

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Footpaths, Cycleways and Pathways Maintenance and Reconstruction	Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways this then is followed with rectification work for the removal of dangerous trip hazards	Program completed Condition rating stays the same or improves	Footpath and cycleways program completed. Condition rating is unable to be reported as new data is unavailable in this period. New data will be available in the 2014/15 financial year.	Program on target for completion at end of year. Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
Carparks Maintenance and Reconstruction	Community Infrastructure Renewal Program – Footpath replacement programs	Program completed	New Action – No comment required for this period.	Program on target for completion at end of year
	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the carparks clean all year around	100% of program completed	Carparking facility constructed on Rickard road near school. Carpark sweeping has been completed throughout this year.	Line marking commenced in Camden CBD. Car park sweeping has been completed in line with works programs
Street Furniture Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.	Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available in the 2014/15 year.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
		100% of routine maintenance program completed	Condition of street furniture was monitored and on-going and other maintenance work was completed except guard rails.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan
		Damage and faults addressed within 10 working days	Response times are being monitored.	All maintenance requirements are meeting target requirements, within budget allocation

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	100% of routine maintenance program completed Damage and faults addressed within 10 working days	Routine maintenance program completed. All bus shelters inspected and maintained Response times are being monitored.	Condition rating programmed for 2015 in accordance with the Asset Improvement Plan. Maintenance being conducted in line with works programs Bus shelter maintenance meeting all requirements

Key Direction 5 – Enriched and Connected Community

What is an Enriched and Connected Community?

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

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

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

Local Service 5.1 – Recreation Services and Facilities

What is Recreation Services and Facilities?

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

Report on Delivery Program Success Indicators

Local Service 5.1: Recreation Services					
Indicator	Measure	Target	January to June 2014	July to December 2014	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or Improved			The next update for this satisfaction score will be in 2015.
More people participate in active recreation using Council facilities	Seasonal bookings of sportsfields	Maintained or Increased			<p>Total Number of bookings January to June: 92</p> <p>Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the winter season is 5,736. This decrease is a result of Council having less ground available for bookings</p> <p>Total number of sportsground bookings July-Dec13</p> <p>The summer season 2014/15 had a total number of participants of 6357 in the sports of cricket, athletics, netball, oz tag, summer soccer and 2 new activities of baseball and tag-league.</p>

Local Service 5.1: Recreation Services					
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014
				<p>this year due to repair and reconstruction work.</p> <p>Of the available grounds available in winter 2014 there was 85% utilisation. The 14.8% of space available included Cut Hill mid week and 3 grounds on Sunday.</p>	<p>Of the grounds available in the summer season there was a 55% utilisation, which reflects the summer season sports less intense level of training, and no competition games on Sundays.</p> <p>Indicator Under Review.</p>
	Swimming pool usage	Increasing		<p>Total complex attendances for Mt. Annan Leisure Centre for the period of January to June were 168,305, which is a slight decrease from the same period last year.</p> <p>The total attendance at Camden pool for the period of January to June was a total of 27,389, which is an increase from the same period last year.</p>	<p>The total complex attendances for Mt. Annan Leisure Centre for the period July to December 2014 were 168,907 which is an increase to the first half of the year reflecting the warmer temperatures experienced.</p> <p>The total complex attendances for Camden Memorial Pool for the period July to December 2014 were 28,091. An increase from the first half of the year reflecting the warmer weather.</p> <p>Indicator Under Review.</p>

Report on Delivery Program Activities

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

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Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Recreation and Facility Planning	Development of site master plans for Council's recreational facilities, detailed design to resolve increasing demands for facilities, guide resource allocation, and maximise grant opportunities	Site master plans are completed	Narellan Sports Hub Masterplan drafted. PCYC footprint for site at Kirkham Park confirmed. Site analysis for development of a multipurpose outdoor youth facility undertaken.	Detailed design commenced for Narellan Sports Hub. Design work commenced on Curry Reserve to guide the provision of additional picnic and BBQ facilities. Initial designs commenced following adoption of preferred site at Birriwa Reserve.
	Commence consultation for the design of skate plaza in Mount Annan and Oran Park Youth Facility	Consultation undertaken	New Action – No comment required for this period.	Draft design 70% complete for Oran Park skate park
	Additional resources to facilitate Recreation Planning	Workforce increase	New Action – No comment required for this period.	New Position of Recreation Planner filled and initial work commenced.
	Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions	Number of meetings	Croquet club accommodated on a private site. Meetings held with Narellan Jets regarding grant for development of improvements at Narellan park. Community Support officer commenced duties.	Monthly meetings held with YMCA, quarterly meetings with Rugby League development officer, and attended South West Academy of Sport scheduled meetings. Meetings also held with relevant users of Kirkham Park re proposed PCYC, and also the Camden Districts Tennis Association and South Camden Tennis Club regarding management of courts.

Local Service 5.3: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Aquatic Recreational Facilities	Contract manage two swimming pools which provide a range of programs to the local community	Attendance	The total number of attendances in the key programs at Mt. Annon YMCA which includes Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 115,142. At Camden Pool the attendance in the key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad has a total of 8,295.	The total number of attendances in the key programs at Mt. Annon YMCA which includes Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 126,643 from July to December 2014. At Camden Pool the attendance in the key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad has a total of 8,996 from July to December 2014.
	Commence design work for Stage 2 Development at the Mt Annon Leisure Centre	MAALC Stage 2 Design Commenced	The scope of works for stage 2 of MAALC has not been able to be finalized due to negotiations with PCYC as to what services the facility will provide. These negotiations are nearing completion and options will be provided to Council in the first quarter of the next financial year.	Following confirmation of the PCYC facility Council confirmed the scope of works and budget for development of MAALC Stage 2 in October 2014. A Design Consultant was engaged in late November.
	Ensure that aquatic recreational related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements, satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s84 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council has engaged a specialist leisure consultant to review the most appropriate facilities to be provided at the proposed leisure centre at Oran Park and will also be considering the operational costs of this facility to determine the timing for delivery of this facility.

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Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Aquatic Recreational Facilities	Mt Annan leisure centre capital building improvements.	Works complete within agreed timeframes and budgets	The recreation needs study has been completed. Council has been in discussions with PCYC to consider what services and facilities will be provided at the proposed PCYC facility to determine to scope of works at M.A.L.C. Design is scheduled to commence once the scope is finalised and staging of the works is resolved.	Project complete.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	Total of 119 event days booked from January to June using BEP grounds.	Total of 83 equestrian, community and private events were booked from July – December. A total of 202 events for the 2014 year.
	Conduct a Wetlands Study at Bicentennial Equestrian Park	Study Complete	Now Action – No comment required for this period.	A consultant has been engaged to undertake the study. It is expected this study will be completed in the next reporting period.
	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	Total of 19 event days booked into the Town farm from January to June.	Total of 43 event days were booked on the Town Farm from July- December 2014. This includes the fresh produce markets going weekly in September.
Camden Town Farm	Development of the Camden Town Farm Community Garden	Volunteer Participation	The Community Committee Support Officer (CCSO) was appointed to work with the committee to develop	A governance framework with 4 sub-committees has been established by the Committee with the support of the

Local Service 5.3: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Camden Town Farm	Additional resources to manage the operation of Bicentennial Equestrian Park and Camden Town Farm	Workforce increase	reporting information and statistics.	CCSO. Each Sub-Committee's focus is a section of the Master Plan to achieve the desired outcomes for the Farm.
			Support office has commenced and working with committee.	A major workshop was held by the Committee facilitated by the CSO in September. This aimed at reviewing achievements and establishing project priorities for the coming 2015 year, the establishment of a stronger governance and financial management model and a sub-committee framework to oversee the development of the Park.

Local Service 5.2 – Community and Cultural Development and Planning

What is Community and Cultural Development and Planning?

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

Report on Delivery Program Success Indicators

Local Service 5.2: Community and Cultural Development and Planning					
Indicator	Measure	Target	January to June 2014	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or Improved			The next update for this satisfaction score will be in 2015.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing			<p>Voices event at Civic centre, very well attended.</p> <p>Artisan markets at Narellian and Camden Civic Centre. Portraits group meeting weekly.</p> <p>Funding round for the 2014 community cultural performance subsidies for Camden Civic Centre open.</p> <p>Large community cultural events staged within Camden Civic Centre including the Camden Art Prize, Lachlan Glen concert, Camden Fine Art Gallery exhibition, Macarthur Art group Exhibition, School holiday workshops and a range of community dance events profiling local dancers.</p> <p>For youth – inclusion of local youth in Rockwave 2014 as entertainers, designers and promotional material developers and marketing volunteers.</p> <p>Artisan markets at Oram Park</p> <p>Town and Narellian Community Centre provided local artisans with opportunities to sell products and residents with access to local market.</p> <p>Portrait group continues to meet weekly and to recruit new participants.</p> <p>Supported local resident to organise Moon Festival event at Mt Anman – August.</p> <p>Narellian Rhythms Festival held at Motts Oval in November, providing opportunity for artists, services and residents to engage and enjoy.</p> <p>The Civic Centre has hosted more end of year productions this year than any other in the past five years with 16 dance studios utilising the venue, local schools, professional agents and community groups.</p> <p>The cultural performance grants were awarded to 10 groups to</p>

Local Services 5.2: Community and Cultural Development and Planning					
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014
Council delivers programs catering for identified target groups	Number of programs for target groups	A minimum of 2 activities per target group each year		<p>International Women's Day event March at Civic Centre.</p> <p>Seniors Week March – concert, bus trips</p> <p>Seniors Autumn Lunch May at Belgenny Farms.</p> <p>Youth Week April – 18 activities across the LGA. Council's program has been nominated as finalist in the Local Government Awards</p> <p>Play Day event in May at Kirkham Oval.</p>	<p>stage events within the venue with the first set of those held within this period attracting 3,000 people to enjoy local entertainment within the venue.</p> <p>Indicator Under Review.</p> <p>Youth Outreach program continues, including Thursday night activities Narellan, Aboriginal Art Workshops at Narellan, Free bus tickets, skate board clinics at Elderslie, Youth Boot Camp and Pool Entry at Mt Annan, Camden-Wollongong Beach bus.</p> <p>www.camdenkids.com.au maintained, 74893 page visits in this period, 30432 visits, avg 1 min 42 secs on site, 71.5% new visits, 42 new subscribers (527 in total), 14 email alerts (info sent out to subscribers)</p> <p>MAIDOC Week event in John Street and Camden Town Farm – July</p> <p>Cavers Week Activities provided in partnership with local organisations – Oct</p> <p>Seniors Christmas lunch supported – Nov.</p> <p>Series of information sessions for seniors in partnership with local organisations.</p> <p>Grants promoted during Anti-Poverty Week –</p> <p>Spaish Out Pool Party at Camden.</p> <p>Pool during International Day for</p>

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Local Service 5.2: Community and Cultural Development and Planning						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
						People with Disabilities – Dec. Indicator Under Review

Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning			
Activity	Council's Role	Performance Measure	July to December 2014
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents	Interagencies and networks supported	<p>Camden Interagency held 3 times - @ Country Women's Association (Feb 3), Men's Shed Narrellan (April 7), Leppington Progress Association (June 2).</p> <p>Outcomes include: Organisations linked to Council and other community services. Health Department outreach to Leppington Progress Association.</p>
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes	Committees and groups supported	<p>Worker attended CFA meeting to provide information on new committee guidelines.</p> <p>Worker attended Seniors Committee meetings.</p> <p>5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.</p>

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes.	Committees and groups supported	New Action – No comment required for this period.	The Community Committee Support Officer has been working with the BP and Town Farm Committees to identify WHS requirements, undertake committee reporting and responsibilities.
Projects and Programs	Develop and manage projects and programs that address community needs and build local community assets	Projects and programs developed that meet identified community need	Neighbour Day program carried out in May. Elderslie group awaiting approval for use of land at Herbert Park Elderslie, for a community garden. Identified priority areas include: Camden Souths, Spring Farm, Elderslie, Currans Hill, Harrington Park, Leppington, and Catherine Fields. Priorities incorporated into Project Officers work plans.	Reviewing Friendly Neighbours program for appropriateness to Camden. Elderslie Community Gardens group resourced with information Artisan markets held in different locations to develop neighbourhoods. Camden Interagency held in different locations to develop neighbourhoods.
	Council actively seeks relevant grant funds in order to undertake community and cultural activities	Number of grants applied for	\$1000 HAIDOC week grant obtained from Office of Premier and Cabinet: Indigenous Capability and Development Programs.	Applied for Aboriginal project grant through Dept. Prime Minister and Cabinet. Applied for Seniors grant through Dept. Local Government. Information and referrals provided by 7 workers, by phone and/or email on average a 3.368 times during this period (4 per day x 7 workers = 140 per week, x 24 weeks)

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Develop strategic and action plans to address key issues and opportunities for target groups.	Relevant strategic plans are in place	Cultural Plan under development.	Cultural plan under development.
	Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners	Information on key target groups is current and available on Council's website	Data collection finished. Social Diversity and Inclusion Plan 2014 – 2018 has been drafted.	Work in progress. Final report due January 2015.
Planning and Advocacy	Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties	Comments provided in agreed timeframes	Comments provided to Strategic Planning on new Development Control Plan for child care centres. Statistics provided to Strategic Planning regarding seniors and seniors housing needs.	Comments provided on 4 DA's Statistics provided to Strategic Planning and Recreation Planning.
	Prepare and review Council policy in relation to building the local community and encouraging inclusive practices	Policies are regularly reviewed	Council completed the review of the Volunteer Policy.	DV policy initiated and implemented Public Arts policy drafted.
Resources	Identify underutilised Council resources (e.g. facilities, and equipment) and develop these to meet the needs of the community	Underutilised resources identified and developed	Photo Inventory Community Cultural Planning & Development (CCP&D) complete.	Social enterprise proposal developed for ArtyCaf and training undertaken.
Community Financial Assistance	Support community organisations and individuals through the Community Financial Assistance Program	Number of groups assisted	July opening of Community Small Grants has been advertised. 2 information sessions were held at Narellan Library, attended by representatives of 15 organisations.	27 applications received and 74 recommended for funding. Cheques presented December.

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Cultural Development	Increase financial support available to groups and individuals	Increased number of groups assisted	Budgets adopted for Community Financial Assistance Program	Second round of Community Financial Assistance Program in to be held February 2015 (first time).
	Provide opportunities for the community to engage in cultural activities, raise and link with arts groups and local artists, develop local opportunities for artists	Opportunities provided	Visual Arts Undergraduate on placement in CCP&D area. Planning for local artists to be engaged in Little Sandy Bridge artwork. Artist's network met twice. Artisan Market held twice in this period – March and June. About Face Portrait Group Workshop in Artival during Youth Week	Local artist currently engaged in Little Sandy Bridge artwork. Artist's network continues to meet and grow. Artisan Markets held twice in this period – August and December Assisted local film maker to link to residents, library and local history association in order to develop work on Chinese Market Gardeners.
	Secure funding for the delivery of arts programs and performances to engage the community	Funding secured Events staged	Cultural activities funded from CCP&D budgets e.g. Narellan Rhythms Festival, Youth budget (for Voices). Markets generate external income. Voices event held at Camden Civic Centre in May	Cultural activities funded from CCP&D budgets e.g. Narellan Rhythms Festival and Youth budget. Markets generate external income.

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Cultural Development	Provide advice to developers regarding Public Art	Advice provided as needed	Input into Oran Park Town Public Art Strategy provided. Input into MTC VPA offer provided. Input into Marellan Family and Community Centre design elements continue	Participated on Oran Park Town Public Art committee. Draft Public Arts Policy includes reference to developers. Opportunities to provide commitment to be clarified and mapped out in the new year.

Local Service 5.3 – Community Support Facilities and Services

What is Community Support Facilities and Services?

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

Report on Delivery Program Success Indicators

Local Service 5.3: Community Support Facilities and Services						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Council's Community Halls are utilised	Occupancy rates	Increasing		Narellan Community Centre was not available for use in January due to the completion of refurbishment work. Also a significant regular liner ceased operations. Occupancy rates of available venues was 20% of available spaces.		Since the introduction of hourly rates on weekends it is now possible to provide figures of occupancy for the weekends in addition to mid week. For the period of July – Dec 2014 there was an occupancy of 16.6% Sunday – Thursday and 42% on Friday and Saturday based on availability.
The Camden Civic Centre is enjoyed by the community as a venue for a range of events	Number of visitors	Increasing		Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year. Additionally 13,130 visited the lower level facilities in the same period, reflecting a 11% increase in number of visitors to the lower level community facility.		In the first six months of the year 121,284 people have visited the upper level of the venue reflecting an astounding increase on numbers from the previous year. Likewise usage and visitation of the Undercroft has increased, by 11%. Works undertaken to upgrade the facility continue to have a positive influence on the number of bookings and style of event attracted to the venue.

Local Services 5.3: Community Support Facilities and Services					
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014
	Ratio of returning client to new clients	Stays the same or increases		The 2014 Small Business awards attracted 546 people to the venue for a seated dinner which is the largest to date catered function staged within the venue Return business represents 88% of the everyday business of the Centre. The percentage of new clients is slightly higher level, increasing to 1.2 of every 10 bookings representing new clients to the Centre	 Return business represents 88% of the everyday business of the Centre.
Camden families have access to quality Family Day Care services	Hours of care provided	Stays the same or increases		Average Effective Full Time Places were 177. This equates to approximately 160,360 hours of care It should be noted that the national quality framework now requires educator to child ratios to be 1:4. The previous reporting period was on a basis of a 1:5 ratio. The previous period's hours of care would equate to 145,600 upon applying the new standard which means the hours of care have increased.	 Average Effective Full time places were 184. This equates to 173,040 hours of care
Camden families have access to quality Family Day Care services	Accreditation is maintained	Maintained		The Service has not been assessed for accreditation during the reporting period.	 Service has been assessed and rated as Exceeding as of mid-2014 under the National Quality Framework. This is the highest possible rating.

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Report on Delivery Program Activities

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

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Camden Civic Centre	Provide a venue for civic, cultural, celebratory and community events and functions	Customer feedback	<p>Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year</p> <p>Additionally 13130 visited the lower level facilities in the same period, reflecting an 11% increase in number of visitors to the lower level community facility.</p> <p>The Centre usage continues to increase with a recent increase in large scale community events and dance concerts both mid and end of year.</p> <p>The 2014 Small business awards attracted 546 people to the venue for a seated dinner which is the largest to date catered function staged within the venue.</p>	<p>Usage of the venue continues to increase in tandem with the community growth, newcomers to the area are seeking out facilities, utilising the space well and trying new events.</p> <p>Whilst a people counter is not in place on the lower level, the venue has had an increase in visits of 11%.</p>
		Income is Maintained or Increased	<p>The capital works schedule increased the interest in the venue and has had a positive influence on the number of bookings planned.</p> <p>The 2013/2014 upgrade to facilities were completed on time and within budget with the following items completed:</p> <ul style="list-style-type: none"> Line and paint of Auditorium, gallery and Foyer walls Creation of a customer service office Painting of the Auditorium ceiling and improved lighting 	<p>Income for the first five months reflects a reasonable increase in catering, beverage and sundry income, with an increase of an estimate \$500000 in the first half.</p> <p>A further \$20000 has been secured through CBPP to match dollar for dollar funding for Civic Centre Capital Improvement. Funds will be utilised to improve public toilets and sound and lighting within the main auditorium.</p>
	Civic Centre Building Improvements	Completed on time and within budget		

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Local Service 5.3- Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
ARTYcafé@Marellan Library	Investigate and establish a viable and sustainable operational model	Service is Self-Sustaining	Replacement of stage curtains Improved signage inside the venue.	Council in partnership with UWS will undertake a project to determine a strategy for the most effective management of the ARTYcafé with a comprehensive report to be provided to council outlining the findings, marketing, business and financial management plan.
			EOI have been advertised for the Marellan Library ARTYcafé with view to having an operator in place within the coming 6 month period.	33 burials occurred during the reporting period. 100% of service requests were carried out on time.
Public Cemetery	Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests	34 burials occurred during the period. 100% of service requests were carried out on time.	33 burials occurred during the reporting period. 100% of service requests were carried out on time.
		Percentage of plot allocation taken up per annum	37% of the plot allocations were taken up.	14.5% of the plot allocations were taken up.
	Commence Stage 1 Camden Cemetery Masterplan Works	Works Commenced	New Action – No comment required for this period.	During the reporting period the Camden Cemetery Masterplan was adopted by Council. Documentation is currently being prepared to submit a development application.

Local Service 5.4 – Community Safety

What is Community Safety?

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

Report on Delivery Program Success Indicators

Local Service 5.4: Community Safety					
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.	
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Stays the same or improves		The next update for this satisfaction score will be in 2014, in the next reporting period.	
				The next update for this satisfaction score will be in 2015	
				Satisfaction scores indicate that residents feel safer than in the previous (2012) result, for walking during the day and walking at night.	

