Narellan Drainage Channel Improvements	Increased resources in place	Increased technical resources in drainage design are currently being utilised to support Sustainability Team.
		Completion of project on time and within budget	These works have been scheduled for the second half of this financial year.

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Stormwater Management	Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	The design review of this project has revealed that an alternative GPT is required at this location. The alternate design is being developed with a view that construction of a more suitable device will be constructed in the 2013/14 financial year.
	Nott Oval drainage improvements	Drainage Improvements completed	Funding for the Nott Oval drainage improvement have been reallocated to the additional Gross Pollutant Trap works required at Lake Annan during the reporting period.
	Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Program completed	This all year mowing and slashing program is progressing as planned it is expected that all the areas will be attended to adequately throughout and to the end of the year.
Bushfire Hazard Reduction	Rural Road Hazard Reduction Program	Program completed	Program planned for Cut Hill Road Cobbitty to be completed in February 2013
Maintenance of Riparian Lands	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas	Program completed	Riparian lands maintenance is programmed to commence in autumn, progress report is unavailable until then.
Maintenance of Wetlands, Lakes and Dams	Regular inspections, maintenance, and repair/renovation work to ensure the systems function well & the dam structures are in a safe state	Program completed	This all year activity is progressing as expected, planned work is likely to be completed satisfactorily and on time.
Bushcare Maintenance	Conduct bushcare maintenance activities to preserve and restore natural bushland	Program completed to time and budget	So far, this program is being done through utilisation of volunteers. Next year Council will set an annual program and employ full-time staff to do the tasks and gradually increase both the scope of the program and staff level.
	Coordinate bushcare program at Kings Bush and Sickles Creek	Program completed to time and budget	During the reporting period, volunteers contributed 481 hours protecting and enhancing Kings Bush and Sickles Creek.
	Support and facilitate volunteers of bush care groups	Level of support provided to groups	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required.
	Implementation of Plans of Management for Natural Areas	Plans of Management are in place	Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the reporting period and then implemented based on priority.

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	Resources were not available in the reporting period. It is proposed the plans be reviewed within the second half of the reporting period and then implemented based on priority.	Plan of Management are in place	
Bushcare Maintenance	Implementation commenced as per program	Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve	
	Number of programs conducted	Implementation of Plan of Management for Kirrham Reserve	
	Number of volunteers	Undertake community education programs such as Stream Watch	
Native Tree Events	Number of trees given away	Conduct National Tree Day event	
	Declared noxious weeds on Council lands are treated or removed	Conduct annual tree giveaway to residents	
	Enforcement action is taken to address noxious weeds identified on private land	Conduct regular inspections of both private and Council owned lands and address through action or regulation	
Noxious Weed Control	Increase in weed control activities is programmed for next year when specialist staff will be added.	Planned program of spraying identified weeds in the Nepean River – currently twice per year	
	Council's Noxious Weeds Officer co-ordinated and managed 2 projects for Noxious Aquatic Weeds. The first round of herbicide treatment was completed in December by Council's contractors on the Nepean River for Alligator Weed. The first Round of Herbicide treatment for Harrington Park was also completed in December. As part of the project the Noxious Weeds Officer inspected 58.9km of river and a contractor was engaged to provide 2 herbicide applications of the aquatic Noxious Weeds in the Nepean river.	Increase Council resources towards weed control	

Local Service 2.5 – Parks and Playgrounds

What is Parks and Playgrounds?

This service plans and constructs new parks and playgrounds and ensures parks and playgrounds are clean and safe for the community of Camden.

Report on Delivery Program Success Indicators

Local Service 2.5: Parks and Playgrounds				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved		7.1. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
Children have places to play	Number of parks and playgrounds per 1000 children	Stays the same or increases		Input has been provided to all new development plans to ensure that ratio of parks and playgrounds to children stays the same as it is or Council see an increase of the number of parks and playgrounds. No data is currently available from developers at the time of reporting.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment		Condition of parks and playgrounds have continued to be maintained at the same service level.

Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Strategic Planning of Parks and Playgrounds	Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community	Community Satisfaction	A strategy was developed for the delivery of proposed playspaces in the Oran Park release area given the issues identified for each particular site and known constraints. The playspaces to include not only playground equipment but sites have been identified for dog play areas and fitness equipment to providing cater to a broader range of users.

<p>Provide input, comments and advice on strategic documents related to new subdivisions and new release areas</p>	<p>Input provided</p>	<p>Comments provided on the delivery of Harrington Grove VPA delivery of sporting facilities, various DA applications for site specific developments as well as the Draft Public Art Policy.</p>
<p>Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems</p>	<p>Database updated</p>	<p>List of all open space areas that are not currently named has been developed with a view to determine which areas warrant separate names.</p>
<p>Review existing website information and printed literature to ensure all new sites are listed and referenced</p>	<p>Annual review undertaken</p>	<p>Input provided to website review. System to be developed for the amendment of website data relating to new sites.</p>
<p>Develop policies on level of provision and range of play space and opportunities</p>	<p>Policies are current</p>	<p>Current policies still relevant and continually reviewed to ensure they remain current.</p>
<p>Develop standards guidelines for reviewing parks and playgrounds at end of life cycle</p>	<p>Guidelines completed</p>	<p>Work scheduled for April 2013. A process of community consultation has been trialled for Rosevale Reserve following vandalism of the playground.</p>
<p>Upgrade of facilities at Ron Dine Reserve – new clubhouse, upgrade of power and additional sportsfield light, improvements to existing irrigation</p>	<p>Upgrades completed as planned</p>	<p>Designs were completed through consultation with the user groups. Construction works are currently being undertaken and on schedule.</p>
<p>Playground Replacement Program</p>	<p>Completion of program</p>	<p>The playground replacement program is progressing as planned; those completed so far include Forest Park Reserve in Harrington Park and Apex Park Reserve in Barsden Street.</p>
<p>Community Infrastructure Renewal Program – Parks Equipment (contingent on funding beyond 2012/13)</p>	<p>Completion of Program</p>	<p>This is scheduled to commence in February 2013, work will include renewal of some equipment in Macarthur Park and Onslow Park.</p>
<p>Provision of Council's parks and playgrounds requirements in new release areas under Voluntary Planning Agreements or Section 94 Plans:</p> <ul style="list-style-type: none"> • Spring Farm • Elderslie • Turner Road • Oran Park 	<p>Facilities provided to Council's requirements</p>	<p>Council's Recreational and Community Working Group continues to work with developers to deliver the facilities listed under the VPA's.</p>
<p>Commence implementation of Kirkham Reserve Masterplan</p>	<p>Implementation commenced</p>	<p>Investigation and assessment of the facilities is currently being undertaken to identify best value location for facilities.</p>

Fairfax Reserve Harrington Park Lighting Upgrade	Completion of upgrade	These works have been completed by the user group.
Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards	100% of programs completed	This on-going program is progressing as expected, all maintenance/repair works have been done promptly whenever required.
Rehabilitation of faulty pavement on netball courts at Kirkham Park	Rehabilitation works complete	The rehabilitation of faulty pavements at the Kirkham Park netball courts is currently in progress
Narellan Hockey Ground – driveway upgrade	Upgrade complete	Pavement rehabilitation work is to commence in February 2013, and will be followed with bitumen sealing of the remainder of the driveway to the rugby league ground.
Narellan Jets Driveway Upgrade	Upgrade complete	Bitumen sealing of Narellan Jets' driveway is programmed to commence in February 2013
Harrington Park - Additional Field Lighting	Lighting installed	The installation of additional field lighting in Harrington Park is currently in progress.
General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	This all year activity is progressing as planned, it is expected the program will be completed as required.
Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	This all year activity is progressing as expected, parks equipment and fixtures are likely to be able to meet the minimum standards or better.
Maintenance and upkeep of landscaped areas	Completion of program	This all year activity is progressing as planned, all landscaped areas are likely to be kept to acceptable standards.
Maintenance and upkeep of sportsfields	Completion of program	This all year activity is progressing as planned with indication that all sportsfields will be able to provide satisfactory playing condition all year around.
Annual renovation of sportsfields to maintain standard of field playability	Completion of program	This work has progressed as planned and is likely to be completed on time and within allocated budget.

**Provision, Maintenance and Upgrade
of Parks, Playgrounds and
Sportsfields**

Local Service 2.6 – Environmental Activities

What is Environmental Activities?

This service aims to develop and implement environmental policy and educate residents on environmental issues.

Report on Delivery Program Success Indicators

Local Service 2.6: Environmental Activities					
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved		6.63. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.	
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing		The trend nationally indicates increasing kilograms per capita which is reflective of the relative affluence in our community. Whilst Per capita percentage of garbage has decreased from 216.26kg to 211.19kg during the reporting period, it is important to note that the general international trend as economies grow is to see an increase in waste generation.	
Households are not consuming more water	Household water consumption per dwelling	Stays the same or decreases		Information obtained from Sydney Water shows that the average household in Camden LGA consumed 203.5kL in 2011/12 which was similar to the Sydney average of 203kL. Where the average unit consumed 133.74kL in 2011/12 below the Sydney average of 156kL. In the previous year Camden residents had consumed 214kL compared to the Sydney average of 211kL and Camden units consumed 179kL compared to Sydney's average of 189kL. Hence overall there has been a reduction in water consumption.	
Council utilises natural resources more efficiently	Water and energy (electricity and gas) consumption	Decreasing on same period previous years		In 2011/2012, Council consumed 71,574kL of potable water compared to 80,387kL. This is almost an 11% decrease. In 2011/2012, Council consumed 4,036,675kWh in comparison to 3,869,911kWh in 2010/2011 which is a 4.13% increase. Of Council's largest energy consuming sites, increases in energy consumption was noted at Camden Pool, Mount Annan Leisure Centre, Narellan Administration Office, Camden Administration Office and Narellan Library. However a decrease in energy consumption was noted at Camden Library and the Civic Centre.	
The community is becoming more educated about sustainability	Number of participants in environmental education programs	Maintained or improved		During the reporting period, Council has continued to educate the community about sustainability through events such as the Living Macarthur Nature Photography Competition (10 participants in a Walk & Talk and 22 of the 118 entrants to the competition were from the Camden LGA); Sustainable Schools Expo (12 of the 38 participating schools were from the Camden LGA); 5 visits to local preschools; 9 storytime sessions that engaged 227 children and 173 adults); and the Elderslie Public School Medieval Fete	

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	During the reporting period preparation of a Sustainability Policy for Council commenced.
	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	During the reporting period, resources were not available to implement Council's Sustainability Action Plan as funding has not been received from the WasIP program.
	Prepare Council's State of the Environment Report	Report completed November 2012	A State of the Environment Reporting requirements were met as part of 2011/12 Annual Report, published November 2012. Next report is due in 2016, however, Council will continue to update and report on the Sustainability Indicators regularly as data becomes available.
	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	Preparation of an Education for Sustainability Strategy for the Camden LGA is underway and due to be completed by June 2013.
Environmental Awareness and Education	Undertake a range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	During the reporting period, 5 preschools within the Camden LGA participated in a waste and recycling workshop and 9 storyline sessions had a sustainability focus. In addition, Council hosted a walk & talk as part of the Living Macarthur Nature Photography Competition and 12 schools from the Camden LGA attended and participated in the Sustainable Schools Expo 2012.
	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	A total of 250 students and 70 accompanying teachers from 38 schools in the Macarthur and greater South Western Sydney Region participated in the Sustainable Schools Expo on 12 September 2012.
	Provision of information on Council's website relating to environmental sustainability	Information is current	Of the 38 schools participating in the Expo, 12 were from the Camden LGA, including 6 presenting schools. Information relating to current programs and Sustainability Indicators are on <i>Camden 2040</i> website and is updated as required.


<p>Environmental Awareness and Education</p>	<p>Seek grant funding for additional education programs and conduct those programs for which funding is received</p> <p>Implement initiatives to reduce energy consumption at ten nominated Council sites</p> <p>Implement initiatives to reduce water consumption at ten nominated Council sites</p>	<p>Successful grants as a proportion of all applied for</p> <p>Number of activities completed as planned</p> <p>Number of activities completed as planned</p>	<p>During the reporting period, an application was submitted to undertake a Woodsmoke Reduction Education Campaign. It is anticipated that the successful candidates of these grants will be announced in February 2013.</p> <p>Funding has been made available to implement projects from Year 1 of the implementation schedule; these projects include Power Factor Correction at Mount Annan Leisure Centre, Sub-metering at Narellan Library, and pump savings at Camden Pool.</p> <p>Funding has been made available to implement projects from Year 1 of the implementation schedule; these projects include sub-metering at Camden Pool, Mount Annan Leisure Centre, Wandarrah Reserve and Camden Civic Centre.</p>
<p>Water and Energy Action Plan</p>	<p>Continuation of the Waste and Sustainability Improvement Payment (WaSIP)</p> <p>Implement outcomes from renewable energy generation options study</p> <p>Undertake study into Council's street lighting network for options to move to more energy efficient technologies</p> <p>Implementation of climate change risk assessment for Council's operations</p>	<p>Number of projects completed as planned</p> <p>Outcomes implemented as planned</p> <p>Study complete</p> <p>Implementation complete</p>	<p>The State Government has not yet confirmed the continuation of the WaSIP program for 2012/2013 and therefore no new projects have commenced.</p> <p>Solar Technology Australia has been engaged to install a 79.5kW system at Narellan Library. This installation is due to be completed by June 2013.</p> <p>During the reporting period Council engaged consultants Ironbark Sustainability to identify options for Council to move to more energy efficient street lighting technologies. This report is due to be completed in early 2013.</p> <p>Implementation of actions identified in the Climate Change Risk Assessment for Council's operations is being implemented as resources are made available. During the reporting period, the South Creek Flood Study was undertaken.</p>

Local Service 2.7 – Enforcement of Legislation and Policies

What is Enforcement of Legislation and Policies?

This service aims to minimise illegal activities or activities that if left uncontrolled would otherwise have adverse impacts on individuals and the community.

Report on Delivery Program Success Indicators

Local Service 2.7: Enforcement of Legislation and Policies			
Indicator	Measure	Target	Result 1/7 to 31/12/12
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved	
		Comment	
		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.	

Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Monitoring, inspection and investigation of illegal activities	Ensure relevant legislation is considered and applied in Development Applications, including Noise, Contaminated Lands, Air Quality (incl. odour), Salinity and Water Quality	Timely advice is provided on Development Applications	Development applications that have been referred to the Environment and Heath Branch have been assessed against the most relevant legislation with the high majority being returned with advice within the normally requested period of 14 working days. For certain large-scale or complex applications a longer response time may have been required due to the additional detailed level of assessment required prior to providing a suitable response
	Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like.	Investigation initiated within service standard	All monitoring, inspection and investigation of illegal activities pertaining to fencing, unhealthy swimming pools, public nuisance, unauthorised camping etc are investigated within the service standard.

	Investigate and enforce legislation in relation to barking dogs	Investigation commences within service standard	All barking dog complaints were investigated within the 7 days service standard.
<p>Monitoring, inspection and investigation of illegal activities</p>	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	There were a total of 36 overgrown complaints within 1/7/2012 and 31/12/2012 in which 75% were investigated within the service standard period.
	Investigate and enforce legislation relating to microchipping and registering of dogs and cats	Increasing percentage of impounded animals comply with registration requirements	This measure remains unchanged when compared to the last reporting period with 61% of dogs arriving at the pound were microchipped and 10% of cats were microchipped.

Local Service 2.8 – Appearance of Public Areas

What is Appearance of Public Areas?

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

Report on Delivery Program Success Indicators

Local Service 2.8: Appearance of Public Areas				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council’s Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved		No statistically significant change noted between 2009 and 2011. The results will be updated after the next Community Satisfaction survey conducted in 2013 and will be available in the next Delivery Program report.
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%		All maintenance cycles have been completed within approved service levels.

Report on Delivery Program Activities

Local Service 2.8: Appearance of Public Areas				
Activity	Council’s Role	Performance Measure	Status 1/7/12 – 31/12/12	
Public Amenities	Daily cleaning of public amenities and repair of fixture and fittings within them	Completion of program	Public amenities have been attended to on a daily basis and when required during special events.	
	Installation of new amenities at Cut Hill Reserve	Installation complete	Investigation works are being undertaken in discussions with user groups to determine whether a new facility or rectification of existing will provide a best value for money. Stakeholder consultation being finalised, by Capital Works.	
Pavement Cleansing	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Pavement surfaces have been cleaned periodically or regularly as required.	

<p>Litter Pick Up and Removal of Dumped Rubbish</p>	<p>Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves</p>	<p>Community satisfaction with the appearance of public areas</p>	<p>Litter and rubbish have been attended to periodically or whenever the needs arise.</p>
<p>General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs</p>	<p>Attending bench seats, litter bins, fences, walls, gates, water bubblers, signs and bus shelters, etc. and clean, repair or replace them as necessary. Remove graffiti that are found and those reported by the public</p>	<p>Park and street furniture are functional and available for public use for at least 90% of the time</p>	<p>No facility was reported being unavailable for public use for extended period except those that were subject to vandalism.</p>

Key Direction 3 – A Prosperous Economy

What is a Prosperous Economy?

Prosperity means that people have enough – that they are satisfied with their standard of living and have a balance between their financial and social wellbeing. Financial wellbeing relies on access to education, employment, housing, and a strong and diverse local economy.

A strong local economy for Camden is characterised by vibrant town and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market. The development of a strong local economy is essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time.

The economic development and prosperity of Camden is linked with the broader South West region and much of the focus for the Camden area into the future will continue to be working with relevant partners, through the Macarthur Regional Organisation of Councils, on the development of a strong regional economy.

Local Service 3.1 – Economic Development

What is Economic Development?

This service aims to create a prosperous economy by encouraging economic growth and business development in the Camden Local Government Area.

Report on Delivery Program Success Indicators

Local Service 3.1: Economic Development				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved		6.79. The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report
The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing		The total number of jobs in the Camden LGA in March 2012 was 15,055, up from 14,332 in 2011. ¹

¹Statistical data is current as at 2011 ABS Census
Camden Council Delivery Program Six Month Report July to December 2012

Gross regional product will increase	Gross Regional Product	Increasing		Gross Regional Product has grown annually over the past 4 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10 and 1.8% in 10/11 (based on chain volume measures supplied by AECGroup)
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Report on Delivery Program Activities

Local Service 3.1- Economic Development				
Activity	Council's Role	Performance Measure	Status	1/7/12 – 31/12/12
Economic Development Initiatives Support economic development through the shared service arrangement with Campbelltown and Wollondilly Councils as part of the Macarthur Regional Organisation of Councils Represent Council at Chambers of Commerce meetings Prepare an Economic Development Strategy Undertake economic development initiatives as identified in Economic Development Strategy		Participation in MACROC		Council continues to participate in MACROC.
		Council is represented at Chamber meetings		Council is represented at Chamber of Commerce meetings. Council officers attended the October meetings of both Camden and Narrellan Chambers with the express purpose of discussing the consultation process for the review of <i>Camden 2040</i> . Surveys were collected from Chamber members at these meetings. Further, the presidents of both Chambers were consulted in November during the initial stages of the preparation of the Economic Development Strategy to enable their input into the process.
		Strategy prepared		Council engaged a consultant in November to prepare the Economic Development Strategy. Initial consultations were held with key internal and external stakeholders, with a workshop to be held with Councillors in January 2013. The strategy is intended to be publicly exhibited during March and April 2013.
	Initiatives implemented as planned			An Economic Development Officer will be recruited in the first half of 2013 to implement the strategies and actions identified in the Economic Development Strategy.

Local Service 3.2 – Tourism

What is Tourism?

This service aims to promote Camden, attract visitors, provide visitor information, maximise marketing and media communication, develop local tourism products and create employment opportunities through increased visitation to the area.

Report on Delivery Program Success Indicators

Local Service 3.2: Tourism				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing		The current website data was altered making it incomparable to previous statistics. A new look updated website will be launched in March 2013 and statistical updates will be available from this time.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing		Visitation numbers have increased slightly over the last 6 month period. The months that saw the largest increase include July at 14.78% and September at 13.11%.
Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or Improves		Open discussions with visitors, surveys conducted at tourism events and follow up phone calls after group tours indicates that visitors are extremely satisfied with their experience in the Macarthur region.

Report on Delivery Program Activities

Local Service 3.2: Tourism			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Tourism Product Development and Partnerships	Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region.	Increase in cooperative projects & packaged experiences	The number of group tour packages and special group rates continues to grow in the region. Although there have been some business closures, there is an increasing number of tourism based businesses and tours opening.
Marketing and Promotion	Use Public Relations, branding, trade shows, marketing material and advertising to increase awareness of the area and the experiences offered.	Increased website enquiries, increased tour & accommodation bookings.	Statistical information was not available during the website redevelopment period (July – Dec). Finalisation of the new website will enable reporting from March 2013. Local accommodation venues have reported busy periods over the spring/summer period compared to the previous period in 2012.
Visitor Servicing	Operate a seven day information service and visitor centre	Maintain Level 2 Accreditation	Accreditation Extension Application was approved in January 2013. Level 2 accreditation is maintained.
	Provide quality and accurate information to potential and current visitors to encourage visitation to the region.	Visitors increase	Visitation numbers have increased slightly over the last 6 month period. The months that saw the largest increase include July at 14.78% and September at 13.11%.
	Work with The Mt Annan Botanic Garden, which is currently investigating options for the development of a Regional Information Centre.	Information is current	The Visitors Information Centre continues to provide accurate and current information to visitors. The Regional Visitors Guide circulation has been altered to allow annual update and reproduction, as oppose to updating every eighteen months.
Event Support and Sponsorship	Provide financial and in kind support to organisations holding events in Camden that could potentially attract large numbers of spectators/participants from outside the Camden LGA.	Council has participated in the exploration of options	Council has met with members of the Australian Botanic Garden, Mount Annan and provided its support for the concept of a Regional Visitor Information Centre to be located at the Garden. Further updates on progress is expected.
Group Tour Development	Run group tours and provide customised tour packages to tour groups.	Local events are well attended with evidence of Visitors from outside the area.	An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could potentially attract visitors to the area. A survey taken at the Taste Food and Wine Festival indicated that 60% of attendees over the day were from outside the Camden LGA.
		Increased group tour bookings.	40% increase in group tour bookings compared to the same period in 2012.

Attachment 1

ORD06

Industry Support

Provide strong leadership that can advocate for small, local operators and be the driving force behind the operator network.

Operators feel educated, informed and involved

Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.

Local Service 3.3 – Management of Significant Places

What is Management of Significant Places?

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

Report on Delivery Program Success Indicators

Local Service 3.3: Management of Significant Places				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
The community is actively engaged in planning for places	Percentage of planning processes for 'significant places' that had resident engagement processes	Stays the same or increases		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment. In addition, the Camden 2040 community engagement process provides the opportunity for the community to be involved in the planning for the places at the strategic level.
Significant place strategies are developed	Proportion of significant places and town centres that have place strategies	Stays the same or increases		At this stage only the Camden Town Centre has a strategy in place beyond planning controls. Further work needs to be undertaken in this area.

Report on Delivery Program Activities

Local Service 3.3: Management of Significant Places		
Activity	Council's Role	Performance Measure
Place Strategies and Development Controls	Council develops appropriate strategies and development controls for the significant places and town centres throughout the LGA having regard for the unique and different roles these places have	Appropriate strategies and development controls are in place for significant places
		Development Controls exist for all places. From time to time these are reviewed. Further work is required in this area.
		Status 1/7/12 – 31/12/12

<p>Camden Town Centre Works Program</p>	<p>Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy</p>	<p>Consultation is ongoing</p>	<p>Council is Currently undertaking a traffic study to identify traffic needs for the implementation of the Camden Town Centre Strategy.</p>
<p>Significant Places Maintenance Program</p>	<p>Carefully maintain significant historical and cultural areas, precincts and buildings that are within Council's ownership</p>	<p>Preparation and implementation of management and maintenance plans for properties owned by Council</p>	<p>Management plans have not been developed, however, a building maintenance plan is being developed and implemented</p>
<p>Oran Park Town Centre Governance Arrangement</p>	<p>Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre</p>	<p>Governance Model Adopted by Council</p>	<p>Works are progressing on developing a Community Management Framework for the Town Centre. A Public Areas Access Management Plan is a key feature of this framework. Several meetings have occurred with relevant stakeholders to document standards of amenity within the Town Centre.</p>

Key Direction 4 – Effective and Sustainable Transport

What is Effective and Sustainable Transport?

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

Transport impacts on the health of the natural environment and the health and wellbeing of people able to connect with their community and services. It impacts on the effectiveness and amenity of the urban environment and on the viability and growth of the local and regional economy.

An accessible Camden means that people are able to travel easily within their own local area and are effectively connected to the wider Macarthur and metropolitan regions.

Effective and sustainable transport for Camden would include affordable, convenient and integrated public transport that is a viable choice over private vehicles; infrastructure that enables and encourages healthy forms of transport such as walking and cycling; safe and uncongested roads; and support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.

Local Service 4.1 – Transport Options

What is Transport Options?

This service aims to investigate, promote and deliver mass public and private transport options and alternative modes of transport.

Report on Delivery Program Success Indicators

Local Service 4.1: Transport Options				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
New cycleways and paths continue to be constructed	Number of new cycleways and paths constructed	Greater than previous year		New cycleways are created by developers as part of subdivision work, statistic on the length of new cycleways constructed is reported at financial year end. No data available at the time of reporting.
Identified projects are completed as planned	Projects are meeting specified timeframes	80%		Traffic related Projects are tracking at 80% completed on time

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Report on Delivery Program Activities

Local Service 4.1: Transport Options			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Network Extension	Seek grants for extension of cycleways and paths and implement successful grant programs	Kilometres of new footpaths and cycleways delivered through grant funding	<p>\$118,000 grant funding received towards two shared path projects. Hilder Street / Lodges Road shared path constructed by October 2012. Camden Valley Way shared path programmed for construction in February 2013. \$50,000 grant funding received for Nepean River gravel trail in October 2012. Total KM's completed to date is 1.5KM of cycleways</p> <ul style="list-style-type: none"> Ongoing liaison during construction of Camden Valley Way Upgrade. Review of Environmental Factor (REF) comments provided for Northern Road Upgrade in November 2012. Pre-REF comments provided for Narellan Road Upgrade in December 2012. Stakeholder consultation undertaken for Bringelly Road Upgrade in December 2012. Council to comment on 50% design plans in March 2013. RMS commenced construction of Remembrance Driveaway / Burratorang Road signals in January 2013. Council continues to lobby for additional pedestrian steps. Council lobbying for further intersection and lighting upgrades on Remembrance Driveaway.
Regional Transport Network	<p>Lobby State Government for the upgrade of State Roads including:</p> <ul style="list-style-type: none"> Camden Valley Way Northern Road Narellan Road Bringelly Road Remembrance Drive <p>Lobby State Government for greater access to public transport and an increase in the variety of public transport options</p> <p>Road designs to be finalised for the following:</p> <ul style="list-style-type: none"> Camden Bypass Intersection Richardson Road and Link Road 	<p>Number of requests to State Government to upgrade State Roads</p> <p>Number of opportunities taken to lobby the State Government</p> <p>Partnership entered into with the State Government</p>	<p>Designs complete. Construction commenced December 2012.</p>

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Regional Transport Network	Coordinate discussions with the Department of Planning and Landcom to implement funding arrangements and project delivery for the construction of the Link Road between Elderslie and Spring Farm	Funding arrangements implemented	Funding secured. Street lighting agreement to be finalised.
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Local Service 4.2 – Road Safety

What is Road Safety?

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

Report on Delivery Program Success Indicators

Local Service 4.2: Road Safety				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013

Report on Delivery Program Activities

Local Service 4.2: Road Safety			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Road Safety Strategy			
Drink drive prevention - education and awareness programs	Drink drive prevention - education and awareness programs	Programs completed as planned	Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed and drink driving. This is including provision of resources and advertising 'bursts' to coincide with local operations. Two campaigns conducted in reporting period. Council will continue to support local Enhancement Enforcement Programs (EEP) and Regional operations through local advertising and some staff support.
Slow Down - Speed awareness programs	Slow Down - Speed awareness programs	Programs completed as planned	As Above.
Older Drivers - Years Ahead - annual workshop on road safety for seniors	Older Drivers - Years Ahead - annual workshop on road safety for seniors	Number of participants	Preparation of this program is in progress and it is anticipated that this will occur during Seniors Week in 2013.

<p>Road Safety Strategy</p>	<p>Memorandum of Understanding with Camden Police for a weekly reporting and management system for traffic issues within the LGA</p>	<p>Weekly reporting occurs</p>	<p>Regular reports are logged by Traffic Services. The MOU is due for review and the Council will work with Camden Highway Patrol to achieve this.</p>
<p>Learner Driver Programs</p>	<p>Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils - 7 events held per year</p> <p>Macarthur Young Drivers Assistance Program to progress six disadvantaged learners to obtain their P1 licence - 6 people assisted per year</p> <p>Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers - 2 workshops per year</p>	<p>Number of participants</p> <p>6 young people assisted each year</p> <p>Number of participants</p>	<p>4 events held during the reporting period, a further 3 events are scheduled for 2013.</p> <p>6 students have completed the program. Driving lessons continue for 4 learner drivers.</p> <p>First workshop held in October 2012. The next workshop scheduled for April 2013. 16 Supervisors of learner drivers attended this workshop</p>
<p>Occupant Restraint Fitting and Checking</p>	<p>Five fitting and checking days conducted per year</p>	<p>Number of restraints fitted or checked</p>	<p>3 events held in reporting period. 2 further events scheduled for 2013.</p>
<p>School Programs</p>	<p>School Safety Program to carry out engineering, education and enforcement with schools as scheduled</p> <p>Drive to Stay Alive - road safety programs held in high schools</p>	<p>Activities conducted as scheduled</p> <p>Program conducted at 4 high schools per year</p>	<p>The School Safety Program continues to be rolled out to schools in the Camden LGA. Council continues to work with new schools to ensure and improve road safety. 4 Schools have been scheduled for program roll out between February and June 2013.</p> <p>Program conducted at 4 high schools during reporting period with an additional program run at Camden High School.</p>

Local Service 4.3 – Local Traffic Management

What is Local Traffic Management?

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

Report on Delivery Program Success Indicators

Local Service 4.3: Local Traffic Management					
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	
The Community is Satisfied with Council's Role in Local Traffic Management	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.	
Approved projects are completed as planned	Projects are meeting specified timeframes	80%		Projects on target.	
Outstanding Traffic Committee recommendations have timeframes which are being met	Implementation of recommendations within specified timeframes	60%		90% of recommendations achieved	
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2011 – 4.44 per 1,000 population 2012 data will be available at the end of 2013.	
Number of "Black Spots" reduce (based on State Criteria)	Number of "Black Spots"	Reduction		Only one potential black spot location identified against Roads and Maritime Services criteria for 2013/14.	

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management			
Activity / Function	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Local Traffic Committee	Facilitate the operation of the Local Traffic Committee - act as Secretariat, manage and implement the Committee's recommendations	Percentage of recommendations completed on time	90% of recommendations completed on time. Only 2 outstanding recommendations to be completed, with design underway and awaiting funding.
Design and Construction	Design and implementation of parking and traffic management facilities	Design programs are completed and implemented to time and all relevant specifications	Preliminary design completed for Murray Street Pedestrian Crossing, Menangle Road Pedestrian Crossing, Cawdor Road Pedestrian Crossing, and Tramway Drive Bus Bay. Southdown Road Pedestrian Crossing constructed in September 2012.
	Camden Town Centre Traffic Studies and Minor (Concept) Works (budget)	Traffic Studies Complete	Feasibility undertaken. Study tender due to be issued February 2013.
	Camden CBD - additional parking for people with a disability	Design commenced	Accessible parking facilities within the Camden CBD was complete in 2011/12 there has been no additional accessible parking implemented within this reporting period.
	Harrington Street Pedestrian Refuge Design	Pedestrian Refuge design implemented	The refuge design was completed in 2011/12 and the facility has been constructed and is now operational
Black Spot Funding Program	Disability Discrimination Act Compliance of Bus Stops	% of bus shelters completed	Currently 45% compliant. Site assessment for 2012/12 program is underway. On target to achieve full compliance
	Identification of black spots, secure funding for remedial works and undertaken works according to funding received	Grant funding is received for identified black spots Works are implemented on time and to budget	Grant funding received for two projects to a value of \$410,000 Works on Springfield Road and Macquarie Grove Road are 80% complete. Works also completed on Welling Drive and Currans Hill Drive in September 2012.

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Public Road Management Activities	Management of utilities works, special events and disruption from construction works	Applications are processed within 2 working days of receipt	100% of applications processed within 2 days of receipt
Camden CBD - additional parking for people with a disability	Commence design brief for the provision of additional parking for people with a disability in the Camden CBD	Design completed	The design brief for the Camden CBD mobility parking program has been conducted and completed.
John Street/ Mitchell Street Intersection Enhancement	Implementation of design for enhancing intersection	Intersection enhancement completed	Design on hold due to technical constraints. Intersection being assessed as part of town centre study
Disability Discrimination Act Compliance of Bus Stops	Implement program of works to bus stops to meet compliance requirements of the Disability Discrimination Act	Program completed as planned	Site assessment for 2012/2013 program is underway. On target to achieve compliance
Maintenance and Replacement of Signs and Line Markings	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users	100% of program completed on time	This activity is progressing as planned, on-going work is done to ensure all linemarkings and signs meet standards of safety at all times.

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

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

This service aims to construct, upgrade and repair Camden’s roads, footpaths, kerbing, drainage, cycleways, carparks and traffic management equipment.

Report on Delivery Program Success Indicators

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council’s Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing	Community Satisfaction Survey	Maintained or Improved	●	5.89 in 2011 compared to 5.67 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.
Approved projects are completed as planned	Projects are meeting specified timeframes	80%	●	Projects completed to date have been completed within the specified timeframes. Those projects that are still in works, are expected to be completed by June 2013.

Report on Delivery Program Activities

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing			Status 1/7/12 – 31/12/12
Activity	Council’s Role	Performance Measure	
Roads and Kerb & Gutter Maintenance and Reconstruction	Project management of design and construction of existing road upgrades and new infrastructure	Capital projects completed to time and budget	Project management of identified program works are progressing.
	Roads Reconstruction Program – annual program of works to undertake reconstruction of roads as they age	Program completed to time and budget	Road reconstruction program is progressing as scheduled.

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	Road network expansion as a result of new urban development	Program completed to time and budget	New roads continue to be prepared by developers under planning agreements such as a WKA.
	Design and construction of Camden Valley Way/Hilder Street Intersection	Design and construction completed	Traffic studies have identified these works are not required at this time. Confirmation of rescheduled date to be advised.
	Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development	Traffic management improvements completed	Design works are progressing in preparation for improvements along Macarthur Road.
New Roads Construction	Construction of roundabout on Springs Road adjacent to Camden zone substation and kerb and gutter works between this substation and Richardson road	Roundabout constructed	Endeavour Energy delays around joint cable pit works have been resolved and works to begin on roundabout in March.
	Reconstruction of Lodges Rd from rural to urban standard	Reconstruction completed	Roadworks completed. Landscaping works progressing.
	New streetscaping works at Hilder St, Lodges Rd, Link Rd between Lodges Rd and Camden Bypass and Springs Rd	Works completed	Landscaping works have begun on Lodges Road and Hilder Streets. Landscaping of Link road works to be completed prior to opening of Camden Bypass intersection works in August.
Bridge Maintenance	Conduct annual inspections on bridges, in accordance with the adopted bridge inspection regime, and complete all required follow up actions	All follow up actions completed	Some follow up work on the bridges will be completed during the next reporting period.
	Reconstruction of "Little Sandy" bridge over Nepean River that was destroyed in recent floods	Bridge reconstructed	Condition rating has just been recently established; reporting will take place from here on.
Roads and Kerb & Gutter Maintenance and Reconstruction	Camden Bypass – Narellan Vale Batter Stabilisation	Stabilisation work complete	Council are in the process of releasing a tender for the reconstruction of Little Sandy bridge.
			This work has commenced and is anticipated to be complete by the end of May 2013.

<p>Check and assess the condition of roads and kerb & gutter once a year, program reconstruction and other necessary work to ensure all roads are available for public use with minimum interruptions</p>	<p>100% of program completed</p> <p>Condition rating stays the same or improves</p>	<p>Road condition assessment is unavailable this year, it may be done in 2013/14 if budget allocation is made available.</p> <p>Rating is dependent on new data collected during the reporting period; new data is unavailable this time.</p>
<p>Roads and Kerb & Gutter Maintenance and Reconstruction</p> <p>Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs (contingent upon continuation of funding beyond 2012/13)</p> <p>Increase in maintenance required as a result of continued urban development</p>	<p>Program completed to time and budget</p> <p>Maintenance programs completed</p> <p>Condition rating stays the same or improves</p>	<p>All road and kerb & gutter projects under the program will be completed before the current CRP ends in June 2013.</p> <p>On-going maintenance work is progressing as planned and is to ensure all roads meet the expected standards as the road network grows.</p> <p>Rating is dependent on new data collected during the reporting period; new data is unavailable this time.</p>
<p>Footpaths, Cycleways and Pathways Maintenance and Reconstruction</p> <p>Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways; this then is followed with rectification work for the removal of dangerous trip hazards</p>	<p>Program completed</p> <p>Condition rating stays the same or improves</p>	<p>4 monthly inspections are temporarily suspended until specialist staff are available, however, required rectification work is promptly undertaken as required.</p> <p>Rating is dependent on new data collected during the reporting period; new data is unavailable this time.</p>
<p>Community Infrastructure Renewal Program – footpath replacement programs (contingent upon continuation of funding beyond 2012/13)</p>	<p>Program completed</p>	<p>All footpath projects are expected to be completed by the time when the current CRP ends in June 2013.</p>

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Carparks Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the carparks clean all year around	100% of program completed	On-going work on carparks are being done to ensure they are meeting the expected standards.
		Condition rating stays the same or improves	Rating is dependent on new data collected during the reporting period; new data is unavailable this time.
Street Furniture Maintenance and Reconstruction	Wandarrah Reserve Car park Design and Construction	Car park constructed	Construction works are expected to commence in May 2013.
	Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.	100% of routine maintenance program completed	On-going work on street furniture is being done to ensure they are meeting the expected standards.
Bus Shelters Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around	Damage and faults addressed within 10 working days	Response time will be monitored next year when a new work order system is in place and fully implemented.
		100% of routine maintenance program completed	Routine maintenance work on target
		Damage and faults addressed within 10 working days	Response time will be monitored next year when a new work order system is in place and fully implemented.

Key Direction 5 – Enriched and Connected Community

What is an Enriched and Connected Community?

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

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

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

Local Service 5.1 – Recreation Services and Facilities

What is Recreation Services and Facilities?

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

Report on Delivery Program Success Indicators

Local Service 5.1: Recreation Services				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved		7.22 in 2011 compared to 6.84 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.
More people participate in active recreation using Council facilities	Sportfield use requests	Increasing		Total number of bookings July – Dec : 102 Total number of summer season sports ground users is 487 teams as well as 625 athletics competitors. Data from the previous period is unavailable therefore a comparison is unable to be given at the time of reporting. Trend data will be detailed in the next report.
	Swimming pool usage	Increasing		Total complex attendances for Mt. Annan 6 months June – Dec 2012 was 174,315 Total complex attendances for Oct, Nov, Dec 2012 for the Camden complex was 23,713 This is a slight decrease from the last reporting period which saw Mt Annan's pool attendances at 175,035 and Camden's at 25,737.

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Comment

Swimming pool usage with Council managed facilities at both Mount Annan Leisure Centre and Camden Memorial Pool have seen a slight decrease in the number of visitors to these facilities. Whilst the decrease is not statistically significant, it is still the intention of Council to promote the facilities to ensure members of the community continue to utilise those facilities available to them.

Report on Delivery Program Activities

Local Service 5.1: Recreation Services and Facilities			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Management of Recreation Facilities	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	From July to December 2012, community facilities occupancy rates Monday to Thursday was 25.85%. There were 46 regular hirers in 2012.
Recreation and Facility Planning	Development of policies, strategic documents to guide the development and use of public open space and facilities.	Number of plans and policies developed	A draft strategy has been developed for the provision of netball facilities to service the Camden LGA as the community grows with an alternative site identified to construct the preferred complex. A potential alternative site has been identified to develop a dedicated athletics track to reduce the impact on Onslow Reserve.
	Development of site master plans for Council's recreational facilities, detailed design to resolve increasing demands for facilities, guide resource allocation, and maximise grant opportunities	Site master plans are completed	Site identified for the provision of a dedicated athletics facility. Discussions held with State bodies for Athletics, Netball, Rugby League and cricket with a view to developing a strategic document for the delivery of sport. Other sports still to be consulted.
	Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions	Number of meetings	Monthly meetings held with YMCA management relating to the pool operations. Discussions also held with YMCA regarding provision of indoor sports venues. Discussions held and a memorandum of understanding has been negotiated with the PCYC for the provision of indoor sports venue.