Report on Delivery Program Activities

Local Service 5-8: Community Safety				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
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	Networks and partnerships continue to be fostered. Council's CSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CSO also attended the Police held PACT meeting in the reporting period. CSO continues to work with inter-agencies to develop partnerships to improve community safety. These inter-agencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary. CSO will once again be delivering a presentation to NSW Police on how to best work with Local Government. This will be conducted on 17 September 2014.	Networks and partnerships continue to be fostered. Council's CSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CSO also attended the Police held PACT meeting in the reporting period. CSO continues to work with inter-agencies to develop partnerships to improve community safety.
Community Safety Projects and Programs	Develop and manage projects and programs that address community safety issues, including community safety audits	Number of projects implemented	The Park Smart program continues to be rolled out. Train station car parks were targeted in May 2014, with CSO working with Campbelltown Council CSO, Camden Police CPO and Campbelltown Police CPO. Macarthur, Campbelltown and Leumeah stations were targeted. Additionally, local car park audits were conducted at Harrington Park Plaza, Mount Annan Marketplace and Narellan Town Centre in the reporting period. Educational information was distributed. This was done in partnership with Camden Police CPO and YLO.	Park Smart program continues to be rolled out locally, with car parks at Narellan Town Centre targeted on Thursday nights during the reporting period. Seniors Safety Morning Tea were held at Camden Community Connections and Narellan Men's Shed during the reporting period. The Respect It Don't Wreck It - Graffiti Education program was completed in July 2014.
			Seniors Safety Morning Teas were held at	

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Community Safety Projects and Programs	Seek grant funding for new community safety programs as required	Number of grants applied for	<p>Carrington, Marcellan Stroke Recovery Group and Camden Senior Citizens in the reporting period. These presentations were well received and planning and dates have been set for the new financial year.</p> <p>The Respect It Don't Wreck It - Graffiti Education program was launched in June 2014. This program has been offered to all the 6 local high schools taking part. The program is designed to be an early intervention program in order to prevent young people getting involved in graffiti vandalism.</p>	<p>No grant funding activity undertaken during this reporting period</p>
	Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships	Information Resources are Current	<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>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>
	Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off licensed premises	Number of initiatives implemented	<p>Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues.</p> <p>Breath testers were installed in selected venues over the Easter / Anzac Day period, along with promotional material, in order to highlight to Drink Drive message.</p>	<p>Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues.</p>

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Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Community Safety Projects and Programs	Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas	Issues addressed as they arise	The Alcohol Free Zone located at Old Hume Highway, Camden between Broughton Street and Jenibark Avenue has been re-established. This will become effective once the appropriate signage is installed. This was done in line with Council's adopted procedure.	No new AFZ established during the reporting period. Re-assessment of all existing AFZs will commence in early 2015.
Community Safety Strategic Planning	Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners	Information is Current	Council ensures that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilized.	Council ensures that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilized.
Graffiti Management	Provision of tools for residents and partner with state agencies to minimize the incidence of graffiti	Number of kits provided to residents	The Respect It Don't Wreck It – Graffiti Education program was launched in June 2014. This program has been offered to all high schools taking part. The program is designed to be an early young people getting involved in graffiti vandalism. Graffiti removal kits continue to be made available to residents who wish to remove graffiti from their private property. Site inspections were conducted for possible green screening. This was done in conjunction with Camden Police CPO.	Graffiti removal kits continue to be made available to residents who wish to remove graffiti from their private property.
	Develop Graffiti Action Day to raise awareness within the community about graffiti encouraging the community to take responsibility and ownership	Graffiti Action Day Conducted	Graffiti Removal Day now falls under the control of Rotary. The event will again be held in October 2014 and Council will provide assistance and support as appropriate.	Graffiti Removal Day now falls under the control of Rotary. The event was held in October 2014 and Council provided assistance and support as appropriate.

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Graffiti Management	Establishment of Camden Rotary Graffiti Removal Team	Team established	Funds for Graffiti Management has been redirected into Council education programs and possible green screening.	Funds for Graffiti Management has been redirected into Council education programs and possible green screening.
	Graffiti Prevention, Green Screening and education	Program established	New Action – No comment required for this period.	The Respect It Don't Wreck It – Graffiti Education program is programmed to run again in 2015.

Local Service 5.5 – Community Events

What is Community Events?

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

Report on Delivery Program Success Indicators

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

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

Report on Delivery Program Activities

Local Service 5.5: Community Events			
Activity	Council's Role	Performance Measure	July to December 2014
Community Development Events for Target Groups	Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents group, Garden Competition	Number of Events	<p>January to June 2014</p> <p>23 events with total 3750 participants</p> <ul style="list-style-type: none"> 1 x International Women's Day event at Civic Centre in March = 300 participants 3 x Seniors Week events March – 2 <p>July to December 2014</p> <p>MALDOC Week in July - John Street then Town Farm Carers Week in Oct – 5 events across Camden in partnership with local services Narrailan Rhythms Festival at Nett Oval in</p>

Local Service 5.5: Community Events			
Activity	Council's Role	Performance Measure	July to December 2014
			<p>Oct</p> <p>International Day for People with Disabilities in Dec – at Camden Pool</p> <p>Seniors Christmas Lunch in Nov at Civic Centre</p> <p>Series of Youth Outreach Activities across LGA</p>
			<p>January to June 2014</p> <ul style="list-style-type: none"> x bus trips with 100 participants, 1 x concert = 350 participants 18 x Youth Week events across Camden LGA in April = 1000 participants in total 1 x Play Day at Kirsham Park = 2000 participants
Cultural Events	Develop/support and/or initiate activities that support the strengthening of local cultural networks, markets and opportunities	Number of Events	<p>2 - Artisan Markets at Oram Park Town and Narellan Child, Family and Community Centre.</p> <p>1 - Moon Festival Event at Mt Annan supported</p> <p>About Face Portrait Group continues to meet regularly. Exhibitions supported.</p> <p>Artist's network continues to meet regularly.</p>
Community and Civic Events	Plan and deliver a range of community and civic including, but not limited to Australia Day, Local Government Week, Camden Festival and Paws in the Park	Number of Events	<p>Voicez event at Civic Centre in May – 100 participants</p> <p>Artisan Market held twice in this period – March and June – 200 participants</p> <p>About Face Portrait Group met regularly over this period – 20 participants on each occasion</p> <p>One workshop was held in Artycal during Youth Week – 50 participants</p> <p>Artist's network met twice – 50 participants</p> <p>Australia Day was a successful event held during this period. As was the HSC High Achievers and South West Sydney Academy of Sport Civic reception. A new event was also staged to celebrate Council's 125th Anniversary and the opening of Little Sandy Bridge.</p>
			<p>During this period there were a total of 19 events organised by Council. This included community events such as Camden Festival, Paws in the Park which was washed out due to inclement weather, Local Government Week and a Freedom of Entry March which was also affected by wet weather and relocated on the day. A number of forums were held including a Home Building Forum, Developers Forum and Transport Forum with the Minister for Transport. There were also Civic receptions including the Camden Festival Sponsors Thank you reception, Lion's Den plaque unveiling, Mayoral Volunteer Thank You Reception, two</p>

Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
				Citizenship Ceremonies and a Japanese Student visit.
				Plans and programs have been finalised for 2015 with the commencement of the events due to start in March 2015. Regular meetings have been held between Camden Council's Events Officer and the President of RSL Sub Branch to ensure plans are progressing.
	Work collaboratively with Camden RSL Sub Branch and Federal Member to undertake specific celebrations to mark the centenary of ANZAC Day	Events Undertaken	New Action – No comment required for this period.	A total six (6) events have been planned along with the yearly services held on Anzac Day in which plans to expand these services have also been included.
				Australia Day wasn't held in this period but numerous Civic Ceremonies/Receptions were. These include The Mayor's Volunteer Thank You Reception, Kashiwa (Japanese) school visit, The Macarthur Lion's Den Plaque unveiling and Citizenship ceremonies. These events involve and include different groups and sections of the community.
	Support Australia Day activities and other civic ceremonies to promote community pride and participation	Events Undertaken	New Action – No comment required for this period.	An additional 7 hours were added to the Events Officer position taking it to 35 hours in May 2014.
	Additional resources (increased hours) to facilitate the Community and Civic Events	Workforce Increase	New Action – No comment required for this period.	Australia Day continues to be a successful event, uniting the community in pride. Civic ceremonies are held as required and managed by the Community Engagement Team.
Community and Civic Events	Additional funding to support Australia Day activities and other civic ceremonies to promote community pride and participation	Events Undertaken	Funding has been secured and reporting on progress in the planning of the event will occur in the next period.	

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Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Sponsorship	Introduction of an annual Rural festival in Macarthur Park	Event Undertaken	This event will take place in the next reporting period.	Picnic in the Park occurred in Macarthur Park
	Additional funding for Camden Festival to include rural activities	Event Undertaken	Planning is well and truly underway by Council's Events Officer with the assistance of the Camden Festival Committee. The Festival will include a new event this year called a Youth Movie Night at United Cinemas where subsidised tickets will be on offer for youth aged between 12-25years. This event will replace SKEDORA which was failing to attract numbers previously.	Activity completed
	Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered	Amount of Sponsorship	No events in this period required the need for Sponsorship	Camden Festival received \$8,000 in cash sponsorship for 2014 which is up from 2013.
	Implement the Community Sponsorship Program to facilitate sponsorship requests received by Council	Program completed	Policy and Procedures adopted and implemented with the first successful intake in February. This process will be repeated in September	Parks in the Park is funded completely from income from Stallholders and Sponsors of the event. There was a total of \$6,500 received in event sponsorship and \$1,000 was washed out most of the sponsors and stallholders have transferred through to the rescheduled event in March.

Local Service 5.6 – Library Services

What is Library Services?

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

Report on Delivery Program Success Indicators

Local Service 5.6: Library Services						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Library membership is high amongst residents	Proportion of residents who are library members	Higher than the Sydney average (37%)		61% of residents are library members compared to that of the Sydney average being 37%.		59% of residents are library members compared to that of the Sydney average being 37%.
Council's library facilities and programs are well-attended	Number of people using facilities and attending programs	Increasing		149,117 people visited our libraries and 12,286 attended library programs in this period.		166,834 people visited our libraries and 12,424 attended library programs in this period.

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Report on Delivery Program Activities

Local Service 5.6: Library Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Children's Programs	Deliver various programs for children including: Storytime, Babies into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	8,918 children/families attended 196 Storytime, Bibs, holiday programs and outreach during this period.	8,599 children/families attended 217 children's programs including Storytime, Bibs, holiday programs and outreach during this period.
Youth Programs	Deliver various programs for youth including: Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools, Book Club, Author Visits, HSC lectures and Research Skills	Number of young people using programs or services will stay the same or increase	179 young people attended youth programs including HSC lectures, HSC Look In, holiday programs and Your Tutor online during this period.	437 young people attended youth programs including HSC lectures, HSC Look In, holiday programs and Your Tutor online during this period.
Educational Programs	Additional funding for the Your Tutor program for Children and Youth	Availability of the program for target groups	Your Tutor service is well used by students in Years 3 to 12.	Your Tutor service is well used by students in Years 3 to 12.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Arts of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	3,002 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.	3,653 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.
Local Studies	Deliver targeted local programs including: Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program	Number of participants using programs or services will stay the same or increase	There are 3,623 images on Camden Images online. There have been 3,280 sessions on Camden Images, 1,298 Trove referrals, 51,469 hits on Flickr, and 249 hits on Changing Camden blog in this reporting period.	There are 3,682 images on Camden Images online. There have been 5,831 sessions on Camden Images, 1,525 Trove referrals, 43,485 hits on Flickr, and 1,340 hits on Changing Camden blog in this reporting period.

Local Service 5.6: Library Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Older people	Deliver various programs for older people including: Home Library Service and Bulk Loans to local institutions	Number of Customers using HLS and Bulk Loans will stay the same or increase	1,685 items were lent to 3 institutions across the LGA, 1,866 items were lent to 35 Home Library Service customers and 11 boxed loans were received from SLMSW for customers from a CALD background.	2,176 items were lent to 5 institutions across the LGA, 2,494 items were lent to 36 Home Library Service customers and 11 boxed loans were received from SLMSW for customers from a CALD background.
Review and design new library webpage	Develop an Open Source library webpage and catalogue, integrating social networking with virtual library	Webpage downloads quickly, with few timeouts	We have received 37,519 visits and 101,909 page views in this reporting period. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.	We have received 37,637 visits and 92,438 page views in this reporting period. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.
Digital Learning Space	Engage with customers, promote programs & services and encourage participation using social networking technologies	Increased number of people accessing webpage and followers	Library website is used to promote the Library's programs and services. Blogs, Facebook and Twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.	Library website is used to promote the Library's programs and services. Blogs, Facebook and Twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.
Collections	Operate the digital learning space to enable best practice delivery of services and promote community access to technology opportunities	Number of people attending programs	Library website is used to promote the Library's programs and services. Blogs, Facebook and Twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.	Library website is used to promote the Library's programs and services. Blogs, Facebook and Twitter are actively used. Library programs are booked online using the Try Booking system. Library eNewsletter is emailed to over 6,500 library members.
	eBooks will be introduced into the library due to demand from the community and changes in technology	Circulation of new e-collections will increase	Circulation of e-Collections is increasing. 571 eBooks, 203 audio and 357 eMagazines have been downloaded during this period.	Circulation of e-Collections is increasing. 923 eBooks, 332 audio and 696 eMagazines have been downloaded during this period.

Local Service 3.6: Library Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Purchase of eBooks for the digital library	eBooks available for use	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.
New Facilities	Design and development of Oran Park library and community hub	Design specifications prepared	New Action – No comment required for this period.	Steveller Horth Architects have been appointed by Oran Park Developers. Consultation has been ongoing throughout 2014 including Library, Capital Works, and IT Staff, and Architects. Visits to other recently built public libraries have occurred.
Upgrade Library Management System, Wireless and RFID system	Library Management System operates under managed services	System is useable and efficient	LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November with 3 days offline. Wireless internet access was upgraded and now managed via NSW State Library's WMS rollout. RFID systems have been reviewed with a proposal to upgrade in 2014.	RFID has been reviewed, now working with IT Staff to upgrade current system. LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November 2013 with 3 days offline. Wireless internet access was upgraded in November 2013 and now managed via NSW State Library.
		Limited number of days offline during upgrades		

Key Direction 6 – Strong Local Leadership

What is Strong Local Leadership?

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

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

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

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

Local Service 6.1 – Strong Local Democracy

What is Strong Local Democracy?

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

Report on Delivery Program Success Indicators

Local Service 6.1: Strong Local Democracy					
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014
The Community is Satisfied with Council's Role in Strong Local Democracy	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.	
All Council meetings are arranged and conducted in accordance with Council's Code of Meeting Practice	Complaints regarding meeting practice	Zero		Council has received no formal complaints about meeting	

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

Report on Delivery Program Activities

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

Local Service 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			<p>provider.</p> <p>Council is monitoring responses to Councillors enquiries, with a high percentage of such responded to above the standard service time during the six Month reporting period.</p> <p>It should be noted that the 2 working day response time is being reviewed against industry standards.</p>	<p>residents.</p> <p>Requests and response times continue to be monitored, with monthly reporting presented to Council's Executive regarding the type and volume of enquiries received.</p> <p>Service standard times continue to remain high.</p>
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden continues to be an active member of MACROC, participating in MACROC resource sharing initiatives including the Macarthur Regional Resource Sharing and Regional Collaboration Task Force.	Council recognises the importance of collaboration and resource sharing on issues of regional significance and continues to actively participate in MACROC initiatives, such as the Resource Sharing and Regional Collaboration Task Force.
State Representation	Council participates and contributes to the Local Government & Shires Association in communicating to and lobbying the State Government on industry wide issues	Issues related to Camden are lobbied by the LGSA to the State Government	Council continues to communicate issues of importance to LGNSW in order for them to seek representations regarding a variety of matters affecting the Local Government industry.	LGNSW represents the interests of NSW Council's in a variety of industry wide issues and Council continues to communicate relevant issues requiring representation to LGNSW.

Local Service 6.2 – Stewardship of Community Resources

What is Stewardship of Community Resources?

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

Report on Delivery Program Success Indicators

Local Service 6.2: Stewardship of Community Resources						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved		The Delivery Program Six Month Report for the period July to December 2013 went to Council at the meeting of 25 February 2014 and was placed on Council's website following that date.		The report for the 6 Month period January to June 2014 was endorsed by Council at the meeting 28 October 2014 and was placed on Council's website following that date.
Council addresses areas of poor performance in its Delivery Program	Strategies are identified and implemented as part of the 6 month Delivery Program Report	100%		Council's Organisational Development / Business Improvement Plan (OIB/BIIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 6 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the immediate		The implementation of the Business Improvement Plan continues with many cross organisational teams formed to address the 57 actions within the plan.

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

Report on Delivery Program Activities

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

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Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program	Annual Report available on Council's website in November	that date.	website following that date.
	Undertake comprehensive review of Council's Corporate Performance Indicators, including systems and strategies for improving areas of lower performance	Council has a suite of simple, effective and measurable indicators	The annual report will be prepared in this reporting period.	The annual report for 30 June 2014 is completed and available on Council's website.
	Implement business improvement program to continuously improve the organisation's effective and efficient operation	Demonstrative efficiency gains and service improvement	Council continues to review the corporate performance indicators and associated trends emerging from the indicators. It is anticipated the further review and refinement of these indicators will be ongoing.	The review of indicators is a timely and continual process. It is expected that a more formal review of these indicators will take place in the next review period leading to the final adoption of a new 4 Year Delivery Program in 2016.
	Monitor and maintain Council's Long-Term Financial Plan	Long Term Financial Plan is reviewed quarterly	Council's Organisational Development / Business Improvement Plan (OIG/BIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 6 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the immediate Priorities is underway, with some completed and many substantially commenced.	Council's Organisational Development / Business Improvement Plan (OIG/BIP) is well underway. Six Immediate Priorities have been delivered, in particular those Priorities linked to organisational growth, including the establishment of a Technology Solutions branch. Project Teams of Council staff members have been established in order for Priorities to be actioned cross organisationally.
Long Term Financial Plan			Council's 2014/15 LTFF (10 years) was adopted by Council 24 June 2014.	Council's 2015/16 LTFF (10 years) is currently under review as part of adopting the 2015/16 Operational Plan and Budget.

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Long Term Financial Plan	Implementation of Long Term Financial Planning (LTFP) software	Implemented by 31 December 2013	The implementation of the budget management system has been undertaken. To ensure the system is operating as required, the implementation of the LTFP has been delayed. It is expected that this implementation will occur in the next reporting period.	The new budget system is operational but requires additional work to be ready for use as the base data for the LTFP projections. The implementation of the LTFP software is expected to commence in the next review period. Funds have been made available to purchase the new LTFP software.
	Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets	Asset Management system and practices reviewed and updated annually	Asset Management Coordination Group has been created to review current practices, identify and implement improvements	A comprehensive asset management improvement plan has been prepared, including inventory and condition data, systems, resources, processes and timelines for improvements.
Strategic Asset Management	Additional resources to facilitate Strategic Asset Management	Workforce increase	2 additional assets staff have been recruited with significant works being undertaken on asset data backlog	A dedicated asset data collector position has been filled, while approval has been obtained for a second dedicated position to provide improved resources to collect critical asset data.
	Proactive monitoring of the delivery of new assets and active involvement in the planning for provision of community assets and facilities	All specifications are reviewed and updated regularly	New Action – No comment required for this period.	Engineering specifications have been previously reviewed, while issues identification and programming has occurred on other assets specifications such as Open Space.
	Monitor and maintain Council's Workforce Plan through a range of ongoing analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce	Workforce Plan reviewed at least annually	Workforce plan was not required to be reviewed within this reporting period	Workforce Plan will be reviewed prior to June 2015 in line with Councils Business Improvement Plan

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Workforce Planning	demographics		Council continues to participate in surveys and monitors and reports on workforce trends.	Council participated in 3 surveys during this reporting period.
	Conduct a structural review of Council's workforce to ensure resourcing requirements are being met to deliver Council services	Structural Review Complete	New Action – No comment required for this period.	An adaptive Organisational Framework was adopted by Council in May 2014. The Framework places a particular emphasis and focus on customer service, cross organisational involvement and service delivery. An additional 24 positions were established as part of the Structural review and Councils 2014/15 Budget. All positions were recruited by December 2014.
Workforce Planning	Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	This strategy will be influenced by the outcomes of the Local Government (LG) Act Review. The finalisation of the LG Act review is unknown at this time.	Council continues to await the outcomes of the Local Government Act review. In the meantime, a cross organisational property group is to be established to consider potential opportunities.
	Maintain Council's land register	Information is accurate and up to date	Council's Land Register is Current.	Council's Land Register is current.
Management of Council's Property	Manage Council properties	Current Plans of Management are in place	The review is very much determined by the outcome of the Local Government Act review	Awaiting the outcome of the Local Government Act review.
		Licences and leases reviewed regularly	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.

Local Service 6.2: Stewardship of Community Resources				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Management of Council's Property	Review of Council's Community Land Holding	Review complete	The review of Council's Community Land Holdings has been placed on hold pending the outcome of the Local Government Act Review and the treatment of community and operational land classifications.	The review of Council's Community Land Holdings has been placed on hold pending the outcome of the Local Government Act review and the treatment of community and operational land classifications.
	Land acquisitions upon instruction	Process completed in a timely manner	Council has completed the acquisition of a carpark in Harrington Park under a contract of sale.	Council has not completed any acquisitions during this period.

Local Service 6.3 – Community Engagement

What is Community Engagement?

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

Report on Delivery Program Success Indicators

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

Report on Delivery Program Activities

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

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Community Engagement	Preparation and implementation of a Community Engagement Strategy to improve the organisation's capacity to effectively engage residents in decisions, plans and service delivery	More people are engaged in community issues	Council continues to consult the community on a range of matters and information derived and analysis of the process undertaken will be drawn upon in the future preparation of a Community Engagement Strategy.	Finalised. Due to be reported
	Additional funding for the implementation of the Community Engagement Strategy	Funding Allocated	Funding is currently available in the budget for the employment of a dedicated officer and some limited program costs.	Seeking funding to implement strategy
	Increased focus on community engagement by the organisation through employment of a dedicated officer	More people are engaged in community issues	Community engagement continues through the organisation. Activity in this area is expected to increase with the appointment of a dedicated officer.	A Community Engagement Team Leader was appointed during this reporting period.

Local Service 6.4 – Community Information

What is Community Information?

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

Report on Delivery Program Success Indicators

Local Service 6.4: Community Information						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015. In 2014, the website was reviewed and was made more user friendly.
The promotion of Council services, programs and local information is delivered effectively to the community	Total number of webpage hits	Stays the same or increases		No statistics available to report at this time. Council's updated website is scheduled to be launched during the next reporting period.		Council's new website was launched on 22 September 2014. From this date until the end of the reporting period, Council has 82,031 hits. Indicator Under Review

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Report on Delivery Program Activities

Local Service 5.4: Community Information				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Advertising and Promotion	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	A total of 39 media releases were distributed during this period, all of a positive nature.	A total of 36 media releases were distributed during this period, all of a positive nature.
Communication Strategy	Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community.	Communication Strategy Adopted by Council	Work is continuing on the development of a comprehensive Communication Strategy with a draft being presented to EIG and SMT for review and changes/suggestions now being implemented. The Strategy is planned to be adopted by Council in the next reporting period.	The Communication Strategy has been presented to SMT and at a Council briefing. The Strategy is planned to be adopted by Council in the next reporting period.
Website and Social Media	Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly	Hits on Council's Website	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. The new website was scheduled and ready to go live in June however has been placed on hold and is now scheduled for early September.	Council's new website was launched on 22 September 2014. From 22 September to 31 December 2014 Council's website received 82,031 visits, 47,063 users and 253,397 page views.
		Proportion of residents who use Council's website	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.	The website statistics show that, of the 82,031 visits to Council's site during the reporting period, that 84.76% were from the Sydney location followed by 2.95% from Melbourne, 0.62% of visits were from Wollongong

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Website and Social Media	Update of Council's Facebook page to include information relating to Council activities.	Number of 'Likes' on Council's Facebook page	Council's Facebook page has increased to 3663 'likes' from 2103 in the previous reporting period.	During this reporting period Council gained 2,390 'likes'
	Additional resources to facilitate the management of Council's website and social media pages	Workforce Increase	Additional resources will be secured in the next reporting period allowing the Public Relations Officer to focus on this task.	A Team Leader Community Engagement was appointed during this period. Following this Council's website was launched and a focus has been placed on Social Media. The Public Relations Officer attended a Social Media Risk Management Conference in November.
	Enhancing the availability of information to the community via technological upgrades, such as Council's website	Hits on website increase	New Action - No comment required for this period.	Council's new website was launched on 22 September 2014. From 22 September to 31 December 2014 Council's website received 82,031 visits, 47,063 users and 251,597 page views.
	Production of printed newsletter Let's Connect for distribution to households throughout the LGA.	Newsletter is distributed quarterly	Let's Connect continues to meet deadlines and is distributed quarterly.	Let's Connect continues to meet deadlines and is distributed quarterly.
Community Newsletter	Proportion of residents who use Let's Connect to access information	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.
	Review of community newsletter Let's Connect to increase size and circulation	Newsletter is updated	Council has not secured resources to undertake the review at this time.	Council has not secured resources to undertake the review at this time.

Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Efficient and effective operation of Council's Customer Service Centres	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.	Accurate and timely response Customer satisfaction	Council has implemented a new CRM system which has improved the recording of customer service requests and provided improvements to reporting. Work will continue on developing functionality of more detailed reporting.	A full Customer Service review is currently underway with a report going to council on the 24 February 2015 on the proposed implementation

Local Service 6.5 – Management of Emergency Events

What is Management of Emergency Events?

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

Report on Delivery Program Success Indicators

Local Service 6.5: Management of Emergency Events						
Indicator	Measure	Target	January to June 2014	Comment	July to December 2014	Comment
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved		The next update for this satisfaction score will be in 2015.		The next update for this satisfaction score will be in 2015.
Disaster Plan remains current	Regular reviews completed	Completion		Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by December 2014.		Awaiting updated new Displan format from Regional Emergency Management before Camden's Local Disaster Plan (Displan) can be reviewed.
Local emergency management committee is familiar with the facility and latest procedures.	Feedback and evaluation following emergency management exercises	Stays the same or improves		No Emergency management exercises were performed during the reporting period.		Emergency Management Exercises are coordinated by the Regional Emergency Management Committee and are supported at Local Emergency Management Committee level. No Emergency management exercises were performed during the reporting period. Indicator Under Review

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Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Management of Capital Projects	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	The new RFS station was completed in June 2014 and is now operational.	Action Complete
Support and Facilitate the Local Emergency Management Committee	Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience	Local emergency management committee plans are adopted	The Review of the Plan has been completed	Regular meeting held and Emergency Services are being supported to develop resilience
Risk Assessment	Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DSEPLAN	Risk register is updated annually	Risk register still to be completed.	New NSW Emergency Displans format will be released shortly and Camden Emergency Displan will then be updated
Emergency Operations	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by 2014.	New NSW Emergency Displans format will be released shortly and Camden Emergency Displan will then be updated
Supporting Emergency Services	Partner or work with emergency services in facilitating emergency response required during a disaster event or an incident	Systems established in accordance with Management Plans	System is in place for activation during any emergency for coordinating, facilitating and supporting emergency operations.	System remains in place for activation during any emergency for coordinating, facilitating and supporting emergency operations
Supporting Emergency Services	Contribute resources to emergency services which will help them in effectively managing or minimising the impacts of emergency events and natural disasters when these occur	Buildings, plant and equipment are maintained and replaced as per the adopted schedules	Budgets adopted to provide suitable support to Emergency Services, building and plant maintenance are meeting requirements.	Budgets have been provide to support to Emergency Services, building and plant maintenance are meeting requirements

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Supporting Emergency Services	Lighting upgrade facilitated at the Catherine Fields Rural Fire Service carpark	Upgrade completed	Additional lighting installed	Works completed
	Building extension facilitated at the Cobbley Rural Fire Service Station	Works completed	Works have not yet been completed	Minor works including roller doors repairs and alarms service completed

Local Service 6.6 – Support Services

What is Support Services?

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

Report on Delivery Program Success Indicators

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

Staff Turnover	Stays the same or decreases	Turnover for the past six months was 4.71%. Although this is an increase it should be noted that the previous period's figures were low compared to other organisations. The increase can be directly attributed to the retirement of long standing employees. It should also be noted that due to the recent corporate restructure that saw no job losses, 24 new positions were created.	Turnover increased to 6.33% due to an increased number of retirements however this turnover rate remains lower than the average for other Councils. It should also be noted, that overall staff numbers have increased to cope with the rapid growth Council is experiencing.			Indicator Under Review
Camden Council is regarded as a good place to work	Remains positive	80% of employees exiting the organisation commented positively that Council is regarded as a good place to work. (In response to specific question being asked).	Indicator Under Review			Indicator Under Review
Staff display Council's Corporate Core Values in their work	Increasing	Staff are meeting or exceeding expectations in relation to Council's Core Values based on 6 month performance review	Indicator Under Review			Indicator Under Review
Information systems are reliable and technical support to users is provided promptly	Systems running at or above 98%. Staff are satisfied with response times	System down time and customer response times (according to request type)	Indicator Under Review			Indicator Under Review
Council's finances are managed prudently	Unqualified	Unqualified audit report	Indicator Under Review			Indicator Under Review

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

Information Systems are reliable with minimal system shut down time	Property Claims	Decreasing		Property Claims – 3 in the reporting period, compared to 2 in the previous period. Although this is movement away from the target it is only a slight increase. Council will continue to monitor this indicator.		There has been an increase in property claims (4 up from 3). This movement is only a slight increase and does not take into account the growing population. Council will continue to monitor this indicator. Indicator Under Review
IT technical support to users is provided promptly	System Availability	98%		The rotation of staff between Camden and Harrold continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.		There was more after hours maintenance scheduled to optimise configuration of core infrastructure. The radio continues to remain stable. Fibre optic cabling was installed and will be integrated as part of a full network refresh – preparation for Ovan Furl. Indicator Under Review
Support is provided	Support is provided	100%				

Report on Delivery Program Activities

Local Service B.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Financial Management	Collection of Council income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support	Timely and accurate customer support Compliance with the local Government Act	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the local Government Act.	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the local Government Act.
	Cash Management – bank reconciliations and daily cash control(liquidity)	Monthly reconciliation, daily review of cash balances	All reconciliations and the review of Council's daily cash needs have been completed for the period.	All reconciliations and the review of Council's daily cash needs have been completed for the period.
	Investments	Investments comply with Ministers Order and Council's investment policy	All investments have complied with the Ministers Order and Council's investment Policy.	All investments have complied with the Ministers Order and Council's investment Policy.
	Review of Council's investment policy/strategy and investment advisory services	Annual Review and report to Council by 31 August 2013	This policy will be Reported to Council in August 2014.	This policy is currently under review and expected to go to Council by 31 March 2015.
	Review of Council Rating policies (landfill rating and rate recovery policy)	Adopted by Council by 31 December 2013	Council's Rate Recovery Policy will be undertaken in the next reporting period.	This policy is currently under review and expected to go to Council by 31 March 2015.

Local Service 6.6: Support Services			
Activity	Council's Role	Performance Measure	January to June 2014
	Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, internal and external audit, purchasing and procurement.	Unqualified Audit Report Completion of the Annual Financial reports within the statutory deadline	Council received an unqualified audit report for the 2013/14 reporting period and the financial reports were completed within the statutory timeframe. This policy review forms part of the organisational development and improvement program. The policy is complete and expected to be reviewed by a cross organisational group and adopted during the next period.
	Review of Purchasing and Procurement Policy and adoption by Council	Adopted by Council before 31 December 2013	This policy is in draft format. The cross organisational group has been formed and the review is under way, the policy is expected to be formally adopted by Council in the next reporting period.
	Additional resources to support and promote the financial health of Council to ensure financial sustainability	Workforce increase	Council formally endorsed 24 new positions as part of adopting the 2014/15 Operational Plan and Budget. During this period recruiting of those positions has substantially commenced.
Financial Management	Management Accounting - Preparing Council's Budget, quarterly budget reviews, financial reporting, Section 94 Accounting, long Term Financial Plan and cash reserves	Timely completion of Council's budget Quarterly review of Council's Long Term Financial Plan	The 2015/16 budget process has commenced. The September Quarterly Budget Review was adopted by Council 25 November 2014.
	Section 94 Reporting to DCMC - cash balances, surplus credits, plan borrowings, budget commitments and interest balances	Monthly report to Development Control Management Committee (DCMC)	A monthly report has been tabled at DCMC.

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Implementation of monthly Financial Corporate Report	Completed within 10 working days of end of month	This report forms part of the organisational development and Business Improvement Plan and is still under review.	This report forms part of the organisational development and Business Improvement Plan. The systems and reporting format is still being considered.
	Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer	Compliance with all Acts and Regulations Council seeks legal advice where appropriate	All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance	All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.
	Compliance and administration of the Government Information Public Access Act (GIPA) and Privacy and Personal Information Protection Act and Protected Disclosures Act	Council is compliant with all Acts and Regulations	Governance continues to monitor compliance with the local Government Act and Regulations. Council will employ a dedicated compliance officer (GIPA, PIPA and PD) in the 2014/15 budget.	Governance continues to monitor and comply with the Government Information Public Access Act and Privacy and Personal Information Protection Act and Public Interest Disclosures Act.
Governance	Bi-annual Governance Health Check	Industry best practice is being employed	The Office of Local Government audited Council in May under its Promoting Better Practice Review program. The results of this review will be reported in the next period.	Council provided comment on the draft Promoting Better Practice report prepared by the Office of Local Government in November 2014. The report is expected to be finalised in the first half of 2015. Council's Governance Team regularly monitors its compliance with the Government Health Check.
	As per Department of Local Government requirements, establishment of an Internal Audit Committee	In place by 31 December 2013	A recent review of the Organisational Structure identified the need for a Business Assurance Officer (Internal Auditor) this position was endorsed by Council as part of adopting the 2014/15 Operational plan. The position is currently being advertised. Upon employment of that position the audit	Council endorsed the implementation of a business assurance and risk management framework, consisting of a Business Assurance Auditor and the establishment of a Business Assurance and Risk Committee.

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
			committee will be established	in June 2014. Council's Business Assurance Officer (Internal Auditor) was appointed in October 2014. Upon commencement of the Business Assurance Officer, work began on establishing the Business Assurance & Risk Committee, with Council to consider membership arrangements in early 2015.
	As per Department of Local Government Requirements, establishment of a Tender Committee	In place by 31 December 2013	Upon adoption of the Purchasing and Procurement Policy a charter for a Tender Compliance Committee will also be recommended to Council.	Upon adoption of the Purchasing and Procurement Policy a charter for a Tender Compliance Committee will also be recommended to Council.
	Additional resources to facilitate the management of Council owned properties	Workforce increase	New Action - No comment required for this period.	Complete, property administration assistant has now commenced
	Additional resources to facilitate statutory compliance matters for Council	Workforce increase	New Action - No comment required for this period.	Complete, policy and procedure officer has now commenced
IT Services	Provision and support of Council's Information Technology hardware and systems	Down time is minimised Internal customers are satisfied with the support they receive from IT	The rotation of staff between Camden and Marellan continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.	There was more after hours maintenance scheduled to optimise configuration of core infrastructure. The radio 'link' between Marellan, Camden and Depot continues to remain stable. Fibre optic cabling was installed and will be integrated as part of a full network refresh - preparation for Open Park.

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Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
IT Services	Core systems and infrastructure and corporate-wide software upgrades	Upgrades complete	During this period a new performance monitoring system was deployed which identifies poor performance of system failure	SCCM was introduced to manage SW deployments and upgrades for the desktop. Core Authority and TRIM systems were upgraded to current releases.
	System security, protection of public information, Disaster Recovery systems	Up to date and employing industry best practice	Council's security and disaster recovery systems are up to date and employ industry best practice to ensure the protection of public information	Reviewing the security and disaster recovery systems to ensure the protection of public information
	Support cross organisational working groups for Mobile Device Technology and Intranet Stage 2 implementation	Review and outcomes implemented by 31 December 2013	The roll out of mobile devices continues throughout the organisation where there is a business need. Stage 2 Intranet is still under review	The roll out of mobile devices continues throughout the organisation where there is a business need. Stage 2 Intranet is still under review
	Introduction of an organisational IT Steering Committee (ITSC)	Co-ordinate Council's IT Strategy	The adoption of a new organisational structure identified the need for a Technology Solutions Manager. The IT Steering Committee will be implemented upon the recruitment process being completed	Committee to be established as part of BIP/OD early in 2015
	Roll out of Mobile Technology	Devices are implemented	New Action – No comment required for this period.	Rollout continues throughout the organisation and this Action will be carried into the next Operational Plan.
	Additional resources to provide strong IT support to Council staff	Workforce increase	New Action – No comment required for this period.	Recruited qualified and skilled staff.

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Records Management	Administer Council's Electronic Document Management system, correspondence, ensure the security of Council's records information, ensure policies and procedures are in place to effectively manage Council's records.	Compliance with appropriate legislation Internal customers are satisfied	A survey for a post system implementation review has been developed to provide feedback of customer satisfaction. The results of this survey will be known in the next reporting period. Council continues to monitor compliance through TRIM system functionality.	Prepared survey to be issued 2 nd quarter 2015. Compliance with the State Records Act is progressing through the Digitisation Program and removal of shared network drives.
	Digitisation of hardcopy records using TRIM	Ongoing	Council has sent a number of Maps and Plans to be digitised in this period. This is an ongoing program to improve access to information and the security of Council records.	Digitisation Program is progressing within current budget allocation. Over the next 12 to 18 months, the digitisation program will be ongoing to allow for minimal physical records to be transferred to Oran Park
	Additional funding for the digitisation of hardcopy records using TRIM	Funding Allocated		Progressing within budget. Completion estimated late 2015.
	Restore and digitise archived minutes books	Completed within 2 years		An additional temporary staff member has been engaged for a 3 month period to progress.
	Additional resources to facilitate the management and storage of Council records.	Workforce increase		Emergency Response Plan has been implemented and relevant staff training undertaken. A further review is due upon the recruitment of new positions. Work continues on development of an Enterprise Risk Management program.
Risk Management & Insurance	Development of Council's Risk Management Framework	Appropriate risk management strategies are in place	Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings. Work continues on development of an Enterprise Risk Management program.	Emergency Response Plan has been implemented and relevant staff training undertaken. A further review is due upon the recruitment of new positions. Work continues on development of an Enterprise Risk Management program.

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Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Management and administration of Council's insurance and claims in relation to public liability/professional indemnity, property insurance, motor vehicle insurance	Number and cost of claims stays the same or decreases	<p>There has been a decrease in the number of liability claims (34 down from 41)</p> <p>There has been an increase in property claims (3 up from 2)</p> <p>There has been a decrease in motor vehicle claims (22 down from 30)</p>	<p>There has been an increase in the number of liability claims (35 up from 34)</p> <p>There has been an increase in property claims (4 up from 3)</p> <p>There has been an increase in motor vehicle claims (39 up from 30)</p>
Risk Management & Insurance		Council is appropriately insured	In June 2014 Council reviewed all insurance policies held and have entered into an agreement with Westpool, United Independent Pools & Willis-Australia. This change in insurers will see Council saving an estimated \$250,000 annually	Council maintains full insurance coverage until 31 October 2015 via Westpool, United Independent Pools & Willis Australia.
	Plans are prepared to ensure Council can continue to operate in the event of an interruption to its business	Business Continuity Plans are in place	Business Continuity Plans completed and implemented. Senior Council staff have attended training	Business Continuity Plans due for revision upon recruitment of new staff.
	Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations	Compliance with policies and procedures	Plan now requires revision due to the new structure	Activity complete.
Workplace Safety	Development & Implementation of a comprehensive and compliant WHRS Systems	Legislative Compliance	Work Health and Safety Policy has been signed by General Manager and adopted by Council. It is displayed throughout council in line with legislative requirements.	The WHS Project commenced mid June 2014 with consultants from Recovery Partners.
			Continued improvement across council departments to identify hazards and risk. A further 60 documents have been developed in consultation with staff. Total of 107 documents in various stages of implementation.	The following policies and procedures have been developed, and the implementation

Local Service 6.6: Support Services	Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Workplace Safety			<p>There were 52 tender submission received in the second re-tender process. Recovery Partners were the successful tender. Work commenced early June with an audit being undertaken against AS4801.</p> <p>Representatives of council departments make up the Corporate Safety Team.</p> <p>This team will work with Recovery Partners to ensure all project milestones are met ensuring the project remains on time and within budget.</p>	<p>process started throughout</p> <ul style="list-style-type: none"> - Smoke Free Policy - WHS Document and Records Procedure - Consultation - PPE <p>Work has commenced on the following:</p> <ul style="list-style-type: none"> - WHS Risk Management - Contractor Management - Volunteer Management - Traffic Management <p>The Corporate Safety Team meets with consultant every month to ensure the project remains to the agreed time table and within budget.</p> <p>Manual handling program commenced in September. The program assesses manual handling techniques of workers at the worksite. Each worker is assessed individually by an Occupational Therapist. Report and recommendations is provided to Council.</p>

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Workplace Safety	Management of Workers Compensation	Number and cost of claims	6 claims were lodged for the reporting period. Total cost of claims for the period \$49,947.	11 claims were lodged for the reporting period. Total cost of claims for the period \$46,224
		Lost time hours	Lost time hours recorded for the period totalled 203.	There has been a slight increase (0.05%) in lost time due to a longer than anticipated recovery time related to one claim. Council continues to create a safe workplace environment by implementing WHS System, Manual Handling Program, Risk Management Training and Proactive Programs including allocation of suitable duties to staff, and workplace station checks resulting effective management of the workforce safety.
Workforce Management and Support	Additional resources to promote and support WHS within Council	Workforce increase	Council has appointed a Claims Officer in this reporting period.	Activity Complete
		Accurate and timely advice and support provided	Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.	Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.
		Breaches are minimised	No breaches reported.	No breaches reported
	Provision of payroll services to Council's employees and carry out all relevant statutory reporting, deductions and	Employees are paid within agreed timeframes	All employees have been paid within agreed timeframes with a less on 1% error rating.	All employees have been paid within agreed timeframes with a less on 1% error rating.

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Workforce Management and Support	record-keeping	All statutory requirements are met	All statutory requirements for the reporting period have been met.	All statutory requirements for the reporting period have been met.
	Implementation of Council's Salary and Performance Management System	Performance evaluation remuneration undertaken in line with system	Annual Reviews have been undertaken in April/May	Mid year performance reviews have been undertaken Nov/Dec 2014
	Undertake recruitment and selection of new employees	Internal customers are satisfied with the employment process	During the reporting period Council recruited for 45 positions.	During the reporting period Council recruited for 65 positions
	Promotion of Council as an Employer of Choice through participation in events and expos, and development of partnerships with education providers	Participation in events and networks	1 expo attended during the reporting period. Continue to provide traineeships and work experience opportunities.	No expos were attended during the reporting period. Continue to provide traineeships and work experience opportunities.
Staff Training and Development	HBS Implementation (including Employee Book)	Increased availability of statistical information / Improved Employee Relations	New Action - No comment required for this period.	No current budget. Research has been undertaken and budget bid proposed for 2015/16
	Additional resources to facilitate workforce management and support.	Workforce increase	New Action - No comment required for this period.	Organisational Development Officer appointed in the current reporting period.
	Council staff provided with the training and development to carry out their jobs effectively to deliver high quality services to the local community	Staff training needs are identified annually and met through appropriate training	Annual reviews were conducted, staff annual training plans updated and annual corporate training calendar developed.	Staff training is determined following annual performance reviews. Corporate and section training is provided to enhance the skills, knowledge and ensure Council staff are qualified to perform duties in a professional and knowledgeable manner. A Leadership Program will commence in 2015 to provide Leadership training for all sections of Council.

Camden Council Delivery Program Six Month Report July to December 2014

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Local Service 6.6: Support Services			
Activity	Council's Role	Performance Measure	July to December 2014
	Provide traineeships, apprentices and work experience placements, including annual expansion of the program of one position per year for the life of the Delivery Program	Number of placements provided	<p>7 Work experience placements.</p> <p>Currently 3 Horticulture apprentices, July 2014 – Library and Waste depot trainees completed, currently 10 trainees. Waste depot trainee awarded 2-34 State Training Services Trainer of the Year, library trainee finalist in awards. Additional trainee position in HR in 2014.</p>
Staff Training and Development	Additional funding to extend the Trainee Program	Trainee program extended	<p>2 trainees commenced with Council in January 2014. At this stage there will not be additional positions under this program in the future.</p> <p>No additional trainee positions were commenced in this period. A new trainee position will be added to existing trainee numbers to commence January 2015.</p>
	Provides clean, safe and pleasant workplaces that are energy and water efficient, and economical to run	Maintenance programs 100% complete	Maintenance program meeting requirements
	Provision of appropriate and cost-effective motor vehicles and construction equipment for utilisation by Council staff	Energy and water efficiency plans in place	Works are still ongoing
Staff Accommodation, Fleet & Equipment	Provision of additional workspaces to accommodate an increasing Council workforce	Appropriate tools of trade are provided and maintained in a cost effective manner	Fleet being monitored to ensure it is cost effective and appropriate
		Additional space provided	Staff movements works are now completed, move of parks staff is ongoing

Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
Staff Accommodation, Fleet & Equipment	New Central Administration Building – preliminary design and consultation	Preliminary design and consultation undertaken	Council has finalised and adopted the design brief for the new Administration Centre. Architects have been appointed and concept designs have been developed.	Activity Complete
	New Central Administration Building – initial design and construction tender	Final design completed	New Action – No comment required for this period.	The design of Council's new administration centre at Dean Park is 95% completed.
	Provision of a low loader trailer to assist moving heavy plant and equipment	Construction completed	New Action – No comment required for this period.	Preparation of tender documents are 95% complete. Tenderers have been selected through an openly advertised Expression of interest process. Tenderers will be invited in early 2015.
	Installation of multi-level storage shelving in the Marellan Works Depot stores	Resource Utilised	Hold over pending review of plant and equipment needs.	Purchase of low loader trailer will not be proceeding due to alternate floating arrangements.
	Council Works Depot – environmental improvements	Installation complete	Installation completed May 2014.	Installation completed May 2014.
	Plan and design a Council Masterkey System	Works completed	Works postponed pending the finalisation of the Environmental Management Plan which is in its final stages. Works to be determined once complete.	Works are pending final design layout being agreed as part of the park's relocation.
		System designed	New Action – No comment required for this period.	Planning of new master key system pending.