<p>Aquatic Recreational Facilities</p>	<p>Contract manage two swimming pools which provide a range of programs to the local community</p>	<p>Attendance</p> <p>The total number of attendances in the key programs at Mt. Annan which include learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 131,463 attendances, in comparison to 153,114 for the previous reporting period, showing a decline in attendance.</p> <p>At Camden the total attendances in the key programs of Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 8724 for the period, in comparison to 23,059 for the previous reporting period, showing a decline in attendance.</p>	<p>A wide range of activities and programs were offered at the 2 complexes including: Teen Gym, Youth Partnership program, Junior Fitness leader, Junior Gym, Schools partnership program, Mums and bubs, Family Fun days, Grèche, Family friendly classes, Seniors classes and summer celebrations. Disabled programs, as well as mental health programs.</p>
<p>Commence design work for Stage 2 Development at the Mt. Annan Leisure Centre</p>	<p>MALC Stage 2 Design Commenced</p>	<p>Brief resolved with respect to the scale and scope of works necessary to complement the future PCYC indoor sports facility.</p>	<p>The annual report was not available at this time. However a system is being developed to enable the reporting of attendance and events on a monthly basis to ensure half yearly reports are feasible.</p>
<p>Bicentennial Equestrian Park</p>	<p>Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)</p> <p>Repair of existing bridges</p>	<p>Attendance and number of events</p> <p>Repairs complete</p> <p>Installation complete</p>	<p>The repair of existing bridges in the Bicentennial Equestrian Park are in progress and due for completion within the required timeframes.</p> <p>Installation is programmed to commence in the next reporting period.</p>
<p>Camden Town Farm</p>	<p>Masterplan implementation – installation of camping power outlets</p> <p>Manage and maintain the Camden Town Farm (via Community Management Committee)</p>	<p>Attendance at programs and events</p>	<p>Attendance at programs and events held at the Camden Town Farm saw an estimated 6,765 visitors utilise the facility via the Community Management Committee. A new committee has been appointed by Council following the quadrennial election.</p>

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<p>Scarecrow workshop for ages 4-15 in October = 33 participants Kids Workshop: in December for ages 2-8 = 28 participants Narellan Congregational Community Services = 5 aged residents planting out potatoes in September, harvested pre Christmas by residents and staff</p>	<p>Community Gardens Christmas Function = 30 participants Community Gardeners and volunteers = 70 participants Working bees monthly July - Nov = 10+ each time, 50% retirees Wesley Disability services = 1- 3 clients max weekly July through December = approx. 18 St Justin's kinder kids in November = 60 participants Chester hill community centre 70-95 yr. olds visit = 35 participants</p>	<p>Camden Town Farm</p>	<p>Development of the Camden Town Farm Community Garden</p>	<p>Volunteer Participation</p>
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Local Service 5.2 – Community and Cultural Development and Planning

What is Community and Cultural Development and Planning?

This service aims to stimulate and support community and cultural activity in Camden.

Report on Delivery Program Success Indicators

Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning.	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing		Narellan Rhythms Festival continues into its 4th with an estimated attendance of 3,000 community members. With the extension of the artist of the month program, introduction of the About Face Group, growth in response to the Artisan Market, re-introduction of arts workshops with specialised artisans the community has had an increased opportunity to participate in cultural events and activities which has resulted in very positive feedback. Camden civic Centre has hosted 36 varied cultural events within the three month period including art exhibits, performances and recitals.
The number of programs implemented for Target Groups grows	Number of programs for target groups	Increasing		Number of programs has increased, particular for young people and in new areas. A range of arts programs are run for artists of all ages including About Face, Artisan Market, Artist Network, Artisan workshops and School Holiday programs.

Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents	Interagencies and networks supported	Camden Interagency facilitated 3 times at different locations: Oran Park Town in August, Spring Farm in October, Camden Civic Centre in Dec. Council represented at: DV Committee meetings, MacUnity, Macarthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum.
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes	Committees and groups supported	355 Committees re-elected, manual updated and distributed to committee members. Administrative support provided to Town Farm Committee, Seniors Committee and CIFA Committee. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.
Projects and Programs	Develop and manage projects and programs that address community needs and build local community assets	Projects and programs developed that meet identified community need	Commenced new annual 2012/13 program of school holiday programs for young people across various suburbs, in July. 2 Transition to School information stalls held at Narellan Town Centre – October and November. Commenced new gardening workshops for children and parents at the Community Garden in December. NAIDOC Week event held in July. Narellan Multicultural Festival held in November.
			Community Gardens engaged in supplying "Taste" food and wine festival, coordinated visit by 10 people from across the country as part of nationally recognised event run by the Australian City Farms and Community Gardens Network, participated in Farm Fresh food tours, run by Ncci Percival June – Nov = 8 – 12 on each tour once a month. Power of Community Film screen at Narellan Library with 20 participants. Camden Civic Centre, in partnership with Cultural Development, have continued to develop and deliver arts specific programs providing opportunity for local artisans to promote and sell as well as skill develop and network.

<p>Projects and Programs</p> <p>Council actively seeks relevant grant funds in order to undertake community and cultural activities</p>	<p>Number of grants applied for</p>	<p>1 grant applied which was unsuccessful (to update Senior Citizen Centre ramp). Community Builders grant application submitted. Obtained sponsorship for Narellan Rhythms Festival - \$8,500 cash & \$12,000 in kind.</p> <p>Cultural Development made application to ARTS NSW for program money – the grant was unsuccessful due to major funding changes. Working with the artist network programs are being delivered in partnership at an increased cost to the community.</p>
<p>Develop strategic and action plans to address key issues and opportunities for target groups</p>	<p>Relevant strategic plans are in place</p>	<p>Disability Action Plan has been drafted and distributed for review and comment. Expected finalisation date is July 2013.</p>
<p>Planning and Advocacy</p> <p>Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners</p>	<p>Information on key target groups is current and available on Council's website</p>	<p>Update of Target Group snap shot reports is in progress following the release of new census data in October 2012. Census data summarised and distributed to Non Government Organisations.</p>
<p>Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties</p>	<p>Comments provided in agreed timeframes</p>	<p>Comments made on Leppington Development reports twice in agreed time frames. Information provided as requested to external parties and individuals.</p>
<p>Prepare and review Council policy in relation to building the local community and encouraging inclusive practices</p>	<p>Policies are regularly reviewed</p>	<p>Council Volunteer Program in process, policy development consultation phase ready for adoption in early 2013.</p>
<p>Develop Places</p> <p>Monitor community development and provide input into service planning based on places throughout the Camden Local Government Area</p>	<p>Input provided</p>	<p>Plans for neighbourhood research have been developed. Council actively participate in Oran Park Town meetings. The development of Town Farm Master Plan in progress.</p>

<p>Community Financial Assistance</p> <p>Support community organisations and individuals through the Community Financial Assistance Program</p> <p>Increase financial support available to groups and individuals</p>	<p>Number of groups assisted</p>	<p>28 organisations funded from Community Small Grants; 15 Special Achievers applications funded; 6 Donations for Charitable Purposes applications funded and 6 Annual subsidies processed</p> <p>Funding provided through the Cultural Performance Policy to 10 community performance groups providing entertainment to 5,500 local community members. Additional funds to be utilised to attract additional performances for specific target groups in the second half of the year.</p>
<p>Provide opportunities for the community to engage in cultural activities. Liaise and link with arts groups and local artists, develop local opportunities for artists</p>	<p>Increased number of groups assisted</p>	<p>Information distributed to groups advising of any potential funding opportunities using existing networks.</p> <p>The introduction of the About Face Life Drawing group, the growth of the Pop Up Artisan Market, the re-introduction of specialised arts programs and events including school holiday programs has provided excellent opportunity for the community to engage in cultural activities.</p> <p>The building of the Artist Register continues with over 100 artisans' registered and new networks and linkages being formed.</p> <p>Programs such as the Cultural performances, Artist of the Month and the 48hr Eco challenge have provided opportunity for increased exposure. These programs have also strengthened relationships with neighbouring areas.</p> <p>In partnership with UWS delivered the project 'Click on Camden' an interactive website for the management of public art places, activities, arts registers and community information and events – interactive mapping project which is in final stages of design.</p>
<p>Cultural Development</p> <p>Facilitate the Annual Art NSW program of training and performances (contingent upon securing grant funding)</p>	<p>Opportunities provided</p>	<p>2011/12 funds acquitted and report accepted, funding for 2013 not secured through Arts NSW.</p> <p>The program of training and performances is being developed through the arts network and community groups.</p>
<p>Provide advice to developers regarding Public Art</p>	<p>Number of events and attendees</p>	<p>The Public Art Strategy is under review with a draft to be finalised April 2013.</p>

Local Service 5.3 – Community Support Facilities and Services

What is Community Support Facilities and Services?

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

Report on Delivery Program Success Indicators

Local Service 5.3: Community Support Facilities and Services				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
Facility occupancy rates increase	Occupancy rates	Increasing		The use of Harrington Park Community Centre was revised to eliminate parties with alcohol on Friday and Saturday nights which has resulted in a significantly lower level of use. Catherine fields community hall operating hours were also reviewed to an earlier closing time. The impact of this will be known in the next 12 months. Occupancy rates for Mon-Thursday were 25.85% and there were 46 regular hirers.



Comment

Facility Occupancy rates have decreased with a portion of Council run venues. Whilst we have seen a decrease in the usage of the Harrington Park Community Centre due to tighter policies around alcohol consumption at peak times and Catherine Fields community hall operating hours closing at an earlier time; it is important to note other venues such as Camden Civic Centre has seen a steady increase in occupancy rates. Balancing the needs of the community in the context of facility usage against the needs of the wider community who reside around community facilities continue to be a focus of Council.

Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Provision of Community Centres and Halls	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	Of the 19,448 hours available between 9am and 10pm Mon - Thursday in the 6 month period, 5,026 hours were used. This does not include leased spaces. Civic Centre occupancy rates continue to rise with the centre hosting 623 events during the quarter, 155 of those being community events.
	Expansion of Children's and Families facilities in Narellan (Narellan Community Hall)	Expansion complete, on time and to budget	Design works completed end of 2012. Tender for construction issued in January. Construction works to be undertaken in 2013.
	Design and construction of a Youth Centre in Spring Farm	Design and construction completed as per program	A review of project requirements and timing has been undertaken and determined these works to be rescheduled to a later date. Land and acquisition to be identified and finalised in preparation for the future need.
Family Day Care	Termite repairs at Mount Annan Cottage	Repairs complete	Work are still in progress and in its final stages.
	Provision of a quality Family Day Care service through training and administration of Family Day Care Educators	Accreditation is Maintained	Currently accredited. 46 registered Educators including 3 on maternity leave and 1 due to commence providing a service January 2013. A number of prospective educators participating in orientation due to commence February 2013. The service will commence new round of recruitment February 2013. 391 children enrolled.
		Customer Satisfaction	Annual satisfaction surveys will be sent February 2013 and detailed in the next reporting period.

<p>Camden Civic Centre</p> <p>Provide a venue for civic, cultural, celebratory and community events and functions</p>	<p>Customer feedback</p>	<p>100% positive feedback received with verbal and written feedback provided regularly to staff and management.</p> <p>Positive feedback received in relation to specific new markets; funerals/wakes and themed events.</p> <p>Increased return business from events, increase in annual event returns and increase in off shoot functions.</p> <p>Overall a 9% increase in number of functions.</p>
<p>Camden Civic Centre</p> <p>Civic Centre Building Improvements</p>	<p>Income is Maintained or Increased</p>	<p>Civic Centre income has increased steadily with a 33% increase in income in the first six months of the year comparison to the 2011/2012 financial year.</p>
<p>Camden Civic Centre</p> <p>Provision of community and cultural facility at Narellan Library</p>	<p>Completed on time and within budget</p>	<p>Improvements to the Camden Civic Centre building did not take place within the reporting period. An application for community partnership funds has been submitted for consideration. The outcome of the community partnership application will be detailed in the next reporting period.</p>
<p>ARTyCaf@Narellan Library</p> <p>Investigate and establish a viable and sustainable operational model</p>	<p>Service is Provided</p>	<p>ARTyCaf continues to operate on an as needs basis with advertisements in place to attract expressions of interest from a full time short term leasee, closing February 18th 2013.</p>
<p>Public Cemetery</p> <p>Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning</p>	<p>Service is Self-Sustaining</p>	<p>As a component of the EOI document business models will be presented to Council.</p>
<p>Public Cemetery</p> <p>Prepare action plan for regular maintenance program and implement performance monitoring including public satisfaction with site management</p>	<p>Response times to cemetery service requests</p>	<p>44 burials occurred during the period. 100% of service requests were carried out on time.</p>
<p>Public Cemetery</p> <p>Monitor plot take-up by religious denomination and assess whether demand is being met, and reassess caps accordingly</p>	<p>Percentage of plot allocation taken up per annum</p>	<p>43% of the plot allocation has been taken up.</p>
<p>Public Cemetery</p> <p>Monitor plot take-up by religious denomination and assess whether demand is being met, and reassess caps accordingly</p>	<p>Action Plan Prepared and Performance Monitoring implemented</p>	<p>Plans are being prepared as new contracts are being called to manage this activity. Further, Council are working in consultation with corrective services who will be managing supplementary maintenance over that to be contracted at no cost to Council.</p>
<p>Public Cemetery</p> <p>Monitor plot take-up by religious denomination and assess whether demand is being met, and reassess caps accordingly</p>	<p>Monitoring and reassessment of plot caps by religious denomination completed</p>	<p>43% of the cap has been taken up. The Cap for external residents has been reached for the Catholic Section. The cap for the Presbyterian section is reaching completion.</p>

Local Service 5.4 – Community Safety

What is Community Safety?

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

Report on Delivery Program Success Indicators

Local Service 5.4: Community Safety				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Stays the same or Improves		There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night.

Report on Delivery Program Activities

Local Service 5.4: Community Safety			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Facilitate and/or represent Council at community inter-agencies, forums and networks	Develop and support effective inter-agencies and networks between Council, police and relevant community groups to ensure working relationships and partnership opportunities	Number of Inter-agencies Attended	Council continues to have a representative attend Camden Community Safety Forums, Local Government Community Safety & Crime Prevention Network and relevant community groups. Council also continues to develop a relationship with Camden Local Area Command. This is all been done to ensure appropriate working relationships in order to improve community safety.

<p>Develop and manage projects and programs that address community safety issues, including community safety audits</p>	<p>4 community safety audits have been conducted, including Haytor Parade Camden South, Lando Way Currans Hill, Birriwa Reserve Mount Annan and Liquidamber Reserve Narellan Vale.</p>	<p>Number of projects implemented</p>	<p>No grant funding activity for the time frame.</p>
<p>Seek grant funding for new community safety programs as required</p>	<p>Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships</p>	<p>Number of grants applied for</p>	<p>Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.</p>
<p>Community Safety Projects and Programs</p>	<p>Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off licensed premises</p>	<p>Information Resources are Current</p>	<p>Drink Drive initiative conducted over Christmas and New Year.</p>
<p>Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas</p>	<p>Partnership developed with Camden High for Responsible Service of Alcohol contribution to students through Camden Liquor Accord.</p>	<p>Number of initiatives implemented</p>	<p>Liquidamber Reserve and Liquidamber Drive, Narellan Vale under consideration for establishment of Alcohol Prohibited Area and Alcohol Free Zone as a result of request by Police.</p>
<p>Prepare a Licensed Venues Directory to assist in building relationships and identifying opportunities for joint action</p>	<p>Issues addressed as they arise</p>	<p>Directory Completed</p>	<p>Directory has been completed and is updated as required.</p>
<p>Community Safety Strategic Planning</p>	<p>Prepare a Community Safety Strategic Plan to guide future projects, programs, and partnerships to address key community safety issues within the Camden Local Government Area</p>	<p>Strategic Plan Completed</p>	<p>Strategic plan to be reviewed and new Community Safety Action Plan has been developed.</p>
<p>Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners</p>	<p>Information is Current</p>	<p>Information is Current</p>	<p>Council staff ensure that all information and legislation is current, this information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.</p>

Attachment 1 **ORD06**

Graffiti Management	Provision of tools for residents and partner with state agencies to minimise the incidence of graffiti	Number of kits provided to residents	Partnership has been established between Council and Rotary for the removal of graffiti from private property Fewer kits requested than previous period.
	Carry out Graffiti Action Day to raise awareness within the community about graffiti	Graffiti Action Day Conducted	Graffiti Removal Day was held by Camden Rotary in September 2012. Council assisted in the planning and promotion of the event.

Local Service 5.5 – Community Events

What is Community Events?

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

Report on Delivery Program Success Indicators

Local Service 5.5: Community Events				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved	●	7.60 in 2011 compared to 7.19 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.
Feedback from community events participants is positive	Feedback	Positive	●	Survey taken at Taste Food Wine and Music Festival was positive. Many attendees were local residents and heard about the event through local media and advertising. Attendees enjoyed the event and look forward to attending again.
The community attends Council events	Resident Telephone Survey	Increasing	●	In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. Council will monitor attendance of community members at events and address any changes in numbers should they continue to vary significantly.
The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases	●	Camden Festival remained the same however Paws in the Park increased by 50% with interest growing.
More people are volunteering at events	Number of volunteers	Increasing	●	The event committees are made up of volunteers and remained the same.

Comment

Community attendance at Council run events continues to fluctuate from period to period. Although there has not been a universal increase of community members attending all Council events, it is important to highlight that according to results of the annual telephone survey, residents when asked if they had attended Council run events, 70% had attended the Camden Show, 60% had attended craft or produce markets and over 50% attended events held at the Botanical Gardens. Attendance at Council events are also influenced by such factors as weather, other events in the local area, participation of key stakeholders in service provision for local events and promotion of the events.

Report on Delivery Program Activities

Local Service 5.5: Community Events			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Community Development Events for Target Groups Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition		Number of Events	1 x Narellan Rhythms Festival - November 2 x stalls at Narellan Town Centre – Transition to School project with Big Fat Smile – October and December 1 x Seniors Spring Lunch - September 1 x Seniors Christmas Lunch – December 1 x NAIDOC Week Flag Raising and Morning Tea in July 1 x Elders Lunch with Campbelltown and Wollondilly Councils in December Approximately 25 x School holiday activities for young people from July – Dec including: Scarecrow workshop at Camden Town Farm in October, series of Cardio Boxing and Swimming sessions at Mt Annan Leisure Centre October - December, Ignition Event at Harrington Park in September, Poi and Haka workshop at Curran's Hill in September, funded Narellan Outreach delivered by CCC weekly from October to December.
Cultural Events Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities		Number of Events	29 cultural events managed by Cultural Development, 36 managed within the Civic Centre facilities.

<p>Community and Civic Events</p>	<p>Design, plan, deliver and support a range of community and civic events including Australia Day, Taste Macarthur and Light Up Camden</p>	<p>Number of Events</p>	<p>During this time period events such as Local Government week, The Camden Festival, Paws in the Park, Taste Festival, Kids Fun Day, Light Up Camden, Cinema under the Stars and Carols in the Botanical Gardens took place.</p>
<p>Sponsorship</p>	<p>Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered</p>	<p>Amount of Sponsorship</p>	<p>If sponsorship were to increase the events would be able to grow. New events such as a Camden Australiana themed event and a Garden Festival and High Tea event in Macarthur Park are some examples of events that are being considered for inclusion as part of the Camden Festival.</p>





Attachment 1
ORD06


Local Service 5.6 – Library Services

What is Library Services?

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

Report on Delivery Program Success Indicators

Local Service 5.6: Library Services				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved		8.38 in 2011 compared to 8.08 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.
Library membership continues to grow	Number of members	Increasing		1183 new members during the period
Circulation continues to grow	Circulation data	Increasing		120,906 issues in this period compared to 133,684 issues in the same period in 2011. Note: This is a reflection of current trends in library services.
More people use our library facilities and programs	Number of people using facilities and attending programs	Increasing		236, 154 people visited our libraries in this period compared to 228,928 in the same period in 2011. 9,767 attended library programs in the period compared to 13,200 in the same period in 2011.

 **Comment**

Library circulation has decreased due to the implementation of new e-resources which has meant that some people are moving away from use of traditional resources such as books. It is expected with the continuation of e-based technology, circulation numbers in the traditional sense will continue to decrease. Future review of this indicator will ensure that both traditional and e-resources are reported and tracked.

Report on Delivery Program Activities

Local Service 5.5: Library Services			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Children's Programs	Deliver various programs for children including: Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	6,944 children/families attended children's programs including Storytime, Bibs, holiday programs and outreach compared to 8,089 children / families from the previous reporting period.
Youth Programs	Deliver various programs for youth including: Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools, Book Club, Author Visits, HSC lectures and Research Skills	Number of young people using programs or services will stay the same or increase	523 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online compared to 1,277 young people attending the same sessions from the previous reporting period.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	2,300 adults attended programs including lifelong learning, author visits, and book discussion group compared with 1,820 adults attending the same sessions from the previous reporting period.
Local Studies	Deliver targeted local programs including: Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program	Number of participants using programs or services will stay the same or increase	152 people participated in History Week program. 531 hits on the online exhibition 'Camden Threads'. There are 3,109 images on Camden Images online. 93 people attended events as part of the Heritage Festival in the previous reporting period.
Older people	Deliver various programs for older people including: Home Library Service and Bulk Loans to local institutions	Number of Customers using HLS and Bulk Loans will stay the same or increase	2,011 items were lent to 4 institutions across the LGA, 1,858 items were lent to 34 Home Library Service customers and 13 boxed loans were received from SLNSW for customers from a CALD background. 2,394 items were lent to 5 institutions across the LGA, 1,720 items were lent to 34 home Library Service customers and 23 boxed loans were received from SLNSW for customers from a CALD background for the previous reporting period.

Attachment 1
ORD06

<p>Review and design new library webpage</p>	<p>Develop an Open Source library webpage and catalogue, integrating social networking with virtual library</p>	<p>Engage with customers, promote programs & services and encourage participation using social networking technologies</p>	<p>Webpage downloads quickly, with few timeouts</p>	<p>New library webpage will follow once Council's webpage has been developed. 95,776 hits on the current library website. Social networking such as blogs, Facebook and twitter are actively used for networking with customers.</p>
<p>Transition Youth Space from Casual Drop In Service to digital learning space</p>	<p>Transitioning the Youth Space from casual drop-in to a digital learning space will enable best practice delivery of youth services and the need to better service a broader range of local young people</p>	<p>Increased number of people accessing webpage and followers</p>	<p>Number of people attending programs</p>	<p>Current website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system.</p> <p>1,330 people attended programs held in the digital learning space including TAFE outreach, technology talks, connect@your library, and workshops such as Adobe Photoshop and Google SketchUp.</p>
<p>Collections</p>	<p>New Release Fiction, E-books will be introduced into the library, due to demand from the community and changes in technology.</p>	<p>Circulation of new e-collections will increase</p>	<p>eBooks will be introduced in early 2013.</p>	

Key Direction 6 – Strong Local Leadership

What is Strong Local Leadership?

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

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

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

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

Local Service 6.1 – Strong Local Democracy

What is Strong Local Democracy?

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

Report on Delivery Program Success Indicators

Local Service 6.1: Strong Local Democracy				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	Complaints regarding meeting practice	Zero		Council has received a number of submissions relating to meeting practice and the termination of the General Manager's contract. This process complied with both the technical requirements of the Local Government Act and Council's current Code of Meeting Practice

Camden Council Delivery Program Six Month Report July to December 2012

Council's policies are current	Regular review and updating of policies	100%		The currency of Council's policy register is currently under review. Council's statutory policies are up to date. A number of internal policies are currently under review.
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Report on Delivery Program Activities

Local Services 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12	
Local Representation	Improving response times to resident enquiries to Councillors	Response within 2 working days	The new Executive Services Coordinator position is assisting in response times to resident enquiries. Improved systems have been put in place to monitor outstanding enquiries.	
	Increase focus to developing the organisation's capacity to support local decision-making and advocacy	Resource in place	The new Executive Services Coordinator position is assisting Council's capacity to support local decision making and advocacy. Also, the Governance Team now has a full complement of staff to assist council in this role.	
	Council will fund the NSW Electoral Commission to administer local elections in Sept 2012	Election is conducted in accordance with appropriate legislation	The September 2012 Elections have been held in accordance with legislative guidelines.	
Regional Representation	Undertake an induction program for the new Council to ensure high quality and consistent information and education for new and returning Councillors	All new Councillors are appropriately inducted	A series of induction workshops and a bus tour was organised for the new council in early October 2013. Division of Local Government initiated training was also offered to councillors.	
	Provide Council with business papers for both information and decision making purposes and record the outcome and decisions taken by Council	Compliance with Code of Meeting Practice	All Council business papers and meetings were prepared in compliance with the Code of Meeting Practice.	
	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden is an active member of MACROC. Camden Councillor Penny Fischer has been appointed as the President of MACROC for the next 2 years.	



<p>State Representation</p> <p>Council participates and contributes to the Local Government & Shires Association in communicating to and lobbying the State Government on industry wide issues</p>	<p>Issues related to Camden are lobbied by the LGSA to the State Government</p>	<p>Council is a financial member of One Association (formerly known as the LGSA). There are several State Government initiated reviews currently underway (including legislative and structural reforms) that have the potential to affect not only Camden but the entire Local Government sector. One Association will be an important partner of Camden Council should the need arise to lobby the State Government when these reviews are finalised (mid 2013).</p>
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Local Service 6.2 – Stewardship of Community Resources

What is Stewardship of Community Resources?

This service is responsible for the prudent management of public finances, planning and management of public assets and the strategic recruitment and training of staff to enable effective and efficient service delivery.

Report on Delivery Program Success Indicators

Local Service 6.2: Stewardship of Community Resources				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved		The first time measured in 2011 so no comparison possible. This will be updated after the next Community Satisfaction survey conducted in 2013. Results will be available in the next Delivery Program report.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved		During this period, Council completed the End of Term report for the previous term of Council; the 2011/12 Annual Report and the Delivery Program Report for January to June 2012.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Integrated Planning and Reporting Framework	Council must review and re-adopt Camden 2040 following the election, including engaging the community	Community Engagement Strategy Prepared	Extensive community consultation, in line with council's adopted consultation strategy, occurred during this period. Over 1,300 people provided feedback over a 2 month period. A summary of this feedback was presented to council in a workshop in November 2012 and will be reported formally as part of the Camden 2040 review in early 2013.
		Camden 2040 reviewed and adopted by new Council	Following feedback (noted above), Camden 2040 is currently under review. A new draft version of Camden 2040 will be reported to Council in March 2013 and then placed on exhibition for public comment.

Camden Council Delivery Program Six Month Report July to December 2012

<p>Integrated Planning and Reporting Framework</p>	<p>Council must prepare a new four year delivery program detailing its own actions to be undertaken to implement <i>Camden 2040</i></p> <p>Council must prepare and exhibit an annual Operational Plan and budget</p> <p>Council must adopt a new Resourcing Strategy (Long Term Financial Plan, Asset Management Plans & Workforce Plan) detailing how it will resource its actions in implementing <i>Camden 2040</i></p> <p>Increase Council resources to implement the requirements of the Integrated Planning and Reporting requirements</p> <p>Six monthly reporting to the Council on achievements in implementing the Delivery Program</p>	<p>Delivery Program complete</p> <p>Annual Operational Plan and Budget complete</p> <p>Resource Strategy complete</p> <p>Timeframes are met</p> <p>Two reports prepared for Council each year</p>	<p>The Delivery Program is currently being reviewed by senior management with a view to presenting the first draft to Council in May 2013.</p> <p>In conjunction with the Delivery Program, the Operational Plan and Budget is currently under review by the senior management team. A first draft version will be presented to council in May 2013.</p> <p>As part of the review of <i>Camden 2040</i>, the Delivery Program and Operational Plan, existing Resource Plans are being reviewed to ensure they adequately respond to the needs of the community and the organisation.</p> <p>A new staff member commenced in September 2012 to provide support for Council's Integrated Planning and Reporting requirements.</p> <p>The report for the 6 Month Period January to June 2012 went to Council at the meeting of 14 August 2012 and was placed on Council's website following that date.</p> <p>Council's Annual Report was completed and placed on the <i>Camden 2040</i> website by 30 November 2012. The Annual Report was the first under the new Integrated Planning and Reporting Requirements, and as it fell in the year of the election also contained Council's End of Term Report achievements and State of the Environment Report. The Division of Local Government was notified as required.</p> <p>The End of Term Report on <i>Camden 2040</i> was tabled at the final meeting prior to the election of the new Council (28 August 2012). This report highlights Council's achievements in implementing <i>Camden 2040</i> since its adoption in December 2010.</p> <p>Upon adoption by Council of the December Quarterly Budget Review (Ord Meeting 26/2/2013) the current projections in Council's LTFP will be reviewed.</p> <p>Council's LTFP is to be considered by Council as part of adopting the 2013/14 Operational Plan in June 2013.</p>
<p>Performance Measurement and Reporting</p>	<p>Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program</p>	<p>Annual Report available on Council's website in November</p>	<p>Council's Annual Report was completed and placed on the <i>Camden 2040</i> website by 30 November 2012. The Annual Report was the first under the new Integrated Planning and Reporting Requirements, and as it fell in the year of the election also contained Council's End of Term Report achievements and State of the Environment Report. The Division of Local Government was notified as required.</p>
<p>Long Term Financial Plan</p>	<p>An end-of-term report is reported to Council at the last meeting of the Council term on the achievements under <i>Camden 2040</i></p> <p>Monitor and maintain Council's Long-Term Financial Plan</p> <p>Update annually as part of the development of the Operational Plan</p>	<p>End of term report presented to last meeting of sitting Council</p> <p>Long Term Financial Plan is reviewed quarterly</p> <p>Update Completed</p>	<p>The End of Term Report on <i>Camden 2040</i> was tabled at the final meeting prior to the election of the new Council (28 August 2012). This report highlights Council's achievements in implementing <i>Camden 2040</i> since its adoption in December 2010.</p> <p>Upon adoption by Council of the December Quarterly Budget Review (Ord Meeting 26/2/2013) the current projections in Council's LTFP will be reviewed.</p> <p>Council's LTFP is to be considered by Council as part of adopting the 2013/14 Operational Plan in June 2013.</p>

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	Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	Council's Property Management Strategy is currently under review.
	Maintain Council's land register	Information is accurate and up to date	Council's Land Register is current.
Strategic Management of Council's Property	Manage Council properties	Current Plans of Management are in place	Council's Management Plans in relation to Council properties are currently under review.
	Review of Council's Community Land Holdings	Licences and leases reviewed regularly	Council's register of licences and leases held are currently under review.
Workforce Planning	Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce demographics	Review complete	The review of Council's Community Land Holdings are currently under review.
	Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets	Workforce Plan reviewed at least annually	Review of Workforce Plan currently being undertaken.
	Proactive monitoring of the delivery of new assets and active involvement in the planning for provision of community assets and facilities	Succession planning in place for critical positions	Identification of succession planning opportunities for critical positions will be undertaken during the review of the Workforce Plan.
Strategic Asset Management		Asset Management system and practices reviewed and updated annually	This on-going project may not be able to be completed until new data have been collected for all the asset classes, funding is likely to be made available in 2013/14.
		All specifications are reviewed and updated regularly	This is an on-going activity with a major review to commence soon, and to be completed in the next reporting period.

Local Service 6.3 – Community Engagement

What is Community Engagement?

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

Report on Delivery Program Success Indicators

Local Service 6.3: Community Engagement					
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved		6.34 in 2011 compared to 5.90 in 2009, which represents a significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.	
Residents participating in Council's consultation and engagement processes will feel satisfied that they were engaged in the process	Satisfaction of participants	Stays the same or increases		Council will be preparing a Community Engagement Strategy in 2013 / 14 which will improve Council's engagement processes, including monitoring participant satisfaction.	
Council engages with a demographic diversity of residents that is consistent with the community's demographic composition	Diversity of community engaged responds to the community profile	Improving		During the period a telephone survey was conducted which mirrors the demographic composition of the community in relation to age (over 18s only), gender and suburb. The Community Engagement Process for the review of <i>Camden 2040</i> included concerted efforts to engage specific target groups, including young people through SK8TOPIA and Youth Council; Seniors, through the Seniors Lunch; people with a disability through the Access Committee, people from culturally and linguistically diverse backgrounds through the Cohesive Communities Action Group, and Aboriginal People through the Mygunyah Aboriginal Residents Group.	

Report on Delivery Program Activities

Local Service 6.3: Community Engagement			
Activity	Council's Role	Performance Measure	Status 1/7/12 – 31/12/12
Ongoing community consultation and engagement on key strategic issues and statutory processes	Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues	Number of engagement opportunities	Council conducts a range of community engagement processes, and informs residents of key issues and events according to statutory requirements. Some key consultations that occurred during the period were for the review of <i>Camden 2040</i> (1,317 people were consulted), and the Narellan Town Centre Planning Proposal.
		Amount of feedback received	1,317 people provided input into the review of <i>Camden 2040</i> .
		Register is updated annually	A register of residents is maintained and updated annually through the Telephone Survey. This register was used in October 2012 to put together focus groups for the review of <i>Camden 2040</i> .
Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	The telephone survey was conducted in July 2012 and focused on measuring Council's Sustainability Indicators. The next survey will be conducted in July 2013 and will focus on community satisfaction with Council services.
		Data collection system established	A data collection system will be prepared following the recruitment of a Community Engagement Officer in the second half of 2013. Currently reports from major community engagement exercises, such as that for <i>Camden 2040</i> , are reported to Council and available for use across the organisation.
		Community Engagement Strategy complies with legislation	A Community Engagement Strategy for the review of <i>Camden 2040</i> was adopted by Council at its meeting of 28 August 2012 in accordance with the Integrated Planning and Reporting Requirements.
Community feedback and data is collected and used across the organisation for a range of planning purposes	Community feedback and data is collected and used across the organisation for a range of planning purposes	Diverse groups are represented	A Community Engagement Strategy for the review of <i>Camden 2040</i> was adopted by Council at its meeting of 28 August 2012 in accordance with the Integrated Planning and Reporting Requirements.
			Community Engagement Strategy is prepared and implemented for the review and re-adoption of <i>Camden 2040</i>

Local Service 6.4 – Community Information

What is Community Information?

This service aims to provide a customer service interface for the community to access Council services and make relevant information available on Council activities.

Report on Delivery Program Success Indicators

Local Service 6.4: Community Information				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		7.06 in 2011 compared to 6.76 in 2009, which represents a statistically significant increase in Community Satisfaction. These results will be updated after conducting the next Community Satisfaction survey in 2013 and will be available in the next Delivery Program report.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases		9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated after conducting the next Resident Telephone Survey.

Report on Delivery Program Activities

Local Service 6.4: Community Information			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Advertising and Promotion	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	During this period, Council sent 39 positive media releases to local and/or metropolitan media outlets. During the same period in 2011 Council sent 29 positive media releases.

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<p>Communication Strategy</p> <p>Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community.</p>	<p>Communication Strategy Adopted by Council</p>	<p>This policy is in draft and is expected to be completed by the next reporting period.</p>
<p>Hits on Council's Website</p>	<p>Hits on Council's Website</p>	<p>Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live by the end of this financial year.</p>
<p>Website and Social Media</p> <p>Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly</p>	<p>Proportion of residents who use Council's website</p>	<p>Again, anecdotal feedback indicates residents are utilising the website on a more regular basis. According to participants surveyed during the annual telephone survey, 9.3% of residents use Council's website to access information, up from 5.7% of residents in the</p>
<p>Update of Council's Facebook page to include information relating to Council activities.</p>	<p>Number of 'Likes' on Council's Facebook page</p>	<p>Council's Facebook page now has 336 'likes'. 173 people 'liked' Council's page during the reporting period compared to 49 'likes' in the same period in 2011.</p>
<p>Enhancing the availability of information to the community via technological upgrades, such as Council's website</p>	<p>Hits on website increase</p>	<p>Council's website is in the process of being upgraded help deliver information to the community. The upgrade should be completed by the next reporting period. A dedicated <i>Camden 2040</i> website was also established during the reporting period.</p>
<p>Community Newsletter</p> <p>Production of printed newsletter Let's Connect for distribution to households throughout the LGA</p>	<p>Newsletter is distributed quarterly</p> <p>Proportion of residents who use Let's Connect to access information</p>	<p>Let's Connect continues to meet deadlines and is distributed quarterly.</p> <p>Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.</p>

<p>Efficient and effective operation of Council's Customer Service Centres</p> <p>Provision of quality customer service to our customer's both internally and externally including all general enquiries, information, bookings, processing of applications and receiving payments.</p>	<p>Accurate and timely response</p> <p>Customer satisfaction</p>	<p>Customer satisfaction levels are generally acceptable however difficulties with Council's current phone system continues to result in negative feedback on occasion. Investigation into the establishment of a new phone system has been undertaken taking into consideration relocation to the new Administration Building.</p> <p>Despite limited survey data, general feedback indicates a stronger positive trend in relation to Council services.</p>
<p>In order to ensure consistent and quality customer service across the organisation, Customer Service Charters will be prepared and staff will be educated and trained on what standards are expected</p>	<p>Charters prepared and staff information and training undertaken</p>	<p>Customer Service Charters have been developed and will be presented to the Senior Management Team for final review prior to an all staff launch across Council.</p>

Local Service 6.5 – Management of Emergency Events

What is Management of Emergency Events?

This service aims to plan, manage and where possible minimise the impact of emergency events and natural disasters.

Report on Delivery Program Success Indicators

Local Service 6.5: Management of Emergency Events				
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved		Review was put on hold until the new State Emergency Management Plan is released. Updated data relating to this indicator will be detailed later in 2013 after the next community satisfaction survey.
Disaster Plan remains current	Regular reviews completed	Completion		Review was put on hold awaiting the release of the new State Emergency Management Plan.
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves		Routine exercises conducted to ensure that local Emergency Management procedures provide the most up to date procedures for the Committee.

Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events		
Activity	Council's Role	Performance Measure
Support and Facilitate the Local Emergency Management Committee	Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience	Local emergency management committee plans are adopted
		Review of Plan was put on hold till new State Emergency Management Plan is released and Regional Emergency Management Plan has been reviewed.
		Status 1/7/12 – 31/12/12

<p>Risk Assessment</p>	<p>Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DISPLAN</p>	<p>Risk register is updated annually</p>	<p>Review of risk register is due to be conducted in the next reporting period.</p>
<p>Emergency Operations</p>	<p>Update of Disaster Plans - Identification of vulnerable facilities</p> <p>Partner or work with emergency services in facilitating emergency response required during a disaster event or an incident</p>	<p>Facilities and plan updated</p> <p>Systems established in accordance with Management Plans</p>	<p>Review of vulnerable facilities is conducted annually; the next review is due to be done in the next reporting period.</p> <p>System is in place for activation during any emergency, for coordinating, facilitating and supporting emergency operations.</p>
<p>Supporting Emergency Services</p>	<p>Contribute resources to emergency services which will help them in effectively managing or minimising the impacts of emergency events and natural disasters when these occur</p>	<p>Buildings, plant and equipment are maintained and replaced as per the adopted schedules</p>	<p>On-going maintenance and replacement of all equipment is up to date.</p>
<p>Management of Capital Projects</p>	<p>Design and construction of a new rural fire service station at Camden West</p>	<p>Construction on time and within budget</p>	<p>Design works completed. Documentation for Tender being completed.</p>

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Local Service 6.6 – Support Services

What is Support Services?

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

Report on Delivery Program Success Indicators

Local Service 6.6: Support Services					
Indicator	Measure	Target	Result 1/7 to 31/12/12	Comment	
Council's workforce is appropriately skilled, safe and stable	Skill measured by proportion of staff undertaking compulsory training.	All staff have completed compulsory training		On average 94% of identified staff attended compulsory training. Compulsory training courses included Respect and Dignity in the Workplace, Performance Management, Staff Induction, Workplace Health and Safety. Staff that were unable to attend training due to illness or leave arrangements have been rescheduled into upcoming courses.	
	Safety measured by no. incidents, lost time from injury.	Safety - less incidents and less lost time.		34 incidents recorded for the reporting period, resulting in 12 claims being lodged. Of these claims 5 were for lost time and 7 medical expenses only.	
Information systems are reliable and technical support to users is provided promptly	Stability measured by staff turnover.	Stays the same or decreases		Turnover for the past six months was 4.74% which is reduction of 2.28% and under the industry average	
	System down time and customer response times (according to request type)	Systems running at or above 98%. Staff are satisfied with response times		This target has been met. Council is currently implementing a new helpdesk system which will further support IT's capability of meeting the KPI.	
Council's finances are managed prudently	Unqualified audit report	Unqualified		Council received an unqualified audit report as at 30 June 2012. Council's next statutory audit will be reported following 30 June 2013.	

	Financial Health Check Indicator - Unrestricted Current Ratio		The ratio as at 30 June 2012 was 2.51:1 (2011, 2.27:1) this is an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1. Council's liquidity and ability to service its responsibilities remains in a good position.
	Financial Health Check Indicator - Debt-Service Ratio		The ratio as at 30 June 2012 was 4.02% (2011, 4.96%) this is an improvement on the previous year and the ratio remains better than benchmark. This ratio indicates that Council has a strong capacity to borrow which places Council in a very good position when considering long-term borrowings to construct a new administration building in 2015/16.
Council's finances are healthy	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage		Results are "green" or trending towards "green"
	Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio		The ratio as at 30 June 2012 was %6.31 (2011, 6.79%) although this is an improvement on 2011 the ratio is still above the benchmark of 5%. This is both an indication of affordability and Council's policy not to legally pursue pensioners for outstanding amounts. Council has a compliant debt recovery system but is also considerate of affordability.
Camden Council is regarded as a good place to work	Exit interview data initially. Staff satisfaction survey from 2012		The ratio as at 30 June 2012 was 54.70% (2011, 37.71%) although this is an improvement on 2011 the ratio is still below the benchmark of 100%. This means Council is not spending enough on building and Infrastructure asset renewal. Council has endorsed an application to IPART for a continuation of the Community Infrastructure Renewal Program to assist in meeting the challenge of asset renewal. It is still expected that with this Special Rate Variation the ratio will still be below benchmark. The issue of asset renewal is a long-term problem; it is a balance between affordability, service standards and sustainability. The issue of asset renewal needs a whole of government approach; Council continues to source funding opportunities where ever possible.
Council's resources are well-protected through careful risk management processes	Claims - motor vehicle, public liability, property		The Employee Opinion Survey conducted in April 2012 returned a 72% satisfaction rating and exit interview data continues to confirm that trend with employees indicating that despite their decision to leave they regarded Council as a good place to work.
			Liability Claims – 24 in the reporting period compared to 57 in the previous period Motor Claims – 23 compared to 18 in the previous period Property Claims – 5 compared to 7 in the previous period.

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Report on Delivery Program Activities

Local Service 6.6: Support Services			Status 1/7/12 – 31/12/12
Activity	Council's Role	Performance Measure	
Financial Management	Collection of Council Income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support	Timely and accurate customer support	The collection of Council Income throughout the reporting period has been done so in a timely and accurate manner and in compliance with the Local Government Act.
	Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement.	Compliance with the Local Government Act	Target met as at 30 June 2012, next audit 30 June 2013. The audit report was unqualified and completed within the statutory deadline of 30 June.
	Management Accounting - Preparing Council's Budget, quarterly budget reviews, financial reporting, Section 94 Accounting, Long-Term Financial Plan and cash reserves	Unqualified Audit Report	
		Completion of the Annual Financial Reports within the statutory deadline	
Governance		Timely completion of Council's budget	This activity will take place in the next reporting period and will be reported subsequently.
		Quarterly review of Council's Long Term Financial Plan	
	Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer	Compliance with all Acts and Regulations Council seeks legal advice where appropriate	All legal aspects have been coordinated and conducted in compliance with the mandatory Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.
	Compliance and administration of the Government Information Public Access Act (GIPA) and Privacy and Personal Information Protection Act and Protected Disclosures Act	Council is compliant with all Acts and Regulations	Council has prudently applied items of Legislation at all times. Council is currently reviewing its Privacy/Management Policy for adoption by Council before 30 June 2013.

<p>Provision and support of Council's Information Technology hardware and systems</p>	<p>Down time is minimised</p> <p>Internal customers are satisfied with the support they receive from IT</p>	<p>IT staff have worked to minimise all instances of downtime. Council is currently upgrading many of its PC's and Citrix units to Remote Desktop Session (RDS) which will provide greater efficiencies in providing IT support to a rapidly growing organisation.</p>
<p>IT Services</p> <p>Core systems and infrastructure and corporate-wide software upgrades</p> <p>Increase resources in help desk support</p>	<p>Upgrades complete</p> <p>IT support has increased with the growing workforce</p>	<p>Council is currently implementing or upgrading a number of core systems including the Customer Response Management System (CRM), Electronic Document Management System (TRIM), Electronic Budget System and Long-term Financial Plan (BIS) and Performance Management System (CAMS). An upgrade to Council's core disaster recovery systems and to Authority version 6.4 has been completed.</p> <p>Council's IT staff has increased by 1 to provide a more efficient help desk service for both staff and Council's Libraries</p>
<p>Records Management</p> <p>Administer Council's Electronic Document Management system, correspondence, ensure the security of Council's records information, ensure policies and procedures are in place to effectively manage Council's records.</p>	<p>Compliance with appropriate legislation</p> <p>Internal customers are satisfied</p>	<p>Target met – Records is currently implementing TRIM which will allow for more efficient monitoring of compliance with the State Records Act.</p> <p>Target met – Records is currently implementing TRIM which will provide a more user friendly experience for staff.</p>
<p>Staff Accommodation, Fleet & Equipment</p> <p>New Central Administration Building – preliminary design and consultation</p>	<p>Site selected and preliminary funding strategy prepared</p> <p>Procurement methodology and final funding strategy prepared</p> <p>Preliminary design and consultation undertaken</p>	<p>Council resolved to locate its new central administration building at Oran Park Town Centre at the meeting of 27 November 2012. A costing plan has been developed for the project. Expressions of interest for loan borrowings will be undertaken in early/mid 2013.</p> <p>The procurement methodology and final funding strategy will be presented to Council in early/mid 2013.</p> <p>Council, at its meeting of 27 November 2012, resolved to appoint a Senior Architect and Project Manager to assist Council with the preliminary design of the new building. It is envisaged these appointments will be made in the early part of 2013.</p>

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	Provide clean, safe and pleasant workplaces that are energy and water efficient, and economical to run.	Maintenance programs 100% complete	Maintenance program is taking place on a daily basis to ensure Council workplaces are safe, efficient and economical to run.
	Replacement of damaged carpet at the Narellan Administration Building	Energy and water efficiency plans in place	Projects are progressing as planned with some to be completed in the next reporting period.
Staff Accommodation, Fleet & Equipment	Council Works Depot – environmental improvements	Carpet replaced	Work for replacing damaged carpet in the Council building at Narellan has been completed.
	Provision of appropriate and cost-effective motor vehicles and construction equipment for utilisation by Council staff	Works completed	Improvement to existing environmental system in the Narellan Depot is programmed to commence in the next 3 months.
	Selection of appropriate site and develop a funding strategy for a central administration building and depot facilities to accommodate a growing workforce in a more effective manner	Appropriate tools of trade are provided and maintained in a cost effective manner	This on-going task is progressing as planned to bring cost savings to the organisation whenever possible.
Major Projects	Selection of appropriate site and develop a funding strategy for a central administration building and depot facilities to accommodate a growing workforce in a more effective manner	Selection of site completed and funding strategy prepared	Council resolved to locate its new central administration building at Oran Park Town Centre at the meeting of 27 November 2012. A costing plan has been developed for the project. Expressions of interest for loan borrowings will be undertaken in early/mid 2013.
	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	At this stage, investigative work into the future of the council depot and its capacity to expand has not progressed beyond an initial desktop analysis.
	Increase resources to manage the increasing capital projects due to the urban growth of the area	Capital projects delivered on time and to budget	Ongoing
	Increase resources for design works for capital projects to maximise future funding opportunities	Design works completed	Pre planning for the employment of new staff for current development being investigated.
			Council's current priority is for design of projects currently funded.

<p>Development of Council's Risk Management Framework</p>	<p>Council's Emergency Management Plan has been revised and adopted. Staff and Fire Warden training will be implemented. Project Risk Management Guidelines have been developed and trialled on a major capital expenditure project.</p>	<p>Appropriate risk management strategies are in place</p>	<p>Council's Emergency Management Plan has been revised and adopted. Staff and Fire Warden training will be implemented. Project Risk Management Guidelines have been developed and trialled on a major capital expenditure project.</p>
<p>Risk Management & Insurance</p> <p>Management and administration of Council's insurance and claims in relation to public liability/professional indemnity, property insurance, motor vehicle insurance</p>	<p>There has been a decrease in the number of liability claims (57 down to 24)</p> <p>There has been a decrease in Property claims (7 down to 5)</p> <p>There has been an increase in motor vehicle claims (23 up from 18)</p>	<p>Number and cost of claims stays the same or decreases</p>	<p>There has been a decrease in the number of liability claims (57 down to 24)</p> <p>There has been a decrease in Property claims (7 down to 5)</p> <p>There has been an increase in motor vehicle claims (23 up from 18)</p>
<p>Plans are prepared to ensure Council can continue to operate in the event of an interruption to its business</p>	<p>Council maintains current insurance policies to cover identified risks.</p>	<p>Council is appropriately insured</p>	<p>Council maintains current insurance policies to cover identified risks.</p>
<p>Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations</p>	<p>Council's Business Continuity Plans are in final draft. Finalisation and implementation by June 2013</p>	<p>Business Continuity Plans are in place</p>	<p>Council's Business Continuity Plans are in final draft. Finalisation and implementation by June 2013</p>
<p>Management of Workers Compensation</p>	<p>Compulsory training was conducted for all staff on new changes to Workplace Health and Safety Legislation. Major policies are in draft awaiting adoption and implementation.</p>	<p>Compliance with policies and procedures</p>	<p>Compulsory training was conducted for all staff on new changes to Workplace Health and Safety Legislation. Major policies are in draft awaiting adoption and implementation.</p>
<p>Development of a comprehensive WH&S System</p>	<p>12 claims were lodged for the reporting period. The total cost of claims for the period \$35,623.</p>	<p>Number and cost of claims</p>	<p>12 claims were lodged for the reporting period. The total cost of claims for the period \$35,623.</p>
<p>Workplace Safety</p>	<p>Lost time hours recorded for the period totalled 145.6 hrs.</p>	<p>Lost time hours</p>	<p>Lost time hours recorded for the period totalled 145.6 hrs.</p>
<p>As a result of two audits work continues on a Workplace Health and Safety Strategic Plan which will plan and prioritise the highest risk areas.</p>	<p>As a result of two audits work continues on a Workplace Health and Safety Strategic Plan which will plan and prioritise the highest risk areas.</p>	<p>WH&S system implemented</p>	<p>As a result of two audits work continues on a Workplace Health and Safety Strategic Plan which will plan and prioritise the highest risk areas.</p>

<p>Provision of advice and support to managers and employees, administration of Council's Employee Assistance Program, application of employment legislation, management of industrial matters, representation and support to Consultative Committee</p>	<p>Accurate and timely advice and support provided</p>	<p>Council's EAP program has been renewed and information sessions will be conducted to inform staff on the services available.</p> <p>Employee Relations continues to support Managers and Employees in all relevant areas.</p> <p>Consultative Committee training undertaken by committee members. Employee Relations continue to participate in Consultative Committee meetings and provide advice and support.</p>
<p>Provision of payroll services to Council's employees and carry out all relevant statutory reporting, deductions and record-keeping</p>	<p>Breaches are minimised</p>	<p>No breaches reported.</p>
<p>Workforce Management and Support</p>	<p>Employees are paid within agreed timeframes</p>	<p>All employees have been paid within agreed timeframes with a less than 1% error rating.</p>
<p>Implementation of Council's Salary and Performance Management System</p>	<p>All statutory requirements are met</p>	<p>All statutory requirements for the reporting period have been met.</p>
<p>Undertake recruitment and selection of new employees</p>	<p>Performance evaluation remuneration undertaken in line with system</p>	<p>Council has undertaken a review of the Salary and Performance Management System. The new system has been implemented during the reporting period with all staff being assessed on new performance criteria and revised position descriptions.</p>
<p>Promotion of Council as an Employer of Choice through participation in events and expos, and development of partnerships with education providers</p>	<p>Internal customers are satisfied with the employment process</p>	<p>During the reporting period Council recruited for 33 vacant positions. 3 positions were not filled during this period and will subsequently be readvertised.</p>
<p>Participation in events and networks</p>	<p>Participation in events and networks</p>	<p>Council worked in partnership with University Western Sydney and University Technology Sydney to recruit Trainees in the professions of Engineering and Building Surveying.</p>

<p>Staff Training and Development</p> <p>Council staff provided with the training and development to carry out their jobs effectively to deliver high quality services to the local community.</p>	<p>Staff training needs are identified annually and met through appropriate training</p>	<p>Individual Learning and Development plans have been completed for all employees as part of the Annual Performance Review. A training needs analysis has been conducted to inform the development of the Corporate Training Calendar.</p>
<p>Provide traineeships, apprentices and work experience placements</p>	<p>Number of placements provided</p>	<p>Council currently employs two apprentices and 10 Trainees. Council hosted 13 Work Experience placements during the reporting period.</p>

ORDINARY COUNCIL

ORD07

SUBJECT: REVIEW OF CAMDEN 2040
FROM: Director Governance
BINDER: Camden 2040

PURPOSE OF REPORT

To report the results of the recent community consultation process for the review of *Camden 2040*, and seek Council adoption of the revised *Camden 2040, Review 2013* for the purposes of public exhibition.

BACKGROUND

Integrated Planning and Reporting Framework

Under the Integrated Planning and Reporting Requirements of the *Local Government Act 1993*, councils in NSW are mandated to prepare a long term Community Strategic Plan on behalf of their local community. This Community Strategic Plan is intended as a “whole of community” plan, to be delivered by a range of stakeholders in response to the community’s vision and priorities for the future of their place and community.

The Integrated Planning and Reporting Requirements specify a number of requirements in regards to Community Strategic Plans, which are:

- Each local government area is to have a Community Strategic Plan that has been developed and endorsed by the council.
- The Community Strategic Plan is to identify the main priorities and aspirations for the future of the local government area.
- The Community Strategic Plan must cover a minimum timeframe of 10 years.
- The Community Strategic Plan must establish strategic objectives together with strategies to achieve those objectives.
- It must address social, environmental, economic and civic leadership issues in an integrated manner.
- Council must ensure the Community Strategic Plan is adequately informed by relevant information relating to social, environmental, economic and civic leadership issues.
- It must be based on the social justice principles of equity, access, participation and rights.
- The Community Strategic Plan must give due regard to the State Plan and other relevant state and regional plans.

Further, each council must prepare and implement a Community Engagement Strategy based on social justice principles (equity, access, participation, rights) for engagement with the local community in developing the Community Strategic Plan.

The Integrated Planning and Reporting Framework has the Community Strategic Plan as its “pinnacle” plan, which then informs the preparation by councils of a Resourcing Strategy (assets, finances, workforce), and a 4 Year Delivery Program comprising the annual activities and budget (Annual Operational Plan) for each of the four years.

Councils are required to report on the outcomes of the Community Strategic Plan comprehensively at the final meeting of the outgoing council. Reporting on the Delivery Program occurs on a six-monthly basis, with the Annual Report now comprising the council's two six-monthly reports. A comprehensive State of the Environment Report is now only required in the year of the election, and is based on the indicators that have been determined as relevant and important to the local area in the Community Strategic Plan.

The Integrated Planning and Reporting Requirements were adopted into the *Local Government Act* in 2009 and councils were given a staggered three year timeframe for implementation – compliance by June 2010, June 2011 or June 2012. Camden Council opted to reach compliance with the requirements as a Group 2 Council with all elements of the framework in place by 30 June 2011.

The Integrated Planning and Reporting Requirements determine that the framework is to be reviewed and re-adopted by each newly-elected council. This includes a further community engagement strategy and process, review and re-adoption of the Community Strategic Plan, review and re-adoption of a new Resourcing Strategy and preparation of a new 4 Year Delivery Program for the new council term.

It is worth noting that the Division of Local Government recently made contact with Council's Director Governance to ask permission to name Camden Council as one of the "model" councils in NSW for its Integrated Planning and Reporting Framework. Whilst there are ongoing areas for improvement in all elements of Camden Council's framework, this is a pleasing acknowledgement.

Camden's Community Strategic Plan

Camden Council's Community Strategic Plan is called *Camden 2040*. It was adopted in December 2010 following the largest single community consultation exercise undertaken by the organisation to date. Approximately 1,400 people participated in the consultation process across a range of consultation methods.

An End of Term Report was tabled at the final meeting of the previous council term (28 August 2012) on the achievements that had been made in implementing *Camden 2040* since its adoption. This reported a range of significant achievements that were made over that time in delivering the community's vision and it is important to tell this story – the Camden area is growing and changing, growth is bringing new and exciting opportunities. And since 2005 resident opinion has not changed in regards to whether Camden has "the best of both worlds" – 87% believe this to be the case. So far, the community's vision, first set in 2010, is being delivered.

Further, there has been significant momentum established through the growth of the Camden area, with the transformation of the Oran Park and Gregory Hills into growing residential areas. A range of infrastructure upgrades have been announced and/or commenced, and commencement of town centre and industrial/commercial developments have taken place. Further precincts are well underway in the planning and rezoning process. This is *Camden 2040* in action.

A Community Engagement Strategy of the review of *Camden 2040* by the new council was also adopted at that meeting.

A workshop was held with the new council on the 20 November 2012 to provide early results of the community consultation process (conducted primarily during September and October 2012) and to enable initial feedback to inform the review of *Camden 2040*.

MAIN REPORT

Community Consultation

Council undertook a community consultation process for the review of *Camden 2040* between the months of September and October 2012, with a small number of activities conducted towards the end of the year. The results of this consultation process are provided as **Attachment 1 to this report**.

In total 1,317 people had input into the review of *Camden 2040*. Primarily the consultation process revolved around two questions:

1. *Given that the Camden area will undergo enormous urban development and population growth, what will be the most important things to “get right” in creating Camden’s Future? and;*
2. *Again, within the context that the Camden area will grow significantly, if you could describe your vision for Camden’s future in one sentence, what would it be?*

These questions also formed the basis of consultation in 2009, so it is possible to track trends over that time.

A range of methods were used to consult with the community, including telephone survey; written and face-to-face surveys, postcards and online surveys; a consultation process conducted by Camden High School Geography students; focus groups; and consultation with specific target groups.

The attached community consultation report provides further information regarding the consultation methods and a detailed demographic breakdown and discussion, and detailed results. It also contains an evaluation of the process against the adopted community engagement strategy.

A summary of the key results and themes from the consultation process (contained in detail in the attached report) are as follows:

1. *The Most Important Things to “Get Right” In Creating Camden’s Future*

Traffic and transport continue to be the predominant concern for residents when thinking about Camden’s future.

There has been a notable shift in “tone” since the 2009 consultation process away from somewhat negatively toned opinions of urban growth and a strong reluctance for change, to more positively toned comments that reflect a strong desire for the rural and country feel and aspect/backdrop and heritage of the area to be retained, but an acknowledgement that growth will bring new opportunities. Part of this sentiment was the desire to see growth managed well to achieve this balance the inherent opportunities of growth.

The focus groups explored this issue in a little more detail, particularly what it would mean to keep the Camden area “rural”. Central to this theme is the importance of visible open space and natural environment, trees to “soften the edges” and minimise the impact of urban development, threading the heritage and identity of the area through new urban areas, and the friendliness and community spirit that is associated with country towns and rural areas.

There has been an increase in the priority of open space, parks and recreation facilities, with the “seasonality” of Camden also identified by a number of participants of focus groups, and the need for mature trees to soften the edges of urban form, and connectivity of open space through suburbs.

It is interesting when considering this tone shift that another question in the telephone survey asked respondents whether they believe the Camden area has “the best of both worlds”. 87% of respondents agreed with this statement, which has remained stable since the survey was first conducted in 2005.

2. *Vision for the Future*

It is interesting to note that despite the increase in focus towards maintaining rural setting/ heritage and country town as the most important thing to get right in creating the future for the area (question 1), this theme has reduced as people’s stated vision for the future by almost 19% in the general surveys and postcards.

This has been taken up by a desire to see Camden’s future as one in which growth has been managed well, and has delivered the outcomes around balance and opportunities as discussed above. Taken together, however, the importance of managing growth to both achieve balance and retain the valued characteristics of the Camden area is over half of all responses, which is a very significant message in regards to the community’s vision for the future.

Sense of community continues to rank highly as people’s vision for the future, with responses revolving around friendliness, community spirit and involvement. This was further confirmed through the focus groups, which again talked of the friendliness and community spirit that is characteristic of country towns and rural communities.

3. *Highlight Issues from Forums and Target Group Consultations*

There was consistency with many of the issues raised by forums and target groups and the general and phone surveys. The attached report highlights the specific issues raised by different groups.

Reviewing Camden 2040

Camden 2040 has been reviewed in response to the community consultation results and is provided as **Attachment 2 to this report**. In order to enable comparison with the previously adopted version, key changes are in red font.

It should be noted that *Camden 2040* was adopted in December 2010, so is less than three years old. Given the extensive nature of the community consultation on which it was based, it was not anticipated that there would be significant change required after such a short time. In fact, it would have been a concern if there was because it would have meant that *Camden 2040* had not adequately addressed the community vision and priorities for the future.

The recent consultation process enabled Council to “check back in” with the community to understand if there has been any change in sentiment. Whilst some subtle tone shifts were noted and have been emphasised in the plan, on the whole the consultation results confirm that *Camden 2040* remains appropriate and relevant as the guiding plan for the future of this area. The notion of balance between retaining the valued aspects of the area, at the same time as maximising the many opportunities that will come from growth, is already encapsulated in the vision in *Camden 2040*:

In the year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population.

The need to carefully manage growth is the central premise of the plan, and there is significant emphasis on the need to retain the valued aspects of the area and manage significant places as the area grows.

There have been some wording changes within the plan, particularly in the introductory sections, in order to update to 2013. Some of these change the tense of language used, as *Camden 2040* was first adopted prior to the other elements of the Integrated Planning and Reporting Framework. Other additions include information relevant to significant developments that have occurred since 2010, such as infrastructure upgrades commenced or announced by the State Government. It was considered important to reflect these in the document.

The Division of Local Government provided Council with a review of their Integrated Planning and Reporting documentation in December 2011. A number of changes were made to ensure the recommendations provided by the DLG were addressed. The first of these was the need to strengthen the “due regard” that is required to be given to the NSW State Plan and relevant regional plans. A section has been added in each Key Direction to identify the links with NSW 2021 and the Regional Action Plan. The further benefit of highlighting these links is to demonstrate how consistent the direction contained within *Camden 2040* is to the State Government’s priorities at both state and regional levels.

A small number of changes have been made to the Measures of Success within *Camden 2040* which were mainly necessitated by a need to review measures that can no longer be measured or those that no longer provide a useful indication of success given they pre-date the establishment of the South West Growth Centre, and therefore set targets that can no longer be achieved.

A small number of formatting improvements have been made to the document. It is intended following final adoption that the plan be published using internal resources in order to provide a more professional and appealing final product.

Public Exhibition

The community engagement strategy, adopted by the previous council on 28 August 2012, established a two-fold consultation process. The first step was the wide community consultation that has informed this review. The second step is to take an active approach to the public exhibition of the draft.

The Integrated Planning and Reporting legislation requires:

Council must place the Draft Community Strategic Plan on public exhibition for a period of at least 28 days and comments from the community must be considered prior to the endorsement of the final Community Strategic Plan.

The public exhibition of the draft *Camden 2040, Review 2013* is proposed to be conducted from 29 March to 1 May 2013, with results to be reported to Council for final adoption on 14 May 2013. This is just over 5 weeks duration to account for the fact that Easter and the school holidays fall within this period.

The intended methods of obtaining feedback on the draft during the public exhibition period include:

- Advertising in local papers and radio encouraging people to read the draft on the www.camden2040.com.au and Council websites.
- Mail-outs using extensive distribution lists held by Council to particular organisations, groups and residents, including the consultation register that is put together from the annual telephone survey and contains many hundred residents.
- Brief presentations given to the Camden and Narellan Chambers of Commerce on the Economic Development Strategy will also make reference to the draft *Camden 2040* and seek input from the business community.
- A “community information forum” will be conducted during April, in conjunction with the exhibition of the Economic Development Strategy. This will be widely advertised through the above means. This is a new idea for Council and attempts to overcome the generally low attendance at Open House sessions.
- Groups that were consulted during the initial phase will be directly contacted, and meetings attended where appropriate, to ensure they are provided further opportunity to comment as to whether *Camden 2040* addresses their specific concerns.

FINANCIAL IMPLICATIONS

This report does not have any direct financial implications however the vision and strategies contained within *Camden 2040* will need to direct various Council activities over the coming years, which will need to be resourced. This will take place through the preparation of Delivery Programs and associated budgets.

CONCLUSION

Under the Integrated Planning and Reporting Requirements of the Local Government Act, all councils in NSW are required to prepare a long term Community Strategic Plan on behalf of their communities. These plans are to be reviewed following each council election, which must be informed by an extensive community consultation process.

Council undertook the community consultation process for the review of *Camden 2040* from September to December 2012. Over 1,300 people provided input into this process. The results revealed some subtle shifts in tone from the 2009 consultation process, however on the whole they confirm that the vision, direction, outcomes and strategies contained within *Camden 2040* remain appropriate and relevant.

A small number of changes have been made within *Camden 2040* in response to community feedback, and to make a range of improvements, and these have been provided in red text to clearly identify where changes have been made.

The draft *Camden 2040, Review 2013* is provided with the intention of gaining Council adoption for the purposes of public exhibition and consultation from 29 March to 1 May 2013, to be returned to Council for final adoption on the 14 May 2013.

RECOMMENDED

That Council:

- i. note the *Camden 2040 Review Community Consultation Report***
- ii. adopt the draft *Camden 2040, Review 2013* for the purposes of public exhibition; and**
- iii. publicly exhibit the draft from 29 March to 1 May 2013**

ATTACHMENTS

- 1. Consultation Report**
- 2. Camden 2040 Review**



Attachment 1

ORD07

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Context

In December 2010, Camden Council adopted *Camden 2040*, a long term Community Strategic Plan for the people and place of the Camden Local Government Area.

The Integrated Planning and Reporting Requirements of the NSW Local Government Act require *Camden 2040* to be reviewed every four years, following the local government election, which was held in September 2012. This review must include engaging with the community to check back in with residents about their main priorities and aspirations for the future.

The community engagement process took place between 10 September and 20 October 2012, with a small number of opportunities utilised during December.

Strategy

Council adopted a strategy for the community engagement aspect of the review of *Camden 2040* on 28 August 2012, as per the requirements of the NSW Local Government Act (Integrated Planning and Reporting Requirements).

Council's strategy was:

1. To consult broadly enabling a large number of residents to provide input through a range of mechanisms.
2. To utilise low-cost, cost-effective and high value consultation opportunities.
3. As far as possible, to link in with existing events, groups and activities rather than create new opportunities to engage with the community.
4. To ensure that specific target groups are represented and consulted appropriately.
5. To consult in two stages. Firstly to establish a vision and key issues, and secondly, to reaffirm the community's stated position with a draft document.

Camden 2040 was prepared in 2010 as a 30 year vision for the Camden area. It was used as a reference point to reflect on progress against the vision, and what had changed in the intervening period.

Two questions were asked during the first stage of the engagement process:

1. *Given that the Camden area will undergo enormous urban development and population growth, what will be the most important things to "get right" in creating Camden's Future? And;*
2. *Again, within the context that the Camden area will grow significantly, if you could describe your vision for Camden's future in one sentence, what would it be?*

The second phase of the engagement process will be the public exhibition of the draft Camden 2040 revised as a result of feedback in the first stage. This is expected to take place from the end of March 2013.

A Comment About Methodology and Interpreting Results

Community consultation is a process of two-way communication which aims to give the community opportunities to contribute to decisions which affect them. It is generally considered on a spectrum, where the lowest level of consultation is informing the community about an issue, through to high-end engagement processes where the results (and thereby the participants) will ultimately determine an outcome. The spectrum looks like this:



This consultation exercise sits somewhere in the middle to lower end of the spectrum, where we are consulting or asking for input (for example the telephone survey) and involving (for example the focus groups). The purpose of the consultation process is two-fold. First and foremost it is about providing as many people as possible with the opportunity to have a say on the key issues for the future of their place. It is about connecting with people who wouldn't otherwise provide input of their own volition. It gives people the message that Council has actively sought their views.

The second purpose is attempting to gain results that we can be confident in. This means that when we review Camden 2040, Council's Delivery Program, or a range of other planning and decision-making processes, we can be certain that these results are a true and accurate reflection of broad community opinion.

The telephone survey provides us with a statistically accurate result, which means that if the survey were to be repeated we can assume with a very high level of confidence that the results would be the same. The results are also weighted such that they are an accurate representation of the whole of the community in terms of gender, age and suburb of residence. This survey is undertaken on Council's behalf by a company called IRIS Research, whose core business is undertaking valid surveys and statistical analysis.

The surveys conducted by Council staff at events or on postcards returned via the mail can not be given the same statistical weighting as the phone survey. This is because this process is less formal, and is aimed at providing as many people with the opportunity to provide input to Camden 2040 as possible. It is not conducted using the same statistical methodology and accuracy as the telephone survey. However, the results from the other surveys and forums enable us to identify high level trends and themes with some confidence, particularly given the large numbers we surveyed, and the consistency of the themes that emerged. These can then be tracked over time.

An important part of the community consultation strategy was to ensure that specific target groups are represented and consulted appropriately. Whilst these consultations involved small numbers of people, the issues raised come from particular perspectives and need to be given specific consideration and attention.

The use of free-form surveys, whereby people have the ability to use their own words and ideas when responding, is used to enable a more "conversational" approach to community consultation. It has the difficulty, though, of requiring results to be grouped, and this is a somewhat subjective process. It is thus important to note that the results have been analysed, grouped and interpreted by different people. The telephone survey results were grouped by IRIS Research, the general surveys and postcards were grouped by Council staff, and the Camden High surveys by Year 12 students. Discussions at forums and focus groups have been summarised and interpreted by Council staff. As such it is not possible to perfectly correlate all the results. However as mentioned above, it is possible to confidently interpret the key themes and trends because of the high numbers of inputs and the consistency of the themes that emerged. Where there was a concern that we did not fully understand an issue, further investigation was conducted through the use of focus groups.

A further issue to consider when interpreting these results is the problem of a "skewing" of results towards Camden town or suburb rather than the broader LGA. The surveys were carefully worded to refer to the "Camden area" however many people instantly think of "Camden town" when they answer. The focus groups in part attempted to make participants think about the area as a whole, particularly when identifying the key features and places (using a map of the LGA). We have not yet found a solution to this problem, and it needs to be kept in mind when the results are interpreted.

For these reasons, it is important to read the results as a whole, rather than use any part on its own to draw conclusions.

It is worth noting that this consultation process was undertaken at very low cost to the organisation. Council conducts a telephone survey annually, and the Camden 2040 questions were an add-on to the standard survey. This meant we were able to yield a statistically accurate result within the existing budget. The remaining inputs were gained through the use of Council staff at existing events. The fact that over 1,300 people provided input into the review of Camden 2040 at such low cost to the organisation is an outstanding result.

Key Methods

In total 1,317 people provide input into the first stage of consultation for the review of *Camden 2040* (vision and key issues). This was made up of the following engagement methods:

1. Telephone Survey

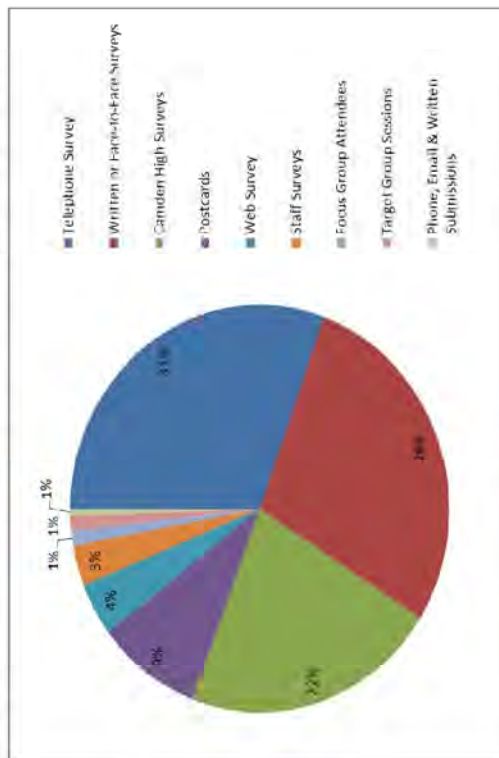
Council conducts an annual telephone survey of residents, and for 2012 this included the two consultation questions as part of the survey.

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

The sample size was 402, which represented 31% of total responses.

2. Written and Face-to-Face Surveys, Postcards and Online Surveys

Council officers attended a range of events and activities during the consultation period, linking in with opportunities that were already available. In the case of events, Council generally offered an activity of some kind which created an engagement opportunity, such as face painting for children, or



giveaways for teenagers. The events attended were the Narellan Rhythms Festival (127 surveys), Oran Park Open House and Christmas Party (32 surveys), Kids Day Out (57 surveys), SK8OPIA (52 surveys), Seniors Lunch (88 surveys), Taste Festival (85 surveys), Camden Street Fair (6 surveys).

Council officers also attended a number of groups and were provided the opportunity to speak about the review of *Camden 2040* and encouraging people to provide input. The groups attended were the Camden and Narellan Chambers of Commerce (39 postcards returned), Camden Interagency (15 surveys completed), Cohesive Communities Action Group (2 surveys returned), Mygunyah Aboriginal Residents Group (8 people consulted using the questions in a group setting), Camden Youth Council (8 people consulted), and the Camden Access Committee (8 people consulted using the questions in a group setting).

Council staff were encouraged to complete an online survey (3% of all responses) and postcards were also placed in a number of venues (such as the libraries) and these were then returned by post.

Surveys completed face-to-face, on postcards, on-line or in discussion groups made up 44% of total responses.

3. *Camden High School Consultation*

In partnership with a geography teacher from Camden High School, Council officers worked with the Year 12 geography class, who participated in the community engagement for *Camden 2040* by surveying their peers. 288 surveys were completed. The results were then presented back to Council officers in a geography class and discussion was held around the important issues that need to be reflected in *Camden 2040* when it is reviewed.

These surveys will be reported separately to the other results given that the questions asked by the students differed slightly from the two used elsewhere. This was an effective first step at developing a participation program with the Geography students, for which further opportunities will be explored in the future.

The session at the school following the survey provided a good opportunity for more of a “focus group” approach to discussing some of the key issues raised through the surveys. This was valuable given that the formal focus groups comprised people over 18, generated through the telephone survey.

This process was a unique and positive consultation experience as it was young-people led consultation and related directly to topics of study. It provided an active experience for the students as part of their learning. Further work with Camden High School and indeed other schools should form part of the Community Engagement Strategy soon to be prepared by Council in order to build on this positive relationship.

The Camden High survey comprised 22% of the total responses.

4. *Focus Groups*

Two focus groups were conducted during the period, with the purpose of exploring some of the key issues arising from the engagement process. These groups were put together using the register of residents from previous telephone surveys who have expressed a willingness to participate in further engagement opportunities. As participants in the telephone survey are randomly selected, this enables Council to conduct focus groups with residents taken from a random pool. Residents on the register were contacted and offered the possibility of either a morning or an evening session.

These focus groups revealed high quality information and represented a diversity of views. The random sample means that these are people who are not typically picked up through other consultation methods, and the participants were motivated and interested in the discussion. This method should continue to be used for these reasons, and the opportunity to explore issues in greater depth.

The focus groups were engaged to explore in more depth some of the issues that had come out of both the 2009 consultation process, and the early 2012 survey results, particularly the notion of Camden retaining “the best of both worlds”.

The focus group participants made up 1% of the total number of total responses.

A forum was also held for stakeholders from the development industry which focused on seeking their feedback on what needs to be changed in Camden 2040 in the 2013 review.

5. *Written, Phone and Email*

As per previous consultation processes, a range of options to provide feedback were provided, which include contact details for written, telephone or email submissions and input.

Feedback provided in this way represented 1% of total responses.

6. *Open House Sessions*

Two open house sessions were advertised to the community in the local newspaper. One of these was held in Camden Library (on a weekday morning) and one at Narellan Library (on a Saturday from 11am to 2pm). Open House sessions provide an excellent opportunity for interested residents to discuss their issues and ideas in a relaxed setting, however unfortunately on this occasion there were no attendees.

7. Advertising and Communication

The primary source of communication for this process was via press release in early September 2012, and via weekly ads in the Camden Advertiser (alternate weeks this was part of Council's weekly ad, other weeks were stand-alone ads). A specific ad was placed promoting the Open House sessions in the week prior. In total there were 7 advertisements placed.

The Advertiser ran a story on 26 September about the consultation process, including the various options for providing feedback.

Emails were sent out using various databases held by different Council officers (several hundred contacts), and postcards were placed on the counters in the library and customer service centres.

Demographic Analysis

In total 1,317 people provided input into the first stage of consultation for the review of *Camden 2040* (vision and key issues).

Gender

The telephone survey provides the most statistically accurate element of the community engagement process, with factors of age and gender weighted to ensure that they are representative of the Camden area population. 48% of phone survey respondents were male and 52% were female (compared to the Camden population of 49% and 51% respectively).

Of the other surveys, 34% did not specify gender (primarily the Camden High surveys and those returned on postcards). Of the surveys where gender was specified, 26.5% of respondents were male and 39.4% were female. This over-representation of females is most likely because the attractor used at events was targeted to young children, such as the Kids Fun Day and face-painting at Narellan Rhythms Festival.

Age

As mentioned above, the telephone survey provides the most statistically accurate element of the community engagement process, with factors of age and gender weighted to ensure that they are representative of the Camden area population. Phone surveys are only conducted with people over the age of 18.

Age of Respondents:	
Other Surveys	%
11 - 19	35.6%
20 - 29	11.3%
30 - 39	18.9%
40 - 49	8.0%
50 - 59	8.1%
60 - 69	6.9%
70+	2.7%
Not Specified	8.5%
Total:	100.0%

The surveys conducted face-to-face, online and via returned postcards have used different age groupings than used by the phone survey company, and these are in the following table:

The large proportion of respondents in the 11-19 age range is due to the inclusion of the Camden High School surveys, however given that the telephone survey does not involve people under the age of 18, this was considered appropriate.

In terms of relating the age groups to the general population, it can be roughly calculated that approximately 25% of total respondents (phone survey included) are under the age of 18, and 75% over the age of 18 years. At the 2011 Census, 32% of the Camden area population was aged 0-19, and 68% aged over 20. This is not too far different to the proportions achieved in the other surveys, however the under 19 age group is made up entirely of 11-19 year olds, so does not include children.

It is appropriate that young people have a level of over-representation as they are often not engaged in Council's business. In addition, *Camden 2040* is a plan for the future of the area, and it is these very young people who will be living and working in Camden in 2040. Understanding their vision for their place is very important.

There is some over-representation in the 30-39 age group compared to the general population (18.9% of surveys compared to 15.2% of the population) and under-representation of 40-49 and 50-59 year olds (8% and 8.1% of surveys compared to 14.7% and 11.4% of the population). This is likely explained by the age groups attending community events, particularly given that the activity used to attract respondents was geared towards young children.

A community engagement exercise of this kind is not meant to provide the same level of statistical accuracy that can be achieved through a telephone survey, which is designed in such a way as to weight the data based on the population composition. Apart from the fact that children (under 11) have not been included on this occasion, this result is considered to be a reasonable spread across age ranges. It is impossible with a community engagement process of this kind to achieve 100% representativeness. The process was planned in order to achieve a reasonable spread across age groups and this has been achieved.

Suburb

The following table presents the suburb of residence of respondents. The Camden High surveys did not capture suburb, and a further 3% of surveys did not have suburb specified.

15% of surveys were completed by people residing outside the LGA. It is considered appropriate to seek and include the views of residents or visitors to the area, who also have an interest in Camden's future. It was also the case in 2009 that the consultation process picked up people from outside the area, and is mostly a result of using events to conduct surveys, which attract visitors.

The table therefore presents an adjusted result indicating the proportion of Camden LGA resident responses by suburb.

There are some areas that have been under-represented when compared to the population as a whole, including the Bringelly/Cobbitty/Kirkham and Oran Park area, Catherine Field /Leppington, Harrington Park and Narellan. Camden is over-represented.

The telephone survey does provide a representative sample based on suburb, however.

Achieving balanced representation of residents across all areas in Camden needs to be considered as part of the Community Engagement Strategy and further consultations of this kind.

Respondents Suburb of Residence			
All Responses	Number:	%	Adj. %
Bickley Vale / Grasmere / Ellis Lane / Cawdor	44	3.3%	5.75%
Bringelly / Cobbitty / Kirkham / Oran Park	61	4.6%	4.18%
Camden	94	7.1%	12.29%
Camden South	65	4.9%	8.50%
Catherine Field / Leppington / Rossmore	32	2.4%	4.19%
Curran Hill / Smeaton Grange / Gregory Hills	52	3.9%	6.80%
Elderslie / Spring Farm	74	5.6%	9.67%
Harrington Park	89	6.8%	11.63%
Mt Annan	131	9.9%	17.12%
Narellan	72	5.5%	9.41%
Narellan Vale	80	6.1%	10.46%
Not Specified - Camden High School Respondents	288	21.9%	-
No Area Specified	38	2.9%	-
Outside LGA	197	15.0%	-
Total:	1317	100.0%	100.0%

*Note, given some modes of consultation did not capture suburb of residence, the adjusted result indicates the proportion of Camden LGA resident responses by suburb

Results

Surveys

The survey results are presented in three groups by telephone survey, general surveys and postcards, and Camden High surveys.

It is possible to compare the results from the face-to-face, online and postcard surveys with the 2009 results. The telephone survey in 2009 did not include these questions, so whilst some high level observations can be made, the most direct correlation can be drawn using the other surveys.

Question 1 – “Given that the Camden area will undergo enormous urban development and population growth, what will be the most important things to “get right” in creating Camden’s Future?”

a) Telephone Survey

The most predominant answer to this question in the telephone survey was the need to improve roads (29%), followed by public transport (18%) and infrastructure to cope with the growing population (15%). Traffic congestion was a further 6% of responses, and parking 2%. Taken together, this group of answers focusing on transport and infrastructure represent 70% of all responses.

Maintaining the rural and country feel made up 5% of responses, the need to manage overpopulation and development 3%, and preservation of the natural environment a further 3%.

Phone Survey	%
Q1 Answer Grouping:	
Improve Roads	29.1%
Public Transport	17.8%
Infrastructure to Cope with Growing Population	15.2%
Traffic Congestion	5.8%
Maintain Rural/Country Feel	5.0%
Hospitals and Healthcare	3.5%
Manage Overpopulation and Development	2.8%
Preservation of Natural Environment	2.6%
Parking	2.1%
More Youth Services and Activities	2.1%
Employment and Job Creation	1.6%
Better Town Planning	1.1%
No Response	3.4%
Other	7.9%
	100.0%

b) General Surveys and Postcards

Roads, public transport, parking and “infrastructure” (where the term was used and not further specified) once again made up the greatest proportion of responses at 36.3%, however this has seen a decline since 2009 where that grouping of responses comprised 43% of responses. The general “infrastructure” grouping saw the greatest drop of 5%.

Concern about roads (condition, congestion) was once again the issue that received the greatest proportion of responses.

There was a noticeable shift in “tone” between the 2009 and 2012 surveys. In 2009 there was a strong emphasis on “keeping the area as it is” as the issue to get right in creating the future of the Camden area, which made up 11% of responses. These responses were a clear opposition to growth, and desire that the area not change, with many people using the words “keep it as it is”. Related to this was a grouping of responses expressing concerns about development and population growth, including lot sizes and urban density, which was another 8% of responses in 2009.

However, in 2012 there was a significant shift away from this kind of terminology and negative tone. Less than 1% of responses were about keeping the area as it is, a 10.6% decrease, and negative comments about development, population and density dropped by 6.8% of the total.

Instead, there was a shift towards people feeling that the most important issues to get right were maintaining the rural/country feel and heritage of the area in the face of growth, and the careful and effective management of growth, which made up 9% and 6% of 2012 responses respectively.