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Local Service 6.6: Support Services				
Activity	Council's Role	Performance Measure	January to June 2014	July to December 2014
	Parks and Gardens Depot Site Relocation	Site Relocation Complete	New Action – No comment required for this period.	A Business Improvement Team has been established to consult and agree upon the depot facility requirements and final designs.
	Installation of multi level storage shelving in the Narellan Works Depot stores	Installation complete	Completed	Completed
Major Projects	Selection of appropriate site and develop a funding strategy for a central administration building and depot facilities to accommodate a growing workforce in a more effective manner	Selection of site completed and Funding strategy prepared	Site selection has been completed, the central administration building will be located in Cran Park Town. Council continues to explore options available for the depot relocation and working on the funding strategy for this project.	Activity Complete
	Manage capital projects on behalf of other sections of the organisation	Capital projects delivered on time and to budget	As indicated in the details of the delivery plan report, Council has completed a wide range of new capital projects within agreed timeframes and within budget. Key community projects include West Camden RFS station, Little Sandy Bridge, Narellan Community Hall, Cut Hill amenities building and Sportfield lighting at Kirkham Park and Liquidamber Reserves.	Completion of Harrington Park footbridge reinstatement Camden Cemetery upgrade – Council has engaged a design consultant to finalise the Cemetery plans to DA/CC lodgement by March 2015.
Management of Capital Projects	Additional resources to support the delivery of capital projects within Council	Workforce increase	New Action – No comment required for this period.	A new project manager has been appointed for three months while a permanent appointment is sought.

Attachment 1 – Proposed and existing documents

Attachment	Document	Purpose	Current Status
2	Draft Communications and Community Engagement Strategy	To provide a framework for all communications and community engagement activities between Camden Council and its many audiences. Includes a Communications and Community Engagement Action Plan	DRAFT NEW DOCUMENT
3	Draft Community Engagement Policy	Identify Council's community engagement processes, Council's commitment to effective community engagement and provides a framework for a coordinated approach to community engagement across the organisation	DRAFT NEW DOCUMENT
4	Draft Special Events Management Policy	To provide event organisers with a framework for events organised in the Camden LGA held on public land	DRAFT NEW DOCUMENT
5	Draft Civic and Ceremonial Functions and Representation Policy	To provide protocol and procedures that surround civic and ceremonial functions and events hosted by Camden Council	DRAFT NEW DOCUMENT
6	Draft Media Policy	To provide a policy position on the expectations of Council's representatives when engaging with the media, management of Council's media processes and to clarify media spokespersons	DRAFT NEW DOCUMENT to replace the existing 'Dealing with the Media' Policy which has not been reviewed by Council in 21 years
7	Existing Council Dealing with the Media Policy (Policy 5.22)	An outdated policy which was developed in 1994 and not reviewed by Council since then. It was developed to provide a position on the principles of Council staff interacting with the media	ADOPTED 14 November 1994. Endorsement is sought for this document to be replaced with the new Media Policy listed in this table. Upon adoption of the new policy, a more contemporary and integrated approach to communications will be in place
8	Communications and Community Engagement Toolkit	Provides staff with the understanding and resources to empower them to communicate and engage in a consistent and effective manner. Provides guidelines for use of Council's communications methods	NEW DOCUMENT. Incorporates elements from the Community Consultation and Resource Kit and is developed to provide Council with a more contemporary, relevant and integrated approach to communications and community engagement
9	Existing Community Consultation Policy and Resource Kit (Policy 4.30)	An outdated policy which was developed in 2005 and not reviewed by Council since. The Policy outlines Council's commitment to provide efficient, effective and equitable community consultation. Includes a kit with tools and resources	ADOPTED 8 August 2005. Upon adoption of the new policy and notation of the Community Engagement Toolkit, a more contemporary and integrated approach to communications and community engagement will be in place
10	Submissions Received	Submissions Received	

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Attachment 2

Camden Council



DRAFT Communications and Community Engagement Strategy





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Attachment 2

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Requests for information or feedback can be made via email to Council's Community Engagement Team communications@camden.nsw.gov.au

Alternatively, comments can be made in writing to:

Community Engagement
Camden Council
 PO Box 183, Camden NSW 2570

www.camden.nsw.gov.au
www.facebook.com/camdenCouncil

Council's Communications and Community Engagement Strategy Framework and related documents have been developed using research and information from other local government authorities, the International Association for Public Participation (IAP2), Council's Community Consultation Policy and Resource Kit and the input from staff across the organisation.

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Attachment 2

Communications and Community Engagement Strategy

1.0 Introduction

A strong and positive relationship with the community is integral to a local government authority effectively serving its community. Camden Council is strongly committed to effective and open communication and engagement with its many audiences and as significant growth occurs in the Camden Local Government Area (LGA) over the next 25 years, it is a priority for Camden Council to maintain best practice in communication and community engagement to ensure a consistent and positive corporate image and to build relationships with the community.

Camden Council's Communications and Community Engagement Strategy and its related policies and tools provide an integrated framework for communication and engagement activities between Camden Council and its many audiences. It will help to ensure that communication is accurate, consistent and reflects the values expressed in Council's Community Strategic Plan, Camden 2040. This Strategy is also linked to Council's Business Improvement Plan. Through effective and advanced communication and community engagement, Council aims to foster trust and respect from internal and external audiences and streamline organisational communication processes.

Through the various communication channels that fall within this Strategy, whether written, verbal or online, Camden Council staff will have access to the resources they need to communicate clearly and effectively within Council's corporate standards and policies.

In developing this framework, Council recognises that its audiences interact with Council staff each day, on many levels and through a variety of channels. This Strategy identifies the various channels of communication as – external and internal communication, media, events, community engagement and customer service as per the diagram below.



Some communication through the above channels is highly public and structured, such as formal Council Reports and media releases, while other communication is less formal, but no less important, such as face to face communication or the use of social media.

2.0 Scope of the Strategy

Camden Council's Communication and Community Engagement Strategy framework applies to representatives of Camden Council (whether full-time, part-time or casual), Councillors and all persons performing work at the direction of, or on behalf of Camden Council including volunteers, contractors, subcontractors, agents, consultants and temporary employees.

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3.0 Strategy Objectives

- To identify external and internal communication objectives
- To define Council's key audiences and stakeholders
- To identify Council's key messages
- To identify Council's commitment to community engagement
- To link with individual strategies, policies and procedures in the areas of external and internal communication, media, events, community engagement and customer service
- To be guided by findings from available research and the Camden 2040 Strategic Plan
- To link to communication activities outlined in Council's Business Improvement Plan
- To meet and exceed Council's community engagement requirements under the Integrated Planning and Reporting Legislation
- To provide strategic direction for Council's Communications and engagement activities

4.0 Communications Environment

Camden Council faces similar challenges to other local government authorities in meeting the increasing expectations of its residents and stakeholders. Those challenges are amplified by the fact that the population of the Camden LGA is planned to increase significantly over the next 25 years.

Camden's current and future growth is a key driver of Council's efforts to ensure that communication is consistent and effective across all audience groups including long-standing residents, new residents, future residents and stakeholders.

At the same time, rapidly evolving technology has transformed the way councils communicate and engage with their communities. These changes in technology bring exciting opportunities for the way Council communicates and positions its corporate image and identity. However, it also brings risks as new and cost-effective tools allow instant and interactive communication involving all levels within Council's structure and members of the public.

While formal communication methods will continue to play an important role in Council's interactions with the community, this Strategy and the associated policies and tools, will provide staff with clear guidance to effectively and positively communicate, regardless of their role.

Staff communicate and engage with the public daily and Council aims to ensure that its representatives have the understanding and access to the guidelines and tools to communicate effectively and consistently.

5.0 Community Engagement Principles

Community engagement helps to create a sense of belonging and community ownership and is a process to enable Council to inform the community, seek out, understand and consider the diverse interests and aspirations of the community, and involve the community on issues, plans and decisions that impact the local area.

When engaging with the community, Council is committed to:

- Keeping our community informed
- Listening to our community
- Proactively seeking and encouraging contributions from those who may be affected by or interested in a decision
- Considering the needs and interests of people in the decision making process and ensuring engagement opportunities are inclusive and accessible
- Consulting broadly, enabling a large number of residents to provide input through a range of mechanisms

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- Collaborating with stakeholders and other levels of government to achieve common goals
- Explaining decisions to the community and how their input was considered
- Evaluating engagement processes and outcomes
- Providing the resources and support to staff in undertaking community engagement processes
- Being open, honest and providing timely and balanced information so the community can contribute in a meaningful way
- Utilising cost-effective and high value consultation opportunities
- Where possible, linking engagement processes with existing events, groups and activities

Council recognises that there will be limits to what can and cannot be influenced by the community. It is important that the extent of the community's influence is identified at the start of the community engagement process, so that expectations are understood. There are circumstances where Council will contact the community to provide information on a particular matter, rather than seek opinion or feedback. Council staff may use just one or more levels of engagement when undertaking community engagement activities.

6.0 Audience and Stakeholders

The Camden LGA has a current population of approximately 63,000, and this is set to reach more than 250,000 by 2040 through the urban development of the South West Growth Centre, and other smaller land releases.

While 'the community' of Camden is Council's primary audience, it has many different dimensions and these must be taken into account when planning and managing Council's communication and engagement activities. There is no 'one size fits all' approach. The rapid growth of the Camden LGA also creates diversity in the community's expectations of Council.

Council communicates and engages with many other key audiences, including:

- Non-residential ratepayers – they may have a particular interest in decisions affecting the value of their property
- Businesses – likely to be keenly interested in economic development and business growth opportunities
- Visitors – attracted to iconic locations and tourism attractions
- Staff – many of whom also live in the Camden LGA
- Future staff – opportunities to promote Council as an employer of choice, and the lifestyle attributes of the LGA
- Government agencies/MPs/peak bodies – important stakeholders in Council decision-making and service provision
- Suppliers – interested in any information that might impact their business with Council or offer new opportunities
- Media – a critical channel for Council's communication and dissemination of information

7.0 Key Messages

Because Council operates across such diverse service areas and communicates in so many different ways, it's important that consistent messages are used regardless of the communication method or subject matter. Just as Council has developed a style guide for the way it is represented visually, its key messages provide a framework for the language used when conveying any Council information.

The key messages are based on, or come directly from the Camden 2040 Strategic Plan, and link to its key themes. Many other messages can be drawn from the plan, and these can be applied in relevant situations. It's important to stress that not every message will be used in every form of communication, messages won't necessarily be used verbatim and additional messages may be identified over time. Key messages provide a guide for those communicating on behalf of Camden Council or engaging with its audiences. Whatever the channel and audience, the communicator will be able to endeavour to ensure that what they are seeking to communicate aligns with the essence of one, some, or all of Council's key messages.

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Another important point is that these are not at all intended as meaningless statements that do not reflect the reality of a given situation. Messages must always be authentic, appropriate and relevant. In some cases, they might be used because Council is explaining why something hasn't happened, or why a particularly challenging decision has been made. Council's key messages (guided by research for the Camden 2040 Strategic Plan) are:

- We're working with the community towards a shared vision for Camden
- We listen to the community
- We're making sure Camden's growth gives residents the best of both worlds
- We want to ensure that as Camden grows, residents have access to the services and facilities they need
- We're committed to a healthy built and natural environment for Camden
- Council provides and maintains open spaces and play areas
- Council initiatives help reduce waste and promote recycling
- We support a growing local economy that creates jobs
- We understand the community's concerns about effective and sustainable transport, and we're working towards this at every level
- Council supports an enriched and connected community
- We deliver events, activities and facilities for the whole community
- We create opportunities to celebrate Camden's heritage and culture as well as foster community pride
- Council provides strong and inclusive leadership
- Council aims to be a modern, contemporary Council committed to best practice standards

An example of how key messages can be incorporated into Council communication include:

- In a speech or presentation on a relevant issue, with a phrase like 'this is just another example of Council's commitment to reducing waste in our Local Government Area'
- In a media release with a quote that reflects Council's commitment to delivering the community vision
- Through a social media post that relates to Council's commitment to economic development
- Delivery of an event that focuses on creating community pride and spirit
- In a newsletter story that highlights Council's work in sustainability

8.0 Communication Objectives and Goals

This Strategy and the related policies and tools aim to achieve a range of communication objectives and goals, both internally and externally. The objectives are listed below and six key objectives have been listed in the Communications and Community Engagement Action Plan in 9.0 (page 5).

External Communication Objectives and Goals

- Ensure Camden Council has a proactive program of communication and community engagement activities through a range of diverse channels to build a positive image of Council
- Improve Council's social and online media presence and engagement
- Ensure that communication is targeted to Council's audiences
- Ensure consistent branding and an engaging visual corporate image for Council
- Strengthen partnerships with the community and foster trust and respect
- Improve Council's visual presence and consistency of branding
- Use social media to communicate consistently across a range of audiences
- Increase awareness of, and strengthen, Council's community engagement processes
- Improve Council's corporate image and branding through an updated style guide
- Build relationships with the media through consultation and efficient management of media relations

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Internal Communication Objectives and Goals

- Improve communication across the entire organisation by streamlining internal processes
- Provide Camden Council staff with the information and tools they need to be reputation ambassadors
- Foster teamwork and a connected workforce through best practice communication
- Raise awareness of the role of Council's Community Engagement team and the assistance that the team can provide to staff in communicating and engaging with Council's audiences
- Provide tools, training and resources for staff to communicate effectively and have an understanding of the methods of communications available to them
- Provide clear guidelines for effective management of media across the organisation

9.0 Communications and Community Engagement Action Plan

Key Objectives	Strategy	Priority
Ensure Camden Council has a proactive program of communication and community engagement activities through diverse channels to build on Council's positive image	Implement an effective and proactive program of regular, accurate and timely external communication using the following channels (but not limited to): corporate publications, advertising, website, fact sheets, social media, signage, noticeboards and media releases so that the community is well informed of issues, services and projects	High
	Build and maintain strong relationships with local media outlets by consulting on a regular basis and implementing Council's Media Policy	High
	Monthly meetings with Council Managers to identify upcoming positive news stories, media opportunities, issues and community engagement activities and opportunities	High
	Attendance by Team Leader, Community Engagement at Council's Senior Management Team meetings to foster proactive management of media opportunities and issues, provide reporting on Council's communications and engagement environment and to identify organisational communication needs	High
	Develop proactive media strategies for major projects and issues in consultation with the project manager, so that Council remains at the forefront of communicating its initiatives and projects with its audiences	High
	Conduct community surveys to seek feedback on how Council communicates and the preferred methods of communication of Council's audiences	High
	Review Council's media distribution list on a six-monthly basis to ensure accurate channels for distribution of information to the media	Medium
	Implement a Media Policy with clear internal guidelines of Council's media management processes	High
	Implement external communications procedures that outlines processes for communicating externally on behalf of Council	High
	Implement a 'Communications and Community Engagement Toolkit' booklet for staff with clear guidelines in using internal and external communication and community engagement processes and methods	High
	Review Council's media monitoring program and establish the most efficient process for Council media monitoring, review and reporting	High
	Develop an 'Events Kit' on the website as a guideline and tool for external events organisers to refer to when organising events on Council land	Medium

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Improve Council's social and online media presence and engagement	Develop a Website Strategy including addition of e-services, staff training activities, content management and initiatives (linked to Council's Business Improvement Plan) to be developed in consultation with Information Technology Solutions	High
	Develop a Social Media Strategy with implementation of new social media platforms (such as YouTube, Twitter, Blogs and Apps) and guidelines and processes for managing social media within Council's communications environment	High
	Investigate a series of E-newsletter templates for use across the organisation (internally and externally) to provide consistent, timely and contemporary dissemination of information	Medium
	Completion of rollout of updated corporate material on website (including all forms, publications, fact sheets and other corporate material)	Medium
Ensure consistent branding and an engaging visual corporate image for Council	Introduce a new Style Guide and review Council's 'taglines' for use across the organisation. Roll-out new style in communications materials	High
	Style Guide and Communications and Community Engagement Toolkit 'roadshow' introducing the toolkit and new corporate style guide to all staff, providing information and training	High
	Standardise email formats across the organisation for consistency, to enhance visual appearance of email communication and to provide a more professional standard in email formats	Medium
	Improve consistency of Council branding in promotional material used at events, trade shows and public functions. Develop a central database of promotional material for sharing across the organisation. Communications and Community Engagement Toolkit to reinforce approval processes	Medium
Ensure that communication is targeted to all of Council's audiences:	Develop communication strategies for all major projects and events, identifying key audiences in the process and the most effective methods to communicate with identified audiences	High
	Let's Connect publication distributed to all households in the Camden Local Government Area, Council facilities and available on the website. Social Media used to notify and promote availability of each edition	High
	Meet with the Community Services Team on a regular basis to understand demographics of the area for a targeted and inclusive approach to communication and community engagement as the population grows. Also work closely with this section in the delivery of community events and development of new communications and engagement strategies	Medium
	Work collaboratively with Community Services on the 'New Residents Kits' to be distributed to all new residents in the Camden LGA. This is linked to the Business Improvement Plan	Medium
Provide Camden Council staff with the information and tools they need to be reputation ambassadors	Media coverage sent to relevant Council officers so that they are informed of current issues and Council's communications environment relating to their area of operations	Medium
	Communications overview provided at staff induction and training, including training on the Communications and Community Engagement Toolkit	Medium
	Implement internal communications guidelines and promote communication methods such as emails, staff induction and training, intranet, staff newsletter, payslips and e-blasts	High
	Media training program for relevant staff	High
	Re-launch of 'Inside Word' staff newsletter on a quarterly basis to promote internal communication and awareness of the key priorities of the organisation	Medium
	Launch of a 'Communications and Community Engagement Support Program'. This program will provide training in communication, media, use of plain language, provide advice on the use of various forms of communication and assistance with the development of communications strategies	High
	Intranet strategy developed and re-launch of Council's intranet site	Medium

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Attachment 2

Increase awareness of and strengthen Council's community engagement processes	Launch of a 'Communications and Community Engagement Support Program'. Staff can draw support when undertaking community engagement. This will be coordinated by the Team Leader, Community Engagement. Promotes sharing of outcomes and experiences of community engagement activities across the organisation	High
	Develop a community engagement page on Council's website to create a greater awareness of Council's commitment to community engagement and outlines Council's processes	High
	Establish a section on the Intranet for staff with community engagement tools, procedures and guidelines and sample strategies for equitable, meaningful and accessible engagement and evaluation	Medium
	Create a training program for staff, promote training and development opportunities including 'best practice' examples	Medium
	Develop an internal steering committee to lead community engagement processes and develop strategies for maximising inclusive and accessible engagement	Medium
	Inform staff of Council's Community Engagement Policy and support its implementation	Medium
	Establish a database to capture key findings and record community engagement activities	Medium

10.0 Implementation

The Community Engagement Team will implement the Communications and Community Engagement Strategy, which will include working collaboratively with other sections of Council in its delivery, and provide training and resources for staff to effectively utilise the framework within this Strategy.

11.0 Monitoring and Evaluation

Monitoring and evaluation of the Strategy and its framework will take place on a regular basis through provision of qualitative and quantitative data and staff reporting. This will include media statistics (including social media), community and staff surveys, participation numbers in consultation processes, informal and formal customer feedback and staff reporting.

A regular update will be provided to the General Manager and implementation of the Communication and Community Engagement Action Plan will be presented to Council's Executive Leadership Group and Council's Senior Management Team twice annually as stated in Council's Business Improvement Plan.

The Strategy will be reported for review to Council at the commencement of each Council term.

12.0 Conclusion

This Strategy and its related policies and tools will provide Council representatives with the necessary procedures and guidelines to ensure that communication and community engagement across the organisation meets best practice standards and provides strategic direction to improve and enhance Council's corporate image and communication and engagement standards. The Strategy supports the communication needs of a larger, growing organisation and community through a contemporary and integrated approach to Council's communication and engagement.

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COMMUNITY ENGAGEMENT POLICY

COMMUNITY ENGAGEMENT POLICY

DIVISION: CUSTOMER & CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 – INTRODUCTION

1. BACKGROUND

1.1 Camden Council is committed to effective engagement with its community. Council recognises that by engaging with the community, decision making is enhanced, services are more effectively delivered and that strategies and policies are likely to result in better outcomes for the community.

1.2 This policy is guided by Council's Communications and Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2. OBJECTIVES

2.1 The objectives of this policy are:

- to identify Camden Council's community engagement activities.
- to confirm Council's commitment to inclusive, extensive and well-evaluated community engagement across the entire organisation.
- to provide a framework for a coordinated approach to effective community engagement.
- to support Camden Council's 2040 Community Strategic Plan.
- to reinforce Council's commitment to regular continued engagement with the community to assess and reassess the community's priorities and concerns as outlined in the Strategic Plan - Camden 2040.

3. SCOPE

3.1 This policy applies to Council representatives, including but not limited to, staff and representatives at forums, steering groups and advisory committees, in the process of engaging with the community and stakeholders within the Camden Local Government Area.

4. DEFINITIONS

4.1 **Community** - refers to all stakeholders including: residents, businesses, individuals, interest groups, community organisations, ratepayers and others with an interest in the Camden Local Government Area and its future direction.

- 4.2 **Community engagement** - the process of actively sharing information and involving the community on issues, plans and decisions that impact the local area to build stronger relationships and enhance the community's capability to influence Council's decisions. This includes consultation with the community which is the process of informed dialogue between the Council and the community on an issue prior to the Council making a decision or determining a direction on that issue.

PART 2 – POLICY STATEMENT

5. COUNCIL'S COMMUNITY ENGAGEMENT

- 5.1 Camden Council is committed to ensuring that the community is provided with information and the opportunity to participate in decision making activities about issues that affect them. Council's Community Engagement Policy is also based on principles of social justice including equity, access, participation and rights.
- 5.2 The following principles provide the framework for which Council will undertake community engagement:
- Council is committed to keeping our community informed and listening to them.
 - Where appropriate, Council will proactively seek and encourage contributions from those who may be affected by or interested in a decision.
 - Council will consult broadly enabling a large number of residents and target groups to provide input through a range of mechanisms promoting accessible and inclusive engagement.
 - Council will conduct thorough identification of key stakeholders in the process of undertaking community engagement and provide as many opportunities as possible for engagement with identified key stakeholders.
 - Council will collaborate with stakeholders and other levels of government to achieve common goals.
 - Council will explain decisions to the community and how their input was considered.
 - Council will evaluate engagement processes and outcomes.
 - Council will provide the resources and support to staff in the community engagement process.
 - Council will endeavour to use cost effective and high value consultation opportunities.
 - Council will undertake to engage with the community at the earliest appropriate stage of the life of the project and consider timing of engagement activities to maximise participation wherever possible.
 - Council will ensure consultation venues are suitable and accessible.