General Surveys & Postcards

Question No. 1 Answer Groupings	2009	2012	Variation
Infrastructure	13.0%	7.8%	-5.2% *
Roads	15.0%	16.5%	1.5%
Public Transport	13.0%	9.3%	-3.7% *
Rural and Country Feel, Maintain Heritage	0.0%	9.0%	9.0% *
Effective Management of Growth	0.0%	5.8%	5.8% *
Keep Area As Is'	11.0%	0.4%	-10.6% *
Parks and Recreation Facilities and Open Space	7.0%	12.1%	5.1%
Activities for Children and Young People	6.0%	5.7%	-0.3%
Development and Population Concerns / Density	8.0%	1.2%	-6.8% *
Hospitals and Health Services	4.0%	3.3%	-0.7%
Parking	2.0%	2.7%	0.7%
Schools and Education	2.0%	4.5%	2.5%
Racial Tolerance and Inclusion	1.0%	0.4%	-0.6%
Camden Main Street	1.0%	0.5%	-0.5%
Employment and Business Support	1.0%	3.6%	2.6%
Too Commercial	1.0%	0.0%	-1.0%
Pollution and Environment	1.0%	1.7%	0.7%
More or Better Quality Shops	1.0%	1.5%	0.5%
Community Spirit / Engagement / Involvement	0.0%	2.8%	2.8%
More Community Events, Cultural Events	0.0%	2.9%	2.9%
Safety	0.0%	0.8%	0.8%
Child Care	0.0%	0.7%	0.7%
Other	11.0%	6.9%	-4.1%

Other significant shifts in the 2012 survey were a greater emphasis on parks, recreation facilities and open space (12%, an increase of 5% from 2009), schools and education (4.5%, an increase of 2.5%) and employment and business support (3.6%, up from 1%). In 2012 there were also some issues emerging around community spirit, involvement and engagement, and the need for more community and cultural events, making up 3% of responses respectively.

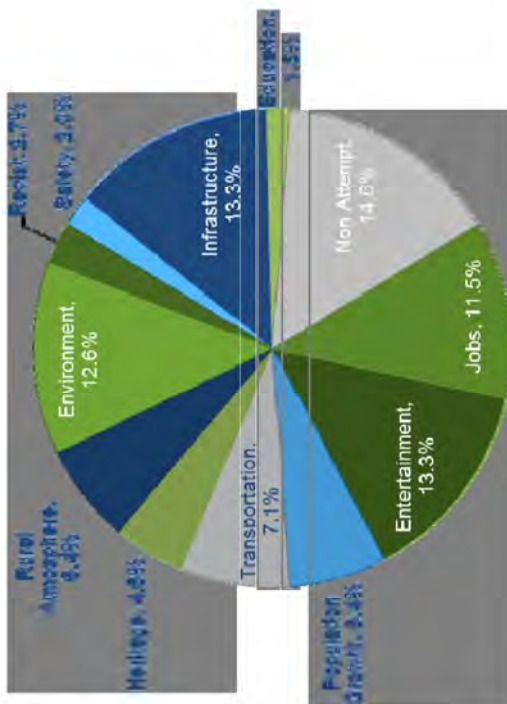
c) Camden High School Surveys

Infrastructure, the environment and entertainment were the groups of issues that were believed to be most important to get right for the future of the Camden area, with 13% of responses for each.

“Jobs” was raised by almost 12% of students, transportation by 7% and rural atmosphere and population growth 6% each.

Infrastructure and transportation taken together totalled 20% of all responses, and responses relating to population growth, heritage, the rural atmosphere and the environment 30% of responses.

It is important to note that these results were grouped by the students themselves, so there would be some variation in the methods and assumptions used in this process to both the phone survey and the general surveys.



Taken from Camden High School Year 12 Geography Class Presentation, 15 October 2012

Question 2 – “Again, within the context that the Camden area will grow significantly, if you could describe your vision for Camden’s future in one sentence, what would it be?”

1. Telephone Survey

The desire to see the country and rural feel maintained was the predominant response (37%). Related to this were responses about wanting the area to stay the same (7%), preventing overcrowding and overdevelopment (6%), and heritage (1%). Taken together these groupings of responses represented just over half of all responses.

Conversely 5% of respondents stated a desire for more growth and development, and for the area to be big and busy (2%). Effective roads and transport (5%) and more infrastructure (3%) are the visions for a further 8% of people.

4% of people surveyed have a vision for the Camden area to be family and young people focused.

2. General Surveys and Postcards

Consistent with the phone survey, the desire to see the rural setting, country town and heritage of the Camden area maintained in the face of growth was the predominant response (24%). However, there was a significant shift away from this theme from the 2009 survey, where this theme made up 43% of responses. Instead, there has been a significant shift in tone to a desire to see development and population growth managed well, which made up 26% of all responses in 2012. This theme picked up responses related to a balance between growth and development, and retaining the best aspects of the Camden area, (both physical in terms of rural/country look, and community spirit). The theme also picked up responses identifying the opportunities that will come from growth, such as access to better services and facilities, and having all needs met within the area with no need to travel.

Phone Survey	%
Q2 Answer Grouping:	
Keep the Country and Rural Feel	37.1%
Stay the Same	6.8%
Prevent Overcrowding and Overdevelopment	6.3%
More Growth and Development	5.1%
Roads and Transport	4.8%
Family and Young People Focused	3.8%
More Infrastructure	2.8%
Camden is Going to be Big and Busy	2.1%
Heritage Town	1.4%
Employment	1.2%
Other	14.6%
No Response	13.9%
	100.0%

General Surveys & Postcards

Question No. 2 Answer Groupings	2009	2012	Variation
Rural Setting / Country Town / Retain Heritage	43.0%	24.9%	-18.1%*
Development / Population Growth Managed Well	0.0%	26.0%	26.0%*
Sense of Community	10.0%	11.2%	1.2%
Activities - Children / Young People	5.0%	1.9%	-3.1%*
Trees / Parks	5.0%	3.4%	-1.6%*
Lifestyle	5.0%	9.8%	4.8%*
Safety	3.0%	3.7%	0.7%
Health / Community Facilities	2.0%	1.9%	-0.1%*
Progress with the Times / Modern	2.0%	2.4%	0.4%
Public Transport / Transport	2.0%	2.1%	0.1%
Infrastructure (incl. Roads)	2.0%	1.1%	-0.9%*
Employment / Business	1.0%	2.6%	1.6%
Multicultural	1.0%	1.3%	0.3%
Commercialisation	1.0%	0.2%	-0.8%*
Sustainability / Resourceful	1.0%	1.8%	0.8%
Other	7.0%	5.6%	-1.4%*

There was also an increase from 2009 in responses relating to lifestyle, which made up 9.8% in 2012, up from 5%.

There was a small increase in responses relating to employment and business of 1.6%.

It is interesting to note that activities for children and young people, and trees and parks as people's "vision" for the future saw small decreases, though they feature more highly as the most important issues to "get right" for the future (question 1). This highlights the importance of considering the two questions in conjunction with one another as they provide a more complete view of community priorities and future aspirations.

3. Camden High School Surveys

This question was not included by Camden High School students in the survey they conducted. Further results from the Camden High surveys are detailed in the next section.

Group-Specific Results

Mygunyah Aboriginal Residents Group

Consultation was conducted with the Mygunyah Aboriginal Residents Group on 8 November 2012. The survey questions were used to facilitate discussion, which was recorded. Some of the issues raised were similar to those that featured in the other surveys, including transport, the need to balance development with retaining the culture and heritage of Camden, and community spirit.

The group raised a number of specific issues. The importance of supporting indigenous leadership and having elders in decision-making and advisory positions was emphasized, with the idea of local leadership awards raised as one way to support this. Spaces for indigenous people to meet was also an issue raised as important to “get right” in creating the future for the Camden area.

When discussing their vision for the future the group has a desire to see an Aboriginal cultural centre and meeting place in the area, a “common ground”. They also desire to see a greater visibility of Aboriginal people; retention and celebration of Aboriginal heritage; and more opportunities for people, especially children, to learn about Aboriginal heritage. Opportunities for local Aboriginal people to get “out on country” was also raised as part of their vision for the future, and for Aboriginal children to be able to learn about and identify with their culture.

The vision of the group was that the Aboriginal Flag would fly alongside the Australian Flag on a permanent basis outside the Council buildings.

Youth Council

Consultation was conducted with the Camden Youth Council at their meeting of 5 November 2012, using the questions as the basis for a discussion forum.

Generally speaking the issues raised were also consistent with those from the phone survey and general consultation, with a focus on roads, public transport and infrastructure for growth; well-managed development for good housing outcomes and maintaining the rural/country feel; and appropriate services and shopping for the area as some of the issues to “get right”. Their vision for the future also focused on issues including open space, trees and community “atmosphere” and “attitude” of the Camden area.

There were some issues raised that were particular to this group, including the need for accessible and well-promoted opportunities, jobs, services and spaces for young people; creative consultation with young people; and a community that is more inclusive of young people.

Access Committee

Consultation was conducted at a meeting of the Access Committee on 5 December 2012, with the survey questions once again being used to facilitate discussion. Transport; the need for services and facilities to meet the growing community; open space; and community atmosphere and connection were issues in common with those raised through the general surveys.

The specific issues raised by this group were the need for rental space for community organisations as part of new community facilities; the importance of health services including hospital and disability services; and the need for more frequent accessible buses. There was some discussion around the notion that the high quality of disability services in the area is attracting people to move into the area, which may increase rates of disability, and that this is an issue that needs to be considered as part of future planning for services.

Developers Forum

A forum was held for stakeholders from the development industry on 16 October 2012 to discuss any changes they believed were needed in Camden 2040. A forum was held with this group in 2010 to facilitate their input into the preparation of Camden 2040. On the whole the group concluded that the overall vision and direction of Camden 2040 was still fine, and that it is now being delivered on the ground.

There was significant discussion about the importance of telling the story of Camden's growth – the progress and positive outcomes that are being achieved, the momentum that has been built and the certainty that this is giving investors. A number of developers mentioned that they were experiencing an accelerated rate of growth, with lot take-up in their precincts currently at 25-50% higher than had been anticipated at the time. An important part of telling this positive story about growth involves the success of lobbying efforts in securing infrastructure commitments and delivery from the State Government. State Government commitment has increased, with examples such as Camden Valley Way and the M5 given, and the quicker delivery of new schools. Promoting the Camden area to attract business and investment, telling the "story so far" is an important part of the Economic Development Strategy.

The group emphasised the importance of a proactive "can do" attitude in relation to delivering the South West Growth Centre. This will involve an active partnership and communication between the development industry and the Council organisation, and a commitment to strategic focus and leadership by the Council.

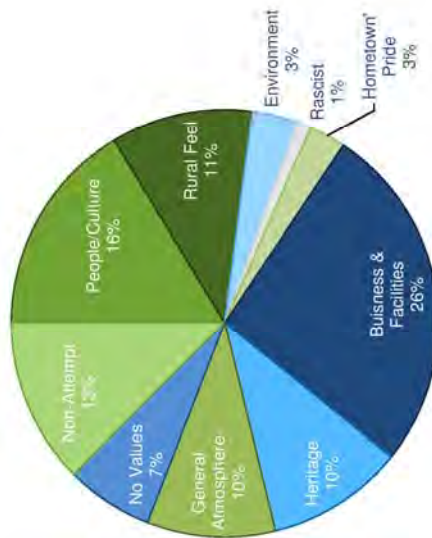
Further discussion centred around the importance of good infrastructure planning, particularly of big items – knowing what is needed and desired by the community, where it needs to be located. This planning provides a certainty and confidence within the community, the development industry, and to attract potential investment. Camden 2040 should continue to focus on the positive outcomes that the growth is and will bring for the local area.

Camden High School

The Year 12 Geography class at Camden High School took the basic questions asked during the 2010 consultation process and developed their own survey, undertook the survey with their peers, then analysed and presented the results back as part of a broader presentation and discussion by Council officers about Camden 2040.

The results for the question “what are the most important things to get right” was reported in the previous section. The students included a further two questions, and the results of these were as follows:

1. What do you value about Camden?



Taken from Camden High School Year 12 Geography Class Presentation, 15 October 2012

Business and facilities was the most predominant aspect of Camden that is most valued by Camden High students (26% of responses), with people and culture raised by 16% of students. The rural feel, heritage and “general atmosphere” represented 31% of responses when grouped together.



Taken from Camden High School Year 12 Geography Class Presentation, 15 October

2. *What are the main issues for Camden's future?*

The Camden High School questionnaire gave selections for respondents to choose for this question, rather than being free form as with the other surveys.

Entertainment was considered the most important issue for 13% of students. Infrastructure and the environment also accounted for 13% of responses each. Population growth (6%) and transportation (7%) were also raised.

Rural atmosphere and heritage accounted for over 10% of total responses.

The class was set a homework task, and each student was to review a Key Direction in Camden 2040 to identify where the strategies and outcomes are still relevant in 2012, and what issues have changed or not included when Camden 2040 was adopted in 2010.

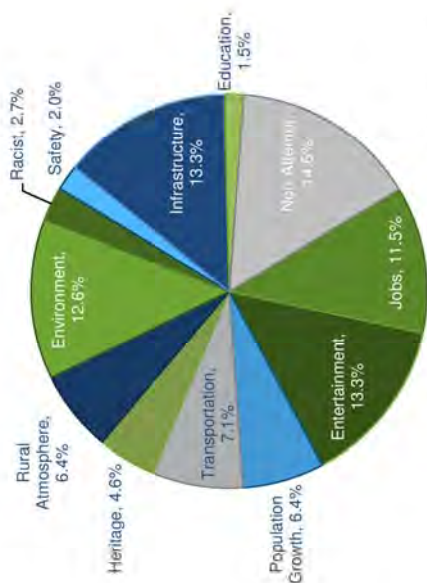
Some of the points made by the students for consideration as part of the review of Camden 2040 were:

Key Direction – Healthy Urban and Natural Environments

- Public transport is important however focus of improving emissions should not just be on transport – “green air starts at home”
- The measures of success in Camden 2040 are the key to achieving the outcomes, along with funding from all levels of government

Key Direction – Prosperous Economy

- Rapid population growth and need for jobs
- Fresh food industry is part of what keeps Camden economically stable, and attracts tourists. Concern about loss of agricultural and farming land, and then loss of tourist, and the impact this will have on Camden's economy.



Taken from Camden High School Year 12 Geography Class Presentation, 15 October 2012

Key Direction – Effective and Sustainable Transport

- Transport is a personal choice
- Reliability on private transport is due to convenience
- Making all the necessities available in one spot is a good idea to help encourage people to walk to the shops and community services

Key Direction – Strong Local Leadership

- Strong local leadership is more important than ever due to the rates of population growth
- Strong local leadership is needed from all levels of government as well as the private sector, non-government organisations, business and industry groups and community groups.
- This key direction hasn't fully addressed the need for encouraging leadership from the young people of Camden, and "encouraging more young people in the area to take a step up and have a say in the way their community is"

Focus Groups

Two focus groups were conducted in order to explore in more detail some of the concepts that had come out of both the 2009 and 2012 consultation and surveys. In particular the notion of Camden retaining its rural and country feel, and having "the best of both worlds".

Following is a summary of the key points raised during these sessions:

1. What we love about the Camden area?

This question was used as an introduction or "ice breaker" for participants and it produced some clear themes. The first of these was the sense of community and community pride in the Camden area and the friendliness they experience. Secondly, the character, charm and history of the area which gives it a distinct look and feel and contains significant historic value and connection to the past. Third was the open space, natural environment and "views and vistas" of the area. A number of participants spoke of the seasonal character of the area which also gives it a distinct look and feel. Finally there was many points raised expressing satisfaction with services and facilities in the area, including medical, recreation, restaurants and cafes and shops. There was acknowledgement expressed by the groups that this is improving with growth and development.

2. *Challenges We Face in the Camden Area*

This question was used to help participants consider the area in the context of its future. Again there were a number of clear themes that came out in answer to this question. Firstly, development and urban growth, with concerns about leafy areas diminishing with smaller lots, fear of the existing area being overcrowded and forgotten, infrastructure delivery and asset maintenance. There was discussion around the need for a range of housing options and associated lot sizes, particularly acknowledging the needs of young people and first home buyers and older people needing to down size.

The second theme was the need to maintain the sense of community and the concern that smaller gardens will mean that people aren't connecting with their neighbours. The third theme was the loss of farming and agriculture. Fourth was the lack of connectivity and accessibility of open space, and lack of awareness in the community about what is available. The final theme was the need for services, particularly hospital and health services, aged care and mental health.

3. *What Does "The Best of Both Worlds" Mean?*

There was a strong sense that this statement means that there is a balance between having open spaces and a rural backdrop and history, and having access to modern and convenient opportunities. The open space element of the feedback included having linkages to natural corridors through each suburb, being able to see trees and mature trees, and "being able to look out and see open space". People want the same country feel in the area, with a sense of "country living" and lifestyle, and quietness. Friendliness of the community was also associated with this. The opportunities that were identified were local employment, vibrant CBDs and town centres, and options for larger lot living.

4. *What Does "Keeping Camden Rural" Look Like?*

A key outcome of the focus groups was to gain a greater understanding of what "keeping Camden rural" means and what it would look like if it were achieved over time.

There were several central themes that were identified by the groups in response to this question. The first of these was open space and the natural environment, which focused on the importance of trees which "soften the edges" and minimise the impact of development. The visibility of open space was important, and a number of key assets were named, including the Botanic Gardens, Lake Annan, Belgenny Farm and the Nepean River. The second theme was rural views, including being able to see rolling green hills, animals in paddocks and agriculture. The university farms, market gardens and wineries were named as elements of this. The fourth theme was around heritage and community spirit, with attractions such as Camden Show important for "rural authenticity". It was suggested that heritage areas should be scattered throughout the new growth area to provide balance. Participants

associate friendliness and community spirit with Camden's rural and small town history, and this is important to keeping the area "rural". The final theme focused on elements of urban density, including keeping some areas low density, and low traffic volumes.

5. *What are the key features, places, characteristics that are associated with this notion of Camden's rural/country character and backdrop?*

The groups were asked to identify the key features and places that they associate with the notion of the rural character of the area. They did this by placing coloured dots on a map of the LGA, and also by noting key points on butcher's paper. The places or features identified as being of highest value were as follows:

Group 1	Group 2
Flood plains x4	Rural triangle – Cobbitty/Theresa Park/Old road to Camden x5
Camden Town Centre	Turf farms
Airport	Wraparound landscape/hinterland
Friendly atmosphere	Northern Rd to Penrith
Village feel	Catherine Fields
Cobbitty	Marylands/ Lowes Creek
Mt Annan Botanic Gardens x2	The Oaks and Werombi
Showground/ Equestrian Centre	Ellis Lane
Cycleway along river x2	Camden CBD x2
Lady Fairfax's home	Roads into Camden
Northern Road	Surrounding parklands
Heritage	Mt Annan Botanic Gardens

It was notable in the focus groups that these places are not focused on Camden CBD and the importance of areas of open space and the rural backdrop to urban development.

Written Submissions

During the consultation period, Council received four written submissions expressing their vision, concerns and suggestions for the review of Camden 2040. These are summarised as follows:

Submission 1 - Emphasises the need for Council to ensure the area retains the country atmosphere and support productive land activities. The submission also raises the issue of agricultural activity in the Sydney Basin and the impact that urban development has on arable land.

Submission 2 - Raises issues relating to Road Safety in the local area, key infrastructure requirements in the face of development, amenities that are currently available and how they are being utilised and finally, the need for asset management and capital works required.

Submission 3 - Emphasises the need to promote awareness of the significance of Camden's rich history and associated heritage areas. The submission addresses the Camden Town Centre Strategy and offers input and feedback on the strategy study conducted in 2009. In light of the nature of the study, the author acknowledges Council's dedication to heritage protection and suggests that Council continue its works in supporting the heritage in the Camden area in a respectful and cognisant way.

Submission 4 - The final submission addresses the need for transport, car parking, roads and mobility schemes to accommodate not only the growth of the local area, but also, the demographic change that sees Camden being home to an ageing community. The author also raises the idea of key Council events in the local area and the affect that development and design will have on the viability into the future.

Discussion of Results

The Most Important Things to "Get Right" In Creating Camden's Future

Traffic and transport continue to be the predominant concern for residents when thinking about Camden's future. An overwhelming 70% of respondents in the phone survey identified some aspect of traffic, transport or roads as the key issue needing attention. This was far higher than the general surveys, in which 36% identified these issues. This large variation may be due to the fact that respondents were specifically asked about transport and roads in another part of the telephone survey, which may cause some over-emphasis on this issue when compared to the other surveys. It is interesting to note that this issue did decline in overall importance between 2009 and 2012 in the general surveys and postcards, a decrease of almost 7% of total responses.

As discussed earlier, there has been a notable shift in "tone" between the 2009 and 2012 general surveys and postcards away from somewhat negatively toned opinions of urban growth and

High Level Groupings - Question 1	2009	2012	Variation
General Surveys and Postcards			
Roads, Congestion, Condition, Infrastructure, Parking & Public Transport	43.0%	36.3%	-6.7%
Rural Feel / Maintain Heritage	-	9.0%	9.0%
Parks, Recreation Facilities, Open Space & Youth Activities	13.0%	17.8%	4.8%
Development, Population, Housing Types, Lot Sizes & High Rise			
Keeping It As It Is	11.0%	0.4%	-10.6%
Effective Management of Growth	-	5.8%	5.8%

a strong reluctance for change, to more positively toned comments that reflect a strong desire for the rural and country feel and aspect/backdrop and heritage of the area to be retained, but an acknowledgement that growth will bring new opportunities. Part of this sentiment was the desire to see growth managed well to achieve this balance the inherent opportunities of growth.

The focus groups explored this issue in a little more detail, particularly what it would mean to keep the Camden area "rural". Central to this theme is the importance of visible open space and natural environment, trees to "soften the edges" and minimise the impact of urban development, threading the heritage and identity of the area through new urban areas, and the friendliness and community spirit that is associated with country towns and rural areas.

The increased priority of open space, parks and recreation facilities was also identified in the general surveys and postcards, with a 5% rise as a total of all responses. The "seasonality" of Camden was raised by a number of participants of the focus groups, and the need for mature trees and a connectivity of open space through suburbs.

It is interesting when considering this tone shift that another part of the telephone survey asked respondents whether they believe the Camden area has "the best of both worlds." In the 2012 phone survey revealed that 87% of respondents believe Camden has the "best of both worlds", which has remained stable since the survey was first conducted in 2005. This has been achieved in the face of the South West Growth Centre being announced and the resulting commencement of new urban development.

High Level Groupings - Question No. 2	2009	2012	Variation
General Surveys and Postcards			
Rural Setting / Country Town / Retain Heritage	43.0%	24.9%	-18.1%
Development / Population Growth Managed Well	0.0%	26.0%	26.0%
Sense of Community	10.0%	11.2%	1.2%
Activities - children & young people, trees/parks	10.0%	5.3%	-4.7%
Lifestyle	5.0%	9.4%	4.8%

cultural events (2.9% of all responses).

Vision for Camden's Future

It is interesting to note that despite the increase in focus towards maintaining rural setting/ heritage and country town as the most important thing to get right in creating the future for the area (question 1), this theme has reduced as people's stated vision for the future by almost 19% in the general surveys and postcards. This has been taking up by a desire to see Camden's future as one in which growth has been managed well, and has delivered the outcomes around balance and opportunities as discussed above. Taken together, however, the importance of managing growth to both achieve balance and retain

the valued characteristics of the Camden area is over half of all responses, which is a very significant message in regards to the community's vision for the future.

This emphasis is further confirmed by the telephone survey results, where just over half of all responses related to keeping the country and rural feel, wanting the area to stay the same, and the need to prevent overcrowding and development. Interestingly in the telephone survey, 5% of respondents were keen to see more growth and development, and their vision is that Camden is going to be "big and busy" (2.1% of responses).

Sense of community continues to rank highly as people's vision for the future, with friendliness, community spirit and involvement the kinds of responses in this group. This was further confirmed through the focus groups, which again talked of the friendliness and community spirit that is characteristic of country towns and rural communities, and is found and enjoyed in newer suburbs of the Camden area.

It is also interesting to note the small declines in activities for children and young people (down by 3.1%), and trees and parks (down by 1.6%), given that both these issues were considered amongst the key issues to "get right" in creating the future of the Camden area. This highlights the importance of considering both question 1 and question 2 in conjunction, as they provide different elements of the same story.

Highlight Issues from Forums and Target Group Consultations

As noted above, the forums and target-group specific consultations raised many of the same issues as in the general community surveys in relation to transport and infrastructure, retaining the country and rural feel of the area, and the importance of community and open space.

Specific highlights from these groups are as follows:

- The need for greater opportunities for Aboriginal cultural heritage, identity, meeting places, leadership and decision-making. (Mygunyah Aboriginal Residents Group)
- The need for accessible and well-promoted opportunities for young people, including jobs, services and spaces; creative consultation with young people; and a community that is more inclusive of young people. (Camden Youth Council)
- Planning for the future needs to involve consideration of rental space for community organisation, health and disability services, and more frequent accessible buses. (Camden Access Committee)

- The importance of telling Camden's growth story – the progress and positive outcomes that are being achieved, the momentum that has been built, the infrastructure commitments that have been achieved, and the certainty that this is giving investors. The need for a "can do" attitude in delivering growth, and for active partnership, communication and leadership. (Developers Forum)

Evaluation of Process

As noted above, the community consultation process was conducted as a very low-cost exercise, with all face-to-face surveys conducted in-house. The fact that over 1,300 people provided input into the review of Camden 2040 at such low cost to the organisation is a very pleasing result, both in terms of community involvement in Camden 2040 and in terms of the amount of data we have collected that can continue to be monitored over time.

In terms of achieving the adopted strategy, we were able to:

1. Consult broadly enabling a large number of residents to provide input through a range of mechanisms – over 1,300 responses across the range of consultation methods, including telephone survey, face-to-face surveys at events, postcards returned via mail, online surveys, forums and target-group specific consultations.
2. To utilise low-cost, cost-effective and high value consultation opportunities – this has been achieved through using the existing telephone survey and through the application of very limited additional resources to the process. The high value has come from being able to have a statistically valid portion of results (telephone survey), as well as through the use of existing events which continues to be the best way to engage with people – going to them.
3. As far as possible, to link in with existing events, groups and activities rather than create new opportunities to engage with the community – as mentioned above, this consultation process has once again demonstrated that it is important for us to go to people rather than expect them to come to us. Once again it was confirmed how important the timing of the consultation is with the Camden Festival because it provides access to large events and therefore large numbers of responses at very low cost to the organisation.
4. To ensure that specific target groups are represented and consulted appropriately – each target group was consulted through the use of Council's existing advisory groups and committees, including the Mygunyah Aboriginal Residents Group, Camden Youth Council, Camden Access Committee, the Cohesive Communities Action Group, the Seniors Lunch at Belgenny Farm, and through events which attract the parents of children.

One group that has not been represented in this consultation process is children, although they have been engaged in the past. Consultation and engagement with children is an intensive process that requires careful thought and planning. The development of the Community Engagement Strategy in 2013 will be an ideal opportunity to consider this in more detail.

There was an attempt made to seek input from Culturally and Linguistically Diverse people through attendance at the Cohesive Communities Action Group and Narellan Rhythms Festival however this group is not adequately represented in the results, which is an area which needs to be improved upon in the future.

5. To consult in two stages. Firstly to establish a vision and key issues, and secondly, to reaffirm the community's stated position with a draft document – this consultation process is the first stage of the process. It is anticipated that Council will adopt the reviewed Camden 2040 in March for the purposes of public exhibition, at which time the second stage will be conducted.

Conclusion and Where to From Here?

Camden Council undertook a community consultation process between the months of September and December 2012 to inform the review of Camden 2040, as required under the Local Government Act. Over 1,300 people provided input into this process, which was conducted at very low cost to the organisation.

Across the consultation methods there were some very clear themes and trends identified, as well as some interesting shifts in tone since the consultation process in 2009. There appears to be a sense that the community has come to an acceptance of Camden's growth, albeit reluctant, and many are identifying the opportunities that growth will bring. The very clear message, however, is that there is a need to retain Camden's country and rural feel, its heritage, vistas and open space as the area grows, and to build the physical and community characteristics of a rural/country community into the new areas that are coming.

Roads and transport continue to be a significant priority for the community.

This consultation report will inform the review of Camden 2040 and the outcomes and strategies contained within. It will also provide the direction and priorities for the Council in the preparation of its Delivery Program for the coming 4 year term.

These results can also form the basis for engagement with other levels of Government and other stakeholders, and will provide important direction and context for a range of Council planning activities.

Council will be undertaking the preparation of a Community Engagement Strategy in the second half of 2013, and this will enable Council to review its engagement processes and activities to date, and consider opportunities for ongoing improvement into the future.

Council will next engage the community to this level in the review of Camden 2040 following the next election in 2016.

ORD07

Attachment 2



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Camden 2040, Review 2013 – Draft

ORD07

Attachment 2

Message from the Mayor and General Manager

DRAFT

To be prepared for final adoption

Camden 2040, Review 2013 – Draft

What is Camden 2040?

The Community's Vision

Camden 2040 represents the community's vision for the Camden area over the coming three decades, and the strategies that will need to be delivered by a range of agencies, groups and individuals in order to achieve this vision.

Developed with Our Community

Camden 2040 was first adopted in 2010 following extensive consultation with the people of the Camden area, and translated the community's aspirations and priorities into action. Camden 2040 is to be reviewed by each new Council, in partnership with the community, to ensure that as the community grows and changes over time, the Community Strategic Plan continues to be responsive and relevant. This 2013 review of Camden 2040 was prepared following a further consultation process in order to check back in with the community about their vision and priorities for the future, and to reflect these accordingly within the plan. Given that only two years have passed since Camden 2040 was first adopted, it was not expected that the community vision and priorities would change dramatically, and in fact they have confirmed that the outcomes and strategies in Camden 2040 remain relevant and appropriate.

A Strategic Response to Growth

Camden 2040 has been prepared as a strategic response to the large-scale population growth and urban development that is coming to this area in the coming decades, under the State Government's Metropolitan Strategy. It identifies the strategies that will be required to achieve balanced and quality environmental, social, economic and governance outcomes for the community and place of Camden during the period of this growth, and beyond.

A Legislative Responsibility

All Councils in NSW have been tasked with preparing long term community strategic plans on behalf of their local community, as a requirement of the Local Government Act. Camden 2040 is this plan for the Camden area.

A Common Direction for the Future

Whilst Camden 2040 has been prepared by Camden Council on behalf of the Camden community, there are many organisations, groups and individuals that have a role in creating the kind of future for Camden that the community desires. *Camden 2040* is intended to be a single point of reference and direction for all of these partners in guiding their many decisions, plans and activities as they relate to the Camden area over the coming decades.

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Camden 2040 will also provide the vehicle for a partnership approach between the many stakeholders that operate within the local area, enabling agencies, groups and individuals to work together towards the community's common goal.

Camden 2040 has been prepared with due consideration to the various strategies and policies that impact on the local area from both the State and Federal Government levels, including the Metropolitan Strategy and the State Plan. As part of the ongoing review of *Camden 2040* over time, changes in policy, legislation and strategy of these other levels of government will continue to be considered, to ensure that the directions contained within the plan are consistent with the broader framework in which Council operates.

Additionally, *Camden 2040* will play an important role in informing and influencing government policy and strategy as it impacts on the Camden Local Government Area if other levels of government are to be responsive to the aspirations and priorities of this community for their place.

Council's Commitment to Action

Camden 2040 will be the key strategic document guiding Council's activities in the coming decades. Council prepares a Resource Strategy that determines how Council plans and manages its key resources required to implement this plan – its finances, its workforce and its assets. This Resource Strategy will determine what strategies and objectives contained within *Camden 2040* that Council can achieve and action in order to respond to the desires and concerns of the Camden community.

Camden 2040 is supported by a range of supporting plans and strategies that will address particular priorities within the Plan in further detail.

Camden 2040 is put into action by Council through a 4 year Delivery Program that is aligned with the electoral cycle. The Delivery Program addresses the strategies in *Camden 2040* by identifying specific actions that will be undertaken over that 4 year period. These specific actions relate to both new initiatives, as well as Council's existing range of services.

Each year of the Delivery Program represents an annual Operational Plan, which determines Council's budget for that year. The Delivery Program and annual Operational Plan clearly demonstrate to all residents how Council is implementing *Camden 2040* and how its budget is being spent in the progress towards achieving the community's vision for the future.

Over time Council will review all of its plans, policies, services and operations in line with *Camden 2040* to ensure that the community's vision drives all aspects of this organisation's service to the local community.

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Measuring Performance

Council, on behalf of the community, assesses the sustainability of the local area through the use of Sustainability Indicators, which enable Council and other agencies to keep track of the important indications of whether the Camden area is becoming more or less sustainable in terms of its environment, its economy, its community and its governance and leadership.

These indicators are important in highlighting what is going well, and what needs further focus over time.

Council is committed to measuring and understanding not only how the community and place of Camden is tracking in terms of becoming more sustainable, but also in measuring and improving its own performance in delivering services to the local community. By measuring and reporting its performance, Council can ensure that it is accountable to the community to which it is responsible, and can focus on continuously improving its performance over time.

Council will report the progress in implementing *Camden 2040* annually through its Sustainable Camden Report.

Continued Community Engagement and Ongoing Review

Camden 2040 undergoes significant review every four years at the completion of each electoral term, and in preparation for the four year term of each new Council. [2013 represents the first review of Camden 2040.](#)

Council will continue to engage with the community regularly to assess and reassess the community's priorities and concerns, and the progress of the plan's implementation, to ensure that *Camden 2040*, and the actions and decisions that it directs, continues to be responsive to this growing and changing community into the future. This will include an annual telephone survey and [ongoing](#) community engagement process.

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Camden Through Time

Camden Past

Indigenous Australians are the original inhabitants of the Australian continent and nearby islands.

Aboriginal history in the Macarthur region is yet to be written by Aboriginal people. What we do know from other writers is that Camden sits at the intersection of three Aboriginal tribal boundaries. The people of the Camden town location, the western Cowpastures and the adjoining mountainous areas are Gundungurra. The eastern Cowpastures are Tharawal, and the people to the northeast of the Nepean River are Dharug. Another tribe or perhaps sub-group of aborigines in the Camden or Cowpasture area was called the Cubbitch Bartha.

In 1812 Governor Macquarie granted large tracts of land to Camden farmers causing conflict between indigenous people and white settlers. Such conflict included events since referred to as the Appin massacre, which is commemorated with an annual event at Cataract Dam.

Camden, the heart of the Macarthur region, provides ample evidence of Australia's early colonial presence. The area's rich farming heritage can be traced back to 1795 when Governor Hunter went in search of stray cattle and found them settled by the Nepean River, a place he named 'Cowpastures' – a name that still exists today.

Much of Camden's proud farming history stems from the influence of the Macarthur family. This began in 1803 when Lord Camden granted John Macarthur more than 5000 acres allowing him to import the first pure merino rams and ewes to Australia.

Grape growing was introduced in the early 1800s through experienced European winemakers with the Macarthurs at Camden Park establishing the first commercial vineyard. Local wines were soon winning gold medals in England, resulting in Camden vines being used to establish vineyards in the United Kingdom.



In 1830, after the death of John Macarthur, the Macarthur sons sold the land directly next to the Nepean River to surveyor General Major Mitchell – and the town of Camden was born. In those days it serviced 320 people.

Camden -- Today and the Future

Located just 60kms south west of Sydney, the Camden Local Government Area (LGA) contains a mix of agricultural land, country towns and villages, and new residential areas, with associated commercial and industrial development.

The Camden LGA boasts several beautiful parks, wineries, attractions, restaurants and accommodation, making tourism and visitation a growing industry. With the expanding industrial areas in Narellan and Smeaton Grange, Camden is also playing home to a range of large commercial enterprises.

The Camden LGA is one of the fastest growing areas in Australia. The population of the Camden Local Government Area has expanded rapidly in the past decades, more than doubling from 1991 to the present day.

Under the NSW State Government's Metropolitan Strategy, the population is planned to increase from the current population of approximately 63,000 people, to over 256,000 by the year 2040. This growth is already being delivered and can be seen in 2013 through the rapid development of residential areas such as Oran Park and Gregory Hills, with numerous other precincts well-advanced in the planning and rezoning process. The most significant of these is the North Leppington Precinct which will house a major centre, railway station with the extension of the South West Rail Link, and residential development. Retail and industrial development will feature as part of many of these precincts, including Oran Park and Gregory Hills, and a range of key infrastructure upgrades have already commenced and been committed to through developer agreements and by Council and the State Government.

The Camden LGA will see significant change from its rural and agricultural beginnings and will become a thriving and bustling city in its own right. The ongoing challenge for Council and its partners is to manage this growth in such a way as to maximize the many opportunities this growth will bring at the same time as retaining Camden's rural and country history, backdrop and community spirit.

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The Community of the Camden Area – A Snapshot

Based on the 2011 ABS Census of Population and Housing, we know the following about the people and place of Camden:

Total and Forecast Population

- The Camden Local Government Area was home to approximately 63,000 people in 2013¹
- Under the State Government's Metropolitan Strategy, the Camden population is set to reach approximately 256,000 people through the urban development of the South West Growth Centre, and other smaller land releases within the Local Government Area.

Ages

- 29% of Camden residents are under 17 years of age, compared to 23% for the Greater Sydney Area
- 14% of the population is aged over 60 years of age, compared to 18% for the Greater Sydney Area

Households

- 46% of households are couples with children, compared to 36% for wider Sydney
- The average size of households in the area is 3, compared to 2.7 for Sydney
- 50% of households are purchasing their home through a mortgage, and 17% are renting, compared to 33% and 30% respectively for the Greater Sydney area
- 45% of households own 2 cars and 21% own 3 or more cars, compared to 45% and 20% respectively
- 75% of households have broadband internet connection, compared to 71% for the rest of Sydney

Cultural Background

- 80% of Camden's residents were born in Australia, and 9% speak a language other than English, compared to 60% and 33% respectively for Greater Sydney
- 2% of residents are Aboriginal or Torres Strait Islander, compared to 2.5% for the wider Sydney area

¹ From Forecast ID www.id.com.au/camden

Housing Types

- There were 19,339 dwellings in the Camden Local Government Area as at March 2013²
- 91% of dwellings are separate houses in the Camden Local Government Area, compared to 59% for wider Sydney
- 8% of housing is medium or high density compared to 40% across the rest of Sydney

Employment and Education

- 24% of people over 15 have vocational qualifications, and 13% have university qualifications, in comparison to the Sydney area which has 15% and 24% respectively
- 96% of Camden residents who are in the labour force are employed, compared to 94% for the greater Sydney Area
- 30% of these residents work part time, which is on par with the rest of the Sydney area
- 28% of working residents are employed within the Camden Local Government Area, and a further 19% work in the Campbelltown, Liverpool or Wollondilly areas

Accessing Demographic Information About Camden

For more detailed demographic information about the Camden Local Government Area, the following websites are useful:

www.id.com.au/camden

² From Camden Council rating data

Growing the Camden Area - Maximising the Opportunities of Growth

The urban development and large scale population growth that is planned for the Camden Local Government Area under the State Government's Metropolitan Strategy will create a range of opportunities that would not otherwise have been available to an area of small population size and low residential density. Access to larger scale infrastructure and facilities, social services, employment opportunities and diversity, retail and town centres, greater housing choice and are all opportunities that if realised, will provide a range of quality of life benefits for all residents of the local area and broader region.

The urban development process, both in scale and rate, will need to be managed well to ensure that these opportunities are appropriately and fully realised, and that growth is accommodated in such a way as to be sympathetic to, and building on, the valuable features of the local environment, community and economy of the Camden area.

At the time of the Camden 2040 review in 2013 there is visible evidence of the roll-out of the South West Growth Centre, with the transformation of the Oran Park and Gregory Hills areas into growing residential areas. A range of infrastructure upgrades have been commenced or announced, and commencement of town centre and industrial/commercial developments have taken place. Further precincts are well underway in the planning and rezoning process.

This is Camden 2040 being delivered and it is important to tell this story – the Camden area is growing and changing, growth is bringing new and exciting opportunities to the area. And since 2005 resident opinion has not changed in regards to whether Camden has the best of both worlds – 87% still believe this to be the case.

So far the community's vision, first set in 2010, is being delivered.

Built and Natural Environment

The urban development process of Camden will create both opportunities and challenges for the area's natural environment. Improvements to existing natural areas that have been degraded through time and use can be driven through the development process, regulatory requirements and funding mechanisms. A larger population will create additional pressures on natural environmental assets and systems, including some loss of mature bushland, increased pressure on resources, greater emissions and waste water are all impacts that will need to be carefully managed in the coming years.

The urban development planned under the State Government's Metropolitan Strategy must be delivered at the rate of 15 dwellings per hectare. This means that there will be some higher housing densities than are currently found in the Camden area. This provides an important opportunity for a greater diversity of housing types in the area than exist currently. This has a range of benefits to this community through greater choice in housing style, choice and affordability. Higher density living needs to be designed and managed in such a way as to minimise potential impacts on amenity and living such as noise and privacy, and carefully offset through adequate provision of open space.

New urban development is an opportunity to develop vibrant and attractive town centres, streetscapes, public spaces, parks and playgrounds. This will need to be met with ongoing maintenance and renewal of town centres and public spaces within established areas to ensure that the built environment is of a high standard and amenity across the entire Local Government Area.

The Local and Regional Economy

Local employment is one of the key areas in which growth can bring significant new opportunities for residents which would not otherwise have been realised. Currently only 28% of resident workers are employed locally, with a further 19% employed in the Macarthur/Liverpool region. This means that 53% of the residential workforce of the Camden area travels to work outside of the region. Careful planning and management of the local and regional economy, both in existing areas and the South West Growth Centre, will provide the opportunity to secure a greater amount and diversity of employment closer to home for Camden area residents.

Under the State Government's Metropolitan Strategy, the South West is planned to accommodate 23% of Sydney's population growth over the coming decades. However under the Metropolitan strategy, the South West will host only 13% of employment growth. This is not a good outcome for the people and economy of the South West or of the Camden area, and needs to be addressed both through the urban planning process and economic development activity at local and regional levels.

The urban development of the Camden area will change the nature of the local economy to some extent, with the loss of agricultural land and associated industries. Town centres will gain in predominance in terms of local economic activity, with Leppington to be developed as a major centre with a rail link, as well as other smaller retail centres in new developments such as Oran Park. The role and effectiveness of existing town centres of Camden and Narellan will continue to require support and focus as the wider area develops.