- Where possible and appropriate, Council will link engagement processes with existing events, groups and activities.
- Where information is technical in nature, Council will provide explanatory information wherever possible.
- Council will provide information to consultation participants that it accurate, unbiased and written clearly.

5.3 Through this policy, Council seeks the following outcomes:

- A whole-of-organisation commitment to Council's community engagement process.
- Community engagement processes are incorporated into work practices.
- Community members feel that they have an opportunity to express their views, are listened to and receive feedback on how their input was considered.
- Enhanced reputation of Camden Council as a transparent and open Council through following clear, accessible and orderly participatory processes.
- Improve community ownership of Council decisions.

6. WHEN COUNCIL SHOULD ENGAGE

6.1 Council recognises that there are many different issues, situations and opportunities that will require engagement with the community. Council is committed to seeking out and facilitating involvement with the community where an issue or decision has the potential to have a high level of impact on the community.

6.2 Council recognises that differing issues will require varying levels of engagement and the use of different engagement methods. Council will undertake formal community engagement processes when it is:

- a legislative/statutory requirement;
- when Council resolves to consult the community;
- on issues with the potential to affect the well-being of community members;
- in identifying and understanding the needs and priorities of the community;
- in monitoring resident satisfaction levels of Council services and facilities;
- by agreement with a government agency or statutory body.

6.3 Council will endeavour to undertake community engagement beyond this scope. Council also recognises that it may not be possible to undertake community engagement in every circumstance.

6.4 Under the *Local Government Act 1993*, Council is required to publicly exhibit certain information for a set period of time. Notification in respect to Development Applications is governed by the *Environmental Planning and Assessment Act 1979*. Any statutory obligation must be adhered to.

7. PREPARING A COMMUNITY ENGAGEMENT STRATEGY

- 7.1 Camden Council recognises that a community engagement strategy should be developed for formal community engagement processes undertaken by Council. A template for the development of a strategy, level of engagement required and engagement methods, is available from Council's Community Engagement Team.
- 7.2 The following should be considered when developing the strategy:
- Objectives, aims and parameters.
 - Audiences and stakeholders researched and identified.
 - Engagement timeframes.
 - Level of engagement required (such as inform or consult).
 - Methods of engagement (guidelines on engagement methods are available in the Communications and Community Engagement Toolkit).
 - Roles and responsibilities.
 - Explanation of how community engagement will be integrated into the decision making process.
 - Methods of evaluating the engagement and providing feedback to participants.
 - Method of reporting results and outcomes.
- 7.3 Further information on how to engage with the community is available in Council's Communications and Community Engagement Toolkit.

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Attachment 3

RELEVANT LEGISLATION:	<i>Local Government Act 1993</i> <i>Environmental Planning & Assessment Act 1979.</i>
RELATED POLICIES AND PROCEDURES:	Media Policy External Communications Policy Communications and Community Engagement Strategy
RESPONSIBLE DIRECTOR:	Director Customer & Corporate Services
APPROVALS	ELG, Council
NEXT REVIEW DATE:	March 2016
RECORD KEEPING NOTES	
PRIVACY REQUIREMENTS:	Available to the public via Council's website.



SPECIAL EVENTS MANAGEMENT POLICY

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Attachment 4

SPECIAL EVENTS MANAGEMENT POLICY

DIVISION: CUSTOMER & CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 - INTRODUCTION

1. BACKGROUND

- 1.1 Events and festivals play an important role in connecting the community in celebration, promoting a sense of community pride and in attracting visitors to the region. It is important that Council sets a framework for the delivery of events across the Camden Local Government Area. This assists to ensure that events are appropriate and adhere to Council regulations, standards and guidelines.
- 1.2 This policy is guided by Council's Communications & Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2. OBJECTIVES

- 2.1 This policy is to provide event organisers with a framework for organising events in the Camden Local Government Area that are held on public land. Council's Community Engagement Team will provide guidance and advice to event organisers in relation to this policy and relevant Council guidelines.
- 2.2 This policy:
- Provides a framework and commitment for Council to assist in the management of external events in the Camden Local Government Area.
 - Ensures that events maintain and promote the unique character of the area.
 - Clarifies the level of Council support for external events.
 - Encourages event organisers to deliver events in an environmentally sustainable manner.

3. SCOPE

- 3.1 This policy applies to all large events and festivals held in public spaces within the Camden Local Government Area.

4. DEFINITIONS

- 4.1 **Event** - includes festivals, sporting carnivals and fun runs, art and cultural events, markets and fairs, music events, exhibitions, family fun days, parades, seminars, workshops and tradeshow.
- 4.2 **Minor Event** - is an event for which the number of participants and attendees exceeds 50 people but does not exceed 1,000 people.
- 4.3 **Major Event** - is an event for which the number of participants and attendees exceeds, or is expected to exceed 1,000 people.
- 4.4 **Public/Community Event** - is an event open to the general public. A public event may take the form of either a minor public event or a major public event.
- 4.5 **Special Event** - is an organised gathering on public open space within the Camden Local Government Area, or in an area outside Camden but directly affecting the Camden Local Government Area, and is likely to involve at least 250 people and/or involves elements which are covered under this policy.
- 4.6 **Recycle** - Converting waste into reusable material, use again and/or return material into a previous stage in a cyclic process. A 'recyclable' item has the capacity to be able to be recycled.
- 4.7 **Sustainable** - Capable of being maintained at a steady level without exhausting natural resources or causing severe ecological damage.

PART 2 - POLICY STATEMENT

5. PUBLIC/COMMUNITY EVENTS

- 5.1 Council has a duty of care to ensure community events are conducted safely and do not negatively impact public assets, regardless of the type of events or the organiser.
- 5.2 This policy encompasses events organised by public agencies, businesses, schools and special interest or community groups. All such events requiring Council approval are evaluated and dealt with in an equitable manner.

6. OTHER EVENTS

- 6.1 Events which fall outside the policy may still require Council approval. For this reason it is recommended that Council is approached as soon as possible to ascertain if a proposed event requires approval under this or another policy.

- 6.2 Council's website has a form for external organisers to complete. This is forwarded to Council for assessment. In some situations, a Development Application may be required. Appropriate timing for approval and processing is required.

7. EVENT APPLICATIONS AND APPROVALS

- 7.1 Camden Council has an online event application form for external public events. All organisers planning to hold an event on public land in the Camden Local Government Area are required to complete this form to enable Camden Council to provide the relevant support and information.
- 7.2 It is important that the event organiser consults with Council on what approvals and consents are required for the event (such as Development Approval, approval of banners and temporary food stalls). Refer to Council's website for the online event form and for application forms such as the approvals for the abovementioned activities.
- 7.3 It is the responsibility of the event organisers to seek all approvals relating to the event.

8. CONDITIONS APPLYING TO EVENTS

- 8.1 There are conditions that apply to all special events held on public land in the Camden Local Government Area.
- 8.2 Council may also elect to apply additional conditions to the approval of particular special events. On receipt of online event application forms, Council will provide conditions and guidelines for your event. It is the responsibility of the event organisers to ensure adherence to any conditions placed upon the event.

9. TRAFFIC AND TRANSPORT MANAGEMENT FOR EXTERNAL EVENTS

- 9.1 Traffic, transport and parking are major considerations in staging events. The event organiser must demonstrate that they have carefully considered traffic and transport impacts and have put in place measures to reduce impacts on the non-event community, maximise public safety and adhere to relevant legislation and regulations.
- 9.2 To minimise the traffic and transport impact of a major special event, it is critical that the event organiser engages in a positive marketing campaign promoting the use of public transport to the event, whilst emphasising that on-street parking is restricted.
- 9.3 The organiser of a major special event should consult Council as to whether a Traffic Management Plan (TMP) and Traffic Control Plan (TCP) is required. A formal application must be made to Council at least three (3) months prior to

the event. Necessary approvals must be obtained from the Police and the Roads and Maritime Services.

- 9.4 Impacts on local residents and the community must be considered and a plan to inform the community must be developed (including advertising any road closures).
- 9.5 For guidelines on traffic and transport management for external events, including event classifications for traffic and transport management, contact Council's Community Engagement Team or visit Council's website.

10. WASTE MANAGEMENT

- 10.1 A Waste Management Plan (WMP) is to be completed and submitted to Council for all events where waste will be generated. The WMP is to be submitted to Council for approval at the same time as the Event Application submission in order to determine waste management requirements and allow for amendments to the plan if required. Events that occur more than twice a year need only submit one WMP per year.
- 10.2 It is the responsibility of the event organiser to ensure the effective and correct management and disposal of all waste generated by the event is in accordance with the *Protection of the Environment Operations Act 1997* and the *Waste Avoidance and Resource Recovery Act 2001*, ensure that the actions outlined in the WMP are carried out during the event and meet all waste management costs associated with the event.
- 10.3 An appropriate number of general and recycling waste bins should be provided for the amount and type of waste being produced. Servicing of waste and recycling bins should be carried out regularly throughout the event to ensure that a build-up of materials and littering does not occur. Staff who are managing the servicing of waste and recycling bins are to be familiar with the event waste management system. All waste and recycling is to be transported to a licensed waste recycling and disposal facility.
- 10.4 All liquid wastes generated during the event must be collected, stored and removed from the site in accordance with the *Protection of the Environment Operations Act* for disposal at a licensed facility. Ensure waterwise practices and any water restrictions are observed.

11. RISK MANAGEMENT AND WORK HEALTH AND SAFETY

- 11.1 It is the responsibility of the event organiser to ensure that a risk assessment and control plan is completed and submitted to Council and addresses all risks associated with the event, including the set-up and pack-down of events.
- 11.2 All regulations in accordance with the *Work Health and Safety Act 2011* must be complied with and is the responsibility of the event organiser.

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- 11.3 A copy of a Public Liability Insurance certificate of currency with a minimum cover of \$10 million must be submitted to Council.

12. SUSTAINABLE EVENT MANAGEMENT

- 12.1 Council encourages all events to be delivered in an environmentally sustainable manner. Refer to Council's Sustainable Events Management Policy.
- 12.2 Council organised events must comply with Council's Sustainable Events Management Policy.

13. COUNCIL SPONSORSHIP OF EVENTS

- 13.1 Camden Council offers financial and in-kind contribution to assist with events and activities in the Camden Local Government Area. Refer to Council's Community Financial Assistance Policy.

Attachment 4

RELEVANT LEGISLATION:	<i>Protection of the Environment Act 1997</i> <i>Waste Avoidance and Resource Recovery Act 2001</i>
RELATED POLICIES AND PROCEDURES:	Communications and Community Engagement Strategy Sustainable Event Management Policy Community Financial Assistance Policy
RESPONSIBLE DIRECTOR:	Director Customer and Corporate Services
APPROVALS	ELG, Council
NEXT REVIEW DATE:	March 2016
RECORD KEEPING NOTES	
PRIVACY REQUIREMENTS:	Available to the public via Council's website.

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Attachment 5



CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY

CIVIC AND CEREMONIAL FUNCTIONS AND REPRESENTATION POLICY

DIVISION: CUSTOMER AND CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 - INTRODUCTION

1. BACKGROUND

- 1.1 This policy outlines the civic and ceremonial functions and events hosted by Camden Council and the protocols and procedures that surround them. The policy details the role of the Mayor and elected representatives at these functions and events as well as at external events held within the Camden Local Government Area where representation from Council is required.
- 1.2 This policy is guided by Council's Communications and Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2. OBJECTIVES

- 2.1 Civic and ceremonial functions and events foster positive relationships between the community and Council, connect the community in celebration, recognise and celebrate individual and community achievements, and promote community pride and spirit.
- 2.2 This policy identifies considerations in the management of Council functions and receptions or when requesting the presence of the Mayor or a Councillor representative at an external function or event.

3. SCOPE

- 3.1 This policy applies to all events organised by Camden Council staff and its representatives.

4. DEFINITIONS

- 4.1 **Civic and ceremonial functions** - official events/functions that are held for celebratory, ritual, recognition or commemorative purposes
- 4.2 **Mayoral representation** - occasions when the Mayor represents, or is requested to represent, Council at events and functions.

PART 2 - POLICY STATEMENT

5. CAMDEN COUNCIL CIVIC AND CEREMONIAL FUNCTIONS

- 5.1 Throughout the year, Council hosts a number of civic and ceremonial functions, as well as other functions and receptions as the need arises. These occasions seek to foster strong relationships between the community and Council, recognise and celebrate individual and community achievements and promote community pride and connection.
- 5.2 Council's General Manager has the delegated authority to determine the format of the functions and all other arrangements for functions, receptions and ceremonies in liaison with the Mayor or the Mayor's delegated representative.
- 5.3 Camden Council's Civic Reception program includes, but is not limited to, the following:
- **Citizenship** will be conducted approximately on a quarterly basis (or as required) in accordance with the Australian Citizenship Ceremonies Code.
 - **Australia Day** celebrations and activities include a Citizenship Ceremony and the Australia Day Civic Awards. The Australia Day Awards recognise individuals and organisations in the Camden Local Government Area that have made outstanding contributions to the community and/or have had significant achievements.
 - **Mayoral Citizenship Awards** are part of Council's Donations Policy and a Mayoral Citizenship Award certificate and prize is offered to one student from each primary and secondary school in the Camden Local Government Area at the school's end of year award ceremony.
 - **Flag Raising Ceremonies** are held to acknowledge and show respect to either a country's national day or to a nationality on a significant day relevant to them.
 - **Higher School Certificate (HSC) High Achievers Awards** are open to every secondary school in the Camden Local Government Area to nominate high achievers of the previous year's HSC.
 - **Ministerial and other Official Government Delegations** Council may host visits to the Camden Local Government Area by State and Federal Government Ministers. The Mayor, in consultation with the General Manager, may decide to host a Ministerial visit. The Mayor in consultation with the General Manager will approve a program that fulfils the objective of the visit.
 - **Official Openings and Launches** will be hosted by the Mayor to commemorate openings and launches of Council services, parks, facilities, exhibitions and other activities as determined by the Mayor in consultation with the General Manager. The invitation list shall be at the discretion of the Mayor and General Manager.

- **Civic Mayoral Receptions** may be hosted by the Mayor or a delegated representative including visiting dignitaries, local residents and organisations who are recipients of awards or prizes, exchange students and visitors from other local authorities from Australia and overseas or as approved by the Mayor in consultation with the General Manager. The invitation list shall be at the discretion of the Mayor and General Manager.
- **School Visits** may be facilitated or a Council representative may visit schools to contribute to the education of students and promote awareness and understanding of the role of Local Government. The Mayor may attend these visits at his/her discretion.

5.4 Organisers of the above events are required to consult Camden Council's Events Officer of their plans and seek advice in the planning process.

6. INVITATIONS

6.1 For Council functions and events, it is standard protocol to issue invitations to the Mayor, General Manager, Councillors, Directors and Federal and State Members of Parliament. The nature, purpose and size of the occasion will indicate the categories of persons who should be included on the guest list. The Mayor and General Manager will have final approval.

6.2 Invitations should, ideally, be sent at least three weeks before the event. Invitations generally include partners when the function/event is outside normal business hours, or involves guests accompanied by partners.

6.3 Council's invitation etiquette is available from Council's Events Officer.

7. CEREMONIAL REQUESTS TO THE MAYORAL OFFICE

7.1 From time to time, requests are received for the Mayor to preside, or represent the Council, at public ceremonial functions and events. The Mayor will review all requests in consultation with the General Manager.

7.2 To request the Mayor's attendance, the Camden Council Mayoral Request Form is to be completed. The Mayoral Request Form is available from Executive Development and Support Services. The form should be received at least one month before the event to allow for sufficient preparation.

8. MAYORAL REPRESENTATION

8.1 It is the role of the Mayor to carry out the civic and ceremonial functions of the Mayoral Office. The Mayor may choose to wear the Mayoral robe and chains when representing the Office of the Mayor. Acceptance of invitations is at the Mayor's discretion.

- 8.2 The Mayor can request that another Councillor undertake the civic and ceremonial functions of the Mayoral Office as his/her representative.

9. SPEECHES

- 9.1 The Mayor should be given the opportunity to be the first speaker. An indication of the time available and the subject matter should be noted on the Mayoral Request Form, which includes a section dedicated to speech requirements.
- 9.2 If the Mayor is not expected to speak, the speaker(s) should acknowledge his/her presence. All speech requests must be submitted via the Camden Council Mayoral Request Form at least one month prior to the event to Council's Executive Development and Support Services. The event/function running order and a list of attending dignitaries will be required one week before the event. Speech writing, distribution and approvals are coordinated through Executive Development and Support Services.

10. PRECEDENCE OF THE MAYOR

- 10.1 The Office of the Mayor is that of the First Citizen of Camden and representative of the people of the area. In recognition of that role, where applicable, the Mayor should be included in the official party and official seating.
- 10.2 The Mayor of the area in which the function is being held takes precedence over both Federal and State Members of Parliament. At such an event, the Mayor presents both Members to visitors to the area. However, the Mayor may take lower precedence where the function is not a formal event.

11. ABORIGINAL CEREMONIES AND ACKNOWLEDGEMENTS

- 11.1 Local Government acknowledges Aboriginal and Torres Strait Islander people as the traditional owners of their lands by including Aboriginal people in official Council ceremonies using local customary protocols such as 'Welcome to Country' and by encouraging the flying of the Aboriginal and Torres Strait Islander flags.
- 11.2 The traditional custodians of the land of the Camden Local Government Area are the Dharawal People.
- 11.3 Where possible, **Welcome to Country** should be included at official events attended by members of the public, representatives of governments and/or the media, including (but not limited to): commemorations and major festivals, major launches of Government policies and programs, conferences held or sponsored by government agencies, international events held in Australia of which a government agency is an organiser or sponsor, Citizenship ceremonies and major and international sporting events. The Welcome to

Country should be undertaken by an Elder of the relevant Aboriginal community or a locally recognised Aboriginal community spokesperson.

- 11.4 **Acknowledgement of Country** is where other people acknowledge, and show respect for, the Traditional Custodians of the land on which the event is taking place. This acknowledgement is a sign of respect and should be conducted at the beginning of a meeting, event or ceremony. Acknowledgement of Country may also take place when traditional Elders are not available to provide an official Welcome to Country. For appropriate wording to use, seek advice from Council's Events Officer.
- 11.5 The **Smoking Ceremony** is to be conducted by Aboriginal people with specialised cultural knowledge. The ceremony aims to cleanse the space in which the ceremony takes place. Given the significant nature of the ceremony, smoking ceremonies are usually only performed at major events.

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Attachment 5

RELEVANT LEGISLATION:	<i>Australian Citizenship Act 2007 (Cth)</i> <i>Australian Citizenship Regulations 2007 (Cth)</i> <i>Section 226, Local Government Act 1993</i> <i>Section 231, Local Government Act 1993</i>
RELATED POLICIES AND PROCEDURES:	Communications & Community Engagement Strategy Media Policy Sustainable Events Policy
RESPONSIBLE DIRECTOR:	Director Customer & Corporate Services
APPROVALS:	ELG, Council
NEXT REVIEW DATE:	March 2016
RECORD KEEPING NOTES	
PRIVACY REQUIREMENTS:	Available to the public via Council's website.

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MEDIA POLICY

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Attachment 6

MEDIA POLICY

DIVISION: CUSTOMER & CORPORATE SERVICES

BRANCH: COMMUNITY ENGAGEMENT

PART 1 - INTRODUCTION

1. BACKGROUND

- 1.1 Camden Council is committed to effective and efficient communication processes and recognises the importance of the role of the media in communicating with the community and stakeholders.
- 1.2 Council is committed to building positive relationships with the media and providing accurate, consistent, relevant and timely information to the media.
- 1.3 The purpose of this policy is to provide a policy position on the expectations of Council's representatives when engaging with the media in both an official and personal capacity, management of Council's media processes and to clarify Council media spokespersons.
- 1.4 This policy is guided by Council's Communications and Community Engagement Strategy, which aims to provide clear direction and guidance for Council's communication and engagement processes.

2. OBJECTIVES

- 2.1 Ensure that information provided to media outlets is accurate, consistent, relevant and timely.
- 2.2 Build on Council's partnership with the community through positive media messages and dissemination of information.
- 2.3 Promote positive relationships between Council and the media through regular consultation.
- 2.4 Promote and maintain a positive image of Council and minimise risks to reputation.
- 2.5 Ensure media issues are addressed promptly.
- 2.6 Clarify Council's media management processes.
- 2.7 Clearly identify spokespersons for Council.

- 2.8 Ensure appropriate authorisation of, and responsibility for, information provided to the media.

3. SCOPE

- 3.1 This policy applies to all representatives of Camden Council (whether full-time, part-time or casual) and all persons performing work at the direction of, or on behalf of Camden Council including volunteers, contractors, subcontractors, agents, consultants and temporary staff.
- 3.2 It also applies to all of Camden Council's workplaces and other places where Camden Council is being represented.

4. DEFINITIONS

- 4.1 **Media Statement** - A written statement issued by Camden Council that states Council's official position on Council business, policies or matters of public interest.
- 4.2 **Media Comment** - A verbal statement issued by Camden Council that communicates Council's official position on Council business, policies or matters of public interest (can be written as a quote from a spokesperson).
- 4.3 **Council Spokesperson** - The Mayor and General Manager are the official spokespersons for Camden Council and have the authority to delegate to another spokesperson. The Mayor is given the first opportunity to speak on any Council matter and may delegate to another spokesperson.
- 4.4 **Media** - Includes all media outlets including, but not limited to, local, national and international newspapers, magazines, newsletters, brochures, radio and television broadcasters, internet publishers and social media.

PART 2 - POLICY STATEMENT

5. PRINCIPLES OF COMMUNICATING WITH THE MEDIA

- 5.1 Council will:
- Encourage open and transparent communication with the media and aims to ensure that all media communication is accurate, timely and consistent.
 - Communicate with the media to enhance its reputation and inform the public of issues, initiatives, decisions, plans, projects, events, services and facilities.
 - Ensure Council's media comments and statements are accurate, reliable, and in the best interests of Council, by using only spokespersons delegated in this policy to communicate with the media on behalf of Council.

6. **COUNCIL SPOKESPERSON ROLES AND RESPONSIBILITIES**
- 6.1 **Mayor** - Council's official spokesperson on all policy matters and matters of public interest.
- 6.2 **Councillors** - have a right to express their own opinions on issues, whether or not that opinion reflects Council's official position, however they must carefully identify the role in which they are making comment. When Councillors are publicly expressing their opinion, they must ensure they make it clear that they are speaking for themselves, unless delegated by the Mayor. When speaking on behalf of Council, if delegated by the Mayor, Councillors must express and support Council's policy position on the particular issue/s.
- 6.3 **General Manager** - Council's official spokesperson on policy, operational and administration matters when delegated by the Mayor.
- 6.4 **Directors** - when delegated, can speak to the media on areas under their jurisdiction.
- 6.5 **Team Leader Community Engagement** - responsible for coordinating and distributing responses, and providing information to the media on behalf of Council. In the absence of the Team Leader Community Engagement, delegation falls to the Public Relations Officer or a delegated Council Officer.
- 6.6 **Council Staff** - are not to provide comment to the media unless delegated by the General Manager and are required to direct any media enquiries to the Team Leader Community Engagement.
- 6.7 **Council Volunteers** - have a right to express their own opinions on issues, whether or not that opinion reflects Council's official position, however they must carefully identify that this is their own personal comment/opinion. Volunteers must not represent the official position of Council unless delegated by the Mayor or General Manager.
7. **MEDIA MANAGEMENT**
- Media Enquiry Management**
- 7.1 All media enquiries must be referred to the Team Leader Community Engagement in the first instance. In the absence of the Team Leader Community Engagement, media enquiries should be referred to the Public Relations Officer or a delegated Council Officer.
- 7.2 **Staff must not communicate with the media unless approval is obtained from the General Manager.** Staff should advise that they are not authorised to speak with the media and forward their enquiry to the Team Leader, Community Engagement.

- 7.3 Following approval by the General Manager, staff are only to provide the media with factual information on Council business or policy matters. Any responses should be forwarded to the Team Leader Community Engagement for approval and distribution.
- 7.4 Requests to film or photograph Council staff, properties or events for broadcast or print purposes must be referred to the Team Leader Community Engagement for prior approval.

Media Liaison

- 7.5 All media enquiries are to be dealt with promptly and should be directed to the Team Leader Community Engagement in the first instance to ensure accurate, consistent and relevant information is provided.
- 7.6 Delegated Council spokespersons will interact with the media under the following principles:
- Relations with the media are to be conducted in a respectful, cooperative, courteous and trusting manner.
 - Demonstrate honesty, good faith, openness and integrity in all interactions.
 - Demonstrate sensitivity, responsibility and appreciation for the public's right to information, subject to respect for the right to privacy of individuals and any relevant legislation.
 - Provision of factual and objective information - misleading or incorrect information will not knowingly be provided and will be corrected as soon as possible if this does occur.
 - Staff will not provide information of a political nature or express personal opinions about Council matters.
 - Staff will seek to assist the media in meeting reasonable deadlines by providing prompt information and other appropriate forms of assistance as required.
 - Designated staff must be mindful of Council's duty of care and Council's overriding duty to act in the public interest.
 - When quoting any Council spokesperson, approval of the quote from the person being quoted must be sought.
- 7.7 Council expects that the media will interact with Council under the following principles:
- Relations with the Council are to be conducted in a respectful, cooperative, courteous, honest and fair manner.
 - Reasonable timeframes for responses are to be provided, including the consideration of weekends and public holidays in the timeframes provided.

Access to Information

- 7.8 All Council documents on public record are available to the media.
- 7.9 Requests for access to Council information that is not in the public arena are governed by the provisions of the *Privacy and Personal Information Protection Act 1998* ('the PPIP Act'), the *Government Information (Public Access) Act 2009* ('the GIPA Act'), the *Copyright Act 1968* (Cth), other related legislation and Council policies. Media personnel may be required to complete an application for access to information pursuant to the provisions of the GIPA Act.
- 7.9 Council will at all times endeavour to respond to media enquiries, however there may be occasions that Council feels it is inappropriate to do so.

Confidentiality

- 7.10 Council may be restricted to providing information to the media and public at times due to confidentiality agreements. If this occurs, Council will, to the best of its ability and within the confinements of the confidentiality agreement, provide as much information as possible.

Emergency Information

- 7.11 Emergency communication will be carried out in accordance with Council's Crisis Management Plan. The Mayor and General Manager must be advised immediately of any emergency or crisis that may affect the Local Government Area.

Media Releases/Responses

- 7.12 Council staff may prepare media releases/responses. However they must be forwarded to the Team Leader Community Engagement for editing, relevant approvals and distribution.

RELEVANT LEGISLATION:	<i>Privacy and Personal Information Protection Act 1998</i> <i>Government Information (Public Access) Act 2009</i> <i>Copyright Act 1968 (Cth)</i>
RELATED POLICIES AND PROCEDURES:	Communications & Community Engagement Strategy Community Engagement Policy Crisis Management Plan
RESPONSIBLE DIRECTOR:	Director Customer & Corporate Services
APPROVALS	ELG, Council
NEXT REVIEW DATE:	March 2016
RECORD KEEPING NOTES	
PRIVACY REQUIREMENTS:	Publicly available via Council's website.

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Attachment 7



5. GOVERNANCE

POLICY NO: (To be reviewed March, 2001)

5.22

POLICY TITLE: DEALING WITH MEDIA

FILE NO: 2877/1

ADOPTED: 14 November 1994

MINUTE NO: 502/94

PREVIOUS POLICY

ADOPTED:

MINUTE:

POLICY STATEMENT

The Staff of the Council of Camden will interact with the Media under the following principles:

1. Relations with the Media will be conducted in a positive atmosphere of respect, co-operation, courtesy and trust.
2. Staff will be honest, truthful and demonstrate good faith in all dealings with the media.
3. Staff will deal with the Media in a professional manner and will demonstrate sensitivity, responsibility and appreciation for the Public's right to information, subject to respect for the right to privacy of individuals and relevant legislation.
4. Staff will not act in a defensive manner, but will demonstrate openness and integrity at all items.
5. Staff will provide factual and objective information to the Media and will not knowingly provide information which is misleading or inaccurate. Where such does occur, the information will be corrected as quickly as possible.

cont'd over page

6. Staff will deal with all Media in a non-discriminatory fashion, granting equal access to information and resources to all members of the Media.
7. Staff will be non-political and will not provide information of a political nature or express personal opinions regarding Council matters.
8. Staff will respect the needs of the Media and will not censor information or be judgemental regarding the nature of information required by the Media, subject to respect for the right to privacy of individuals and relevant legislation.
9. Staff will appreciate the constraints under which the Media operates and will seek to assist the Media in meeting deadlines, etc. by the provision of prompt information and by assisting the Media in its activities.
10. In complying with all of the above, Staff will at all times be mindful of their duty of care in regard to the Public Good and their overriding duty to act in the Public Interest.

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Community Consultation Policy & Resource Kit

Camden Council Community Consultation Policy and Resource Kit

Suggested citation:
Camden Council 2005
Community Consultation Policy and Resource Kit - Draft

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Camden Council website:
www.camden.nsw.gov.au

August 2005

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Part A: Introduction



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1. What is the Community Consultation Policy and Resource Kit?

The purpose of the Community Consultation Policy & Resource Kit is to ensure mechanisms are in place that contribute to *efficient, effective* and *equitable* dialogue between the community and its Council.

The Community Consultation Policy & Resource Kit consists of a policy and three supporting documents:

Community Consultation Policy

This policy outlines Council's commitment to endeavour to provide efficient, effective and equitable community consultation.

Supporting Documents

Community Consultation Guidelines

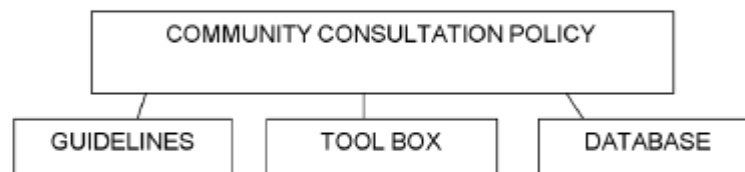
The guidelines are a resource for Council officers to assist in conducting effective consultation.

Community Consultation Toolbox

The 'toolbox' is a set of information sheets with practical examples of both traditional and innovative consultation methods.

Community Consultation Database

The database is a central place in which electronic information gathered through community consultation across the organisation is stored. This approach allows easy reference for staff seeking information on a particular issue and avoid duplication and 'over-consultation'.



The information contained within the Community Consultation Framework has largely been adapted from the 'Victorian Local Government Association (VLGA) 'Consultation and Engagement Resource'. (www.vlgaconsultation.org.au/)

This web resource has been developed to provide local governments with the tools and support to consult effectively with their communities.

2. Why develop a Community Consultation Policy and Resource Kit?

The Local Government Act states that Councils are required to inform the community of particular issues that potentially affect their way of life.

Councils are frequently involved in delivering services and projects where community consultation is fundamental to ensure public input to planning processes and informed decision making. This function is in addition to its role as a consent body and can include such things as planning for community services, traffic management and environmental issues.

Note: Notification with respect to Development Applications is governed by the Environmental Planning and Assessment Act. Councils Development Control Plan (DCP) 116 – Notification, Advertisement and Mediation, adopted 9 July 2001.

Many community groups, government agencies and individuals give very generously of their time, energy and expertise to assist Council in its decision-making, and their continuing involvement should be encouraged and acknowledged.

Councils can engage the community in setting the strategic direction by:

- Building social capital by encouraging broader ownership and understanding of community issues and their implications;
- Facilitating social justice by ensuring the broad views of the community are taken into account;
- Fostering democratic governance by encompassing community debate in the decision making process; and
- Supporting active citizenship by encouraging community participation in decision-making.

While Council is required to seek and consider community opinion when making decisions, Community Consultation it is primarily undertaken to inform the decisions made by Council.

It is important to understand that there will be limits to what can and cannot be influenced by the community. This is why it is important that the extent of the community's influence must always be clearly defined at the beginning of the process so that expectations are not unfairly raised.

Council has a responsibility to the community to clearly outline how decisions have been made and to be accountable for the consequences of the decisions made on behalf of the community.

There are also occasions where Council will contact the community to provide information on a particular matter, rather than seek opinion or feedback.

The Community Consultation Policy & Resource Kit is designed to assist Council officers to undertake the best possible consultation processes to inform the decisions made by Council.

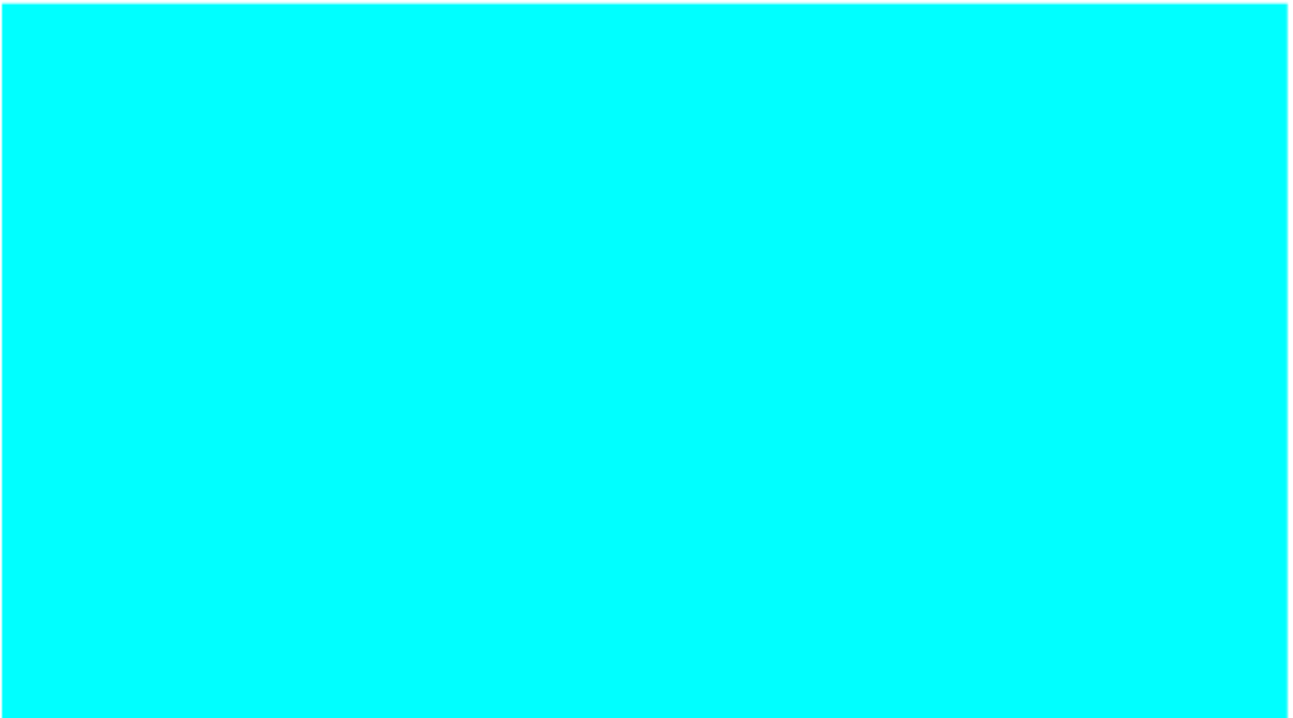
3. How does the Community Consultation Policy and Resource Kit work?

When undertaking any sort of community consultation Council officers would complete the following:

1. Review Council's Community Consultation Policy and Guidelines
2. Follow the '*Eight Step Guide to Planning Effective Consultation*' to develop your approach.
3. Refer to the toolbox for ideas on ways to conduct the consultation.
4. Ensure compliance with any statutory requirements for community consultation.
5. Contact one of the 'Community Consultation Team' members located across the organisation for assistance.
6. Complete an evaluation of the process and place the evaluation, findings and methods undertaken onto the community consultation database.

The Community Consultation Policy & Resource Kit is designed to assist Council staff in developing community consultation processes. It is intended to give guidance without being prescriptive in its approach. Every consultation process undertaken is as unique as the community or subject matter featured and therefore the lead officer will need to decide on the most appropriate approach to ensure an efficient, effective and equitable process.

Part B: Community Consultation Policy



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POLICY NO:		
POLICY TITLE:	COMMUNITY POLICY	CONSULTATION
FILE NO:	4770	
ADOPTED:	_____	
MINUTE NO:	_____	
PREVIOUS POLICY		

Purpose:

The purpose of the Community Consultation Policy (and accompanying resource kit) is to ensure mechanisms are in place that contribute to efficient, effective and equitable dialogue between the community and its Council.

The Community Consultation Policy also outlines Council's commitment to conducting quality consultation and its willingness to actively engage the community in contributing to and informing decision making.

Many community groups, government agencies and individuals give very generously of their time, energy and expertise to work in partnership with Camden Council in decision-making. The importance and strengthening of these community partnerships should be acknowledged and encouraged.

This policy sets out a series of principles that will guide the development and implementation of community consultation undertaken by Camden Council and applies to both internal and external consultation.

Definition of Terms:*Consultation*

The process of informed dialogue between the council and the community on an issue prior to the council making a decision or determining a direction on that issue.

Community

The term 'community' refers to all residents, interest groups, community organisations, business persons and those who have a vested interest in the future direction of the local government area/region.

Partnership

The process whereby parties work collectively towards an agreed objective or aim. This might include community, government and non-government organisations.

For definition of terms used within this document see Appendix 1 'Glossary of Terms'.

Background:

The Community Consultation Policy and Resource Kit has been developed to act as a resource to support the design, implementation and evaluation of community consultation conducted by Council within the Camden Local Government Area.

Community Consultation is primarily undertaken to inform the decisions made by Camden Council, ensuring that Camden Council seeks and considers community opinion in the process.

It is important to understand that there will be limits to what can and cannot be influenced by the community. Camden Council will undertake to clearly define the extent of the community's influence at the beginning of the process so that expectations are not unfairly raised.

Camden Council will also contact the community periodically to provide information on a particular matter, rather than seek opinion or feedback.

Regulations:

The Local Government Act 1993 requires Councils to publicly exhibit certain information that may impact on the community. Activities may include:

- Financial Reports;
- Annual Reporting (S 428);
- Annual Budget and Management Plan (Sect 362);
- Draft Local Policies (S 164);
- Leases over community land (S 47); and
- Ward Boundary changes (S 210A).

Council must publicly exhibit information on the above activities for a set period of time (usually 21 – 28 days).

In addition to acting as a consent authority, Councils are also involved in a number of other projects where community consultation is necessary to allow public input to strategic planning processes and ensure informed decision making. These can include such things as policy making, planning for community services, traffic management and environmental issues.

Notification with respect to Development Applications is governed by the Environmental Planning and Assessment Act. Camden Council's Development Control Plan (DCP) 116 – Notification, Advertisement and Mediation, adopted 9 July 2001.

There is a need to distinguish between the role of Camden Council in relation to *notification* and *consultation*. Notification is a statutory requirement which is conducted as part of the Development Assessment Process. This notification

involves provision of information only, it does not advocate a position in relation to the merits of the development.

Consultation involves the gathering of input to assist the process of designing or developing a new project. This is typically conducted by proponents of the development.

Principles:

The Consultation Policy is based around a set of seven principles of effective consultation.

They are:

- Focus and commitment;
- Inclusiveness, accessibility and diversity;
- Provision of information;
- Timing;
- Responsiveness and feedback;
- Evaluation; and
- Resourcing.

Focus and commitment

- Camden Council will ensure that a 'Statement of Intent' is developed for all open consultation processes. The Statement of Intent scopes the planned consultation and outlines Camden Council's commitment to the process. The Statement of Intent includes information on the purpose, topic, timeframes and resource requirements of the consultation process and will be available to the public. Planning the consultation in this way ensures that the proposed approach is relevant to the issue it seeks to address.

Inclusiveness, accessibility and diversity

- Camden Council will undertake thorough identification of key stakeholders with regard to the issue/s under question.
- Camden Council will identify any stakeholder groups that are difficult to access or have barriers to participation (such as people with a disability or those who speak a language other than English) and will provide all reasonable opportunities for participation (eg.translated information, large print or audio).
- Camden Council undertakes to ensure that all consultation venues are suitable and accessible.
- Camden Council will provide all relevant background information at least 2 weeks prior to any consultation.
- Access to information gathered during consultation processes is available to the public upon application under relevant legislation (eg. Local Government Act section 12 or Freedom of Information Act.) Personal details contained within the documents may be obscured for privacy reasons.

Provision of Information

- Camden Council will provide information to consultation participants that is accurate and unbiased, and that will provide opportunities for them to form sound opinions and decisions.
- Camden Council undertakes to provide information that is concise, written clearly and in plain English.
- Camden Council undertakes to provide all reasonable opportunities for access to information in other formats (eg: large print) and community languages.
- Where information is technical in nature, supporting explanatory information will be provided.
- Camden Council will ensure that relevant information is available to the public at least 2 weeks prior to a consultation date.

Timing

- Camden Council undertakes to call for community consultation at the earliest appropriate stage in the life of the project.
- Camden Council will ensure that the timing of consultations enables community comment and opinion to play a part in the decision making process.

Responsiveness and feedback

- Camden Council will clearly outline the decision-making process and communicate this with consultation participants at the beginning of the process.
- Camden Council will ensure that regular updates and feedback on how decisions were made is provided in a timely manner.

Evaluation

- All consultation conducted by Camden Council will include an evaluation component – outlined in the 'Statement of Intent'.
- The outcomes of all consultations will be used to better inform future Council decisions.
- A summary of all evaluations will be available to the public on request.

Resourcing

- Camden Council will ensure that any proposed project has adequate resourcing to undertake community consultation.

Policy Review:

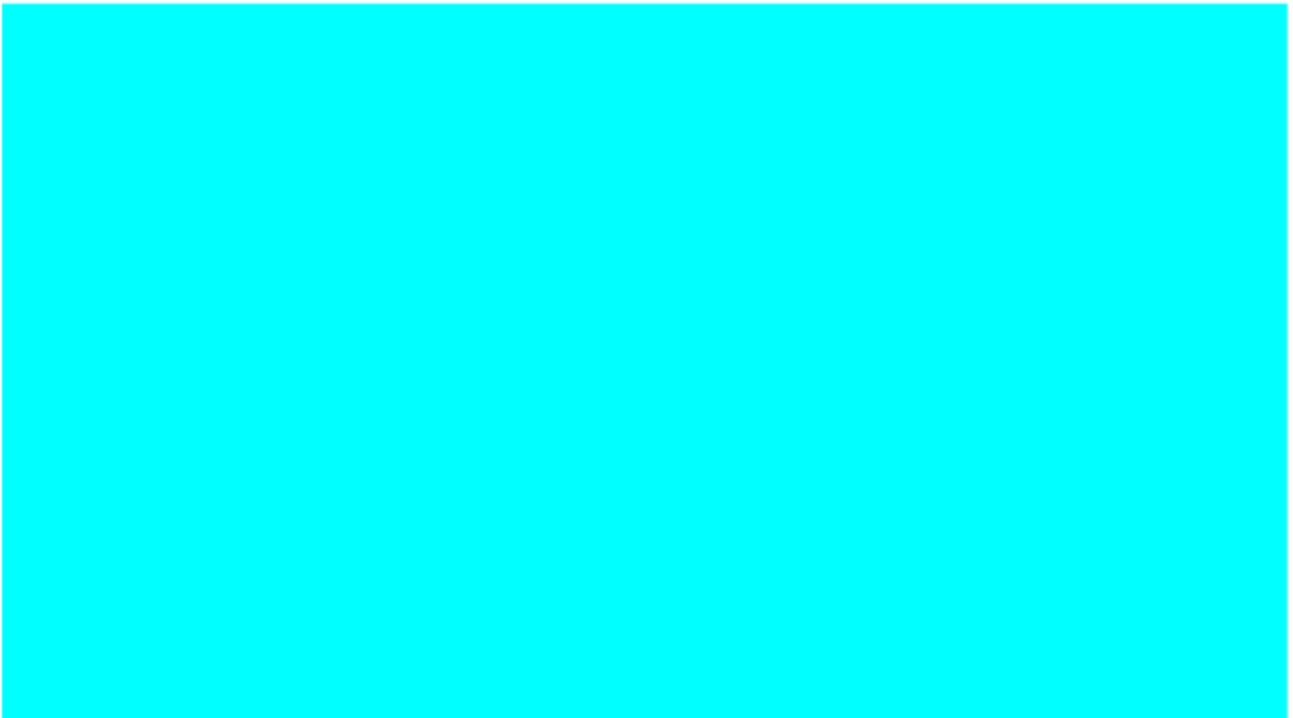
This Policy is to be reviewed after an implementation period of twelve (12) months to ensure that objectives are being met.

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Footnote
Visit the Local Government Association, Consultation and Engagement Resource Website 2004 www.lgaconsultation.org.au

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Part C: Community Consultation Guidelines



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1. What are the Community Consultation Guidelines?