Economic development planning and activities will be important to build a local economic environment that supports and sustains a range of business and investment activity over time, both through the growth decades and beyond. As with any local and regional economy, Camden and the Macarthur area are subject to influence from economic factors at the national and global level. The growth of the local economy in the coming decades needs to be sustainable to withstand, as far as possible, turbulence in markets and the global economy.

Transport

The planned five-fold increase in the Camden population over the next three decades will have significant implications in terms of transport. On one hand it will provide the size and density of population in the South West Growth Centre to support transport infrastructure that would not otherwise be viable for the existing population of the area. This includes a rail line into Leppington, major road improvements, and over time improvements to other forms of public transport. Examples of these improvements can already be seen in current upgrades to Camden Valley Way, which are being delivered prior to any residents moving into the South West Growth Centre.

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However, the scale and fast rate of population growth will need to be appropriately matched with the delivery of this infrastructure, and this requires significant commitment and funding by the NSW State Government. This infrastructure is vital to the future of Camden, with far-reaching impacts on people, the local and regional economy, and the environment. The delivery of this infrastructure will continue to be an important focus in the Camden area in the many decades to come.

A range of significant infrastructure upgrades and commitments have been secured since Camden 2040 was first adopted in 2010, with upgrades to Camden Valley Way, the M5 and commencement of the South West Rail Link all in progress. Early implementation of bus services have been funded by the State Government in Oran Park and Gregory Hills, which have commenced prior to the full establishment of a population size that would otherwise be financially viable. This infrastructure and early delivery of services provide confidence to investors and community alike that whilst transport will continue to be one of the primary challenges for the area, significant and early steps are being taken to improve transport for the growing population.

Community

The growth of the population, economy and urban environment of the Camden area will create the needs and opportunities for the provision of a greater quantum and range and level of human and social services within the local area. This fast rate of growth will need to be matched with an appropriate pace of infrastructure and service delivery, to ensure that the new population has access to the services and infrastructure needed as people are moving into the area. Effective forward planning and significant commitment from government will be required to ensure that services and facilities are available and appropriate to the needs of the people who compose the new neighbourhoods and communities, as well as those who live in established parts of the Local Government Area.

An important outcome in new urban areas will be the development of strong communities, not just suburbs. The development process will need to be managed in such a way as to ensure that community and outcomes are considered and balanced effectively so that appropriate infrastructure, both physical and social, is in place to connect people with their local community and the places, groups and events that enable people to feel they belong.

Local Services and Partnerships

Managing a five-fold population increase, and the associated urban development, infrastructure and services needed by this increased population, at the same time as balancing and retaining the valued aspects of Camden's history and backdrop, will take significant effort by a range of stakeholders. Leadership, communication, partnerships and commitment will be required by Council, State Government, the development industry, service providers and businesses.

Early and sustained commitments of funding from the Federal and State Governments will be particularly important, as well as an ongoing collaborative approach, to ensure that the planning and delivery of growth achieves balanced outcomes in terms of the environment, the community, and the economy of the local area, and the broader region.

The growth of the local area will continue to place significant pressures on Council's organisation, particularly in the ongoing delivery of services to the community at the same time as needing to resource the planning and delivery of growth and this will need careful ongoing consideration.

Our Community's Priorities

In preparing the first version of Camden 2040, Camden Council engaged with almost 1400 residents, workers and visitors in the area during 2009. This was the largest single consultation exercise undertaken by the organisation. The 2013 Review of Camden 2040 required a further consultation process to "check back in" with the community to determine whether their vision and priorities for the future had changed, requiring amendments to the long term strategic plan, or if indeed they had remained stable, confirming that the outcomes and directions contained within the plan remained relevant and appropriate.

Community Feedback 2009

The consultation results in 2009 had two clear themes. The first of these was concerns about development and population growth of the Camden area, and the desire to "keep it as it is". The retention of Camden's rural and country town feel was a very clear desire. The second key theme was the priority around public transport and roads as the most important issue to "get right" for the future.

The sense of community; need for health, community and education services and facilities; and trees, parks and open space rounded out the 'picture' in terms of vision and key issues for the future in 2009.

Community Feedback 2012

As with the 2009 results, the volume of feedback and consistency of the issues raised, enables some clear themes to be identified. Further, reflecting on subtle changes between 2009 and 2012 allows further understanding of the current community's thoughts about the future of their local area.

The two key themes for 2009 have carried over into 2012, however in regards to the theme around managing growth, there appears to be a sense that the community has come to an acceptance of Camden's growth, albeit reluctant, and are identifying and appreciating the many opportunities that growth has already brought, and will continue to bring. The very clear message continues to be that there is a need to retain Camden's country and rural feel, its heritage, vistas and open space as the area grows, and to build the physical and community characteristics of a rural/country community into the new areas that are coming. These ideas were explored in greater detail through the use of focus groups in 2012 to help understand what it would mean or look like if this were achieved.

The theme of roads and transport continue to be a significant priority for the community as the most important issue to "get right" for the future of the Camden area. Council's Community Satisfaction Survey in 2011 (telephone survey) again confirmed the community's desire to see 'managing local roads and traffic', improving transport options', and 'construction and maintenance of local roads, footpaths and kerbing' improved. These three services were three of the top four in terms of the gap between importance of the services and satisfaction with the services (high importance, low satisfaction).

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There were a couple of themes that seemed to emerge or increase in emphasis in 2012. One of these was the importance of open space and trees, which had been identified in 2009 but seemed to gain some greater clarity in 2012, particularly through a number of focus groups. The emerging thoughts were the way that trees soften and minimise the harder edges of urban development, the important "seasonality" of the area that trees bring, and the need for open space to be accessible, visible and connected through suburbs.

The second theme that gained some new clarity during 2012 was around sense of community, which was again explored further through focus groups. People are drawing a link between the small/rural town community characteristics of friendliness, involvement and participation, and that it is important that these are retained as the area grows.

What Do the 2012 Results Mean for Camden 2040?

Given that Camden 2040 was first adopted in late 2010 following such a large consultation process, it was not anticipated that community vision and priorities would have changed significantly enough to warrant major amendment to the plan.

In fact, the 2012 results confirm that the vision and key outcomes contained within Camden 2040 remain relevant and appropriate for re-adoption in 2013.

The issues raised in 2012 are all addressed within Camden 2040 but it is worth emphasising the following:

- A careful and deliberate approach is needed to ensure the retention of the places, landscapes and characteristics of Camden's rural and country heritage and backdrop.
- Transport continues to require significant focus and commitment from the State Government, Council and developers to ensure that this issue remains at the forefront of Camden's growth management, and that recent infrastructure works and commitments are built upon in the coming years. Condition of local roads, footpaths and kerbing continues to need priority and focus by Council.
- Community spirit, friendliness and involvement are an important and valuable part of what makes life in Camden special and desirable. It has connections to the area's rural and country town heritage and characteristics. This needs to be actively retained and built into new growth areas.
- Open space needs to be prioritised and actively planned as the area grows. This means a commitment to the use of trees and vegetation to soften the edges of urban form, to open space that is visible from where people are and not hidden away. Open space needs to be planned in a holistic way to ensure connection through suburbs. It involves consideration of how to keep the seasonality of the landscape throughout the area, which is part of what makes this place "Camden".

These issues require emphasis because they directly link to the community's vision for the area. If they are achieved, the community's vision will be achieved in 2040.

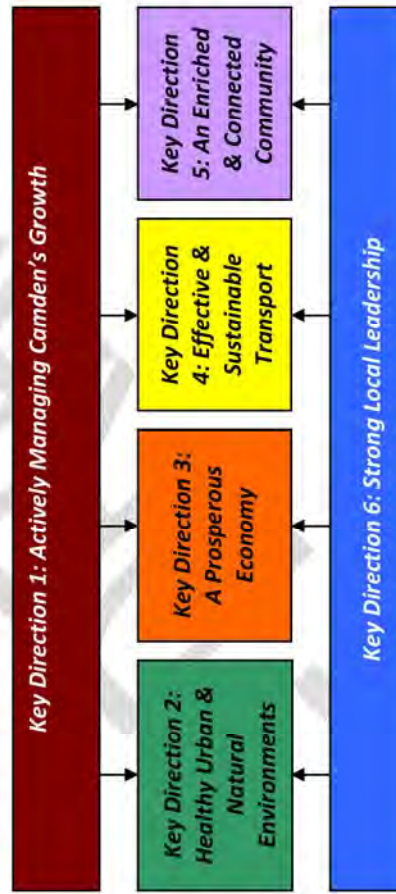
A Sustainable Camden - Structure of Camden 2040

The future of any local area requires a careful balance between the health of the environment, the connectedness of the community, the strength of the local economy and the quality of the local leadership and governance which enables these outcomes to be achieved.

This is called sustainability, and is about meeting the needs of the present without compromising the ability of future generations to meet their own needs. It is about developing the local area – its environment, economy and community – sustainably so that it is enhanced for the generations to come. In essence, it means that we leave this area “better than we found it”.

In addition, Camden 2040 has as its focus the active and effective management of the large-scale urban development and population growth that will occur in the area in the coming decades. This growth will impact on all areas of creating a sustainable Camden, and as such needs specific focus. Further, transport is a critical issue for the Camden area, both now and for the future, and is also given specific focus within this plan.

Camden 2040 is structured based on this sustainability approach, as follows:



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These six boxes represent the Principal Activities within Camden 2040 – the areas of activity that Council and its partners will need to focus on in order to achieve the community's vision and create a sustainable Camden.

Integration with State Government Priorities

It is important that *Camden 2040* be placed in the context of, and relate appropriately to, the State Government's key plans for the State and the South Western Sydney Region. Ongoing partnerships between Council and the State Government will be required to effectively deliver the community's vision for the future. No one agency or organisation can achieve this in isolation.

The State Government's priorities for South Western Sydney, as stated within the Regional Action Plan, are:

1. Promote an economic powerhouse – this links to Camden 2040 Key Direction 3 “A Prosperous Economy”. The community of Camden want to see the local economy prosper, provide increased local employment opportunities, and support business.
2. Deliver a well-connected region – this links to Camden 2040 Key Direction 4 – “Effective and Sustainable Transport”. The community of the Camden area prioritises improving road condition and congestion and access to better public transport as a key issue for the future.
3. Support a strong and inclusive region – this links to Camden 2040 Key Direction 5 – “An Enriched and Connected Community”. The community of this area want to see Camden's strong community spirit retained and carried into new communities, and access to health, education and community services. Particular target groups within the community desire to see increased opportunities for involvement in and identity in community life, including Aboriginal people, young people, people with a disability, and older people.
4. Manage the environment sustainably – this links to Camden 2040 Key Direction 2 – “Health Urban and Natural Environments”. The community of Camden highly value open space and the natural and rural landscapes of the area, along with key environmental assets including the Nepean River and the Mount Annan Botanic Gardens. Given the area's rapid transformation into a more urban environment, management of the environment will be a continuing priority.

In addition to these regional priorities, the State Government's land supply agenda in NSW 2021 and South West Metropolitan Strategy are delivered through Camden 2040 Key Direction 1 – “Actively Managing Camden's Growth”.

Camden 2040 is therefore built around and well placed to deliver on the Government's key objectives. Each Key Direction contained within *Camden 2040* demonstrates how the outcomes and strategies link to the priorities and actions determined in the State Plan and the Regional Action Plan.

Delivering Camden 2040

Vision and Values

Vision for Camden's Future

In year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth.

This has been achieved through **effectively managing urban and population growth** to:

1. protect Camden Town, the floodplain and associated rural hinterland, and promote and celebrate the area's unique country history, heritage and community
2. maximise the many opportunities presented by large scale modern urban development in terms of improved access to high quality services, facilities and infrastructure
3. support and maintain opportunities for rural living through urban growth and carefully manage the transition to an increasingly urban environment

Camden will be a place that:

- enjoys **healthy urban and natural environments**, where the natural environment is protected and enhanced, open space is visible and accessible, public places and local neighbourhoods are attractive and vibrant places, and the built and natural environments in the area complement and support one another
- has a **prosperous local economy**, with thriving local businesses, local employment, and vibrant town centres
- is supported by **effective and sustainable transport**, people can get where they need to go conveniently using a range of effective transport options
- is home to an **enriched and connected community**, where all people are welcomed and belong, can participate fully in their local community, enjoy a range of community events and celebrations, and are supported by high quality social and health services

The active management of the Camden area's growth and the achievement of balanced social, economic and environmental outcomes will have been delivered through the tireless representation of **strong local leaders** and advocates and a community of people who are actively engaged in the issues, plans and decisions that impact on the local area.

Values

In order to be successful in achieving the Camden community's vision for the future, a range of partners will need to work together. Given the long term nature of this plan and the vision it seeks to achieve, this partnership approach will require sustained commitment, leadership and coordination over time. This will be an important challenge, but one that is critical for the success of this plan.

The following principles, or values, will be used to guide these partnerships, and the work of the Council, in achieving the community's vision:

- Leadership – taking responsibility and initiative, being strong voices for the interests of this area
- Innovation – being creative, flexible and responsive
- Partnership – working and communicating effectively with other partners and the community
- Commitment – to making things happen, anticipating and solving problems
- Community focus – engaging, being responsive, keeping the community at the centre of decisions and plans
- Access and equity – ensuring all people and groups within the community are able to fully participate in community life and the decisions that impact on the local area

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KEY DIRECTION 1

Actively Managing Camden's Growth

What Will it Mean to Actively Manage Camden's Growth?

Managing the growth determined under the State Government's Metropolitan Strategy will be the most important issue and focus for Council and its various partners in the coming three decades.

The community of Camden does not want to lose the character of this area that they so highly value - its rural setting, country town feel, and the lifestyle and community spirit associated with these. However with growth will come significant new opportunities in terms of infrastructure, services, employment, housing choice, and economic benefit. 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.

Achieving a balance between large population increases and keeping the valued characteristics of the Camden area as it is now will be an ongoing tension and challenge over the coming decades. Active management of this growth will mean that Council and its partners will need to undertake careful and deliberate planning of new growth areas to ensure quality outcomes from the development process, at the same time as actively managing and developing the existing rural and country town characteristics within the Camden town, associated flood plain and rural hinterland.

Effective management of this growth will mean that the Camden area's population is supported by effective transport infrastructure, and the timely delivery of services to meet community, health, education, economic and recreational needs of the current and future population.

Growing the Camden Area – Key Opportunities and Challenges

The growth of the Camden area will bring a range of opportunities that would not otherwise be available to this area in terms of access to infrastructure, services, employment and economic opportunities, and a range of facilities.

The most significant challenge related to Camden's future growth is the sheer rate of this growth. If the State Government's Metropolitan Strategy is implemented according to its timeframes, the population of the Camden area will increase five-fold by 2040, at an annual growth rate of 5%.

Key opportunities and challenges that this growth, and rate of growth, will present include:

- Retaining within Camden the valued heritage and characteristics – its history, open spaces and scenic vistas, natural setting, country town feel and lifestyle.
- The timely funding and delivery of infrastructure and services, which means planning and securing the necessary commitment and resources prior to development.

- Improving the environment, including maximising opportunities for environmental restoration through the development process, and managing impacts from loss of native vegetation and rural land, retaining natural heritage, minimising the effects of climate change, and ensuring sustainable access to and use of natural resources.
- Creating good quality, liveable urban environments with a greater density than is currently available in the Camden area, including providing a range of efficient, affordable and innovative housing styles and public urban and open spaces.
- The importance of building and maintaining certainty and investment confidence within the area through efficient and stable strategic planning and development control processes.
- Building communities, not just suburbs, which are vibrant, connected and people-focused, with good quality community, cultural and educational services and facilities.
- Developing a local economy that enables local people to prosper and contributes to improved lifestyles, including strong local businesses and availability of local employment.
- Adequately resourcing the management of this growth within Council's current financial constraints.
- The importance of considering redevelopment of existing and older areas over time and as opportunities arise.

What Our Community Says

The aspects or features of Camden that are most valued by the community are its country town feel, rural setting and lifestyle, its history, trees and open space. The community's vision for the future, within the context of Camden's growth, is that these important aspects of the place and life of this area are still here in 2040.

Understanding that Camden's huge population growth is inevitable under the State Government's Metropolitan Strategy, the community of Camden is concerned to see this growth managed well and essential infrastructure delivered as part of the growth process, particularly transport infrastructure.

Parks, recreation facilities and community activities need to be important features of the Camden area in the future.

The community also identified urban and rural planning as one of the top three priorities for Council in relation to its services.

Vision For 2040

In 2040 it can be said that Camden has “the best of both worlds”. Not only is the Camden area still defined by rural and country town aspects and characteristics, but the opportunities that come with growth have been realised, so the community has access to high quality regional infrastructure, services and opportunities within their local area. There is a greater diversity of housing types on offer, and this meets a range of needs within the community.

The natural environment has been restored and enhanced as a key priority through urban development, because the natural environment is essential for the life and health of the people of our community and beyond. The economy of the Camden area is vibrant and prosperous, providing sufficient local jobs and contributes to the wellbeing of all who live here. The development process has not just built houses but created communities where people are connected, involved, supported and feel a sense of belonging. The community enjoys access to high quality and attractive open spaces, including parks, town centres and recreation facilities.

Outcomes

The desired outcomes to be achieved through this Key Direction are:

- Camden Has the Best of Both Worlds
- People Can Access What They Need
- There are Housing Choices

Links to NSW 2021 and Regional Action Plan

<p><u>NSW 2021 Goals:</u></p> <ul style="list-style-type: none"> • <u>Goal 5 – Place downward pressure on the cost of living</u> • <u>Goal 19 – Invest in critical infrastructure</u> • <u>Goal 20 – Build liveable centres</u> • <u>Goal 21 – Secure potable water supplies</u> • <u>Goal 29 – Restore confidence and integrity in the planning system</u> 	<p><u>Regional Plan Priorities and Actions:</u></p> <p><u>Priority – Improve integrated regional transport</u> Action - <u>Develop long term transport strategies for South Western Sydney</u></p> <p><u>Priority - Provide more affordable housing options</u> Action - <u>Maximise land supply for housing</u> Action – <u>Affordable housing policy and planning</u></p>
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	<p>Priority – Growth the economy of South Western Sydney Action – Deliver effective planning strategies to support the region's growth</p>
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Strategies

The outcomes for effectively managing the growth of Camden will be achieved through a focus on:

1.1 Growth Objective: Camden has the best of both worlds

Strategies	Responsibility
1.1.1 A commitment to strong leadership and partnerships in the urban planning and development process that carefully balances environmental, social and economic outcomes.	CC, SG, DI
1.1.2 Conserving and enhancing the heritage, character and lifestyle of the area where possible, with a particular focus on Camden town, associated flood plain and rural hinterland for the enjoyment of existing and future populations.	CC, SG, DI, Ch, BI
1.1.3 Ensuring adequate, accessible and high quality open and public space is made available in new release areas, particularly where higher density housing is planned.	CC, SG, DI
1.1.4 Learning from and improving the urban planning process over time so that lessons learned from each precinct planning process, as well as industry best practice, are used in subsequent precincts to ensure improved outcomes over time.	SG, CC, DI
1.1.5 Prioritising environmental outcomes through the planning and development process to maximise improvement and restoration opportunities and to minimise the ecological impacts of increased urban form, economic activity, and people and lifestyles.	SG, CC, DI, BI

¹ For Responsibility Key Please Refer to Appendix B24

1.2 Growth Objective: People can access what they need

Strategies	Responsibility
1.2.1 Delivery of the infrastructure needs of the South West Growth Centre by Government in a timely fashion, including ensuring adequate funding provisions for planning, construction, upkeep and renewal of local infrastructure.	SG, CC
1.2.2 Forward planning for growth of existing services and establishment of new services and facilities that are responsive to existing and emerging community needs in a timely fashion.	FG, SG, CC, NGO
1.2.3 Building a strong local and regional economy that is characterised by the provision of local jobs for local people.	FG, SG, CC, M, BI, DI
1.2.4 Prioritising the development of high speed telecommunications capability within the Camden area through delivery of infrastructure and the availability of technology and skills within the local area.	FG, DI
1.2.5 Securing regional services, facilities and infrastructure within the Camden area to service both local and regional populations through forward planning, partnerships and promotion	FG, SG, CC, E, NGO

1.3 Growth Objective: There are housing choices

Strategies	Responsibility
1.3.1 Ensuring greater choice and diversity in housing to meet a range of existing and future community needs.	SG, CC, DI

Measures of Success

The following sustainability indicators will assist in measuring success and progress in achieving the outcomes for *Actively Managing Camden's Growth*:

Key Direction 1: Actively Managing Camden's Growth

Outcome

Indicators

Measured By

We Have the Best of Both Worlds

Proportion of urban land to rural land within the Camden LGA

Indicator pre-dates the South West Growth Centre so is no longer appropriate

Proportion of residents satisfied with quality of new urban environments

Resident Telephone Survey

Proportion of residents who feel that Camden has the best of both worlds.

Resident Telephone Survey

Proportion of residents who are satisfied with their level of access to services, information and facilities.

Resident Telephone Survey

People can access what they need

Proportion of residents using the internet

Resident Telephone Survey

Proportion of detached houses to other housing forms

ABS Census

There are housing choices

Proportion of home ownership to other housing tenures

ABS Census

Proportion of households who spend more than 30% of their income on housing (in housing stress)

ABS Census

ABS Census

Key Responsibilities

Council has four primary key roles in the effective management of Camden's growth – facilitator, regulator, advocate and service provider.

The effective management of Camden's growth will require a significant ongoing commitment from the State Government, particularly in the delivery of infrastructure and services. State Government's role will span a range of agencies, and joint commitment and action through the Metropolitan and Subregional Strategy will be required to ensure consistent, timely and quality delivery of infrastructure and services to this part of the South West Growth Centre.

Key partners in this area will include non-government organisations, particularly in the forward planning of service growth; the development industry; business and industry; and individuals and households.

Council Local Services – Actively Managing Camden's Growth

Local Services		Partners ⁴
LS1.1 Development Control The building process is managed well, Camden's valued characteristics are retained, and the outcomes intended through the urban planning process are achieved.		SG, DI
LS1.2 Heritage Protection The built, environmental, cultural and Indigenous heritage of the Camden Local Government Area are protected, enhanced and enjoyed.		SG, DI, CG
LS1.3 Urban and Rural Planning Camden's valued characteristics are balanced and retained with new growth, and good outcomes are secured for the people and place of the Camden Local Government Area.		SG, DI

⁴ For Responsibility Key Please Refer to Appendix p74

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Key Direction 2

Healthy Urban & Natural Environments

What is a Healthy Environment?

Camden's natural and built environments are the "setting" for all aspects of life and are essential for sustaining the health, wellbeing and prosperity of the 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.

Growing the Camden Area—Key Opportunities and Challenges

The natural environment of the Camden area has been subject to a range of influences over the preceding decades that has meant that the natural environment and systems are under stress, including farming and agriculture, rural living, and the impacts of a growing population on air quality and waste generation. Many parts of the natural environment, including bushland and waterways, have become significantly degraded over this time.

Urban development will undoubtedly change the environment of the Camden area. How this urban development is undertaken and managed, however, will determine whether this change improves or degrades the environment as it currently stands. The opportunities for the urban development process to fund and deliver enhanced environmental outcomes are significant.

Key opportunities and challenges include:

- Ensuring the protection of environmental values and function where healthy and mature ecosystems exist
- Managing the impact of greater numbers of people living in the area on the environment, including waste generation and management, air quality, and pressure on rivers and ecosystems.
- The impacts from the loss of rural land and farming activities on fresh, local and affordable food supply and increased production pressure on remaining agricultural lands.
- Carefully designing new urban areas to promote high levels of health and amenity in neighbourhoods and public spaces.

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What Our Community Says

Camden's rural setting, and trees, parks and natural open spaces hold significant value to current residents of the area, as does its country town feel.

The community is concerned to see that the growth and urban development of the Camden area is managed well, and desire to see Camden retain its rural setting and country town feel.

Trees, parks and natural open space are important to the community now and are a key part of the vision for the area in the future.

Vision For 2040

In 2040, our physical environment – both natural and built – supports all aspects of our life in Camden. This will mean that our natural systems are resilient and fully functional, and as a result provide for the health and wellbeing of the current and future populations through clean air, water, natural systems and diverse ecosystems.

Our community is able to access, enjoy and appreciate local natural assets and open spaces in a sustainable way, and these assets continue to be nurtured for future generations. In addition, our lifestyles and behaviours are improving not degrading our environment, and there is a high level of community involvement in environmental initiatives.

In 2040 we have attractive, well-functioning and healthy public places which facilitate all aspects of our social, recreational and economic lives. We enjoy a high level of amenity in our town and commercial centres and in our neighbourhoods, which creates community pride and enjoyment in the area in which we live. Our neighbourhoods are safe, attractive and vibrant places to live and raise our children.

In 2040 it will be evident that this community, and the various agencies and business which serve it, are taking active responsibility for the state of Camden's environment. This will have been facilitated through Council taking a leadership role in environmental sustainability, both in terms of its own operations and in leading and encouraging the community, business and other agencies to pursue and becoming involved in sustainability practices.

Outcomes

The desired outcomes to be achieved through this Key Direction are:

- The Water is Clean
- People Breathe Clean Air
- Bushland is Protected
- You Can Hear the Sounds Of Nature
- Nothing is Wasted
- There is Community Pride
- There are Places to Play
- People are Healthy

Links to NSW 2021 and Regional Action Plan

<p><u>NSW 2021 Goals:</u></p> <ul style="list-style-type: none"> • <u>Goal 22 – Protect our natural environment</u> • <u>Goal 23 – Increase opportunities for people to look after their own neighbourhoods and environments</u> 	<p><u>Regional Plan Priorities and Actions:</u></p> <p><u>Priority – Protect our environment and heritage</u></p> <p>Action – <u>Improve river health</u></p> <p>Action – <u>Manage the impact of coal seam gas and long-wall mining</u></p> <p>Action – <u>Improve air quality</u></p> <p>Action – <u>Respond to climate risk and variability</u></p> <p>Action – <u>Improve waste management</u></p> <p>Action – <u>Protect natural habitats</u></p>
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Strategies

The outcomes for Healthy Urban and Natural Environments will be achieved by focusing on:

2.1 Environment Objective: *There is clean air and water, and bushland is protected*

Strategies	Responsibility ³
2.1.1 Prioritising the protection and enhancement of biodiversity throughout the local government area and South West Growth Centre through the active management and restoration of bushland and riparian corridors.	SG, CC, DI, CG
2.1.2 Improving the quality of our local rivers and waterways, and actively managing water throughout the area, including stormwater.	SG, CC
2.1.3 Promoting the sustainable use and management of Camden's natural assets and attractions for the enjoyment of residents and visitors to the area, having regard for the future condition and primary role of these assets.	CC
2.1.4 Reducing the environmental footprint of residents, businesses, organisations and government agencies in Camden.	CC, BI, R, NGO, CG
2.1.5 Increasing local involvement in environmental initiatives and restoration.	CC, CG
2.1.6 Encouraging and facilitating biodiversity conservation efforts on private lands through effective partnerships, assistance and education.	CC, SG, DI

³ For Responsibility Key Please Refer to Appendix p74

2.2 Environment Objective: Nothing is wasted	
Strategies	Responsibility
2.2.1 Managing waste generation and disposal effectively to reduce the environmental, social and economic impacts of waste and build a commitment to waste avoidance and resource recovery across the community	CC, BI, R
2.3 Environment Objective: There is community pride and amenity in our places	
Strategies	Responsibility
2.3.1 Creating and maintaining attractive streets, town centres and public spaces through appropriate and sustainable use of vegetation, asset maintenance and renewal, waste management and regulation.	CC, DI
2.3.2 Enhancing harmony, amenity and liveability in local neighbourhoods through urban design, maintenance of public infrastructure, promoting community pride in the care for private property, and increasing the responsibility taken by all householders and businesses for reducing their impact on their neighbourhood such as through noise and care of domestic animals.	CC, SG, DI, R
2.4 Environment Objective: There are open spaces and places to play	
Strategies	Responsibility
2.4.1 Provision and management of parks and natural open spaces that are accessible, connected and well-maintained to enhance community and environmental health, recreation and leisure opportunities, and appreciation of the local environment ⁴	CC, SG, DI

2.5 Environment Objective: People are healthy	
Strategies	Responsibility
2.2.1 Securing high levels of public health and confidence through encouraging best practice in industry and agriculture, and enforcing relevant legislation where needed	CC, SG
Measures of Success	
The following sustainability indicators will assist in measuring our success in achieving the outcomes for <i>Healthy Urban and Natural Environments</i> :	
Key Direction 2: Healthy Urban and Natural Environments	
Outcome	Measured By
<i>The Water is Clean</i>	Types and numbers of macro invertebrates found in local streams and rivers
	To be replaced by general indicator of river health
	Level of phosphorous and nitrogen found in local streams and rivers
	To be replaced by general indicator of river health
	Internal water quality testing data
<i>People Breathe Clean Air</i>	Our local streams and rivers are healthy
	Number of air quality exceedences against accepted standards - National Environment Protection Measure (NEM)
	Office of Environment & Heritage
	Proportion of buildings that incorporate energy efficient design principles
	Indicator no longer relevant since the introduction of BASIX, requiring energy efficient design

<p><i>Bushland is Protected</i></p>	<p>Proportion of Council-owned bushland under active management</p> <p>Proportion of land area covered by bushland</p> <p><u>Internal data</u></p> <p>Indicator pre-dates establishment of the South West Growth Centre and target is no longer achievable as</p> <p><u>Internal data</u></p>
<p><i>You can Hear the Sounds of Nature</i></p>	<p>Change in ambient noise levels</p> <p>Annual Ambient Noise Study</p>
<p><i>Nothing is Wasted</i></p>	<p>Number of noise complaints received per capita</p> <p>Council customer request management system</p> <p>Kilograms per capita of domestic waste produced that is:</p> <ul style="list-style-type: none"> • Waste to landfill • Green Waste • Recycling <p>Council waste data</p>
<p><i>There is Community Pride</i></p>	<p>Proportion of residents who recycle food scraps in a compost bin, worm farm or in the garden</p> <p>Resident Telephone Survey</p> <p>Proportion of people who feel a sense of pride in their neighbourhood</p> <p>Resident Telephone Survey</p>

Key Responsibilities

The responsibility for improving our built and natural environments, both currently and for the future, rests with all agencies, businesses and individuals within the Camden area.

The Federal and State Governments play crucial leadership, policy, funding, and service provision roles for the long term sustainability of the natural environment at national, state and local levels. The State Government also has the responsibility for major transport improvements, particularly public transport, which is important for the long term environmental sustainability and amenity of the area, and indeed Sydney as a whole.

Council is an important local leader, role model and steward of the local natural environment and environmental assets. Council is also the provider and maintainer of much of the public spaces and built environment throughout the area, including streetscapes, civic buildings, parks and playgrounds, and footpaths. Council is also charged with enforcing a range of local laws which aim to improve the amenity of the local area.

Ultimately, the health and sustainability of the environment in Camden, both natural and built, relies on all individuals, businesses, and industries through the adoption of more sustainable practices, and through their contribution to the health and harmony of neighbourhoods and towns by being responsible neighbours.

The local environment in the Camden area is intrinsically linked to other areas, and the metropolitan area more broadly. Ongoing partnerships with other councils and stakeholders throughout the region will be necessary to achieve environmental outcomes for Camden.

Local Services – Healthy Urban and Natural Environments

Local Services		Partners ⁶
LS2.1	Waste Services The amenity and quality of the local environment is improved through provision of a high quality waste and cleansing service, encouraging decreased resource consumption and waste creation, and improving diversion to recycling and reuse.	SG
LS2.2	Regulating the Use of Public Areas Public areas are safe, functioning and healthy through undertaking regulation, enforcement and community education.	SG

⁶ For Responsibility Key Please Refer to Appendix p74

L52.3	Public Health Public health and confidence are improved through encouraging health best practice and enforcing legislation in relation to food safety, water quality, skin penetration and air conditioning units in public buildings.	SG
L52.4	Protection of the Natural Environment The quality of the natural environment in the Camden Local Government Area is improved and protected through active management of natural resources and the prioritisation of the natural environment by all agencies, businesses and individuals.	SG, DI, BI, R, NGO, CG
L52.5	Parks and Playgrounds Accessible, attractive and safe parks and playgrounds are provided and maintained for the benefit of all throughout the Camden community.	DI
L52.6	Environmental Activities The community is encouraged to become actively involved in protecting and enhancing the local environment, and to initiate ways in their households and businesses to reduce environmental impact.	BI, R
L52.7	Enforcement of Legislation and Policies The safety, amenity and functioning of private and public land are improved through enforcement of relevant by-laws, including animal control, roadside trading and overgrown land.	
L52.8	Appearance of Public Areas Camden's public areas are clean, well-maintained and attractive.	BI, R

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Key Direction 3
A Prosperous Economy

What is a Prosperous Community?

Prosperity is essential to the quality of life and wellbeing of people in a local area, and relies on a strong local 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 would be 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 **the Camden area** is **inextricably** 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.

Growing the Camden Area – Key Opportunities and Challenges

The urban growth of the Camden area, managed well, will enable the growth of the local economy far beyond the scope that would have been achievable without the establishment of the South West Growth Centre. The availability of land and infrastructure for industry and employment, new town and retail centres, new and upgraded transport infrastructure, employment opportunities in development and construction industries, and opportunities to secure regional level facilities within this local area are examples of the types of economic growth that will occur through and because of the urban expansion of the area.

There are a number of particular challenges and considerations that will be important in order to ensure that opportunities for economic growth are maximised, including:

- The importance of a stable strategic planning and development control framework to provide long term certainty, investment confidence, **land supply and appropriate controls** to drive economic development
- Addressing the increasing gap between the number of residents and the availability of jobs within the region, particularly in relation to the gap between the population targets and the jobs targets in the Sydney Metropolitan Strategy for the South West.
- Building a good skills match between jobs and residents in Camden and the Macarthur region through developing an increasing diversity of local skills, attracting people with diverse skills to live in this area, and through a focus on young people as the future labour force.

- The effective development of town centres as vibrant economic and community hubs, including Leppington as a major town centre, new local centres such as Oran Park, and strengthening the identity, role and functioning of established town centres such as Camden and Narellan.
- Securing infrastructure that is important for economic growth, including timely delivery by the State Government of transport infrastructure, such as the South West Rail Link and upgrades to major roads such as Camden Valley Way, and the inclusion of telecommunications infrastructure as part of the planning process.
- The economic and social impact of the loss of farming and agricultural land and industries, including the availability of local affordable fresh food.
- The potential impacts on the tourist/visitor market from changes to the local area from development.

What Our Community Says

Camden's country town feel and lifestyle, and its rural setting, are greatly valued by both residents and visitors to the area. This is an important part of the place, and therefore the economy, of Camden. Keeping these characteristics and lifestyle are a key part of the community's vision for the future.

Transport infrastructure was high on the community's agenda as issues that need to be addressed both now and into the future, and again this has clear links with developing and maintaining a strong local and regional economy.

The community sees employment as a priority, as well as supporting businesses. Schools and education is also important to the community.

Vision For 2040

In the year 2040, the local economy of the Camden Local Government Area is sustainable, diverse and flourishing, and the benefits are received and enjoyed by local people.

A diverse range of business and industry has located and invested in the Camden and Macarthur areas because this is a sought-after location, an environment that is known to support and sustain local enterprises. Local small businesses are flourishing, and have access to the information and support that they need to be sustainable over time. The local and regional economy support entrepreneurial pursuits, innovation, and technology.

More of our community are employed locally because there are enough jobs in the region, and local residents have the necessary skills needed to make up the local workforce. Working locally means that Camden residents enjoy a greater quality of life through less time travelling and more time in leisure, family and community activities.

Camden’s young people are an important part of the local and regional economy, and are educated, motivated and skilled. They have access to a range of high quality learning and development opportunities, and are well-supported by the community to reach their full economic and social potential.

Town centres in the Camden area are vibrant and appealing community and commercial hubs, providing a rich diversity of retail, social, leisure, employment and business opportunities. New centres provide a range of new business and recreational opportunities, particularly Leppington located on the train line, and established centres continue to thrive and develop. Camden town continues to reflect the country town heritage and lifestyle of its past, and is enjoyed by locals and visitors alike.

Camden’s local economy has a cultural richness because not only does it reflect and celebrate the heritage and lifestyle of its past, but it is characterised by a commitment to and celebration of learning, creativity, community connectedness, the sharing of stories and experiences, and the diverse people and communities that make up this place.

Outcomes

The desired outcomes to be achieved through this Key Direction are:

- The local economy is growing
- There are a variety of local jobs available
- There is a commitment to learning
- People can access what they need

Links to NSW 2021 and Regional Action Plan

<u>NSW 2021 Goals:</u>	<u>Regional Plan Priorities and Actions:</u>
<ul style="list-style-type: none"> • <u>Goal 1 – Improve the performance of the NSW economy</u> • <u>Goal 3 – Drive economic growth in regional NSW</u> • <u>Goal 4 – Increase the competitiveness of doing business in NSW</u> • <u>Goal 5 – Place downward pressure on the cost of living</u> • <u>Goal 6 – Strengthen the NSW skill base</u> 	<p><u>Priority – Growth the economy of South Western Sydney</u></p> <p><u>Action – Deliver effective planning strategies to support the region’s growth</u></p> <p><u>Action – Provide more employment lands to meet demand and provide jobs closer to home</u></p> <p><u>Action – Support key industries to grow</u></p> <p><u>Action – Deliver services to support business</u></p>

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<ul style="list-style-type: none"> • <u>Goal 15 – Improve education and learning outcomes for students</u> 	<p>Priority – Improve education outcomes</p> <p>Action – <u>Encourage students to stay in school longer</u></p> <p>Action – <u>Provide tailored support for people from culturally and linguistically diverse communities and Aboriginal people</u></p> <p>Action – <u>Increase options for higher education</u></p> <p>Action – <u>Improve school infrastructure (Oran Park School named in Regional Action Plan)</u></p>
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Strategies

The outcomes for a prosperous local economy will be achieved through a focus on:

3.1 Economy Objective: The local economy is growing

Strategies	Responsibility
<p>3.1.1 Planning for local economic development activities that maximise opportunities and actively grow the local economy, having a clear understanding of the local, regional and national economic contexts</p>	CC, M
<p>3.1.2 Developing and sustaining vibrant and complementary town centres, both new and existing, that have their own clear identities and role, providing a range of economic, employment, leisure and social opportunities for residents and visitors alike</p>	CC, SG, DI, BI
<p>3.1.3 Supporting the ongoing growth of strong business development activities that strengthen and sustain local business and industry through the provision of information, networking, partnerships, educational opportunities and promotion.</p>	Ch, CC, SG, E
<p>3.1.4 Fostering commitment within the local community to contributing to the development of the local economy through support of local businesses, spending locally where possible, and active involvement in local activities and events that create vibrant community and places.</p>	CC, BI
<p>3.1.5 Building strong regional partnerships between educational institutions, employers, business and industry groups, Government agencies, Councils and non-government organisations.</p>	SG, CC, E, BI, NGO

<p>3.1.6 Attracting industry and business investment in the Camden and Macarthur regions through marketing and promotion of the region as an attractive and viable location for business and industry, and for the people employed in those organisations.</p>	<p>M, CC, BI</p>
<p>3.1.7 Developing and increasing tourism and visitors to the Camden area through regional partnerships and promotion, strengthening the capacity of the local tourism industry, supporting the ongoing improvement of local items of interest, and ensuring that Camden retains its country town feel and heritage as its central tourism driver.</p>	<p>CC, M</p>
<p>3.2 Economy Objective: There are a variety of local jobs available</p>	
<p><i>Strategies</i></p>	
<p>3.2.1 Providing suitable and sufficient land through the urban planning process to attract, enable and support a diversity of employment and industry types, including planning for economic development clusters or “hubs” that will maximise opportunities to build competitive advantage and strengths.</p>	<p>Responsibility CC, SG, DI</p>
<p>3.3 Economy Objective: There is a commitment to learning and skills</p>	
<p><i>Strategies</i></p>	
<p>3.3.1 A commitment to building the educational and employment capacity of Camden’s young people through effective partnerships between schools, higher education and training providers, employment services and local business and industry that provide clear pathways for young people from school into education, training and employment opportunities within the local area and region.</p>	<p>Responsibility NGO, E, BI</p>
<p>3.3.2 Increasing the diversity of skills within the local community to improve the match between local skills and jobs through building the skills of existing residents and attracting new residents with a diverse range of skills to live in the local area and region.</p>	<p>SG, E, BI</p>

3.4 Economy Objective: People can access what they need

Strategies	Responsibility
<p>3.4.1 Securing within the Camden area the many services and facilities that are needed by the community, including professional, health and medical, educational and government services.</p>	FG, SG, CC, E, DI
<p>3.4.2 Developing world class technological capability within the region through the supply and improvement of telecommunications infrastructure, building the skills of local businesses and residents, and the provision of opportunities for all residents to have equitable access to technology and skills through schools and libraries.</p>	FG, DI, CC
<p>3.4.3 Providing and supporting opportunities for fresh food production in order to offset the impact of the loss of agricultural land through the development of the South West Growth Centre.</p>	SG

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for A Prosperous Economy:

Key Direction 3: A Prosperous Economy

Outcome

The Local Economy is Growing

Indicators

New Business Start Ups

Growth of existing businesses and new businesses

Measured By

ABS Census - Entries / Exits

RDA Data

<p><i>There are a variety of Local Jobs available</i></p>	<p>Proportion of jobs in Camden by industry type</p> <p>Number of jobs in Camden per 100 resident workers</p>	<p>ABS Census</p> <p>ABS Census</p>
<p><i>There is a commitment to Learning</i></p>	<p>Proportion of households that include someone undertaking an educational or learning activity</p>	<p>Resident Telephone Survey</p>
<p><i>People Can Access what they Need</i></p>	<p>Proportion of residents who are satisfied with their level of access to services, information and facilities</p> <p>Proportion of residents using the internet</p>	<p>Resident Telephone Survey</p> <p>Resident Telephone Survey</p>
<p><i>People feel they have enough</i></p>	<p>Proportion of people who are satisfied with their standard of living</p> <p>Proportion of households who are able to save money most weeks</p>	<p>ABS Census / Resident Telephone Survey</p> <p>Resident Telephone Survey</p> <p>Resident Telephone Survey</p>

Key Responsibilities

The local economy is subject to many external influences at both the global and national levels, and is shaped by a large number of internal factors and stakeholders.