The Community Consultation Guidelines have been developed as a resource to support Council officers or staff in preparing and conducting community consultations.

Note: These Community Consultation Guidelines do not apply to notifications and advertising pursuant to the Environmental Planning & Assessment (EP&A) Act. Detailed guidelines for development applications can be found in Council's Development Control Plan DCP 116 Notifications, Advertisements & Mediation. Please contact Council on 4654-7777 to obtain a copy.

For more information on the EP&A Act follow the link to the NSW Government Legislation home page. <http://www.legislation.nsw.gov.au>

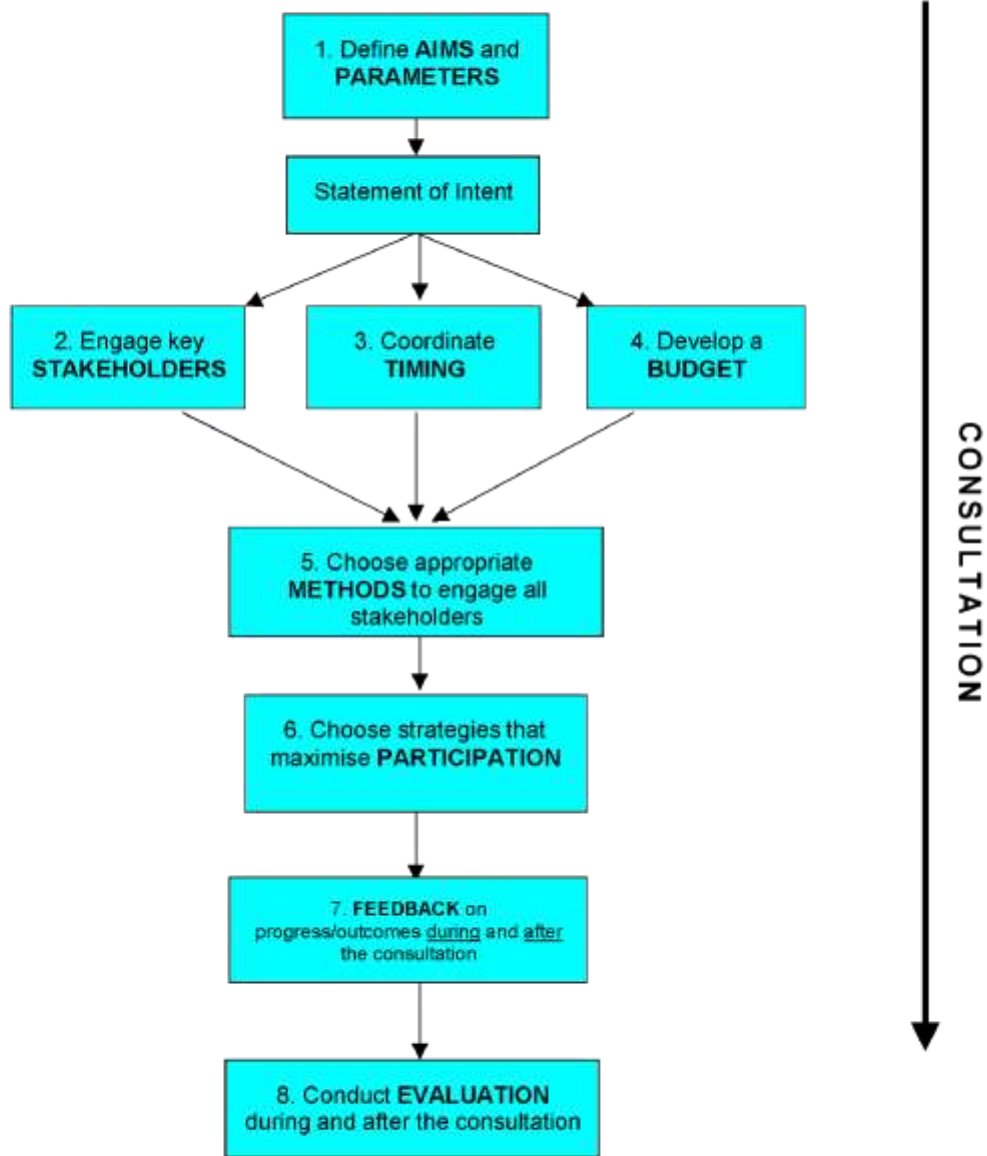
2. The Principles of Community Consultation

As outlined in the Community Consultation Policy (page 13), Council will develop all consultations using the following seven principles of good consultation:

- Focus and commitment
- Inclusiveness, accessibility and diversity
- Provision of information
- Timing
- Responsiveness and feedback
- Evaluation
- Resourcing

3. The Consultation Process

The 8 Step Guide to Planning an Effective Consultation



Step 1 Define Aims And Parameters

When defining the aims and parameters of your proposed consultation you will need to ask yourself a series of questions (see below). This process will help you to complete your 'Statement of Intent'

Use the table below to make notes:

• What is the aim and purpose of the consultation?	
• What information does Council need to convey to the community?	
• What information does Council need to obtain from the community?	
• Who will be affected by the decisions resulting from the consultation?	
• Is some of the information already available? What were the results of previous consultations?	
• Who should be consulted?	
• What would be the best time of day/week to conduct the consultation – think about evenings, weekends?	
• What is the optimum length of time to be allocated for consultation?	
• What issues may be associated with the consultation timeframe, subject matter and relevant past events and experiences?	
• What other related activities and consultations have occurred recently or may be planned? How can the consultation be coordinated to take these into account?	
• How will the information from the consultation be used and by whom? Consider Privacy issues here.	
• What will be the process for implementing decisions resulting from the consultation?	
• How will the outcomes of the consultation and the final decision be conveyed to the participants and to those with an interest?	
• What information is required by the community to ensure they are able to participate in an informed and meaningful way? Eg. CALD Community	

<ul style="list-style-type: none"> • What follow-up will be undertaken with participants? 	
<ul style="list-style-type: none"> • How and when will evaluation be carried out? What will be evaluated and by whom? 	
<ul style="list-style-type: none"> • Who will manage the consultation? 	
<ul style="list-style-type: none"> • What resources are available/required for the consultation? 	
<p>TIP: If a consultant is to be engaged to conduct the consultation it would be best to engage them at this stage.</p>	

STATEMENT OF INTENT LINK HERE

For assistance in developing your Statement of Intent contact the Community Consultation Team – click [here](#) for contact details

Step 2 Engage Key Stakeholders

Who needs to be involved in the consultation?

List everyone who may be affected by your proposal or project.

It may also be advantageous to consult with the peak bodies and ask for their advice on other groups and individuals to be consulted.

Potential stakeholders could include:

- Councillors;
- Consumer groups;
- Service providers;
- Peak organisations;
- Community support groups;
- Community members who may be affected by, or interested in the outcome of the decision; and
- Other government agencies and officials with a legitimate interest in the issue.

Step 3 Coordinate Timing

Depending on the type of project/issue being consulted on, different timeframes will need to be allowed for.

- When analysing your timeframes you need to consider the following:
- Allow time for developing advertisements and flyers etc;
- Allow time for advertising and plan when advertisements need to be forwarded to media;
- Allow more time than you think you need for the active consultation part of the project;
- Allow yourself adequate time to design your consultation method properly;
- Allow at least 6 weeks for a written response to consultation information eg discussion papers;
- Talk to stakeholders to ensure that proposed consultation sessions work in with their existing meeting times;
- Allow enough time for analysing the consultation results and writing up the report;
- Consulting the community at a time when people's ability to respond is automatically limited should be avoided wherever possible. Such times include the Christmas season, school holidays, major religious and cultural events
- The timing of the consultation needs to allow for a flexible response to an unexpected event affecting the community; and
- Conducting a number of consultation sessions over a range of times, for example, after work hours or on weekends and not during meal times, will maximise participation across the wider community.

TIP: Look at when other consultations will be conducted? Will my consultation clash with another?

Step 4 Develop A Budget

Its important when developing your consultation strategy that you can actually fulfil what has been proposed (i.e: what is in your Statement of Intent). You will need to factor in all costs associated, from refreshments to feedback.

Budget Outline

Item	Projected costs	Actual costs
Venue hire and cleaning		
Printing costs		
Advertising costs Newspaper advertising Radio advertising		
Refreshments Lunch/snacks/coffee/tea etc		
Presentation equipment Overhead projector, laptop, whiteboard etc		
Stationery Butcher's paper/whiteboard markers		
Consultants' costs		
Interpreter/ translating costs		
Council Staff wages		
Reimbursement of Volunteer expenses		
Microphone and PA etc		
Postal/delivery costs Printed material		
Travel Reimbursement for participants' parking/travel costs		
Respite care/childcare/toy hire		
Printing of reports and other material		
Promotional Material – "show bags"		

Step 5 Methods Of Consultation

In choosing the appropriate consultation methods, the following issues need to be considered in the early stage of planning the consultation strategy:

- Type of information required;
- The timeframe available for consultation;
- The size and characteristics of the target groups;
- An analysis of the benefits, constraints and costs of consulting;
- Potential benefits and risks of the various consultation methods proposed;
- An understanding of the values and culture of stakeholders and how this will impact on the choice of consultation method;
- Tailoring the consultation methods to encourage the involvement of stakeholders who are the target of the consultation, for example, ensuring that transport and childcare are available where relevant;
- The availability of resources for the consultation, including people, skills, time and finances; and
- Adaptability and flexibility of the consultation methods.

Step 6 Maximising Participation

Effectively publicising the consultation is essential if you are to engage stakeholders. You can use the following channels:

Informing Council staff

Use the internal avenues available to Council staff. These include staff e-mails, the staff bulletin board and notices on staff payslips.

Advise the Coordinator Customer Services and the Community Relations Officer through a brief fact sheet, which states the purpose of the consultation, particular issues, avenues for people to provide feedback/comment, key dates and a contact officer for further information. The 'Statement of Intent' can be used to provide this information.

Reaching the whole community

When placing notices, invitations or posters at venues used by the community, make sure that you make arrangements with the venue management. You can use this as an opportunity to brief staff or volunteers at that venue about the consultation and provide them with your contact details so they can refer enquiries. It is also important to ensure that the information provided is able to be easily understood by the audience. The suggestions below can assist in widely publicising a consultation.

- Use some or all of the available avenues including health centres, libraries, Council's Customer Service Centres, hospitals, schools and sporting groups.
- Community Groups/Interagencies – ask them to promote on your behalf, include information in their mail outs, email groups etc.
- Seek the assistance from community agencies where appropriate, such as, Macarthur Community Forum, Macarthur Diversity Services Inc or Macarthur Disability services to ensure inclusion of people with special access needs.
- Arrange to place information with private businesses such as shopping centres, medical clinics, tertiary institutions, cinemas, coffee shops, art galleries, clubs and sporting venues.
- Place paid advertisements in local newspapers including The Macarthur Chronicle, The Camden Advertiser and multicultural newspapers (be aware of varied distribution patterns)
- Place notices in Council and community newsletters and bulletins and on noticeboards.
- Seek free community space in the above-mentioned newspapers and on radio.
- Contact details of community and government agencies can be found by searching the online Community Directory available on Council's website.

Tailored publicity for a specific purpose

- Email and fax fliers to relevant community agencies and businesses.
- Send personal invitations to all relevant agencies, with a list of all those invited (and ask if there are others who should be involved).
- Develop tailored information packs and articles for inclusion in community newsletters, business and professional journals.

TIP: For further information on publicity speak to Council's Community Relations Officer.

Step 7 Feedback On Consultations

Acknowledgment of input

Many community groups, government agencies and individuals give very generously of their time, energy and expertise to assist Council in its decision-making and their continuing involvement should be encouraged. It is also important to acknowledge their contribution by sending out collated feedback to participants and regularly updating them on progress throughout the consultation process.

At the end of the consultation process, participants should be thanked in writing for their input and acknowledged in the final document/report.

Feedback

Participants should be informed of when the outcome is expected, however, not all participants will require feedback on all issues. The 'Statement of Intent' should identify which participants need feedback and how this will be given.

Reports detailing the outcomes of consultation should be written in plain English and may include:

- Acknowledgment of the participants' contribution;
- A record of the consultation process;
- Demonstrated evidence that participants have been heard and understood (this may take the form of a document which lists the participants and records their views stated in their own words); and that their contribution has been considered;
- An outline of the decisions made;
- A record of how final decisions were reached; and
- Next step in the process if appropriate.
- Questions that could not be answered at the consultation should be responded to in writing or referred to the appropriate Officer after the workshop/consultation session.
- Direct, personalised feedback can help to build partnerships with the community – for example detailing where particular suggestions were incorporated into a policy or plan.

Step 8 Evaluation

Some questions your team may want to consider as part of the evaluation process both during and at the conclusion of the process are:

During the consultation:

- Is the approach we are using working – can we change anything to make the rest of the process work better eg. different consultation method? Additional target groups?
- Have we promoted as widely as possible?
- How have people found out about the consultation?

After the consultation:

- How could we have done it better?
- Was the presentation and the information provided appropriate to the participants' needs?
- Did any of the participants express concern about the process? Were there any complaints? Were these complaints valid? What could we have done to avoid that complaint?
- Did the participants compliment us on aspects of the process? Why? How can we build on these strengths?
- What skills were lacking?
- What skills did we discover?
- Do we need to engage specialists or can we be better trained to facilitate the process in the future?
- Did the specialists we engaged meet the requirements?
- Did we get the information we wanted?
- Even if community members did not get the result that they had hoped for, are they satisfied that they were heard and that we considered their views?
- Remember to hand out evaluation forms to consultation participants in meetings and workshops.
- Analyse and use the results to improve your planning and skills in the future

Insert link to sample evaluation form here

4. Consultation Methods Matrix

The Consultation Matrix is linked to the 'Community Consultation Toolbox' which contains a set of information sheets with practical examples of both traditional and innovative consultation methods, as well as examples of successful consultations that have taken place elsewhere.

The Consultation Matrix is included on page 35.

5. Checklist for Consulting

The Consultation Checklist has been developed to be completed by the consultation lead officer and sent to the consultation team for feedback prior to commencement.

The Checklist is included on page 78.

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Part D: Community Consultation Toolbox



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1. Consultation Matrix

Click on the Matrix (or refer to appropriate page number above) on the following page to link to the relevant consultation method.

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2. Communication Methods

When should I use this method?

Communication methods will sometimes constitute consultation in their own right, but more characteristically are the means by which consultation is planned and information is provided to enable effective consultation to occur.

This list may be considered as consultation methods in certain cases, but more often should be seen as a means of informing potential participants and the community about forthcoming issues which are to be the subject of consultation.

Method	Description
Write a Letter	This is a personally addressed letter to all affected households, interested community groups and individuals and government agencies. It outlines the issue and invites comment. It always indicates where the comment should be directed within Council. For an example click here
Letterbox Drop	This is a non-addressed leaflet or flyer that summarises the issues and invites feedback to Council. The flyer indicates how that feedback can be given. For an example click here
Council Newsletter "Lets Connect"	This is the Council's regular publication. It can carry articles about a major project, vision, policy or issue. If it is used for consultation, the article must inform and encourage feedback. The newsletter is an important vehicle to report on the results of other consultations. For an example click here
Special Publications	These can range from a special news-sheet to a brochure or draft printed policy. They are designed to inform the consultation process. For an example click here
Advertisements in the Local Newspapers	Advertisements in the news section of the local papers (except for statutory requirements) are an important means of advising the community about the matter under consultation and how residents can have their say. For an example click here
Media	This involves issuing media releases and conducting interviews with local journalists. If it is part of the consultative process, the Council spokesperson must ensure that people are told how they can comment on the issue in question and that feedback is welcomed. For an example click here

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

3. Questionnaires and Surveys

Recording responses to a set of pre-determined questions. The same questions need to be asked of all respondents (unless respondents skip specific questions for which they do not qualify).

Questionnaires/ surveys can be distributed by:

- Mail (you mail it to people and ask them to return it - usually in pre-paid envelopes);
- Telephone;
- Face-to-face (eg: at a local supermarket, door-to-door); and
- Email (eg: some council websites have interactive pages).

There are two types of survey:

1. Targeted at a specific group (eg: users of a facility or service) or
2. General - aimed at the wider population.

When should I use this method?

Questionnaires are best used in the following cases:

- When you require statistically significant responses.
- When you require feedback from a large group of people in a short time frame.
- When you have a limited budget (eg: if you arrange your own mail-out process).
- When you require some straightforward responses on an issue (yes/no information).
- When you are interested in "rating" a service or program provided by Council and tracking this rating over time.

How much time will I need?

Time is dependent on the sample size, form of distribution and who is doing the work (you or a specialist market research agency). A specialist agency could turn around a 300-sample survey in three to four weeks.

When you mail out a questionnaire, you will need to have a couple of weeks "turn-around" just for people to complete it and send it back. This does not include the time needed for questionnaire design and analysis. Similarly with e-mail, you will need to leave time for people to complete the questionnaire and return it.

Allowances should be made for:

- Time for development of questionnaire
- Mail out distribution time

- Turnaround time
- Collation of responses and feedback of results

Telephone and face-to-face questionnaires are quicker as the surveys are undertaken on the spot.

What skills do I need to have?

Some market research or statistical skills are an advantage if you are going to undertake the survey design and data analysis internally. It is also a good idea to test the survey before sending it out.

What is the process?

The key steps in conducting a questionnaire are as follows:

- Confirm objectives and outcomes
- Develop questionnaire
- Determine sample size
- Prepare sample (mail-out, phone numbers etc)
- Distribute questionnaire
- Return of questionnaires and collation of results
- Data analysis
- Report preparation
- Report presentation
- Feedback to participants
- Evaluation of success

Once you have completed an appropriate number of questionnaires the respondents' answers must be recorded and collated by a central source (either manually or using a computer). Collation of data can be done internally (manually or using a PC-based data analysis package such as SPSS) or externally (paying a specialist market research agency).

NOTE: Works and Services Division has software for this purpose

A questionnaire will have two types of questions. These are referred to as "open-ended" questions or "closed" questions.

- Open-ended questions are used when you want detailed descriptions of respondents' opinions about a matter or when you don't have any preconceived ideas of what type of responses people may have.
- Closed questions are used when you have a good idea of the types of responses you will get and you can make up your own responses (making collation easier).

Anyone can design a questionnaire with practice (so don't think that you will always have to use a specialist agency). Some tricks of the trade are:

- Learn from example - there are good questionnaires everywhere (on the Internet, used by other councils, sent to you in the mail). Borrow the questions and the structures.
- Keep it simple and test it on a lot of people (a question may make sense to you but may be very confusing to others).
-

Strengths and Weaknesses of Questionnaires

Strengths	Weaknesses
<ul style="list-style-type: none"> • People (eg: community/councillors) seem to be more willing to accept/respond to survey results, as long as you can show a reasonable sample size. • Questionnaires may be distributed to a broad sample of residents, not just those who might regularly participate in public forums. • Once you have a bit of experience designing questionnaires you can continue to use successful questionnaires and methodologies, reducing time and resources. • Not too time consuming for respondents (ie. they can complete at home in own time if a mail out) • Can be anonymous 	<ul style="list-style-type: none"> • Can be confronting to undertake if you have little experience in the area and do not have any funds available for expert advice/support. • Can take a long time to turn around – response rates are often low. • Self-completion formats are not as effective for, people with disabilities or people from culturally and linguistically diverse backgrounds, unless you provide surveys in other languages. In these circumstances, face-to-face surveys are better. • The information you obtain will only be as good/useful as the questions asked. • Questions can sometimes be biased to preconceived outcome. • Can be viewed as a 'voting system'.

Where can I see examples of good surveys?

<http://www.vlgaconsultation.org.au/questionnaire.shtml>

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

4. Community Meetings and Forums

Community Meetings and Forums bring together interested people for information and discussion on an issue. They are generally held at a community venue, on the site of the matter under consultation, or at the Council offices.

Can be held on a number of different scales depending on the issue being addressed. eg LGA wide or neighbourhood

When should I use this method?

Meetings are often called in response to unforeseen or significant issues that impact on a specific area, including broad strategic planning issues.

Camden Examples

Community Plan, Local Environmental Plan, New Release Area Planning

How much time will I need?

Meetings can be called for between 1 ½ to 2 ½ hours, any longer and people tend to lose focus. You will get more information and action out of a short focused meeting than a long poorly focused meeting.

You will need to allow lead in time to insure that the community is well informed about the issues to be discussed and of the time and location of the meeting. Poorly attended public meetings tend to have a negative impact on Council consultation.

What skills do I need to have?

Well-developed facilitation skills are very important in this context. Public meetings or forums can often attract large numbers of people who may feel very passionately about the issue being discussed and may focus the meeting on one particular aspect of whatever proposal is on offer.

It is important that all views concerning the proposal are canvassed and the facilitator or chair should aim to create a space where this can occur in an attempt to avoid unnecessary confrontation.

Conflict resolution and mediation skills are useful in this context. Be aware of groups that may be dominant and pay special attention to ensuring all participants are given their say (consider utilising non-verbal methods of collecting information – such as written comments on a board or drawings.)

What is the process?

Set the Agenda

The facilitator will outline the proceedings or agenda and introduce relevant speakers.. Specific reference to the purpose of the consultation, including details of how the input will be used, is made at this point.

A set of rules about how views will be heard is outlined and agreement should be sought from participants at the outset.

Outline the issues - generally a set presentation is made concerning the issue to be discussed. (You may wish to use external experts rather than Council Officers for this).

Questions are usually held after this has occurred.

Structured time is then allotted for questions and answers, after which there may be an opportunity for broader discussion and comments from key stakeholders.

If during the discussions questions are asked that are not related to the topic or unable to be answered quickly note them separately on a 'parking sheet' and come back to them at the end. This will help to keep discussions on track.

It is important to outline the next steps in the process, in particular what will happen to the information collected.

There are more innovative ways to conduct community meetings (for example holding a walking community meeting) or choosing a venue appropriate to the issue being discussed (eg: a park, community venue or restaurant).

Strengths and Weaknesses of Community Meetings

Strengths	Weaknesses
<ul style="list-style-type: none"> Provides opportunities for the community to speak without rebuttal. Meets statutory requirements and enables comments to be put on record. Community members hear the views of others 	<ul style="list-style-type: none"> Does not foster dialogue. Can create a community versus council environment. Can be an intimidating space for individuals to speak up. Can be captured by a vocal minority. Sometimes vocal people take the floor not allowing others to speak. Not conducive to communicating with all target groups.

Where can I see examples of good Community Meeting Structures?

www.vlgaconsultation.org.au/groups.shtml

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

5. Focus Groups and Workshops

Discussion groups of between five and twenty people usually led by a trained facilitator. The participants are residents or people with a particular interest, involvement or stake in the subject being discussed.