The State Government will be responsible for many of the factors involved in strengthening the local economy through the implementation of the Metropolitan Strategy, particularly the timely delivery of infrastructure, and the focus on town centres and employment generation. Both the Federal and State Governments also play an important role through coordinating, funding and implementing initiatives to develop the local and regional economies.

The Macarthur Regional Organisation of Councils currently plans and implements a range of regional economic development strategies, including promotion of business and industry, networking opportunities, advocacy and planning. An ongoing regional focus will be important for the Camden area to take advantage of the range of infrastructure, workers, facilities and services available within the broader South West region.

In addition to Council's role in local planning and zoning, Council is well-placed to undertake a leadership, coordination and support role of local economic development activities, within the context of the broader regional approach.

There are a number of other organisations and groups within the area that play a role in supporting the development of the local economy, and in building the skills of local residents, such as Camden and Narellan Chambers of Commerce, the Macarthur Business Enterprise Centre, and various training providers. Ongoing coordination, communication and collaboration between these groups will be important in supporting local business and industry, and in growing the local economy as a whole.

Camden and Macarthur's tourism industry involves a range of tourism operators and other businesses, and a continued focus on networking and collaboration between these stakeholders will be important in growing and sustaining the tourist and visitor market over time.

Council Local Services – A Prosperous Economy

Local Services		Partners
L53.1	Economic Development The local and regional economy are actively strengthened and supported through the provision and coordination of economic development activities, which includes planning and provision of local employment.	SG, M, BI, DI
L53.2	Tourism Camden enjoys a strong local and regional tourist and visitor market through ongoing focus on developing and preserving tourism opportunities, promotion of the area and provision of support to tourism providers.	TR
L53.3	Management of Significant Places Camden's important places and centres are actively cared for through specific focus, management and coordination.	DI, BI, CG

Key Direction 4
Effective and Sustainable Transport

DRAFT

What Is Effective and Sustainable Transport?

Effective transport underpins all aspects of an accessible and functioning place, impacting on the health of the natural environment, the effectiveness and amenity of the urban environment, the viability and growth of the local and regional economy, and the health and wellbeing of people able to conveniently connect with their community and services.

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. This provides a range of advantages including access to a greater range of social, economic, cultural and leisure opportunities. Coupled with this, provision of community facilities and more local employment opportunities reduce the distance needed to travel, thereby providing additional capacity in the transport system.

Effective 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.

Growing the Camden Area – Key Opportunities and Challenges

The delivery of transport infrastructure, both new and upgraded, in a timely fashion will be one of the greatest challenges through the urban growth of the Camden area. The outcomes and benefits of this infrastructure on the people, economy and environment of the area will be significant. Without this infrastructure the Camden area cannot sustain the urban growth planned under the State Government's Metropolitan Strategy.

This is because of reasons such as:

- Camden is already "transport disadvantaged" in terms of public transport, and the increased population will only place further stress on roads that are already stretched in their capacity. Existing roads built to rural standards do not have the capacity to cope with expected increased traffic volume in all aspects including size and structure.
- Overcoming reliance on private cars will require provision of safe, convenient and cost effective alternatives. Public transport services need to be available to people as they move into a new area, so as to avoid the establishment of travel patterns involving private cars, which are then difficult to change.
- Greater access to jobs close to home will be important in addressing some of the transport challenges facing the Camden area, to reduce the amount of time local residents spend travelling, particularly in private vehicles.

It is important to note a number of tensions that exist in the consideration of transport for the Camden area. Firstly, there is a discord between the current community's desire to for major transport infrastructure, particularly rail, and the densities needed to support infrastructure of this nature, which the

community does not desire. Secondly, it should be noted that the goals of free-flowing roads at the same time as effective public transport may be at odds, given that public transport use is likely to be lower if car travel times are faster. Given the reality of finite funding for infrastructure, the provision of roads that enable quick travel times may preclude sufficient funding for public transport, and vice versa. In order to see the environmental benefits from greater use of public transport, such as improved air quality, there may need to be decisions about the prioritisation of public transport with some cost to private travel convenience.

At the time of the 2013 Review of Camden 2040 there had been a number of significant new or upgraded infrastructure projects commenced, including Camden Valley Way, the South West Rail Link, and the Murrellan Road and M5 widening. Funding has been secured for the Camden Bypass intersection, which will also involve a significant contribution from Council.

What Our Community Says

Transport continues to be the most significant issue of concern for residents in terms of what needs to be achieved for the future of the area, though this declined somewhat between 2009 and 2012. The key concerns relate to public transport, and the congestion and condition of roads.

Council's Community Satisfaction Survey in 2011 (telephone survey) again confirmed the community's desire to see 'managing local roads and traffic', 'improving transport options', and 'construction and maintenance of local roads, footpaths and kerbing' improved. These three services were three of the top four in terms of the gap between importance of the services and satisfaction with the services (high importance, low satisfaction).

Vision For 2040

In 2040, it is possible to move around the Camden area, and beyond, conveniently, safely and using a variety of transport options. This means that people are connected with their local community and places, and the local economy is effectively supported.

The road network is well-connected, free-flowing and safe. Road infrastructure was provided and improved in a timely fashion as the Camden area grew. Intersections work effectively and there is safe sharing of road areas between cars, heavy vehicles, bicycles and pedestrians. Town and commercial centres and transport interchanges work well because there is sufficient parking.

Camden residents have good access to a range of public transport options. There is a railway line into Leppington which services this busy town and commercial centre. There is a modern, convenient, regular and affordable bus service that enables all residents to access town centres, employment, railway stations and the full range of social and leisure opportunities within the area. There is safe public transport available at night.

People are using other methods of moving around in preference to private vehicles and this has brought a range of environmental, economic, health and social benefits to the community. This is because there is good public transport available, and people are using the network of cycleways and footpaths to get where they need to go.

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Outcomes

The desired outcomes to be achieved through this Key Direction are:

- Roads are High Quality, Free-Flowing and Safe
- We Leave the Car at Home
- People Breathe Clean Air

Links to NSW 2021 and Regional Action Plan

<p><u>NSW 2021 Goals:</u></p> <ul style="list-style-type: none"> • <u>Goal 7 – Reduce travel times</u> • <u>Goal 8 – Grow patronage on public transport by making it a more attractive choice</u> • <u>Goal 9 – Improve customer experience with transport services</u> • <u>Goal 10 – Improve road safety</u> • <u>Goal 19 – Invest in critical infrastructure</u> • <u>Goal 20 – Build liveable communities</u> 	<p><u>Regional Plan Priorities and Actions:</u></p> <p><u>Priority – Improve integrated regional transport</u></p> <p><u>Action – Develop long term transport strategies for South Western Sydney</u></p> <p><u>Action – Improve accessible public transport services</u></p> <p><u>Action – Provide quality transport infrastructure (South West Rail Link)</u></p> <p><u>Action – Deliver road and bridge upgrades to improve traffic flow (Items named in Regional Action Plan relevant to Camden – Widen the M5 West, Upgrade Narellan Road, Upgrade Camden Valley Way, resolve on and off ramps on Spring Farm Link Road)</u></p> <p><u>Action – Improve road safety</u></p> <p><u>Action – Improve the movement of freight</u></p> <p><u>Action – Support active transport</u></p>
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Strategies

The outcomes for effective and sustainable transport in Camden will be achieved through a focus on:

4.1 Transport Objective: Roads are high quality, free-flowing and safe

Strategies	Responsibility
4.1.1 Developing a well-connected, well-designed and free-flowing road network supported by appropriate infrastructure for a growing community that provides effective movement of people and goods within the local area and broader region.	SG, CC
4.1.2 Prioritising the delivery of roads and transport infrastructure early in the development of new urban and industrial areas to ensure residents have appropriate access within and beyond the local area from when they move here.	SG, DI
4.1.3 Planning the long term asset: management of roads and road-related infrastructure to ensure that assets are kept in good condition into the future.	SG, CC
4.1.4 Managing parking demand within town centres to enable convenient access to businesses and services, and support the needs of local business.	CC
4.1.5 Improving road and transport safety through a range of engineering and community programs and education aimed at improving driver behaviour, reducing road and pedestrian fatalities and injuries, and addressing the need for safe transport options, particularly after hours.	CC, SG
4.1.6 Building and improving regional transport linkages through effective planning, partnerships and joint action.	SG, M, CC

4.2 Transport Objective: We leave the car at home

Strategies	Responsibility
4.2.1 Improving public transport options, access, innovation and integration to ensure that public transport becomes a viable, affordable, and well utilised alternative to private vehicles.	SG, TP, CC

<p>4.2.2 Developing a network of cycleways, footpaths and safe crossing points throughout the local area that provide a convenient and attractive alternative to the use of motor vehicles.</p>	<p>SG, CC, DI</p>
<p>4.2.3 Actively planning new urban and commercial areas to effectively connect people with significant places, centres, employment, and recreation and social opportunities throughout the local area.</p>	<p>SG, CC, DI</p>
<p>4.3 Transport Objective: People breathe clean air</p>	
<p><i>Strategies</i></p>	
<p>4.3.1 Encouraging a greater commitment within the community to the use of sustainable forms of transport for important environmental, health, cost and social benefits, including public transport, cycling and walking.</p>	<p>CC</p>
<p><i>Measures of Success</i></p>	
<p>The following sustainability indicators will assist in measuring our success in achieving the outcomes for <i>Effective and Sustainable Transport</i>:</p>	
<p>Key Direction 4: Effective and Sustainable Transport</p>	
<p><i>Outcome</i></p>	<p><i>Measured By</i></p>
<p>Roads are Free-Flowing and Safe</p>	<p>Congestion Indicator – <u>Ease of travel within the Local Government Area</u></p> <p>Road Safety Indicator – <u>Recorded road accidents (fatal and non-fatal) per 1000 population</u></p> <p><u>Average travel time on key routes</u></p> <p><u>Resident Telephone Survey</u></p> <p><u>RMS Data</u></p> <p><u>Information not currently available</u></p>

We Leave the Car at Home	Mode of travel to work on weekdays	Bureau of Transport Statistics
	Mode of travel for all trips on weekdays and weekends	This indicator does not provide any additional insight as travel on weekdays
People Breathe Clean Air	Average number of cars per household	ABS Census
	Transportation Preferences	Resident Telephone Survey
	Number of air quality exceedences	Office of Environment and Heritage

Key Responsibilities

The provision and improvement of major transport infrastructure within the Camden area is the responsibility of the State Government. This includes the area's major arterial roads such as Camden Valley Way, the Northern Road and Narellan Road, as well as heavy rail in the extension of the railway line to the South West into Leppington. The timely funding and delivery of this infrastructure is a central part of the State Government's Metropolitan Strategy and will be essential for the short and long term quality of life, amenity, economy and environment of the Camden area.

The Camden area is serviced by a number of private and community transport providers, particularly bus, taxi and community transport. These providers will play an important ongoing role in ensuring that the Camden community has convenient and affordable access to these services, within existing and new suburbs.

Council has responsibility for the provision and management of local roads, and road-related infrastructure such as footpaths, kerb and guttering, parking facilities, bus shelters and some cycleways. Council's role in urban planning will involve ensuring that new urban, industrial and commercial areas are designed with effective transport in mind, and to maximise the opportunities for alternative forms of transport such as walking and cycling.

Advocacy to other levels of Government and private transport providers will be an important ongoing role for Council in securing effective transport infrastructure and services into the future. Council also coordinates a range of road safety programs.

Given Camden's place in the broader region, an ongoing commitment to the planning and integration of transport infrastructure and services within the region will be important, particularly in terms of access to rail and regional services currently not available within the Camden local area.

Council Local Services – Effective and Sustainable Transport

Local Services		Partners
LS4.1	<p>Transport Options</p> <p>Camden residents are able to choose leave the car at home because they have access to convenient and affordable public transport; and healthy transport options because they have access to well-maintained footpaths and cycleways that are well-connected to Camden's key places and centres.</p>	SG, DI
LS4.2	<p>Road Safety</p> <p>Road safety and community confidence are improved through coordinating community education and programs aimed at reducing traffic accidents and improving access to safe transport.</p>	SG
LS4.3	<p>Local Traffic Management</p> <p>Traffic and parking are managed effectively within the area through adequate planning and coordination of traffic management issues.</p>	
LS4.4	<p>Construction and Maintenance of Roads and Related Infrastructure</p> <p>People are able to get where they need to go conveniently, safely and efficiently because roads and road-related infrastructure are sufficient for Camden's needs and are well-maintained.</p>	SG, DI

Key Direction 5

An Enriched and Connected Community

What is an Enriched and Connected Community?

Community wellbeing describes the state of satisfaction, contentment and fulfillment of needs experienced within a particular group of people. Whilst wellbeing is a somewhat intangible concept, it is generally about "higher order" needs that people have for meaning, enrichment, connection, acceptance, belonging, emotional fulfillment and a sense of purpose.

A community with high levels of wellbeing 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.

A sustainable community relies on a balance between economic, community, environmental and governance outcomes. An enriched and connected community involves components such as arts and culture, community safety, healthy lifestyles and community health, enrichment through learning and information, and recreation and leisure.

Growing the Camden Area – Key Opportunities and Challenges

The number of people who call the Camden area home will increase five-fold under the State Government's Metropolitan Strategy. Building this population as a community of people who belong, can participate, are well-connected and supported will require a range of careful considerations and planning, including:

- The timely funding and delivery of community infrastructure to ensure that residents have access to facilities and services as they move into the area, not following full completion of development. Given Council's small rate base, and recent changes to developer levies, there are significant projected funding shortfalls for the provision of essential community infrastructure. State Government also has a significant role in the funding of community services and facilities, such as health, education and emergency services, and the planning and delivery for these services will need to occur alongside the population growth.
- Ensuring that new communities are connected and inclusive through the timely provision of effective services and programs in new release areas, particularly acknowledging that many new residents will not have any community ties within their new area.
- Creating the sense of community spirit and pride within new communities that is currently enjoyed within the existing population, and retaining the friendliness and involvement that is characteristic of rural and country communities.
- An awareness of the potential stresses experienced by residents in both new and established areas, including mortgage and financial stress, access to services such as child care, and social isolation.

- Understanding and addressing changing and emerging community needs, which may include a community that is more culturally diverse, and the changing needs across the lifecycle. This will include ongoing need for services for a large population of children and young people, and for a population that will age over time.
- The opportunities created by new large scale development to secure high quality technology infrastructure at the same time as effective service delivery to people that may be more inclined to engage and connect with their community through online means.

What Our Community Says

Residents of the Camden area place a high value on the country town feel and the people and community of this area, and desire to see this character and sense of community retained in the future, and extended into new areas as they grow.

The community wants to see a range of community services improved for the current population, and appropriately addressed in the future as the community grows. These particularly relate to health services, education, and community activities (particularly for children and young people). Specific target groups within the community are keen to see services that support their needs and to see greater inclusion and promotion within the Camden area, including Aboriginal people, young people, older people and people with a disability.

The community continues to prioritise parks, recreation facilities and open space issues to "get right" in the future. Council facilities and services such as libraries and community events continue to receive high satisfaction ratings within the local community and high levels of usage.

Vision For 2040

In 2040 Camden we will be a community of people who feel a strong sense of belonging and connection to our place and community. We are proud of the place in which we live, and feel safe within our neighbourhoods, parks and town centres. We are a community that enjoys celebration of our local culture and heritage through events, both large and small. These make our place vibrant and interesting, and we enjoy the richness that diversity brings to our community.

Our lives are enriched through a diverse array of opportunities, through arts and cultural programs, local libraries, access to information, recreation and sporting pursuits, parks and open spaces. We are enriched because we connect with other people in our community through a range of organisations, places and groups. We are able to access the support we need when we need it.

In 2040 we enjoy access to a range of high quality services and facilities, including health services and hospitals, a choice of educational facilities, child care services, community support, information, recreation and sporting facilities. Whilst we're still enjoying a country town feel, we are able to access city-like services and facilities within our own local area.

Outcomes

The desired outcomes to be achieved through this Key Direction are:

- People Feel They Belong
- There is Community Pride
- People Feel Safe
- People are Healthy

Links to NSW 2021 and Regional Action Plan

NSW 2021 Goals:	Regional Plan Priorities and Actions:
<ul style="list-style-type: none"> • Goal 11 – Keep people healthy and out of hospitals • Goal 12 – Provide world class clinical services with timely access and effective infrastructure • Goal 13 – Better protect the most vulnerable members of our community and break the cycle of disadvantage • Goal 14 – Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential • Goal 16 – Prevent and reduce the level of crime • Goal 17 – Prevent and reduce the level of re-offending • Goal 18 – Improve community confidence in the justice system • Goal 24 – Make it easier for people to be involved in their communities • Goal 25 – Increase opportunities for seniors in NSW to fully participate in community life 	<p>Priority – Deliver appropriate services to disadvantaged and vulnerable members of the community</p> <p>Action – Deliver coordinated and integrated services to the community</p> <p>Action – Provide support services for people with a disability that meets their individual needs</p> <p>Action – Improve access to community transport for the aged and people with a disability</p> <p>Action – Reduce homelessness</p> <p>Priority – Improve access to quality health services</p> <p>Action – Improve access to hospital services and specialist services</p> <p>Action – Increase ambulance services</p> <p>Action – Provide effective mental health services</p> <p>Action – Deliver services to respond to diverse needs</p> <p>Action – Promote healthy lifestyles</p>

<ul style="list-style-type: none"> • Goal 26 – Fostering opportunity and partnerships with Aboriginal people • Goal 27 – Enhance cultural, creative, sporting and recreation opportunities 	<p>Action – Improve research into health improvement</p>
<p>Strategies</p> <p>The outcomes for an enriched and connected community will be achieved through a focus on:</p>	
<p>5.1 Community Objective: <i>People feel connected, supported and that they belong</i></p>	
<p>Strategies</p>	
<p>5.1.1 Facilitating community connections, inclusion, resilience and sense of belonging through the provision and support of a broad range of events, facilities, organisations and activities.</p>	<p>CC, NGO, FG, SG, CG</p>
<p>5.1.2 Enhancing opportunities for full engagement in community, recreational and economic life for all people in the community through appropriate planning, consultation, services, activities and advocacy, with a particular focus on:</p> <ul style="list-style-type: none"> a. Children and families b. Young people c. People with a disability d. People from culturally and linguistically diverse backgrounds e. Indigenous people f. Older people g. Women 	<p>CC, SG, FG, NGO, CG</p>

	h. Groups within the community who may be adversely impacted by emerging issues or events	
5.1.3	Providing libraries that are innovative, vibrant and serve as community hubs; enabling people to connect with information, learning, culture, and social opportunities.	CC, SG
5.1.4	A commitment to a coordinated and early approach to the planning, funding and delivery of services from Government, on-government agencies and local community organisations.	FG, SG, CC, NGO
5.1.5	Availability of up-to-date and easily accessible information about local services, facilities, groups and organisations to enable all residents to access the opportunities they need within their local community.	CC
5.1.6	Supporting and encouraging the shared use of facilities and spaces through the development and provision of multi-purpose facilities and programs which create better value through greater use, improved collaboration, and strong partnerships between organisations.	CC, DI, NGO
5.1.7	Development of effective regional partnerships, collaboration and advocacy to ensure that regional issues are appropriately addressed and opportunities maximised.	FG, SG, CC, M, NGO
5.2 Community Objective: There is community pride		
Strategies		
5.2.1	Developing, preserving and celebrating Camden's history and the strengths, achievements and diverse cultures that make up this community.	CC, SG, NGO, BI
5.2.2	Enhancing community and economic life by providing opportunities for the community to participate in and tell their stories through arts and cultural activities, supporting local artists and creative industries, and through the use of public art to add local significance and appeal to Camden's public places.	CC, SG
Responsibility		

5.3 Community Objective: People feel safe

Strategies **Responsibility**

5.3.1 Creating and sustaining a safe environment within families, neighbourhoods, public places and venues through effective programs, education, partnerships and community engagement. SG, CC, NGO

5.4 Community Objective: People are healthy

Strategies **Responsibility**

5.4.1 Developing a healthy community through the promotion of healthy lifestyles, education and the provision and support of a range of sporting, leisure and recreational facilities and opportunities that improve health as well as contribute to vibrant community life and a connected community. SG, CC

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *An Enriched and Connected Community*:

Key Direction 5: An Enriched and Connected Community

Outcome

Indicators

Measured By

Proportion of people who feel safe in their community

Resident Telephone Survey

Proportion of crimes per capita committed against a person or personal property

NSW Bureau of Crime Statistics and Research

<i>People feel Safe</i>	Proportion of people who feel more/less safe or the same	Resident Telephone Survey
<i>People feel they belong</i>	Proportion of residents who participate in community events, cultural events and civic activities	Resident Telephone Survey
	Proportion of residents who have a membership in a community organisation	Resident Telephone Survey
<i>There is Community Pride</i>	Proportion of residents who feel that their neighbourhood is a friendly place to live	Resident Telephone Survey
	Proportion of residents who feel a sense of pride in their neighbourhood	Resident Telephone Survey
<i>People are Healthy</i>	Average number of hours per week spent undertaking some physical activity	Resident Telephone Survey
	Proportion of households that include someone who suffers from a chronic illness	SSWAHS Community Health Profile / Resident Telephone Survey

Key Responsibilities

Whilst councils, governments, or other entities are not individually responsible for or even able to ensure the happiness or wellbeing of individuals or communities, there are many organisations throughout the community of Camden that have a role in creating and sustaining the *environment* and providing *opportunities* that develop and support wellbeing, including:

- The Federal Government fund, provide and partner services, such as Medicare, aged and family services.
- The State Government fund, deliver and coordinate a range of human services, such as health and hospitals, education, police, and community support services.
- Non-government organisations that are funded to provide support and development services to the local community.
- Community groups and organisations provide an important role in the community in connecting people through areas of common interest, such as sporting clubs, churches, service clubs and friendship/social groups.

Council provides a diverse range of services to the local community that aim to build an enriched and connected community, through its libraries, community events, provision of sporting fields and recreation facilities, and cultural and community development programs.

Council also has an important role in coordinating and strengthening partnerships and collaboration to improve the way local communities are engaged and serviced. Local government is well-placed to act as an advocate for groups within its constituency, to provide a strong voice to other levels of government in order to secure improved services and outcomes on behalf of the local community.

Council Local Services – An Enriched and Connected Community

Local Services		Partners
LSS.1	<i>Recreation Services and Facilities</i> Affordable, accessible and well-maintained recreation facilities that meet current and future community demand.	SG, DI
LSS.2	<i>Community and Cultural Development and Planning</i> Planning, stimulating and supporting community and cultural activity in Camden.	SG, FG, NGO, CG
LSS.3	<i>Community Support Services and Facilities</i> Places, activities, services and groups that enable the community to connect, gather, learn and play, and that meet a range of community needs.	FG, SG, NGO, CG
LSS.4	<i>Community Safety</i> Community safety and confidence is addressed and improved through the coordination and provision of a range of programs and partnerships.	SG
LSS.5	<i>Community Events</i> Camden's history, achievements and diverse culture are celebrated through the provision of engaging, accessible and affordable community events that connect people with their community.	BI, NGO, R

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Attachment 2

LSS.6	Library Services Vibrant places, people spaces, which are affordable, accessible and reflective of the local community.	SG
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DRAFT

Key Direction 6
Strong Local Leadership

What is Strong Local Leadership and Why is it Important?

Strong local leadership will be the key vehicle for achieving the outcomes expressed by the Camden community in this plan. 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.

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 has never been as important as it will be as the Camden area faces massive urban and population growth, particularly in advocating for the delivery of adequate infrastructure and service provision, and in balancing the needs and desires of the current population with the pressures of growth.

Importantly, strong local leadership involves the way that government engages with and responds to the local community in decisions, plans and services that impacts on this local area. This would ultimately result in government policy and action that is shaped by the vision and priorities of this community

Growing the Camden Area - Key Opportunities and Challenges

Strong local leadership and effective partnerships and cooperation will be the most important factor in the effective management of the growth of the Camden area over the coming decades. Some of the key opportunities and challenges in terms of leadership and partnerships include:

- The ability to establish early in the planning process the kind of characteristics, outcomes and opportunities the community want to see delivered through growth, which is not usually available through the longer term natural evolution and change of a local area
- Achieving the balanced outcomes that the community have expressed, including maximising the opportunities from growth and retaining the valued aspects of Camden's rural and country heritage and landscape.
- Sustaining partnerships, commitment to vision and a coordinated approach over time, as the growth of the area will occur over many decades and through numerous changes, such as changes of governments, elected councillors and personnel, and the emergence of new stakeholders such as developers, community organisations and businesses.

- Consideration of equity and fairness in who pays for services and infrastructure throughout the area. Current residents should not be expected to bear the costs associated with new growth. At the same time, residents in new areas should not be expected to fund the maintenance costs for existing infrastructure and services.
- Current constraints in the way local government is funded means that Council's ability to raise income is not proportionate with the rising costs of delivering services and infrastructure to a rapidly growing community. This is particularly challenging given Camden's small rate base which limits Council's ability to forward-fund infrastructure.

What Our Community Says

The effective management of the population growth planned for the Camden area is a priority for the local community, particularly to ensure that this growth occurs in a balanced way. This means that valued characteristics of the Camden area – its country town feel and lifestyle and aspects of its rural setting – are retained, and that the opportunities from growth are secured and maximised.

The community has identified that infrastructure, particularly roads and public transport, are fundamental areas to "get right" in creating Camden's future. Parks, recreation facilities, and activities for the area's young people are also essential parts of creating the kind of future that residents desire.

In relation to Council's services, the community has identified the maintenance and management of local assets to be the number one priority. This particularly relates to construction and maintenance of local roads, footpaths and kerbing. Also of high priority to the community is Council's urban and rural planning function, which relates to the community's desire to see Camden's growth managed effectively.

In addition to these services, the community has expressed a desire to see a continued focus on consultation with the community, processing of building applications, community and road safety and community support services.

Vision For 2040

In 2040, the community's vision has been achieved because the Camden area has been led by strong, visionary, community-focused leaders. Camden has been represented by strong voices that tirelessly advocate on behalf of the community to other levels of government. The community of Camden is actively engaged in the issues, plans and decisions that impact it. There is an ongoing dialogue between local residents and other levels of government.

A commitment to leadership has been shown throughout the years through increasing opportunities for all residents to have input into decisions, and through increasing opportunities to build the capacity of the local community as leaders, particularly children and young people, Aboriginal people, people with a disability, older people and people from diverse cultural backgrounds.

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Council and its partners have acted as strong stewards for the local area, balancing the needs of the current community with those of the future. Good forwarding planning has been the driver behind the creation of a place that has achieved balanced environmental, social and economic outcomes.

The people of Camden enjoy access to high quality services from Council and other government bodies. This has been achieved through a strong customer focus and a commitment to continuously improving its services to ensure they efficiently meet community needs and expectations. Council has administered its organisation effectively as it has grown to meet the needs of a larger population through prudent and strategic management of resources.

Outcomes

The desired outcomes to be achieved through this Key Direction are:

- People have a say in the future
- It is well governed

Links to NSW 2021 and Regional Action Plan

<p><u>NSW 2021 Goals:</u></p> <ul style="list-style-type: none"> • <u>Goal 28 – Ensure NSW is ready to deal with major emergencies and natural disasters</u> • <u>Goal 30 – Restore trust in State and Local Government as a service provider</u> • <u>Goal 31 – Improve government transparency by increasing access to government information</u> • <u>Goal 32 – Involve the community in decision making on government policy, services and projects</u> 	<p><u>Regional Plan Priorities and Actions:</u></p> <p style="text-align: center;"><u>Nil</u></p>
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Strategies

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The outcomes for strong local leadership will be achieved through a focus on:

6.1 Leadership Objective: *People have a say in the future*

Strategies	Responsibility
6.1.1 Commitment to an ongoing dialogue with the community on local issues, decisions, services and plans.	CC, SG, FG
6.1.2 Effective communication, ensuring that all residents, groups, businesses and organisations are appropriately informed about local issues, events, opportunities and services.	CC, SG, NGO, BI

6.2 Growth Objective: *It is well governed*

Strategies	Responsibility
6.2.1 Careful stewardship of the community's assets, both built and natural, through effective planning for asset provision, maintenance and renewal that ensures current and future asset provision and quality whilst balancing the community's expectations across all services.	SG, CC
6.2.2 Providing services and facilities that are high quality, accessible, cost effective and responsive to this community over time.	SG, CC, NGO
6.2.3 Strong financial management, workforce planning, long term planning and continuous improvement as the basis for a Council organisation that is sustainable and able to meet the needs of the community now as well as in the future.	CC
6.2.4 A well-supported local democracy and leaders that have the tools and information needed to make good decisions on behalf of the local community.	CC, SG
6.2.5 Maximising every opportunity to strongly advocate on behalf of the local community to secure good outcomes for the Camden area.	CC

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6.2.6	A commitment to effective partnerships and open communication between Government, non-government agencies, local business and industry, community groups and organisations, and local residents to deliver coordinated and effective outcomes for the Camden area.	FG, SG, CC, BI, NGO, CG, Ch
6.2.7	Building the skills and capacity of the local community as strong local leaders, with a particular focus on the children and young people, <u>and Aboriginal people</u> of the Camden area.	SG, E, NGO, CC, BI

Measures of Success

The following sustainability indicators will assist in measuring our success in achieving the outcomes for *Strong Local Leadership*:

Key Direction 6: Strong Local Leadership	
Outcome	Measured By
<i>People have a Say in the Future</i>	Proportion of people who took action to address a local issue
	Resident Telephone Survey
	Proportion of people who felt confident that their say was taken into consideration
	Resident Telephone Survey
	Proportion of people who can name a Councillor who represents them
	Resident Telephone Survey
<i>It is Well Governed</i>	Increased number of "green" results <u>against the</u> Local Government Financial Health Check
	<u>Annual audit</u>
	Community Satisfaction Survey

Key Responsibilities

Strong local leadership means that the Camden area has strong organisations and individuals representing its interests, who are responsive to this community, and are working together to achieve the community's vision for the future. Strong local leadership will be the responsibility of all levels of government, as well as the private sector, non-government organisations, business and industry groups, and community organisations.

Strong local leadership also relies on effective partnerships between Council, State and Federal Government agencies, non-government organisations, community groups, businesses and individuals. A partnership approach is critical for achieving the kind of future that Camden residents aspire to, because no one agency or group has the resources or the capacity to accomplish the balanced outcomes that this will require.

Council Local Services – Strong Local Leadership

Local Services	Partners
LS6.1 Strong Local Democracy Camden is represented by a well-supported and responsive local democracy that has the tools and information needed to make good decisions on behalf of the community.	SG
LS6.2 Stewardship of Community Resources Community resources are adequately planned and managed with both the current and future needs of the community in mind.	SG
LS6.3 Community Engagement Government agencies actively involve the Camden community on issues, plans and decisions that impact on the local area.	FG, SG
LS6.4 Community Information Provide a quality customer service interface for the community to access Council services and accessible and current information is available through a range of means that keeps the community well-informed about local events, issues and opportunities.	
LS6.5 Management of Emergency Events Emergency events are effectively planned for and local emergency services organisations are adequately supported.	SG, CG
LS6.6 Support Services Provision of efficient and effective support services to all functional areas of Council, including Finances, Governance, Human Resources Management, Information Technology, Records Management and Risk Management	SG

Conclusion

Camden is now more than two years down the path towards Camden 2040. The community's priorities have remained generally stable since first adopted in 2010, and the continued mandate for Council and its partners is to carefully manage the growth of the Camden area to retain those aspects that are most valued, and to maximise the many and exciting opportunities that growth will bring.

This is encapsulated in the vision for 2040.

In year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth.

This has been achieved through **effectively managing urban and population growth** to:

1. protect Camden Town, the floodplain and associated rural hinterland, and promote and celebrate the area's unique country history, heritage and community
2. maximise the many opportunities presented by large scale modern urban development in terms of improved access to high quality services, facilities and infrastructure
3. support and maintain opportunities for rural living through urban growth and carefully manage the transition to an increasingly urban environment

The active management of the Camden area's growth and the achievement of balanced social, economic and environmental outcomes will have been delivered through the tireless representation of **strong local leaders** and advocates and a community of people who are actively engaged in the issues, plans and decisions that impact on the local area.

Growth has gained momentum in the years since *Camden 2040* was first adopted, and numerous quality outcomes are being achieved in terms of infrastructure, housing provision, community development and economic development. This is a story that needs to be told - the future for Camden is exciting and will present opportunities and lifestyle for the current and future communities that would not otherwise have been possible. The strength of partnerships and commitment between Council and its various partners will continue to pave the way for the vision for Camden to be achieved in the long term.

APPENDIX A

RESPONSIBILITY AND PARTNERS KEY

FG	Federal Government
SG	State Government
CC	Camden Council
NGO	Non-Government Organisations
CG	Community Groups
R	Residents
BI	Business and Industry
DI	Development Industry
M	MACROC and Macarthur Councils
E	Education Providers
Ch	Chambers of Commerce
TR	Tourism Providers
TP	Transport Providers

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ORDINARY COUNCIL

ORD08

SUBJECT: DRAFT ECONOMIC DEVELOPMENT STRATEGY
FROM: Director Governance
BINDER: Economic Development

PURPOSE OF REPORT

The purpose of this report is to seek Council adoption of the Economic Development Strategy for the Camden Local Government Area (LGA) for the purposes of public exhibition.

BACKGROUND

During the consultation process for the preparation of *Camden 2040* (adopted in 2010), economic development was noted as a key priority and a clear desire was identified for Council to take a more active and direct role in economic development across the local area. *Camden 2040*, therefore, has a strategy to undertake “planning for local economic development and actively grow the local economy”.

In order to address this strategy, Council’s Delivery Program 2011/12-2014/15 includes an action to develop and implement an economic development strategy for the Camden LGA. This strategy aims to deliver on the vision established in *Camden 2040*, identify Council’s role and determine a range of strategies and actions to be undertaken.

A workshop was conducted with Council on 29 January 2013, which has informed the development of the strategy, along with initial consultation with key stakeholders.

The 2012/13 Delivery Program also provides funding to establish an Economic Development Officer (EDO) position to undertake actions identified in the strategy.

MAIN REPORT

The Economic Development Strategy, titled *Growth and Prosperity*, has been drafted, and is provided as **Attachment 1 to this report**.

The basis of the Economic Development Strategy is the overarching vision in *Camden 2040*:

“In year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth.”

The strategy provides a snapshot of the Camden LGA economy and growth context, global trends and impacts on economic development at the local level, and the economic development landscape for the Camden area.

Economic development is defined in *Camden 2040* as “...essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time”. The strategy details the economic outcomes

identified in *Camden 2040*, and discusses Council's role in economic development moving forward, particularly given the growth context of the Camden area.

The strategy further identifies the **target sectors** and **key activity areas** under the vision as detailed below.

Target Sectors

In order to maximise opportunities for economic development in the coming years, the strategy identifies a number of “target sectors” for the Camden LGA. These target sectors represent the “what” of the strategy – the areas and opportunities that will be focused on in the coming years.

Living the Vision - “dynamic, modern, urban place”

Education Sector: A targeted plan to grow the higher education sector will attract more young people into the area who wish to undertake study to move into professions. It will also help retain local young people who would otherwise have to study elsewhere.

Professional Services Sector: A targeted approach to growing this sector could involve the establishment of designated precincts throughout the LGA to allow easy access for customers and clients and to support the growth of a community of interest.

Health Sector: Building on those health and related services already established in Camden, the growth of the health sector (particularly health research) could also be targeted. This is an ever-changing sector that increasingly relies on innovation and technology – features that can contribute to a dynamic, modern, urban place.

Living the Vision - “unique history and rural backdrop”

Tourism Sector: A targeted plan to grow the tourism sector is likely to result in the growth of business and employment opportunities across a range of industries, such as cottage businesses, community enterprises, food and hospitality and accommodation.

Agriculture Sector: Building on existing agricultural knowledge, intellectual property and the emerging local produce and food production market, Camden has an opportunity to position itself as an agricultural research and innovation hub.

Living the Vision - “urban development and population growth”

Construction Sector: The construction sector is integral to the growth of the population and will provide many employment opportunities as commercial and housing developments are being rolled out.

Retail Sector: Significant opportunities exist to target retail as a key sector, particularly with the development of the identified retail centres and the ongoing development of the Main Street.

Government Services Sector: As the population grows, access to a range of government services will be important to maintain the social and economic wellbeing of Camden residents. Key government services should be located in the LGA to ensure services can be easily accessed.

Key Activity Areas

To achieve the desired economic development outcomes in the target sectors, Council's activities have been organised into three main areas – Council's operating environment, advocacy and engagement, and support business. The key activity areas represent the "how" of the strategy and direct the actions contained in the 4 Year Implementation Plan.

1. *Council's operating environment*, in order to help develop business and grow jobs Council will actively promote, coordinate and market economic development, positioning Camden LGA as an economic centre within a wider economic region.
2. *"Advocacy and engagement"*, Council will act as an advocate and partner to ensure that community and business groups are able to be active participants in the area's economic success. The area's unique qualities will be promoted at every opportunity to attract business investment and skilled workers.
3. *"Support business"* and broaden the area's economic base, Council will provide strong support and encouragement, including economic and business information, for target sectors.

Implementation and Reporting

The strategy is underpinned by a four-year Implementation Plan, which will form the basis of the work plan for the Economic Development Officer. The draft Implementation Plan is provided as **Attachment 2 to this report**. Both the strategy and the Implementation Plan contain performance measures, which will be regularly reported.

Public Exhibition

The public exhibition of the Economic Development Strategy is proposed to be undertaken in conjunction with the public exhibition of the *Camden 2040* review, from 29 March to 1 May 2013.

The public exhibition will include presentations to both Camden and Narellan Chambers of Commerce meetings during April, mail-outs to key stakeholders seeking feedback on the strategy, and a community forum is being planned to provide community members with the opportunity to learn more about these key strategic documents for the future of the Camden area. Advertisements will also be placed in the Council ad in the local paper.

FINANCIAL IMPLICATIONS

Funding for the Economic Development Officer position is already provided in the 2012/13 budget. Any additional required project funding will be considered through a business case in the context of the annual budgeting process.

CONCLUSION

The community identified economic development as a key priority in consultations for *Camden 2040* in 2009, and this was again confirmed in 2012 consultations for the review of *Camden 2040*. The need for Council to take a more active role in economic development as the area grows was also identified.

The growth of the Camden area provides an exciting and critical landscape for economic development activity to be undertaken in order to maximise the many opportunities that this growth will bring. The Economic Development Strategy sets the focus and framework for this activity to take place over the coming years.

The strategy provides clear directions for economic development for the Camden LGA, including Council's role, and reflects feedback provided by stakeholders. The supporting Implementation Plan identifies key actions to be undertaken by Council in the short to medium term.

It is proposed that the public exhibition of the strategy include presentations to the Chambers of Commerce, mail-outs to key stakeholders seeking comment, and a community forum to be held in conjunction with the exhibition of the *Camden 2040* revision.

RECOMMENDED

That Council:

- i. adopt the Economic Development Strategy for the purposes of public exhibition; and**
- ii. publicly exhibit the draft strategy from 29 March to 1 May 2013.**

ATTACHMENTS

1. Economic Development Strategy
2. Implementaiton Plan

Attachment 1 ORD08

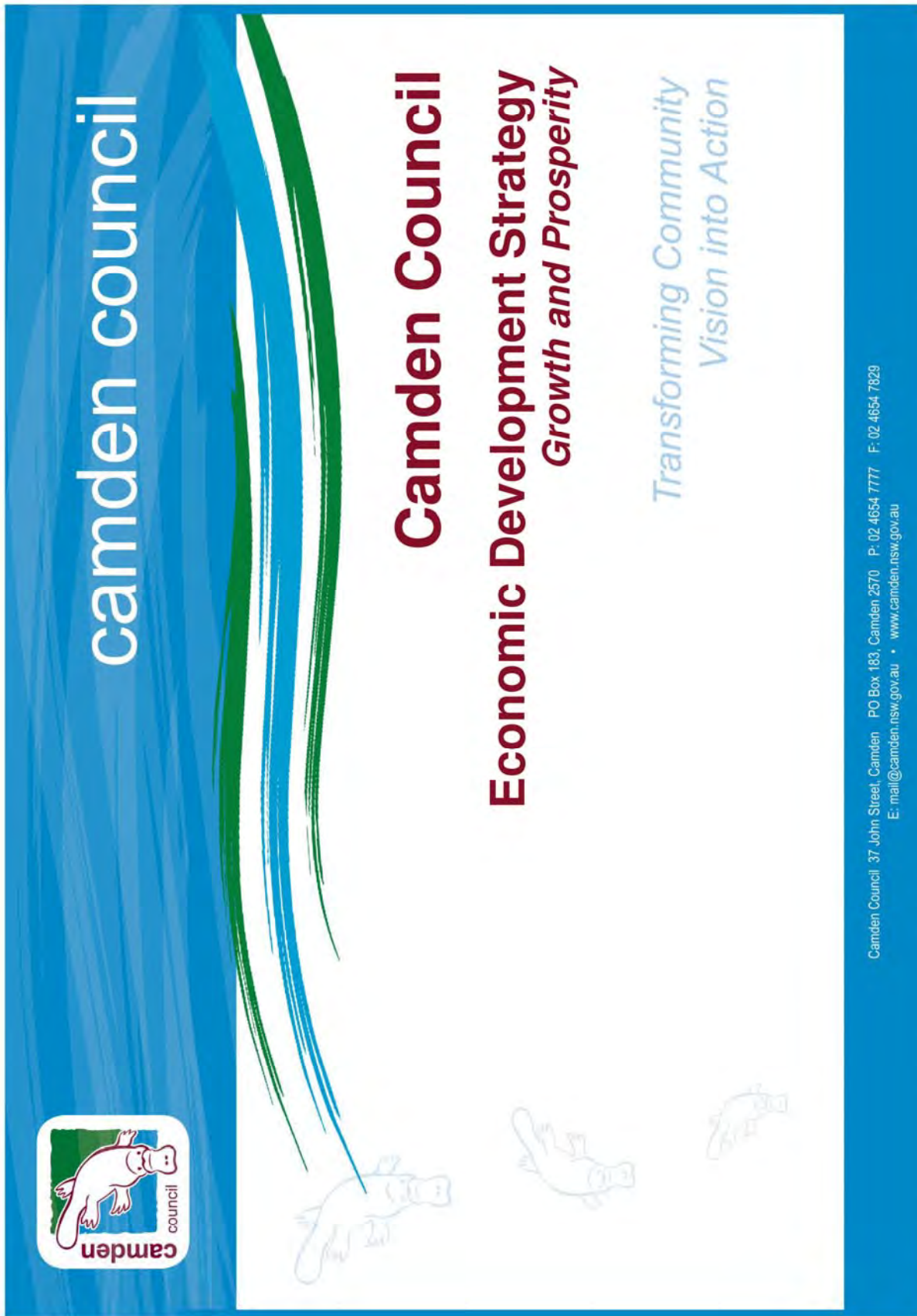


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1. Foreword

[Message from the Mayor to come]

2. Executive Summary

The Economic Development Strategy for the Camden Local Government Area has been developed in response to community priority for Council to take a more active role in developing a strong and prosperous local economy as a key part of managing the large-scale urban growth of the area, and in order to maximise the many opportunities this growth presents. This formed part of the vision contained within *Camden 2040*.

The Economic Development Strategy determines Council's role in economic development, and identifies the strategies and actions necessary to deliver on the vision in *Camden 2040*.

The Camden 2040 overarching vision is "in year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth."

The strategy is built around maximising and seizing opportunities from growth while supporting and encouraging local business.

Council's Delivery Program and budget provide funding for the employment of an Economic Development Officer in 2012/13. This strategy and associated 4 Year Implementation Plan will direct the work of this officer in the short and medium term.

Camden's growth landscape provides significant opportunity to actively develop a vibrant and flourishing local economy that will benefit the current and future populations of the area. Council's commitment to taking a more active role in the economic development of Camden will see a range of new and coordinated activity aimed at building the economy of this place, and the coming years will be an exciting and dynamic time for Council and its many partners in this work. This will be a story worth telling.

3. Camden Snapshot

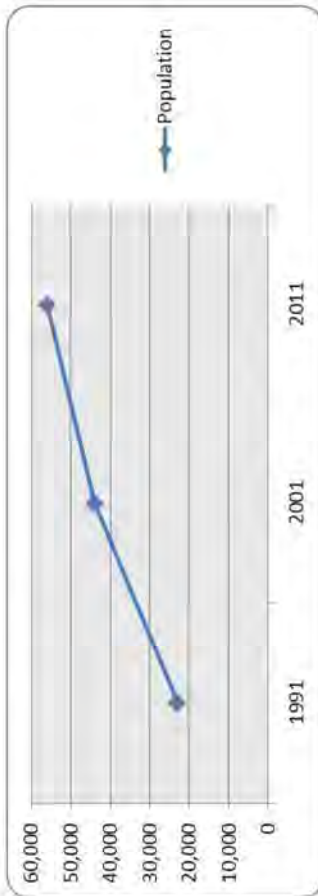
The Camden 2040 overarching vision is “in year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth.”

Located just 60kms south-west of Sydney, Camden contains a mix of agricultural land, country towns and villages, and new residential areas, with associated commercial and industrial development.

The Camden Local Government Area (LGA) has several parks, wineries, attractions, restaurants and accommodation, making tourism a key industry. With the expanding industrial areas in Narellan, Gregory Hills and Smeaton Grange, Camden is also home to a range of large commercial enterprises (see Figure 1).

The population of the Camden Local Government Area has expanded rapidly in the past decades, more than doubling from 1991 to the present day (see Figure 2).

Figure 2.: Camden Population Growth 1991 to 2011¹



Camden LGA continues to be one of the fastest growing areas in Australia with a current population of 56,000 people. Under the State Government’s Metropolitan Strategy, Camden’s population will increase over the coming 30 years to an expected total of 256,000. In 2011, analysis of household income levels in the Camden LGA compared to Greater Sydney shows that there was a larger proportion of high income households (those earning \$2,500 per week or more) and a lower proportion of low income households (those earning less than \$600 per week).



Figure 1: Map of the Camden Area

¹ ABS Census of Population and Housing, 2011. Camden Council Economic Development Strategy March 2013 © Camden Council on behalf of Morrison Low Consultant Pty Ltd

Attachment 1
ORD08

Overall, 24.2% of the households earned a high income, and 13.1% were low income households, compared with 23.6% and 18.3% respectively for Greater Sydney (see Figure 3).

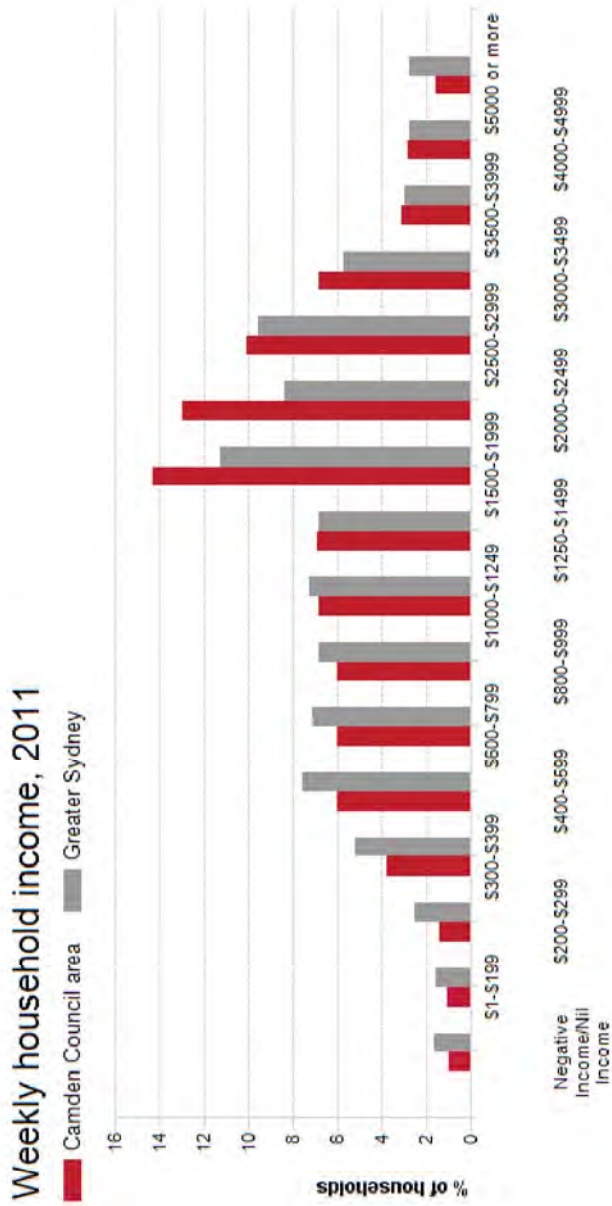


Figure 3: Weekly Household Income²

² ABS Census of Population and Housing, 2011.
Camden Council Economic Development Strategy March 2013
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Employment status in the Camden LGA in 2011 compared to Greater Sydney shows that there was a higher proportion in employment, and a lower proportion unemployed (see Figure 4). Overall, 96.0% of the labour force was employed and 4.0% unemployed, compared with 94.3% and 5.7% respectively for Greater Sydney.

Employment status

Camden Council area	2011				2006				Change
	Number	%	Greater Sydney	%	Number	%	Greater Sydney	%	
Employment status									
Employed	28,762	96.0	94.3	96.1	24,753	94.7	94.7	+4,009	
• Employed full-time	19,295	64.4	62.0	64.4	16,577	63.0	63.0	+2,718	
• Employed part-time	8,854	29.5	30.1	29.0	7,472	28.9	28.9	+1,382	
• Hours worked not stated	613	2.0	2.1	2.7	704	2.8	2.8	-91	
Unemployed	1,207	4.0	5.7	3.9	1,000	5.3	5.3	+207	
• Looking for full-time work	703	2.3	3.3	2.4	623	3.3	3.3	+80	
• Looking for part-time work	504	1.7	2.4	1.5	377	2.1	2.1	+127	
Total Labour Force	29,969	100.0	100.0	100.0	25,753	100.0	100.0	+4,216	

Figure 4: Employment Status³
 Between 2006 and 2011 the number of people in the labour force showed an increase of 4,216 persons, or 16.4% (see Figure 5).

³ And ⁴ ABS Census of Population and Housing, 2011
 Camden Council Economic Development Strategy March 2013
 © Camden Council on behalf of Morrison Low Consultant Pty Ltd

Labour force status

Camden Council area	2011				2006				Change 2006 to 2011
	Number	%	Greater Sydney	Number	%	Greater Sydney			
Labour force status									
Total Labour force	29,953	69.8	61.7	25,753	69.7	60.7		+4,216	
Not in the labour force	11,365	26.5	32.4	9,651	26.1	31.8		+1,714	
Labour force status not stated	1,622	3.8	5.9	1,555	4.2	7.6		+67	
Total persons aged 15+	42,956	100.0	100.0	36,959	100.0	100.0		+5,997	

Figure 5: Labour Force Participation⁴

Against this landscape, Camden is well positioned to meet the economic challenges and opportunities that will be arising over the coming 30 years. The key challenge for the Camden region will be working to maintain and grow this employment profile over that same period of time. However, with such a strong basis Camden is uniquely placed to drive economic development as the growth occurs, rather than having to start from scratch to attract activity.

4. Global Trends and Impacts on Economic Development

With the growth of the global economy, a range of global trends and influences will increasingly impact on the economic development aspirations of communities, regions and countries.

4.1 Focus on Innovation

Intelligent infrastructure that provides better than the current market offering for connectivity from either fixed, mobile, wireless or satellite services is essential. In areas where local government authorities have facilitated access to the best available information, communication technology (ICT) infrastructure, the economic and community gains have been substantial⁴.

4.2 Place Based Development and Investment Facilitation

The changing nature of local economies and society will continue to shape communities, neighbourhood centres and civic spaces. Place making is a coordinated, area-based, multi-stakeholder approach to improve locations that harnesses the skills, experiences and resources of those in the private, public and voluntary sectors.

4.3 Globalising Business

Many manufacturing jobs and service jobs are moving to less expensive locations and new markets. Successful businesses have to be able to compete in the global marketplace, utilising the internet, satellites, and other advances in telecommunication which enable companies to integrate their operations globally.

⁴ Intelligent Community Forum Case Studies www.intelligentcommunity.org/
Camden Council Economic Development Strategy March 2013

© Camden Council on behalf of Morrison Low Consultant Pty Ltd

4.4 Retooling the Workforce

Education is closely tied to economic well being. Skill requirements are changing and many jobs now require post-secondary education. There is increasing demand for technical and professional skills, which is resulting in an increased emphasis within companies on training and retraining. Companies are focusing on geographical areas with pools of skills and graduating students in order to fulfil their workforce needs. At the same time, quality of life is becoming increasingly important for recruiting and retaining technicians and professionals.

It is critical that Camden's economic development strategy acknowledges these global trends and impacts in order to ensure the planned activities can be implemented and the overarching intended outcomes can be achieved.

5. The Economic Development Landscape for Camden

The key economic development challenge for Camden LGA and Council is the expected population growth from 56,000 to 256,000 over 30 years. Underpinning this are economic development issues associated with the community, employment, business, infrastructure and housing.

5.1 Community

For the community, there is a clear desire to retain the rural setting and country town feel/lifestyle, while transitioning to more urbanised environment. It is important to have well-managed urban development to minimise detrimental impacts, particularly as they relate to the environment, the community and the local economy. There is also an aspiration to ensure the development of strong communities as the population grows - not just suburbs.

5.2 Employment

In relation to employment, the South West is planned to accommodate 23% of Sydney's population growth but only 13% of employment growth⁵. As the population and associated workforce grows, it will be essential to ensure an on-going match of local people into local jobs.

There will be new and emerging industries that will require a range of skills and education. Training will need to be focused to ensure the workforce can meet local labour market requirements, recognising that there is already currently a 'high end' skills shortage with professional services being imported into the region. As such, it will be important to attract higher skilled workers on an on-going basis and encourage them to live locally.

As the data above shows, Camden LGA residents' participation in the labour market is varied. It will be important to ensure that jobs continue to meet the range of aspirations of residents, including those that are part-time with flexible hours, to those that are well paid with clear career paths.

The need to reduce long journeys to work is a key challenge for the region.

⁵ *Employment Prospects in South West Sydney, MACROC 2008*
Camden Council Economic Development Strategy March 2013
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5.3 Business

Businesses need stable strategic planning and development to enhance investor confidence. As such, it is important that Council maintain good processes to support business growth and development across the LGA.

The face of local business will change due to the pressures from population growth – there will be less land available for agriculture, increased pressure on access to fresh local food and a need to focus on retaining visitor appeal to maximise tourism in the LGA. It is important to note that the growth also presents significant opportunities for business development in the region.

With the development of key retail centres in Oran Park, Camden, Narellan, Leppington, it will be important to ensure that future demand for floor space can be met. It will be equally important that the village-style 'Main Street' continues to develop.

Developing the transport system will help encourage the relocation of businesses, particularly for those businesses requiring access to Sydney CBD, Port Botany, the coast and the south of the State.

In order to attract new businesses into the region, it will be important to create a desirable location for business and family life.

5.4 Infrastructure

It will be critical to secure infrastructure to support economic development as the population grows. The development of a large major centre in the north serviced by a train line and the upgrading of major roads are key underpinnings for economic development for the LGA. Effective telecommunications infrastructure is vital in this context.

A close eye will need to be kept on matching the timing of the delivery of infrastructure with population growth over the next 30 years.

5.6 Housing

As the population grows, higher housing densities than currently exist in Camden will be developed. It will be important to ensure the effective provision of open space to support housing growth. In order to attract higher skilled workers, identifiable executive residential areas must continue to be established.

While these challenges must be acknowledged, it is the opportunities that arise out of the growth agenda that are the focus of this strategy, whilst supporting and encouraging existing business.

6. Defining Economic Development for Camden – A Prosperous Economy

Economic development can mean a range of things to different people. The 30 year strategic community plan, Camden 2040, outlines a prosperous economy for the Camden Local Government Area (LGA) as:

“...essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time”⁴⁶

⁴⁶ Camden 2040 page 38
Camden Council Economic Development Strategy March 2013
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Camden 2040 identifies that a prosperous economy for the LGA has a regional focus, including a strong link with the broader South West region, and involves working alongside relevant partners.

The outcomes being sought through A Prosperous Economy in Camden 2040 are:

- The local economy is growing
- There are a variety of local jobs available
- There is a commitment to learning
- People can access what they need

7. The Role of Camden Council in Economic Development

Camden Council has historically had no active role in local economic development, but has supported some coordinated regional economic development. Camden 2040 was adopted in December 2010, following extensive community consultation – the largest community consultation process the Council has ever undertaken. The consultation identified a clear desire and need for Council to have a more active and direct role in economic development.

This economic development strategy for the Camden LGA clearly identifies the Council's role and outlines a range of activities that will be undertaken by the Council.

Camden Council aims to focus efforts across a range of target sectors and within three major activity areas – Council's Operating Environment, Advocacy and Engagement and Support Business as detailed below.

Camden Council recognises that, in addition to planning and zoning, it has a key role as a strategist and leader within the economic development landscape across the local government area. What this means is that Council has a role in actively promoting, coordinating and marketing the economic opportunities of the area. Council has a role in collecting and distributing economic and business information and facilitating access to business support.

Utilising existing relationships and networks and building on the work already being done across its organisation, Camden Council is well positioned to promote Camden LGA as an economic centre within a wider economic region. Within that context, Council has a key role to play as advocate and partner for a range of economic opportunities.

The strategy also provides a basis for direct action by other relevant stakeholders to realise the vision and outcomes for economic development for the LGA.

The economic development setting within which Council finds itself is dynamic, innovative and opportunistic. As such, this strategy should be viewed as a flexible approach that recognises the need for wide participation and diverse partnerships to achieve the desired outcomes.

8. The Focus of the Strategy – Growth and Prosperity

The urban growth of the Camden area, managed well, will enable the growth of the local economy far beyond the scope that would have been achievable without the establishment of the South West Growth Centre under the State Government's Metropolitan Strategy.

The South West Growth Centre is within the LGA boundaries of Liverpool, Camden and Campbelltown and will be around the same size as Canberra. Comprising 18 Precincts, it is approximately 17,000 hectares and will focus on the Major Centre of Leppington, be serviced by the South West Rail Link and has capacity for around 110,000 new dwellings.

The availability of land and infrastructure for industry and employment, new town and retail centres, new and upgraded transport infrastructure, employment opportunities in development and construction industries, and opportunities to secure regional level facilities within this local area are examples of the types of economic growth that will occur through and because of the urban expansion of the area.

Under the Sydney Metropolitan Strategy, the South West Subregion containing the LGAs of Liverpool, Campbelltown, Camden and Wollondilly is targeted to capture 89,000 jobs by 2031. The total employment target is broken down by LGA as follows:

- Camden – 26,000 jobs;
- Campbelltown – 26,000 jobs;
- Wollondilly – 2,000 jobs; and
- Liverpool – 35,000 jobs.⁷

The Draft Subregional Strategy for the South West does not explain how these employment targets have been derived and the targets have never been formally adopted. However, regardless of the actual number it is clear that employment prospects in the Camden LGA will need increase by tens of thousands of jobs in the coming three decades in response to the population growth.

⁷ *Employment Prospects for South West Sydney*, MACROC 2008
Camden Council Economic Development Strategy March 2013
© Camden Council on behalf of Morrison Low Consultant Pty Ltd

Camden 2040 – Vision for the Future of the Camden Economy

In the year 2040, the local economy of the Camden Local Government Area is sustainable, diverse and flourishing, and the benefits are received and enjoyed by local people.

A diverse range of business and industry has located and invested in the Camden and Macarthur areas because this is a sought-after location, an environment that is known to support and sustain local enterprises. Local small businesses are flourishing, and have access to the information and support that they need to be sustainable over time. The local and regional economy support entrepreneurial pursuits, innovation, and technology.

More of our community are employed locally because there are enough jobs in the region, and local residents have the necessary skills needed to make up the local workforce. Working locally means that Camden residents enjoy a greater quality of life through less time travelling and more time in leisure, family and community activities.

Camden's young people are an important part of the local and regional economy, and are educated, motivated and skilled. They have access to a range of high quality learning and development opportunities, and are well-supported by the community to reach their full economic and social potential.

Town centres in the Camden area are vibrant and appealing community and commercial hubs, providing a rich diversity of retail, social, leisure, employment and business opportunities. New centres provide a range of new business and recreational opportunities, particularly Leppington located on the train line, and established centres continue to thrive and develop. Camden town continues to reflect the country town heritage and lifestyle of its past, and is enjoyed by locals and visitors alike.

Camden's local economy has a cultural richness because not only does it reflect and celebrate the heritage and lifestyle of its past, but it is characterised by a commitment to and celebration of learning, creativity, community connectedness, the sharing of stories and experiences, and the diverse people and communities that make up this place.

Maximising this growth and building on the definition of *A Prosperous Economy*, *Camden 2040* outlines a clear economic vision for the LGA.

In short, the vision outlined in A Prosperous Economy is encapsulated in the following:

- LGA is sustainable, diverse and flourishing;
- Diverse range of business and industry located and invested;
- Local small businesses are flourishing;
- Business has access to information and support;
- Support for entrepreneurialism, innovation and technology;
- Local employment, skills matching workforce;
- Young people are educated, motivated and skilled with access to learning;
- Town centres are community and commercial hubs;
- Reflect country town heritage and cultural richness⁸.

An economic development strategy that focuses on growth and prosperity brings together the vision and outcomes outlined in A Prosperous Economy with the major program for population growth that will be implemented throughout the Camden LGA over the next three decades.

As the Council moves forward with its economic development journey, the initial stages will require a strong focus on key inputs, such as strategy and policy development, data consolidation and information sharing, and relationship development and management. Investing in key inputs in the short to medium-term will support the achievement of outputs and outcomes against the strategy in the medium to long-term, particularly those associated with communications, projects, jobs and business.

It is important to note that this strategy assumes that sufficient land will be zoned for employment and economic purposes to implement the strategy.

9. Target Sectors

The Camden 2040 economic development vision and associated outcomes forms the basis upon which this strategy has been developed. Underpinning this strategy is a four year work plan which identifies key activity areas and related goals.

⁸ Camden 2040 page 39-40
Camden Council Economic Development Strategy March 2013
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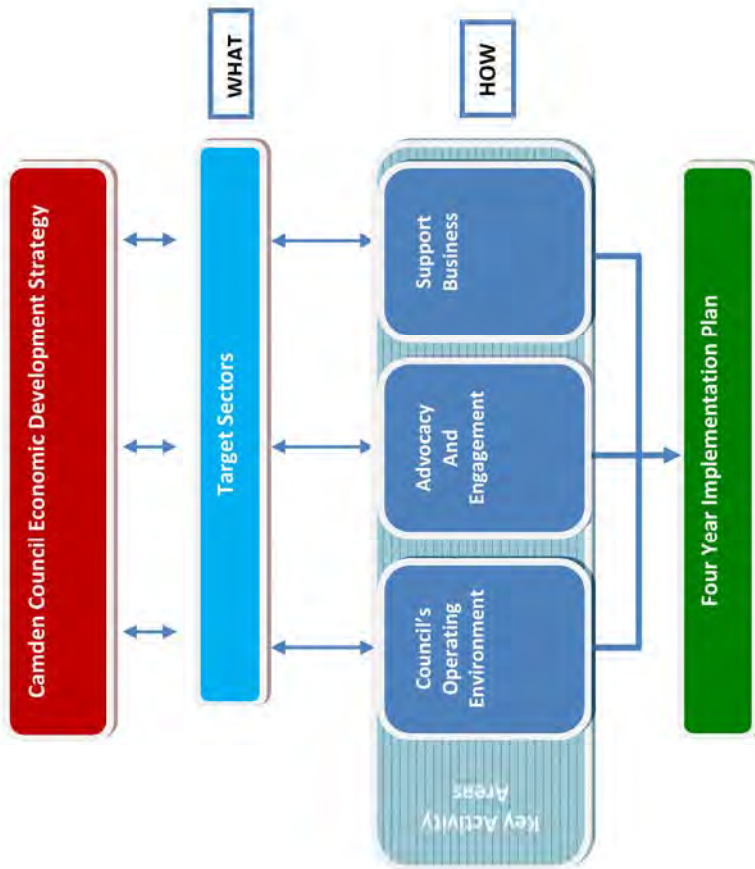


Figure 6: Camden Council Economic Development Framework at a glance

When the community looks back at its economic growth over the 30 years prior to 2040, there will be a strong story to tell about active involvement in attracting and developing the right businesses and attracting and retaining the residents to work in those businesses to meet the Camden 2040 overarching vision. The target sectors identify those areas which will be the subject of focus and activity in order to achieve this.

9.1 Living the Vision – “dynamic, modern, urban place”

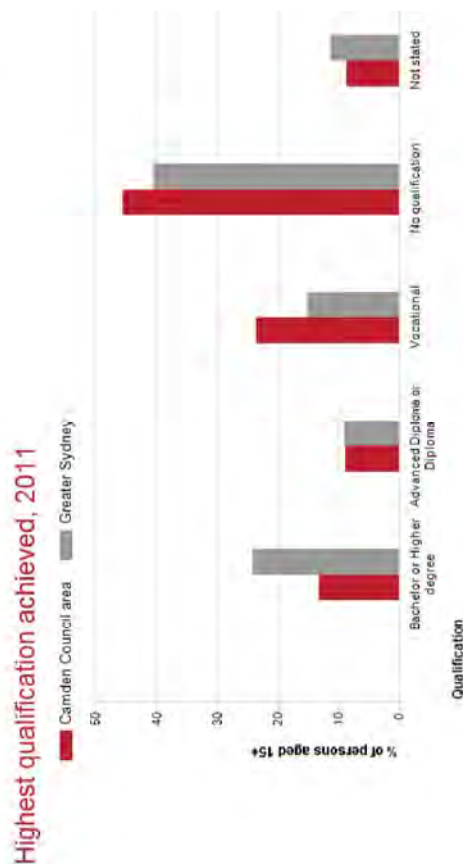
A dynamic, modern, urban place can be characterised by emerging and thriving sustainable businesses in key sectors, highly trained and highly skilled residents of all ages working in those businesses, a strong local economy attracting investment and high levels of community participation in a range of social, economic and cultural activities.

While the Camden community is well positioned in relation to some types of educational qualifications such as vocational, a lot more needs to be done to get Camden's university-based qualifications up to and surpassing those levels achieved by the Greater Sydney population. Higher level qualifications generally mean a more highly skilled population.

Figure 7: Qualification Levels in Camden

The MACROC 2009 Business Survey found that professional services are having to be purchased outside the area, rather than being able to be bought locally. In particular, they included:

- Accounting Services
- Computer Services (hardware)
- Computer Services (software)
- IT Support - Server hosting services
- Training Programs and Services
- Business Coaching
- Environmental Management Services
- Design Services (Electrical & Engineering)
- Prototype/Testing Services
- Property Development & Management Services
- Consultancy (legal, engineering, storm water etc.)
- Financial Advisory



That same survey found that future recruitment requirements point to the higher end of the skill market as well as entry level, such as apprentices. The findings in the survey were supported by the MACROC 2008 report Employment Prospects for South West Sydney, which highlighted a need to create an environment suitable for the attraction of higher skilled key workers to the South West.

Industry and employment research suggest that while some professionals, managers and sales people live in the South West, they are under-represented.

Target Sector: Education

Against this backdrop, it is clear that Camden needs to have a stronger focus on increasing access to and participation in secondary and higher levels of education. A targeted plan to grow the education sector in the Camden LGA will help to achieve the vision. It will attract more young people into the area who wish to undertake study to move into professions.

It will also help retain local young people who would otherwise have to study elsewhere. If the courses that are being offered are well suited to the current and emerging targeted industry sectors, it provides a potential pool of employees for those local businesses. There is scope to further develop existing relationships with schools, universities, vocational education institutions and industry-based training providers in the region as a key part of this approach and utilise existing Council facilities through these partnerships.

Increased employment across a range of occupations (specialist through to administration) will come with the growth of the education and training sector, let alone the flow-on effects that will be experienced by other sectors such as retail, hospitality and accommodation.

Target Sector: Professional Services

As the survey data above illustrates, there is a huge opportunity to grow the professional services sector in the LGA and related services associated with land development. Professional services are an industry of technical or unique functions performed by independent contractors or consultants, including occupations such as accountants, engineers, IT developers, lawyers, architects, financial advisors and the like.

A targeted approach to growing this sector could involve the establishment of designated precincts throughout the LGA to allow easy access for customers and clients and to support the growth of a community of interest. It will be important to promote and incentivise as appropriate to stimulate business attraction and business development of the target businesses. Having this approach working hand in hand with the growth of the education sector as outlined above and the local creative industries sector will ensure an on-going supply of employees with the right qualifications and attributes for the businesses.

Target Sector: Health Services

As the population grows, there will be increasing demand for a range of services in the LGA, including health. Building on those health and related services already established in Camden, the growth of the health sector, particularly health research, could also be targeted. This is an ever-changing sector that increasingly relies on innovation and technology – features that can contribute to a dynamic, modern, urban place. Working closely with the State Ministry of Health, targeting growth of the health sector will not only encourage a high level of service for residents, but it will also attract a range of professionals from health and health-related occupations into the area.

9.2 Living the Vision – “unique history and rural backdrop”

Target Sector: Tourism

A targeted plan to grow the tourism sector is likely to result in the growth of business and employment opportunities across a range of industries. Positioning Camden as a weekend destination for people from the Greater Sydney area, both day trippers and overnight, will require the growth of industries such as cottage businesses, community enterprises and facilities that capture and project the Camden lifestyle, food and hospitality that reflects the region and a range of accommodation types, including for couples and families.

A focus on the development of the cultural sector will be critical to attracting a range of visitors and tourists into the area and should include exploring opportunities to work with local communities to support them to develop Aboriginal cultural tourism products. Ensuring that the sector is well supported, coordinated and promoted will be key to its success in supporting the growth of the tourism sector in Camden. Creating and promoting a dining precinct in a key location with surrounding accommodation options that encapsulates Camden's lifestyle can provide an overall quality experience for visitors, setting Camden apart from other tourist destinations.

Target Sector: Agriculture

Building on existing agricultural knowledge, intellectual property and the emerging local produce and food production market, Camden has an opportunity to position itself as an agricultural research and innovation hub.

By developing and strengthening strategic relationships with existing agricultural institutions and organisations in the LGA, Camden can build a reputation that will allow its farming traditions to continue to contribute to its economic development into the future. Using knowledge to position Camden within a global economy that increasingly values food security and food technology will attract partners from within Australia and around the world into the area.

9.3 Living the Vision – “urban development and population growth”

Currently, 25% of Camden residents are employed across the manufacturing and retail sectors. It is widely acknowledged that the outlook for the manufacturing sector in Australia continues to weaken. In Camden, between 2006 and 2011 only around 100 more people were employed in manufacturing, in contrast with more than 600 people moving into the health sector and almost 600 people moving into the education sector over the same period. Construction also saw an increase of almost 500 people.⁹

Target Sector: Construction

The construction sector is integral to the growth of the population and will provide many employment opportunities as commercial and housing developments are being rolled out. A plan to support the employment and business opportunities for Camden residents in the initial stages of the growth will be important. However, it is important to note that these opportunities may not necessarily be available on a large scale and in a sustainable way the closer we get to 2040. Therefore, early opportunities should be maximised.

Target Sector: Retail

Significant opportunities exist to target retail as a key sector, particularly with the development of the identified retail centres and the ongoing development of the Main Street. While the retail sector will grow as the population grows, it must be well-managed to maximise business and employment outcomes for Camden. For example, linking the development of the retail sector with the development of the tourism sector will require businesses to be open at the times tourists want to visit. The retail sector provides a diverse range of employment opportunities, with high levels of part-time work offered. Retail also employs more women than men and the average age of a retail worker is 32 years old. As such, this sector has the potential to respond to the range of employment needs of Camden residents, both now and into the future.

Target Sector: Commonwealth and State Government Services

As the population grows, access to a range of government services will be important to maintain the social and economic wellbeing of Camden residents. Key government services should be located in the LGA to ensure services can be easily accessed. Government agencies could link their relocation into the area with the growth of the

⁹ ABS Census 2011
Camden Council Economic Development Strategy March 2013
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population as appropriate, but have a clear roll-out plan developed and agreed within the next 2 years. The location of government services in the LGA could provide a range of employment and property-related opportunities.

10. Key Activity Areas

To achieve the desired economic development outcomes in the target sectors, the Council's activities have been organised into three main areas – Council's Operating Environment, Advocacy and Engagement, Support Business. The following diagram illustrates economic development strategy, including associated outcomes and activities (see Figure 7).

All three key activity areas require a base of good business and economic information in order to be implemented. They also require Council to work with a range of stakeholders, both inside and outside of the community.

From each of the activity areas comes a range of projects associated with the target sectors, which aim to result in the achievement of the economic development outcomes. Sometimes projects will come from more than one key activity area. It will be critical for Council to have an on-going communications approach to ensure that all stakeholders and the public are clear on directions and achievements.

10.1 Council's Operating Environment

Approach: In order to help develop business and grow jobs the Council will actively promote, coordinate and market economic development, positioning Camden LGA as an economic centre within a wider economic region.

Goals:

1. Activate public and private underutilised spaces through planning and development [Target Sectors: Retail, Education, Health, and Professional Services].
2. Support the expansion of existing businesses and industry [Target Sectors: Retail, Education, Health, Professional Services, Agriculture, and Tourism].
3. Attract new businesses and industry to grow employment in the LGA consistent with the community's vision, including a focus on the development of associated executive housing requirements for new residents [Target Sectors: Health, Professional Services, and Government Services].
4. Maintain and develop the rural lifestyle setting which is an important part of the place, and therefore the economy, of Camden [Target Sectors: Construction, Retail, Agriculture, and Tourism].

10.2 Advocacy and Engagement

Approach: The Council will act as an advocate and partner to ensure that community and business groups are able to be active participants in the area's economic success. The area's unique qualities will be promoted at every opportunity to attract business investment and skilled workers.

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Goals:

1. Attract new investment and more skilled people to Camden by working with the business community and other key stakeholders [Target Sectors: All].
2. Communicate more regularly and effectively with the business community and key stakeholders [Target Sectors: All].
3. Develop Camden's position as the region's professional services hub and encourage networking, events and other activities that support the on-going development of this sector [Target Sector: Professional Services].
4. Work closely with State and Federal government to meet our desired economic outcomes, including finding and attracting the desired residents [Target Sector: Government Services].

10.3 Support Business

Approach: To broaden the area's economic base, the Council will provide strong support and encouragement, including economic and business information, for target sectors.

Goals

1. Create an environment that supports a modern economy and encourages business interactions and the exchange of ideas [Target Sectors: All].
2. Support business growth and attract new industry through the provision of economic and business information [Target Sectors: All].
3. Encourage entrepreneurs to develop projects that will increase business and employment opportunities for the area [Target Sectors: All].
4. Ensure that small businesses and emerging industries are supported and help them to prosper [Target Sectors: All].

11. Where to from Here

A 4 Year Implementation Plan has been developed in response to the Economic Development Strategy that prioritises and explains how the Council will work to achieve positive results. The four-year plan will provide timeframes and details of resource allocation, partnerships with stakeholders and what each activity aims to achieve. The activities will all have a direct relationship to achieving the goals as identified in the three main areas, which also underpin the economic development outcomes as articulated in Camden 2040.

Council's 4 Year Delivery Program provides funding for the employment of a dedicated Economic Development Officer to implement this Strategy and associated Implementation Plan. Further resources will be considered as part of Council's long term financial plan and annual budget process.

The following key activities for the next two years are incorporated into the four-year implementation plan and provide an indication what is being undertaken in the short term under the economic development strategy.

11.1 Council's Operating Environment

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Key activities for the next two years:

- Recruit an Economic Development Officer (EDO) with responsibility for implementing the strategy and associated activities
- Establish an annual budget allocated to economic development which includes staff resources, information gathering and promotion
- Develop a monitoring and reporting framework to suit a range of audiences including Council and the public
- Ensure alignment between Council's planning and Development Approvals process and the economic development strategy
- Ensure that Council's service delivery, particularly in relation to the community and the environment, is aligned with the goals of the economic development strategy particularly those associated with retaining the rural setting
- Identify new opportunities for growth including sites and business opportunities for office suites, tourism related businesses and retail
- Ensure local infrastructure priorities are aligned with the South West Growth Centre program
- Engage with the health and professional services sector to explore the opportunities to grow those sectors in the Camden LGA
- Review Council's assets and infrastructure to identify opportunities to maximise the economic benefits being derived, including those benefits associated with education, employment and business

11.2 Advocacy and Engagement

Key activities for the next two years:

- Work with local and Greater Sydney business chambers to identify and promote commercial opportunities in the Camden LGA
- Develop promotional materials focused on business attraction and attracting skilled and professional new residents
- Work with the NSW Government to ensure appropriate infrastructure and incentives are in place to encourage private sector investment in the Camden LGA
- Engage with educational institutions to strengthen university and vocational learning across the LGA, including increasing online learning and utilising local facilities

11.3 Support Business

Key activities for the next two years:

- Develop and maintain a business and economic community profile that can be accessed by the current business community, potential investors, entrepreneurs and the public
- Actively support the growth of the accommodation, tourism and retail sectors in the Camden LGA by working with the local business community and networking with key stakeholders across the region and Greater Sydney

- Work with the Camden business community to establish and strengthen relationships with State and Federal government agencies responsible for delivering business and funding programs and support the development of businesses cases as appropriate
- Conduct research to identify the needs of the business community and inform relevant agencies of those needs

12. Monitoring and Review – Performance Framework

Camden 2040 sets out a clear performance framework for economic development, which will help Council and the community to be clear on indicators of success. It is important to note that initial efforts and investment in economic development activities may not result in clear outcomes in the short-term. However, those activities are vital in establishing a basis for achieving on-going and sustainable outcomes.

In order that this strategy remains relevant to the constantly changing socio-demographic and business characteristics across the LGA and changing Council perspectives, it is important to build into this strategy an on-going monitoring and review requirement. Monitoring and evaluation are important in ensuring that Camden Council is perceived to be sustaining its competitive advantages for existing businesses and as a means of attracting new businesses.

The following performance measures are from Camden 2040 and provide a broad framework for understanding how the Camden LGA is performing economically. These measures are reported in Council's Annual Report.

Indicators	Measures
The local economy is growing	<ul style="list-style-type: none"> • New business start ups • Growth of existing businesses and new businesses
There are a variety of local jobs available	<ul style="list-style-type: none"> • Proportion of jobs in Camden by industry type • Number of jobs in Camden per 100 resident workers • Proportion of Camden workforce employed by industry type
There is a commitment to learning	<ul style="list-style-type: none"> • Proportion of households that include someone undertaking an educational or learning activity
People can access what they need	<ul style="list-style-type: none"> • Proportion of residents who are satisfied with their level of access to services, information and facilities • Proportion of residents using the internet
People feel they have enough	<ul style="list-style-type: none"> • Proportion of people who are satisfied with their standard of living • Proportion of households who are able to save money most weeks.

The actions in the Implementation Plan will form part of Council's 4 Year Delivery Program, and these are reported every six months. The Economic Development Strategy will undergo wholesale review on a 4 year basis as part of the review of *Camden 2040* that is required to be undertaken by each new Council.

Camden Council Economic Development Strategy - Implementation Plan

The 30 year strategic community plan, Camden 2040, outlines a prosperous economy for the Camden Local Government Area (LGA) as:

"...essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time".

Camden 2040 identifies that a prosperous economy for the LGA has a regional focus, including a strong link with the broader South West region, and involves working alongside relevant partners.

The outcomes being sought through *A Prosperous Economy* in Camden 2040 are:

- The local economy is growing
- There are a variety of local jobs available
- There is a commitment to learning
- People can access what they need

Camden Council aims to focus efforts in target sectors within three major activity areas – Council's Operating Environment, Advocacy and Engagement and Support Business as detailed below.

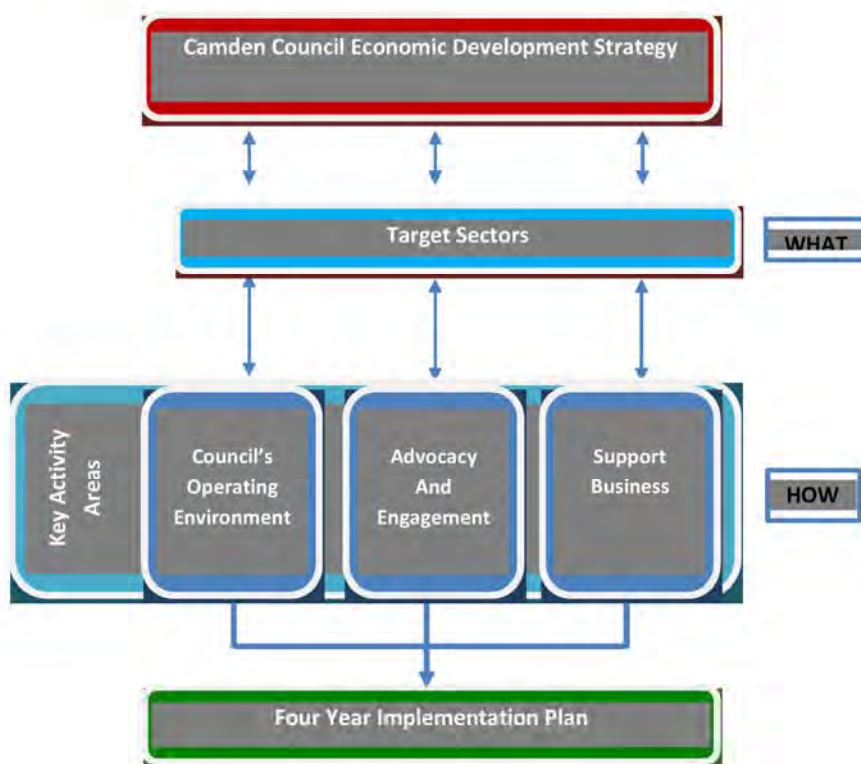
1 PROGRAM AND PROJECT MANAGEMENT

The Economic Development Officer (EDO) will primarily be responsible for implementation of Camden Council's economic development strategy. As such, the EDO will be required to:

- manage projects that fall directly within Council's responsibilities
- support projects for which other stakeholders are responsible
- coordinate activity to achieve goals in the strategy
- advocate on Council's behalf to key stakeholders.

The EDO reports to the Team Leader Corporate Strategy and is part of the Strategic Planning Branch, which has responsibilities for corporate planning, Growth Centres, land use planning and development contributions.

2 KEY ACTIVITIES AND GOALS



The key activity areas and goals to be achieved through the strategy are outlined below.

2.1 Council's operating environment

Approach: In order to help develop business and grow jobs the Council will actively promote, coordinate and market economic development, positioning Camden LGA as an economic centre within a wider economic region.

Goals

1. Activate public and private underutilised spaces through planning and development
2. Support the expansion of existing businesses and industry
3. Attract new businesses and industry to grow employment in the LGA consistent with the community's vision, including a focus on the development of associated executive housing requirements for new residents
4. Maintain and develop the rural lifestyle setting which is an important part of the place, and therefore the economy, of Camden

2.2 Advocacy and engagement

Approach: The Council will act as an advocate and partner to ensure that community and business groups are able to be active participants in the area's economic success. The area's unique qualities will be promoted at every opportunity to attract business investment and skilled workers.

Goals

1. Attract new investment and more skilled people to Camden by working with the business community and other key stakeholders
2. Communicate more regularly and effectively with the business community and key stakeholders
3. Develop Camden's position as the region's professional services hub and encourage networking, events and other activities that support the on-going development of this sector
4. Work closely with State and Federal government to meet our desired economic outcomes, including finding and attracting the desired residents

2.3 Support business

Approach: To broaden the area's economic base, the Council will provide strong support and encouragement, including economic and business information, for target sectors.

Goals

1. Create an environment that supports a modern economy and encourages business interactions and the exchange of ideas
2. Support business growth and attract new industry through the provision of economic and business information
3. Encourage entrepreneurs to develop projects that will increase business and employment opportunities for the area
4. Ensure that small businesses and emerging industries are supported and help them to prosper

3 PLANNING AND REPORTING

The following table outlines the key economic development activities and related outputs for the next four years. These actions will be included in Council's Delivery Program and reported through that framework (six monthly reports).

The activities and outputs will be reviewed and developed every year by the EDO as part of the annual planning process under the economic development strategy.

4 RESOURCES

Council's 2012/13 Delivery Program and budget provides for the employment of one full time Economic Development Officer (EDO).

2013/14 program costs to facilitate the implementation of the strategy has been included as a funding request (\$50,000).

Over time, the level of activity and output achieved by the Economic Development Officer will be directly related to the allocation of resources.

5 ACTION PLAN

Economic Development Strategy	Year 1 - Establishment	Year 2 - Implementation	Year 3 - Implementation	Year 4 - Implementation
<p>Council's Operating Environment</p> <p><i>Approach: The Council will actively promote, coordinate and market economic development, positioning LGA as an economic centre within a wider economic region.</i></p>	<ul style="list-style-type: none"> Recruitment of Economic Development Officer (EDO) Development of annual plan – actions and outputs Establishment of annual budget allocated to economic development which includes staff and project resources Development of monitoring and reporting framework Identification and development of key relationships – internal Identification of new opportunities for growth including sites and business opportunities for office suites, tourism related businesses and retail 	<ul style="list-style-type: none"> Development of annual plan – actions and outputs Review of annual budget Alignment of Council's programs and services with the economic development strategy, including DAs process Alignment of local infrastructure priorities with the South West Growth Centre program Engagement with the health and professional services sectors to explore the opportunities to grow those sectors in the Camden LGA Working across other parts of Council, development of a suite of incentives to attract new businesses 	<ul style="list-style-type: none"> Development of annual plan – actions and outputs Review of annual budget Review of Council's assets and infrastructure to identify opportunities to maximise the economic benefits being derived, including those benefits associated with education, employment and business Working with the business community, arrange and conduct trade delegations for target sectors 	<ul style="list-style-type: none"> Development of annual plan – actions and outputs Review of annual budget Actively promote integrated business and housing opportunities to health and professional services businesses in Greater Sydney region and nationally

Economic Development Strategy	Year 1 - Establishment	Year 2 - Implementation	Year 3 - Implementation	Year 4 - Implementation
<p>Advocacy and Engagement</p> <p><i>Approach: The Council will act as an advocate and partner to ensure that community and business groups are able to be active participants in the area's economic success. The area's unique qualities will be promoted at every opportunity to attract business investment and skilled workers.</i></p>	<ul style="list-style-type: none"> Identification and development of key relationships - external Identification of promotional materials requirements - attracting new businesses and residents Development of plan to engage education sector to advocate for expansion of education facilities that offer degrees and qualifications in accounting, IT, law, health, commerce, research and the like 	<ul style="list-style-type: none"> Strategic relationship management to achieve strategy goals - health and professional services Work with local and Greater Sydney business chambers to identify and promote commercial opportunities in the Camden LGA Development and targeted distribution of promotional materials Engagement with education institutions to strengthen schooling, university and vocational learning across the LGA 	<ul style="list-style-type: none"> Strategic relationship management to achieve strategy goals - health and professional services Work with the NSW Government to ensure appropriate infrastructure and incentives are in place to encourage private sector investment in the Camden LGA Ongoing promotion of business and residential attributes of LGA 	<ul style="list-style-type: none"> Strategic relationship management to achieve strategy goals - health and professional services Ongoing promotion of business and residential attributes of LGA

Economic Development Strategy	Year 1 - Establishment	Year 2 - Implementation	Year 3 - Implementation	Year 4 - Implementation
<p>Support Business</p> <p><i>Approach: To broaden the area's economic base, the Council will provide strong support and encouragement, including economic and business information, for target sectors.</i></p>	<ul style="list-style-type: none"> Scoping of a business and economic community profile and database that can be accessed by the current business community, potential investors, entrepreneurs and the public Development of business research program 	<ul style="list-style-type: none"> Development and launch of community economic profile Conduct of research to inform local business development and distribution of findings to business community Utilising the research findings, work with the Camden business community to establish and strengthen relationships with State and Federal government agencies responsible for delivering business and funding programs and support the development of businesses cases as appropriate 	<ul style="list-style-type: none"> Seek discussions with Government to locate agencies in the area Actively support the growth of the accommodation, tourism and retail sectors in the Camden LGA by working with the local business community and networking with key stakeholders across the region 	<ul style="list-style-type: none"> Building on community economic data, development and launch of Business 2 Business database, encouraging businesses to source and buy locally Actively support the growth of the accommodation, tourism and retail sectors in the Camden LGA by networking with key stakeholders across Greater Sydney

6 KEY OUTPUTS

The following outputs to be achieved by the Economic Development Officer:

Council's Operating Environment	Advocacy and Engagement	Support Business
<ul style="list-style-type: none"> ▪ Annual plan ▪ Annual budget ▪ Appointment of EDO ▪ Development and implementation of monitoring and reporting framework ▪ Monitoring reports ▪ Workshops with Council staff on economic development strategy, focused on alignment with Council functions and services ▪ Establishment of economic development working groups – health and professional services ▪ Business attraction incentives package developed ▪ Marketing visits to potential new businesses ▪ Trade delegations into the Camden area 	<ul style="list-style-type: none"> ▪ Presentations to Chambers of Commerce BA5 events, targeting existing businesses to expand into the Camden area ▪ Promotional materials published on key Council, community, government and other websites ▪ Presence of enhanced educational programs in line with economic development strategy 	<ul style="list-style-type: none"> ▪ Establishment of a tourism-related business group ▪ Tourism-related promotional materials published on key websites targeting Sydney visitors ▪ Discussions with Government to locate agencies in the Camden LGA ▪ Business research conducted and communicated to business community, key Government agencies, business organisations and Council ▪ B2B database established and being utilised

The overarching achievement of activities, goals and outcomes will be measured through the KPIs in the performance framework, as detailed below. The EDO will have a work plan and performance agreement reflecting their contribution to the implementation of the economic development strategy, containing many of the above outputs.

7 RESOURCE MANAGEMENT

The EDO is the key resource allocated for implementation of activities under the Economic Development Strategy. The EDO has the ability to develop internal business plans to seek project funding as required. These plans will be considered as part of Council's budget planning processes.

Resourcing for the economic development strategy will be reviewed regularly by the Team Leader Corporate Strategy to determine impact of the resourcing. Recommendations for increasing or decreasing resourcing levels will be considered by the Manager Strategic Planning Branch.

8 RISK MANAGEMENT

The EDO will be required to monitor and record risks in accordance with Camden Council's risk management processes.

Key risks identified are:

1. Population growth doesn't occur in accordance with economic development opportunities
 - Too fast = missed economic opportunities, inability to manage attraction of appropriate businesses and residents, unplanned development that doesn't match community priority to retain lifestyle
 - Too slow = lack of customers for new businesses, lack of demand for new developments including housing, underutilised infrastructure and investments

Mitigation: On-going monitoring of population growth, on-going review of economic development plans and resourcing

2. Target sectors don't produce required jobs

Mitigation: On-going review of results, targeting of new sectors and opportunities as required

3. Lack of coordination across government and business community on economic development priorities

Mitigation: Promote economic development strategy, communicate widely and regularly on plans and results

4. Responsiveness of government and agencies to business supports and needs as they relate to strategy

Mitigation: Council to facilitate relationships between agencies and business community as appropriate, Council to advocate on behalf of local business community

5. Availability of resources to meet the outcomes and goals of the strategy

Mitigation: On-going review and reporting of resourcing levels and impacts, leverage resources from other stakeholders and sources as appropriate

9 STAKEHOLDER ENGAGEMENT

Stakeholders and partners to this plan are:

- Camden Local Government Area business community, including Chambers of Commerce
- The development community
- Business Enterprise Centres
- MACROC
- Education and training sector institutions and providers
- Campbelltown, Wollondilly and Liverpool Councils
- State Government
- Commonwealth Government

Key engagement methods include regular meetings and liaison, attendance at networking events locally and in Greater Sydney, distribution of information and communications and the Internet.

10 REVIEW, MONITORING AND EVALUATION

The following performance measures are from Camden 2040 and provide a broad framework for understanding how the Camden LGA is performing economically. These measures are reported in Council's Annual Report.

Indicators	Measures
The local economy is growing	<ul style="list-style-type: none"> • New business start ups • Growth of existing businesses and new businesses
There are a variety of local jobs available	<ul style="list-style-type: none"> • Proportion of jobs in Camden by industry type • Number of jobs in Camden per 100 resident workers • Proportion of Camden workforce employed by industry type
There is a commitment to learning	<ul style="list-style-type: none"> • Proportion of households that include someone undertaking an educational or learning activity
People can access what they need	<ul style="list-style-type: none"> • Proportion of residents who are satisfied with their level of access to services, information and facilities • Proportion of residents using the internet
People feel they have enough	<ul style="list-style-type: none"> • Proportion of people who are satisfied with their standard of living • Proportion of households who are able to save money most weeks.

The actions contained within the Implementation Plan, and other more detailed planning undertaken by the Economic Development Officer, will be included within Council's Delivery Program and reporting will be done as part of the Integrated Planning and Reporting Framework every six months.

ORDINARY COUNCIL

ORD09

SUBJECT: INVESTMENT MONIES - FEBRUARY 2013
FROM: Director Governance
BINDER: Investment Monies Report

PURPOSE OF REPORT

In accordance with Part 9, Division 5, Section 212 of the Local Government (General) Regulation 2005, a list of investments held by Council as at 28 February 2013 is provided.

MAIN REPORT

The weighted average return on all investments was 4.73% p.a. for the month of February 2013.

It is certified that all investments have been made in accordance with Section 625 of the *Local Government Act 1993*, the relevant Regulations and Council's Investment Policy.

The Principal Accounting Officer is the Manager Corporate Services.

Council's Investment Report is an **attachment to this report**

FINANCIAL IMPLICATIONS

Council's investments portfolio continues to perform above the industry benchmark and the projected interest received is above the original budget estimates. Further performance information can be found in the attached investment report for February 2013.

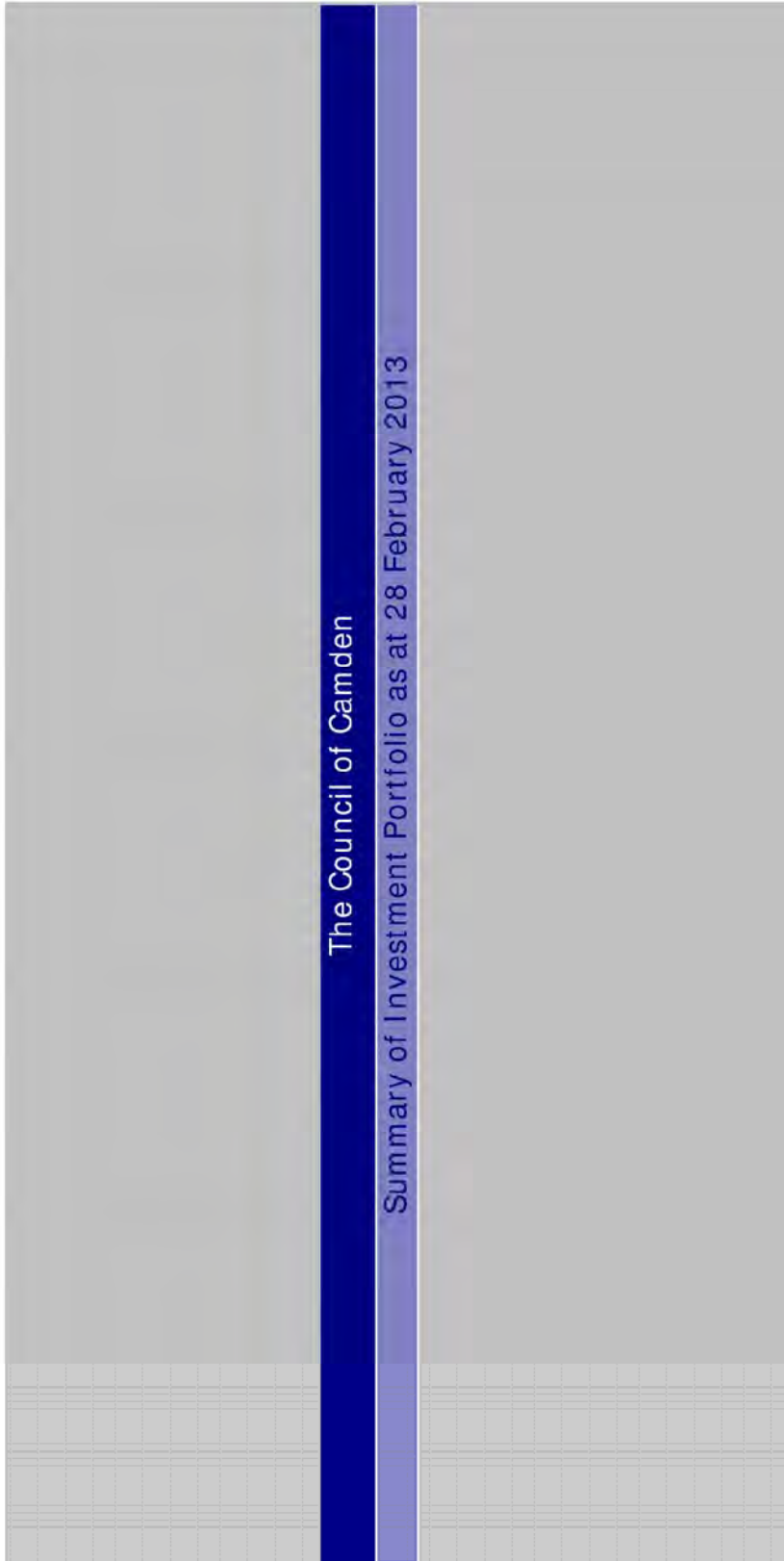
RECOMMENDED

That Council:

- i. note that the Principal Accounting Officer has certified that all investments held by Council have been made in accordance with the *Local Government Act*, Regulations, and Council's Investment Policy;**
- ii. note the list of investments for February 2013; and**
- iii. note the weighted average interest rate return of 4.73% p.a. for the month of February 2013.**

ATTACHMENTS

1. Investment Monies - February 2013



ORD09

Attachment 1



The Council of Camden
Investment Summary

Purchase Date	Institution	Rating	Purchase Price	Face Value	Type	Term	Maturity	Interest Rate	Accrued Interest	Reference
3-May-12	Credit Union Australia	BBB-	\$1,000,000	\$1,000,000	Term Deposits	728 days	1-May-14	5.85%	\$49,230.14	2518
10-May-12	Credit Union Australia	BBB-	\$1,000,000	\$1,000,000	Term Deposits	728 days	8-May-14	5.85%	\$48,089.04	2519
27-Jul-12	Suncorp Metway	A+	\$1,000,000	\$1,000,000	Term Deposits	734 days	31-Jul-14	5.14%	\$30,558.35	2537
31-Aug-12	Commonwealth Bank of Australia	A-1+	\$1,900,000	\$1,900,000	Term Deposits	209 days	25-Mar-13	5.00%	\$47,869.86	2546
13-Sep-12	Suncorp Metway	A-1	\$1,000,000	\$1,000,000	Term Deposits	175 days	07-Mar-13	4.90%	\$22,067.07	2548
20-Sep-12	Members Equity Bank	A-2	\$1,500,000	\$1,500,000	Term Deposits	175 days	14-Mar-13	5.05%	\$33,620.65	2549
27-Sep-12	Herrings Bank Ltd	A-2	\$1,000,000	\$1,000,000	Term Deposits	175 days	21-Mar-13	4.60%	\$20,808.22	2550
11-Oct-12	Members Equity Bank	A-2	\$1,000,000	\$1,000,000	Term Deposits	175 days	04-Apr-13	4.80%	\$18,543.47	2551
12-Oct-12	National Australia Bank Limited	A-1+	\$1,500,000	\$1,500,000	Term Deposits	181 days	11-Apr-13	4.89%	\$26,403.22	2552
18-Oct-12	ING Bank (Australia) Limited	A-1	\$1,500,000	\$1,500,000	Term Deposits	182 days	16-Apr-13	4.66%	\$25,861.82	2553
25-Oct-12	National Australia Bank Limited	A-1+	\$1,500,000	\$1,500,000	Term Deposits	181 days	04-Apr-13	4.53%	\$23,642.87	2554
1-Nov-12	Bank of Queensland	A-2	\$1,500,000	\$1,500,000	Term Deposits	182 days	02-May-13	4.70%	\$23,173.08	2555
7-Nov-12	National Australia Bank Limited	A-1+	\$1,500,000	\$1,500,000	Term Deposits	183 days	09-May-13	4.68%	\$21,459.99	2560
8-Nov-12	Bank of Queensland	A-2	\$2,000,000	\$2,000,000	Term Deposits	189 days	16-May-13	4.75%	\$23,410.96	2557
15-Nov-12	National Australia Bank Limited	A-1+	\$2,000,000	\$2,000,000	Term Deposits	189 days	23-May-13	4.69%	\$27,182.47	2559
22-Nov-12	National Australia Bank Limited	A-1+	\$1,500,000	\$1,500,000	Term Deposits	189 days	30-May-13	4.67%	\$18,999.67	2558
27-Nov-12	Bank of Queensland	A-2	\$1,500,000	\$1,500,000	Term Deposits	191 days	06-Jun-13	4.75%	\$18,346.32	2560
30-Nov-12	National Australia Bank Limited	A-1+	\$1,500,000	\$1,500,000	Term Deposits	189 days	06-Jun-13	4.69%	\$17,732.06	2561
30-Nov-12	Commonwealth Bank of Australia	A-1+	\$1,600,000	\$1,600,000	Term Deposits	151 days	30-Apr-13	4.70%	\$18,748.49	2562a
30-Nov-12	Commonwealth Bank of Australia	A-1+	\$1,000,000	\$1,000,000	Term Deposits	151 days	30-Apr-13	4.70%	\$11,717.81	2562b
6-Dec-12	Commonwealth Bank of Australia	A-1+	\$1,999,999	\$1,999,999	Term Deposits	151 days	05-May-13	4.60%	\$22,305.15	2563
19-Dec-12	Westpac Banking Corporation	A-1+	\$1,500,000	\$1,500,000	Term Deposits	182 days	05-Jun-13	4.45%	\$15,544.52	2564
6-Dec-12	Members Equity Bank	A-1+	\$1,500,000	\$1,500,000	Term Deposits	182 days	15-Jun-13	4.69%	\$13,246.65	2566
20-Dec-12	National Australia Bank Limited	A-1+	\$1,500,000	\$1,500,000	Term Deposits	182 days	20-Jun-13	4.54%	\$13,246.65	2565
3-Jan-13	National Australia Bank Limited	A-1+	\$1,500,000	\$1,500,000	Term Deposits	151 days	15-Jun-13	4.50%	\$7,027.40	2567
3-Jan-13	Members Equity Bank	A-1+	\$1,000,000	\$1,000,000	Term Deposits	151 days	04-Jul-13	4.60%	\$7,183.56	2568
10-Jan-13	Commonwealth Bank of Australia	A-1+	\$1,500,000	\$1,500,000	Term Deposits	152 days	11-Jun-13	4.70%	\$3,657.53	2569
17-Jan-13	Suncorp Metway	A-1	\$1,500,000	\$1,500,000	Term Deposits	151 days	17-Jun-13	4.38%	\$7,740.00	2570
24-Jan-13	Commonwealth Bank of Australia	A-1+	\$1,500,000	\$1,500,000	Term Deposits	371 days	30-Jan-14	4.40%	\$6,509.59	2571
24-Jan-13	Commonwealth Bank of Australia	A-1+	\$1,000,000	\$1,000,000	Term Deposits	371 days	30-Jan-14	4.40%	\$4,339.73	2572
31-Jan-13	Suncorp Metway	A-1	\$1,000,000	\$1,000,000	Term Deposits	147 days	02-Feb-14	4.25%	\$3,453.16	2573
7-Feb-13	Commonwealth Bank of Australia	A-1+	\$1,000,000	\$1,000,000	Term Deposits	147 days	05-Feb-14	4.40%	\$2,652.05	2575
7-Feb-13	National Australia Bank Limited	AA	\$500,000	\$500,000	Term Deposits	728 days	15-Feb-15	4.50%	\$1,955.16	2576
8-Feb-13	Bank of Queensland	A-2	\$1,000,000	\$1,000,000	Term Deposits	181 days	08-Aug-13	4.30%	\$2,473.97	2577
14-Feb-13	Bank of Queensland	A-2	\$1,000,000	\$1,000,000	Term Deposits	147 days	11-Jul-13	4.27%	\$1,759.79	2578
21-Feb-13	Suncorp Metway	A-1	\$750,000	\$750,000	Term Deposits	147 days	18-Jul-13	4.20%	\$690.41	2579
21-Feb-13	Suncorp Metway	A-1	\$750,000	\$750,000	Term Deposits	154 days	25-Jul-13	4.20%	\$690.41	2579
28-Feb-13	Westpac Banking Corporation	A-1+	\$1,000,000	\$1,000,000	Term Deposits	182 days	29-Aug-13	4.15%	\$1,137.70	2580
28-Feb-13	Westpac Banking Corporation	A-1+	\$1,000,000	\$1,000,000	Term Deposits	189 days	05-Sep-13	4.15%	\$1,137.70	2581
Totals various	Commwealth Bank of Australia	A-1+	\$46,999,399	\$46,999,399	Call Account			3.30%	\$465,047.25	At Call
Totals			\$1,010,000	\$1,010,000						
Totals			\$51,009,399	\$51,009,399						

* Heritage Bank have requested S&P no longer provide a credit rating in relation to the bank. However, Heritage is still rated by Moody's (A3 long term, P2 short term) and by Fitch (BBB- longer term, P2 short term). Council's investment in Heritage continues to fully comply with the current Investment Policy.



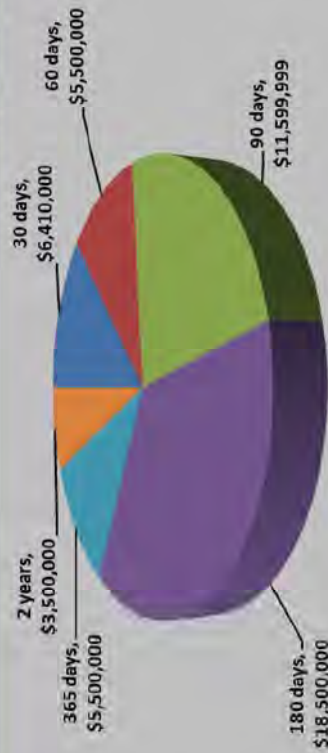
The Council of Camden
Investment Summary

Compliance with Council's adopted investment policy						
Distribution of Funds by Financial Institution						
Financial Institution	Investment Balance	Current Weighting	Investment Policy Limit	Investment Policy Compliance	Short/Long Term Rating	
Commonwealth Bank of Australia	\$12,509,999	24.53%	25%	Yes	A1+	AA-
National Australia Bank	\$12,500,000	24.51%	25%	Yes	A1+	AA-
Westpac Banking Corporation	\$3,500,000	6.86%	25%	Yes	A1+	AA-
Suncorp Bank	\$7,000,000	13.72%	15%	Yes	A1	A+
ING Bank (Australia) Limited	\$1,500,000	2.94%	5%**	Yes	A1	A
Bank of Queensland	\$5,000,000	9.80%	10%	Yes	A2	BBB+
Bendigo and Adelaide Bank	\$1,000,000	1.96%	10%	Yes	A2	A-
Credit Union Australia	\$2,000,000	3.92%	5%*	Yes	A2	BBB+
Members Equity Bank	\$5,000,000	9.80%	10%	Yes	A2	BBB
Heritage Bank	\$1,000,000	1.96%	5%	Yes	A3	BBB-
Total Investment	\$51,009,999	100.00%				
Exposure to Rating Categories						
AAA / A1+ Category	\$28,009,999	54.91%	100%	Yes		
AA / A1 Category	\$8,000,000	15.68%	75%	Yes		
A / A2 Category	\$12,000,000	23.53%	30%	Yes		
BBB / A3 Category	\$3,000,000	5.88%	10%	Yes		
Other						
NSW T-Corp Cash Facilities (unrated)	\$0	0.00%	30%	Yes		
Total Investment	\$51,009,999	100.00%				
Term to Maturity Limits						
Portfolio % < 1 yr	\$47,509,999	93.14%	min 40%	Yes		
Portfolio % > 1 yr < 3 yrs	\$3,500,000	6.86%	60%	Yes		
Portfolio % > 3 yrs < 5 yrs	\$0	0.00%	30%	Yes		

* Credit Union Australia (CUA) has a 5% investment policy limit as all investments with CUA are long term investments
 ** ING Bank (Australia) has a 5% investment policy limit as it is an authorised depository institution that is a foreign subsidiary bank

Attachment 1 ORD09

The Council of Camden
Investment Summary



Maturity Profile	Investment	Percentage
Less than 30 days	\$6,410,000	12.57%
Between 30 days and 60 days	\$5,500,000	10.78%
Between 60 days and 90 days	\$11,599,999	22.74%
Between 90 days and 180 days	\$18,500,000	36.27%
Between 180 days and 365 days	\$5,500,000	10.78%
Between 365 days and 2 years	\$3,500,000	6.86%
Total Investment	\$51,009,999	100.00%

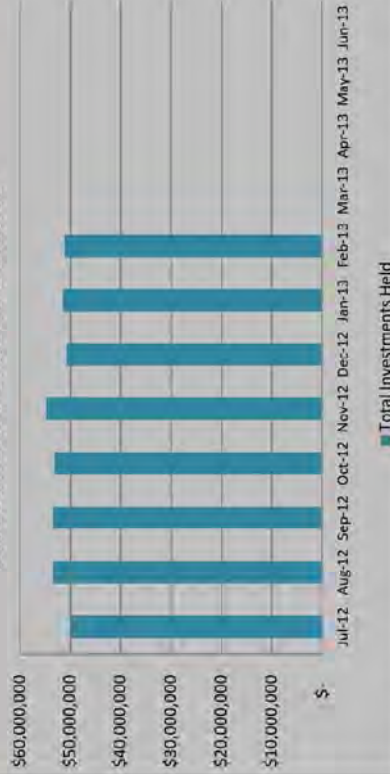
NUMBER OF INVESTMENTS	39
AVERAGE DAYS HELD	246
AVERAGE PERCENTAGE	4.66%
WEIGHTED PORTFOLIO RETURN	4.73%
CBA CALL ACCOUNT	3.30%
HIGHEST RATE	5.95%
LOWEST RATE	4.15%
BUDGET RATE	4.75%
OFFICIAL CASH RATE	3.00%
AVERAGE BBSW (30 Day)	3.03%
AVERAGE BBSW (90 Day)	2.97%
AVERAGE BBSW (120 Day)	2.96%

SOURCE OF FUNDS INVESTED	Amount
SEC 94 DEVELOPER CONTRIBUTIONS	\$19,876,200
RESTRICTED GRANT INCOME	\$797,700
EXTERNALLY RESTRICTED RESERVES	\$8,778,500
INTERNALLY RESTRICTED RESERVES	\$19,305,300
GENERAL FUND	\$2,252,299
TOTAL	\$51,009,999



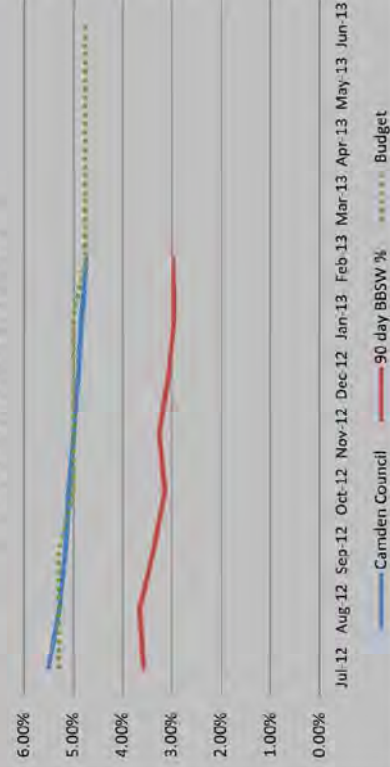
The Council of Camden
Investment Summary

Investment Portfolio Balance



Council's investment portfolio has decreased by \$320,000 since the January reporting period. This decrease in investment funds relates to operating payments made relating to Council's operations and services.

Performance vs Benchmark



Council's portfolio had a weighted average yield of 4.73%pa for the month of February, strongly outperforming the UBS 90 day Bank Bill Swap Rate of 2.97%pa.

INTEREST RECEIVED DURING 2012/13 FINANCIAL YEAR		
	February	Cumulative (since 1 July)
General Fund	\$82,545	\$776,696
Restricted	\$100,541	\$973,148
TOTAL	\$183,086	\$1,749,844
	2012/13 Projected Interest	\$2,459,400
	2012/13 Original Budget Interest	\$1,882,000

As at 28 February 2013

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The Council of Camden

Investment Summary

Standard & Poor's Ratings Description

Standard & Poor's (S&P) is a professional organisation that provides analytical services. An S&P rating is an opinion of the general creditworthiness of an obligor with respect to particular debt security or other financial obligation — based on relevant risk factors.

Credit ratings are based, in varying degrees, on the following considerations:

- Likelihood of payment.
- Nature and provisions of the obligation.
- Protection afforded by, and relative position of, the obligation in the event of bankruptcy, reorganisation or other laws affecting creditors' rights.

The issue rating definitions are expressed in terms of default risk.

S&P Short-Term Obligation Ratings are:

A-1: This is the highest short-term category used by S&P. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.

A-2: A short-term obligation rated A-2 is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

A-3: A short-term obligation rated A-3 exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

S&P Long-Term Obligations Ratings are:

AAA: An obligation/obligor rated AAA has the highest rating assigned by S&P. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.

AA: An obligation/obligor rated AA differs from the highest rated obligations only in a small degree. The obligor's capacity to meet its financial commitment on the obligations is very strong.

A: An obligation/obligor rated A is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations/obligor in higher rated categories. However, the obligors' capacity to meet its financial commitment on the obligation is still strong.

BBB: An obligation/obligor rated BBB exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity to the obligor to meet its financial commitment on the obligation.

Unrated: Financial institutions do not necessarily require a credit rating from the various ratings agencies such as Standard and Poor's and these institutions are classed as "Unrated". Most Credit Unions and Building Societies fall into this category. These institutions nonetheless must adhere to the capital maintenance requirements of the Australian Prudential Regulatory Authority (APRA) in line with all Authorised Deposit Taking Institutions (Banks, Building Societies and Credit Unions).

Plus (+) or Minus (-): The ratings from "AA" to "BBB" may be modified by the addition of a plus or minus sign to show relative standing within the major rating categories. Each new investment and investment recall requires two authorised signatories.

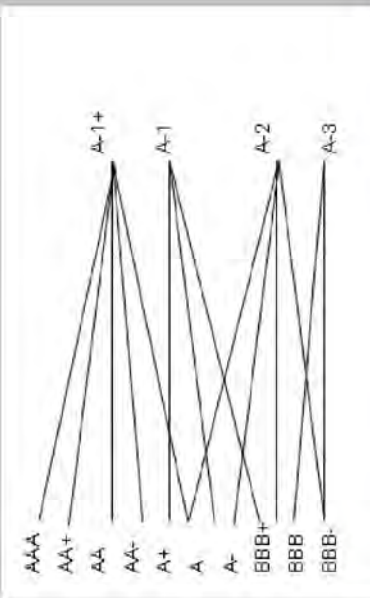
The Council of Camden
Investment Summary

CreditWatch highlights an emerging situation, which may materially affect the profile of a rated corporation and can be designed as positive, developing or negative. Following a full review the rating may either be affirmed or changed in the direction indicated.

A Rating Outlook assesses the potential direction of an issuer's long-term debt rating over the intermediate-to-long term. In determining a Rating Outlook, consideration is given to possible changes in the economic and/or fundamental business conditions. An outlook is not necessarily a precursor of a ratings change or future CreditWatch action. A "Rating Outlook – Positive" indicates that rating may be raised. "Negative" means a rating may be lowered. "Stable" indicates that ratings are not likely to change. "Developing" means ratings may be raised or lowered.

S&P Ratings Correlations

The standard correlation of short-term ratings with long-term ratings is shown below.



Profile of Recently Invested Institutions

Bank of Queensland: (S&P: A2/BBB+) – Australia-wide bank with Queensland as its core market segment. BoQ is listed on the Australian stock exchange with around \$40b in assets. Deposits make up 59% of total funding, wholesale funds 28%, and securitisation 15%. Its latest profit was -\$17m (12 months to Aug 2012), however this included a \$401m impairment on loans and its Tier 1 Capital Adequacy Ratio was 9.4% (Nov 2012).

Bendigo and Adelaide Bank: (S&P: A2/A-) – Regional and community-focussed bank that operates nationwide. The bank is listed on the Australian stock exchange with around \$57b in assets. Deposits make up 80% of its total funding, 12% from securitisation, and 8% from wholesale funding. Its latest profit was \$189m (6 months to Dec 2012), and its Tier 1 Capital Adequacy Ratio was 9.3% (Dec 2012).

CUA (S&P: A2/BBB+) – CUA is Australia's largest credit union with over \$9b in assets. CUA relies on customer deposits for about 70% of its funding, while securitisation makes up 25% of its funding requirements. Its latest profit was \$24m (6 months to Dec 2011) and its Tier 1 Capital Adequacy Ratio was 14.6% (Dec 2012).

Heritage Bank (Moody's: PZ/A3) – Queensland based bank that has over \$8b in assets. Heritage relies on customer deposits for about 50% of its funding, securitisation makes up 23% and wholesale funds around 20%. Its latest profit was \$19.6m (6 months to December 2012) and its Tier 1 Capital Adequacy Ratio was 10.2% (Dec 2012).

ME Bank: (S&P: A2/BBB) – ME Bank is owned by industry super funds and has assets of nearly \$12b. ME Bank has a heavy reliance on securitization (57% of funding as of Jun 2012) however it is planning to reduce this to 25% by increasing its customer deposits (which make up only 30% of its funding). Its latest profit was \$4.7m (12 months to June 2012) and its Tier 1 Capital Adequacy Ratio was 11.3% (Dec 2012).





ORDINARY COUNCIL

ORD10

SUBJECT: TENDER T009/2013 FOR PARKLAND MOWING CONTRACT
FROM: Director Works & Services
BINDER: Parkland Mowing Contract T009/2013

PURPOSE OF REPORT

To provide details of the tenders received for tender T009/2013 – Parkland Mowing, and to recommend that Council accept the tenders submitted by Standby Property Maintenance and Australian Environmental Services.

BACKGROUND

Camden Council has identified specific land management strategies for the design, acquisition, development and management of its public open space areas. Whilst retaining a direct service capability, Council has traditionally opted to outsource mowing maintenance services in the suburbs of Mount Annan, Currans Hill, Narellan Vale, Spring Farm, Harrington Park as well as a provision of additional services for areas directly maintained by Council staff.

Every two to three years Council calls tenders for the provision parkland mowing services in these areas. The works provided in this tender includes turf maintenance of parks, reserves, laneways and road medians and verges.

The maintenance of parklands is a service provided by Council to its residents, and visitors which is highly visible and directly reflects the image of Council to all users. This service is judged by the community very much in terms of the quality of service provided.

The previous parkland mowing contract was with Standby Property Maintenance, who has delivered a good service to Council.

MAIN REPORT

Invitation to Tender

The tender for parkland mowing for the suburbs of Mount Annan, Currans Hill, Narellan Vale, Harrington Park and additional services as required, was advertised in the local press and Sydney Morning Herald. Tenders opened on Tuesday 29 January 2013 and closed on Wednesday 20 February 2013.

The nature of the contract allows a total of 5 separable portions. Four separable portions are allocated for each area, and an additional portion for services as required, referred to as a supplementary cut. The contract has been structured this way to enable Council to achieve the best value service in terms of cost and quality for each area.

Tender Submissions

Sixteen tenders were received from the following companies:

Name of Tenderer	Location
1) Carefree Cleaning Services	Woodbine
2) GLG GreenLife Group Pty Ltd	Smeaton Grange
3) Luhrmann Environmental Management	Thornleigh
4) Agritract (NSW) Pty Ltd	Camden
5) Australian Environmental Services Pty Ltd	Annangrove
6) Marsupial Landscape Management Pty Ltd	Belrose
7) New Link	Harrington Park
8) Prime Group	Belrose
9) Skyline Landscape Services Pty Ltd	Seven Hills
10) Stone Will Pty Ltd	Seven Hills
11) AML Turf	Howlong
12) Quality Lawn and Grounds Care Pty Ltd	Helensburgh
13) Garden Connections	Picton
14) Proscapes	Brownsville
15) Standby Property Maintenance	Camden
16) Premier Property Care	Mulgoa

A summary of the submissions is provided in the **Supporting Documents**, as this information is Commercial in Confidence.

Tender Evaluation

The aim of the tender evaluation process is to assess the capability of tenderers to provide the best value and quality services to Council and to recommend the preferred tenderer.

A tender evaluation panel was established and the submissions were assessed on price and non-price factors as agreed by the tender evaluation panel. Price was given a weighting of 70% and non-price factors a weighting of 30%.

Non-price factors included:

- Comprehensiveness, content and adequacy;
- previous experience; and
- resources.

Factors considered in assessing comprehensiveness, content and adequacy of submissions were, Work Health and Safety Systems, Traffic Management, Environmental Management, and Quality Assurance Systems.

The works under this contract provide a frontline service to four areas within Camden LGA. Relevant experience of the contractor with parkland mowing is important to satisfactorily manage operations and ensure that contractors can meet the contract requirements. All frontline services are representative of Council, and tenderers with minimal experience in parkland mowing represent a potential risk to the image of Council. This risk has been assessed in the previous experience section of the tender evaluation.

Tenderers were requested to submit a list of available labour and equipment for the works under the contract. The availability and appropriateness of resources was

assessed to consider the capacity of tenderers to satisfactorily carry out the works. It was outlined in the tender documents the type of plant and equipment, deemed suitable for the works. Tenderers who did not submit resources similar to the list were assessed as a higher risk of not being able to perform the required services satisfactorily.

The price for each separable portion is based on 26 services (over two years) of the designated areas, with the supplementary cut portion based on 6 services (over two years) of the designated area which is usually maintained by Council. The supplementary cut is used only as required to assist Council at times of heavy demand.

Carefree Cleaning Services, Agritract, Newlink, AML Turf, Quality Lawn and Grounds Care and Garden Connections are deemed non-conforming due to failure to meet the essential criteria.

Based on the evaluation by the panel, the following allocation of contract works is recommended:

- Standby Property Maintenance for:
 - Currans Hill; and
 - Harrington Park.
- Australian Environmental Services for:
 - Mount Annan;
 - Narellan Vale/Spring Farm; and
 - Supplementary Cuts.

Relevant Legislation

The tender has been conducted in accordance with the *Local Government Act 1993*, the Local Government Regulation (2005) and Council’s Purchasing and Procurement Policy.

Should Council resolve to accept this tender, works will commence immediately following finalisation and execution of the deed of agreement for the parkland mowing.

FINANCIAL IMPLICATIONS

The works associated with this tender will have a duration of 24 months, spread over three financial years. Three months in 2012/13, 12 months in 2013/14, and 9 months in 2014/15. The budget for 3 months in 2012/13 is \$95,800, the proposed budget for 2013/14 is \$393,100 and the proposed budget for the remaining contract period in 2014/15 is \$303,700. The total funding available for the parkland mowing of these areas excluding the supplementary cut is \$792,600.

Based on this tender the cost for mowing of these areas is shown on the table below:

Area	Contractor	Price (2 Years)
Mount Annan	Australian Environmental Services	\$170,460
Currans Hill	Standby Property Maintenance	\$198,848
Narellan Vale/Spring Farm	Australian Environmental Services	\$150,570
Harrington Park	Standby Property Maintenance	\$171,080
TOTAL		\$690,958
Supplementary Cut	Australian Environmental Services	\$29,291

There is sufficient funding currently allocated within Council's adopted budgets to award this contract. The outcome of this competitive tender provides some contingency within the budget to enable additional grass cutting and landscaping services to these areas if required. This will also allow Council to fund the maintenance responsibility of new parks, currently being maintained by developers through their establishment period, but expected to be handed over to Council over the next two years.

The supplementary cut is funded from Council's mowing budget for direct services and is used only as and when required. There are sufficient funds available to perform these additional services as required.

CONCLUSION

Due to this tender being called with separable portions, Council can achieve the best value for money by using both Standby Property Maintenance and Australian Environmental Services.

RECOMMENDED

That:

- i. **Council accept the tender provided by Standby Property Maintenance for parkland mowing services for the suburbs of, Currans Hill at a cost of \$198,848 excl GST and Harrington Park at a cost of \$171,080 excl GST;**
- ii. **Council accept the tender provided by Australian Environmental Services for parkland mowing of Mount Annan at a cost of \$170,460 excl GST, Narellan Vale/Spring Farm at a cost of \$150,570 excl GST and the supplementary cuts at a cost of \$29,291 excl GST;**
- iii. **authority be given to the General Manager to execute under the seal of Council the contract agreement with Standby Property Maintenance and Australian Environmental Services; and**
- iv. **authority be given to the General Manager to extend the contract for up to a further 12 months dependent on Contractor's satisfactory performance.**

ATTACHMENTS

1. Summary of Submissions - *Supporting Document*