When should I use this method?

Focus groups can be successfully used for in-depth consultation regarding strategic plans, positioning policies or service-specific planning. They can also form part of consultation strategy for community-building activities. Generally, these groups are smaller than community meetings and forums

Camden Examples

Development of strategies for the Youth Strategic Plan; Community Plan

How much time will I need?

Between 2 and 4 hours is best. If you are having a longer session it is best to break it up into different segments and rotate groups to maintain interest levels.

Remember to allow lead in time for publicity and also for the distribution of any background information. This is especially important when the focus groups and workshops are part of a wider consultation process.

What skills do I need to have?

Well-developed facilitation skills are important. Focus groups rely on the expression of different views and opinions. A facilitator will generally ensure that everyone has the opportunity for input.

Facilitators should be 'neutral' if an external person cannot be arranged then the person running the session should be from another Council department. Council officers involved in leading the consultation should be involved in the discussion to provide information and expertise – but should not be expected to facilitate.

What is the process?

One or multiple focus groups may be organised to discuss an issue. Participants are introduced at the beginning of the focus group:

- The facilitator will outline the process and determine any ground rules for the conduct of the focus group.
- The facilitator will then discuss the broader issues with the group to ensure general understanding of the objectives.

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- Each focus group will be given a structured set of questions to answer or topics to discuss.
- Proceedings may be recorded by a nominated scribe, Council staff member or through video or tape recording. With any audiovisual recording, permission should be sought from participants.
- Each group's response should then be made available for comment and feedback. This can be done through a presentation of findings or by placing notes on display for viewing.

Hint

In your initial introduction be sure to mention that photographs may be taken to record the moment and allow for people with objections to this to speak privately with you. Video footage and still photos may require written consent from participants.

Strengths and Weaknesses of Focus Groups and Workshops

Strengths	Weaknesses
<ul style="list-style-type: none"> • Useful for obtaining in-depth responses to an issue. • Creates an environment where people may feel more comfortable in airing a view than in a larger public meeting. • Lots of opportunities for deliberation and debate. • Can be very productive, given the smaller amounts of people involved and structured debate. • Often provides the opportunity for informal networking. • Good way to work through issues. 	<ul style="list-style-type: none"> • Not always representative. • Will only target a relatively small proportion of the population. • Involves a lot of staff time to facilitate groups.

Where can I see examples of good focus group and workshop structure?

www.vlgaconsultation.org.au/groups.shtml

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

Attachment 9

6. Steering/ Consultative Groups

These groups are made up of Council and community representatives, established to provide input and overview for either a particular project or issue (steering groups) or on an ongoing basis on specific issues (consultative groups).

When should I use this method?

Steering/Consultative groups are suited to overseeing developing projects and issues or long-term and targeted strategies.

Camden Examples

- Community Plan Lead Team was involved in overseeing and endorsing the development of Camden's Community Plan.

How much time will I need?

Groups may be time-limited or they can be ongoing and can be convened over a number of years.

What skills do I need to have?

Facilitation or chairing skills are very important. Third-party facilitation may help if the issue or process is particularly contentious.

How do I select members to my group?

Steering group members will have some sort of stake in the issue or process being discussed or developed. It is important that the key stakeholders are involved, otherwise critical input could be lost.

Consultative group members may have a specific skill set or knowledge base relevant to the emerging strategy or policy.

Potential members are often interviewed before selection by the convening body. Special needs of group members will be canvassed at this time, which will include preference for venue and meeting times. Other needs, such as access requirements to venues and childcare assistance may be relevant.

The selection process is important. Particular people/groups may need to be targeted through advertising or direct contact.

What is the process?

- Depending on the issue, meeting times and frequency will vary. For example, the development of a strategic plan will require monthly or bi-monthly meetings, whereas groups convened around a current environmental issue may require more frequent contact for a shorter length of time.
- Terms of Reference are circulated in draft form for agreement at the first meeting of the group. These will typically contain information on the scope, role and responsibilities of the group and timelines where appropriate.
- As well as agreed terms of reference, other protocols may be determined at the outset of the meeting. These could relate to respecting the views of others and other housekeeping matters. This theme of agreeing on key points of the process is important in ensuring group members move forward together.
- The group will work towards its task, as identified in the terms of reference. It will often work with consultants or staff members who may present information to inform group discussions.
- Willingness to compromise and a commitment to the process are often key features of a successful group. It is important that group members representing broader stakeholders communicate with their members.
- A Council officer will be required to record minutes at meetings and circulate to the group and make available to the public where applicable. (This can be done through the Council Website)
- Recommendations made by the Group will most likely be reported to Council directly or included in a document that will be placed on public exhibition.

Generally, steering/consultative group members will be recruited by Council staff through an open advertising process requesting people to nominate. The group will be resourced by Council officers and will receive agendas and minutes prior to any designated meetings. Accurate reporting of proceedings is important.

Remember this process will also change depending on the stage and size of the issue. It's important to be aware of holding 'meetings for meeting sakes'.

Strengths and Weaknesses of Advisory/ Steering Groups

Strengths	Weaknesses
<ul style="list-style-type: none"> • Provides detailed analyses of project issues. • Participants gain an understanding of other perspectives, leading towards compromise. • Installs a grassroots ownership if key stakeholders are involved from the outset. • Encourages collaborative approach. 	<ul style="list-style-type: none"> • General public may not embrace committee's recommendations. • Members may not achieve consensus. • All participants must accept the need for 'give and take'. • Time and labour intensive. • May not be representative.

Where can I see examples of good Advisory/ Steering Committees?

<http://www.vlgaconsultation.org.au/steering.shtml>

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

7. Community/ Public Exhibitions

Displays are used to provide information to the community about proposed planning developments, services, programs, promotions and other initiatives that require community feedback and input.

When should I use this method?

Useful for broader visioning exercises such as community or Council plans, broader strategic plans or policies. In particular, they are useful for land use policies or plans, as they enable visual material to be displayed and discussion generated.

How much time will I need?

Set-up time for displays, depending on the duration of the venue or event. Time also needs to be allocated to allow for maintenance/upkeep of the display (replacing torn or damaged information).

Camden Examples

- Exhibition of Narellan Library Plans allowed the display of visual information.
- Utilise existing events and venues where there is high turnover of people eg Camden Show, Narellan Town Centre. On a larger scale the Narellan Town Centre Shop front is a good example of Community Exhibition.

What skills do I need to have?

Information on the display needs to be clear, concise and attractive so some thought needs to go into how it is designed and arranged. Use plain English and limit the use of jargon to ensure that the information is user friendly.

What is the process?

The exhibitions are usually set up on a temporary basis (can vary for planning and development issues) at public places, for example shopping centres, parks or festivals and are run by council staff in conjunction with other agencies or community representatives who can answer relevant questions.

Exhibition attendants may need to ask passers-by to complete questionnaires, encourage them to have a look at display boards and then promote discussion and feedback of relevant issues.

Strengths and Weaknesses of Community Exhibitions

Strengths	Weaknesses
<ul style="list-style-type: none"> • The community may appreciate meeting Council staff face-to-face, enabling them to ask questions directly. • Enables people to learn and provide feedback on an issue in a non-threatening and unstructured way. • The consultation comes to them - people may have the opportunity to participate when going about their daily business, eg. shopping, going to the library or visiting a park. • Tends to include people who would not normally get involved. 	<ul style="list-style-type: none"> • Has limitations in terms of exposure and may be a roving exercise. • Can be resource-intensive in terms of staff time and display costs. • Need to ensure that Council staff are not being placed in a vulnerable position, where they may become targets. • May raise other unconnected issues that will have to be dealt with.

Where can I see examples of good Displays and Exhibitions?

<http://www.vlgaconsultation.org.au/exhibitions.shtml>

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

8. Utilising Community Leaders

Community leaders are identified as belonging to a group or community, which can often be unrepresented in generic consultation activities because of language barriers or other deterrents.

Community leaders can have an ongoing role in representing their members and are typically reimbursed for costs associated with their involvement (travel, car parking costs etc).

When should I use this method?

This type of consultation approach is particularly suited to communities where there is a range of different diverse backgrounds and consultations in languages other than English would benefit the community.

There may be other groups often under-represented in consultations, including young people, older people and people with a disability where this would be a desirable approach.

This approach can also be suitable for consulting with Indigenous communities.

How do I select community leaders?

Existing community groups or associations may be approached to provide someone to participate in Community leadership programs. State-based organisations representing particular language or ethnic groups could also provide contact points.

There will not always be organised groups to call on. This process would be assisted by a stakeholder-mapping exercise and the ongoing engagement and support of key groups within the community in council activities.

Specific targeting of community groups could be undertaken by contacting existing venues or activities where these groups generally congregate.

An advertised process of calling for people to nominate as community leaders is another option. Such nominations would require documentation or references showing broader support within their designated community or group.

How much time will I need?

Depends on the process you take for involving community leaders, a process involving an Expression of Interest (EOI) will take longer than one where the appropriate community leaders are already identified.

What skills do I need to have?

It will be useful to have both chairing and facilitation skills to ensure that all points of view are given equal weight. An independent facilitator may be of use.

What is the process?

A typical consultation using community leaders can include the following components:

- Group leaders within the community are identified.
- Information about the policy issues to be discussed are distributed to the group leaders, possibly via an informal or formal 'training' program.
- Group leaders facilitate informal conversations within their group on the relevant topic.
- Group leaders provide feedback on the group discussion to Council.
- Formal sessions are held with each group to discuss the main issues raised in previous discussions.
- Evaluation and summary of consultation results
- Feedback to community and community leaders

Strengths and Weaknesses of Community Leaders

Strengths	Weaknesses
<ul style="list-style-type: none"> • Engages individuals and groups in conversations regarding issues that had never been available previously. • Enables Culturally and Linguistically Diverse (CALD) participants to be heard in a preferred language, increasing the potential for meaningful input. • Council has the opportunity to engage with large groups from diverse backgrounds and gather more information about core community issues that are important to each group. • Increases the level of understanding about the role of Council in a variety of different communities. • Can create a base of individuals who can be engaged for a variety of consultation activities. • May increase the capacity and skills of selected community leaders for further individual and community benefit. 	<ul style="list-style-type: none"> • This is not a formal research method, so data received is qualitative, rather than quantitative, and therefore more difficult to analyse. • Need to ensure that community leaders are representative of their community and not pushing their own agenda.

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[Where can I see examples of using community leaders?](#)

<http://www.vlgaconsultation.org.au/leaders.shtml>

[Council Contacts](#)

Council's Community Consultation Advisory Team ([hyperlink here](#))

Attachment 9

9. Community Panels

When should I use this method?

Residents are recruited for regular consultation. This contact might be via the telephone, written surveys or discussion groups.

Participants may be attitudinally and demographically matched to the community as a whole.

Community panels can be used for a variety of purposes, such as getting prompt responses on urgent issues. While they might be more appropriately used for local government area wide issues, the growth and consolidation of a panel may lend itself to use for small area developments and plans for changing neighbourhoods, depending on the quality of the contact details of panel members maintained by the Council.

How much time will I need?

Participants are usually asked to commit to the panel for a fixed term. A commitment of a 1-2 years is usually required for optimum results.

How do I select participants?

Typically, random sampling is used with up to 2000 participants (may not be appropriate for smaller local government areas) reached by telephone, through written surveys or recruited at community meetings. Attempts can be made to ensure that the sample represents the full spectrum of residents' views and is broadly representative demographically. Panels usually consist of 8-10 participants.

What skills do I need to have?

Statistical analysis, survey development skills, and database management skills.

What is the process?

Panel participants are sourced from the community and briefed on their involvement. They are issued a unique code number to ensure confidentiality. Participants are consulted every six to eight weeks.

Questions and methods are developed to meet the needs of the staff requesting the information. Different methods are used - telephone interviews and questionnaires by mail are most common, but occasionally panel members have participated in community workshops, focus groups or forums.

The research feedback is then compiled in an appropriate format, and given back to the staff area which requested the information. Panel input, together with many other types of community input, form the basis for much - but by no means all - of Council's priority setting and corporate planning processes.

Strengths and Weaknesses of Community Panels

Strengths	Weaknesses
<ul style="list-style-type: none"> • Easing the burden on the community: Council departments are able to channel their information requests through the responsible officer; a survey may address questions from several departments. Also, people who would prefer not to be surveyed are spared in panel surveys. • Cost effectiveness: In a random survey, a majority of calls are refusals or non-responses. With the panel, interviewers know when respondents are likely to be at home, and that they are willing to do the survey. Savings in research expenditure can result. • Longitudinal data: Most surveys can only provide a snapshot at a particular moment in time. As panel members respond over months and years, changes can be tracked for example attitudes or satisfaction with services to life changes. • Unbiased data: Most consultations attract certain types of people more than others. For example, special interest groups or small groups with a particular point of view can dominate consultations. Where matched attitudinally and demographically, the panel does not replace stakeholder consultations, but allows it to be balanced against a whole-of-community perspective. 	<ul style="list-style-type: none"> • Where random sampling forms the basis of inclusion in the panel (as opposed to attitudinal and demographic matching) the process is not necessarily an accurate method of sampling and does not guarantee an accurate representation of the population. Extra care will need to be taken to ensure the recruitment of under-represented groups.

Resources required

This can vary but will rely on ongoing staffing for developing and maintaining relevant databases and continuing to engage panel members in related activities. Depending on the method used to contact members, casual or contract staff will be required as well as adequate phone and computer facilities.

Where can I see examples of using community panels

<http://www.vlgaconsultation.org.au/casestudies/panels.shtml>

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

10. Citizens Jury

The name 'jury' gives an idea of the process - expert witnesses are called and representative groups of citizens (usually 12-15 people) deliberate on the soundness of the arguments presented by a commissioning authority.

When should I use this method?

Citizens' juries have been used to deliberate on a range of policy and planning issues, including health, environment and social justice issues.

How do I select participants?

Participants are randomly selected and contacted by mail but a level of self-selection is also involved.

How much time will I need?

For the best results you will need to allow 2 to 3 days and insure that the jury have been given sufficient information with which to make their decision, and to come back with further questions.

What skills do I need to have?

It will be useful to have both chairing and facilitation skills to ensure that all points of view are given equal weight. The facilitator will introduce speakers and ensure the sessions are kept on track.

What is the process?

- This consultation method allows for the inclusion of expanded levels of expertise, knowledge and skills in the deliberative process, whereby participants can engage in face-to-face exchange, questioning of experts, facilitated discussion and opportunities for experiential learning and social interaction (eg: the process could involve field trips).
- Experts could be from universities, non-government organisations or amongst the key stakeholders. Because it is held over a few days, the discussion can be quite in-depth in dealing with complex material.
- Depending on the issue in house experts should be utilised, however you need to be aware of any possible conflicts of interest.

Strengths and Weaknesses of Citizen Juries

Strengths	Weaknesses
<ul style="list-style-type: none"> • Great opportunity to develop a deep understanding of an issue. • Provides informed feedback. • Public can identify with representative citizens. • Limited number involved but can generate media interest, and thus stimulating community learning and awareness. 	<ul style="list-style-type: none"> • Because of the small pool of participants it can be dismissed as being insufficiently representative although highly deliberative. This problem can be overcome by holding a number of juries simultaneously in different locations. • Not suitable for all issues. • Extensive preparatory work. • Highly resource-intensive.

Where can I see examples of using Citizen Juries?

http://www.hydra.org.au/activedemocracy/case_studies.htm#01#01 - problem with link

Council Contacts

11. E-Consultation

E-consultation typically involves the use of a website or electronic discussion groups (including email/lists discussion boards and chatrooms) for structured consultation.

The 2001 Census of Population and Housing indicates that 36% of all Camden LGA residents used the Internet somewhere in the week prior to the Census.

When should I use this method?

Current technologies lend themselves to the posting of plans and reports and therefore are particularly useful for policy, strategic planning and land use consultations.

The immediate nature of input/response may be particularly suited to performance reviews or community satisfaction exercises where delays in time may exacerbate the situation or impact on community relations.

How much time will I need?

This will be dependent on the type of consultation and whether you need to use external web consultants to initiate consultation design. The actual facilitation period will again be dependent on consultation type.

What skills do I need to have?

Technical

Knowledge of particular software applications may be required for more complex or sophisticated methods, which could include web-casting or chatrooms.

Facilitation

Facilitation skills are not required for all forms of e-consultation. a facilitator is required for moderated chat sessions. In this context, an online facilitator is recommended (either in-house or contractor) to help set the tone and keep the event moving and on topic. This person will undertake the role of "neutral" host. They are authorised to deal with any administrative issues as they arise and also encourage stakeholders to participate as required

Please contact Council's Administration Officer for information on how to develop and coordinate e-consultation with Councils web host

What is the process?

There are a number of different methods to undertake e-consultation. Here are a few:

- Html survey or questionnaire;

- Survey or questionnaire in word or adobe format that must be downloaded, printed out, then mailed to Council;
- E-mail address for general, non-structured submissions;
- Postal address for general, non-structured submissions;
- Contact telephone number for member of staff; and
- Announcement of in-person meeting or consultation.

More innovative methods include:

- Online feedback or comments forms;
- Real-time forums or chat rooms;
- Public message boards; and
- Web-casting of council meetings.

Strengths and Weaknesses of E-Consultation

Strengths	Weaknesses
<ul style="list-style-type: none"> • One of the main advantages of e-consultation is that it provides the opportunity for individuals to participate who would not usually be interested in the traditional methods of consultation, for example community meetings, longer workshops or large group interventions which can take days to complete. • The e-consultation process can provide flexible options for input. For example, residents and stakeholders can choose when and where to access the forum, for example home, workplace, school or community access through the local library. • Enables a quick response rate to concerns or issues raised during a consultation. • Provides a medium whereby information can be kept current easily and a large amount of data can be stored and collated. 	<ul style="list-style-type: none"> • There are still many barriers that may prevent some members of the community from fully accessing the website: <ul style="list-style-type: none"> - Unable to see, hear, move or process some types of information - Difficulty reading or comprehending text - Unable to use a keyboard or mouse - Text-only screen, small screen or slow internet connection - Language difficulties - Problems with software, hardware and computer systems • Only engages those who are technologically literate • Persistent technical problems can undermine consultation activities. E-consultation requires expert technical staff to be on hand at all times. • Results can be unrepresentative.

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[Where can I see examples of using E-consultation?](#)

<http://www.latrobe.vic.gov.au/content.cfm?categoryid=16>

[Council Contacts](#)

Council's Community Consultation Advisory Team ([hyperlink here](#))

Attachment 9

12. Scenario Building/ Visioning Exercise

A brief scenario of the issue in question is developed to allow maximum flexibility on the day. A panel, preferably six to eight people, representing the viewpoints of the various interests, is led through two or three issues by the facilitator.

The panelists are encouraged to state what they would do to address the issue from their viewpoints.

When should I use this method?

This approach is useful early in the consultation processes to "break open" issues and canvas a broad range of views.

It is not as useful when used as a summary technique. It flushes the issues out rather than pulling them together into a neat solution, though this can be added to the process if desired.

How much time will I need?

Allow 5-8 minutes speaking time per participant plus a 30-minute introduction time.

How do I select participants?

You should try to ensure that participants represent different issues and users groups from within the community this allows for different perspectives to be introduced to the scenario.

When allocating scenario "roles" place people in roles other than that they may play in reality, this will ensure greater freedom of speech.

What skills do I need to have?

The main qualities required by the facilitator are:

- Capacity to think quickly on one's feet
- Knowledge of facilitation techniques and capacity to "draw people out"
- Some knowledge of content, if possible

The facilitator should be involved in participant selection and scenario development. Scenario development should be minimal (ie: the issue should not be too "worked through" prior to the session).

A good understanding of the "activity based" approach is needed to facilitate interaction.

What is the process?

Simple written description of the topic and a 20-minute group briefing prior to participation

A moderator directs the attention of participants to hypothetical problems requiring action-based solutions, flexibly and dynamically modifying the scenario as participants grapple with solutions. One participant is needed with strong media and summary skills.

The facilitator should provide an effective summary of the complexity of issues uncovered from the moderator or another member of the panel. Opportunities for debriefing should be provided.

Strengths and Weaknesses of Scenario Building/Visioning Exercise

Strengths	Weaknesses
<ul style="list-style-type: none"> • High-profile, often entertaining event. • Capacity to bring in a large number of observers. • A forum to canvas a broad range of views around an issue in a short time. 	<ul style="list-style-type: none"> • Is usually only the first or one component of a broader consultation strategy. • Is not as factually-based or reliable as other methods.

Where can I see examples of using Simulation/ Visualisation?

CSIRO 'Twin-Cam' project – auspiced by MACROC (Macarthur Regional Organisation of Councils)

http://www.macroc.nsw.gov.au/Content/templates/projects_detail.asp?articleid=13&zoneid=2

Council Contacts

13. Large Group Methods - Charette/Inquiry by design

A Charette (also known as an inquiry by design) is a French term which refers to the process whereby recognised experts (including community members) are invited to give their opinion/suggested solution on a particular issue to aid group discussion leading to a recommendation.

This is a group exercise in which specific techniques are used to build up an option or options for an issue usually undertaken over a number of days. It is most frequently used for urban planning and design challenges. However, the charette is also appropriate for multi-stakeholder planning for social and community futures.

When should I use this method?

A charette or 'inquiry by design' workshop is an intensive workshop used where stakeholders are brought together to suggest solutions for complex planning issues.

How much time will I need?

For the best results you will need to allow 4-5 days and insure that the participants have been given sufficient information with which to make informed comment. The process may be held over consecutive days or can be split over two weekends if broader community input is required.

How do I select participants?

Participants should include representatives from interest groups (ie: all groups that will potentially be impacted upon by Council decision) – these might include community interest groups, residents' groups, community organisations, technical experts and other government departments.

What skills do I need to have?

It is important to have a good facilitator for this method to work effectively. The facilitator will have to ensure that all points of view are given equal weight and will ensure the sessions are kept on track. The process can benefit from an independent facilitator being engaged.

What is the process?

This consultation method allows for the inclusion of expanded levels of expertise, knowledge and skills in the deliberative process, whereby participants can engage in face-to-face exchange, questioning of experts, facilitated discussion and opportunities for experiential learning and social interaction (eg: the process could involve field trips).

Suggested process:

- On day one
 - Draw up some preliminary issues for discussion.
 - Hold a public meeting in the evening to allow the general community to identify options and desired outcomes from the planning process through discussion collectively and in smaller, facilitated groups.
- On day two
 - Meet with stakeholder groups, including landowners, community representatives, developers and those with an interest in the region at issue such as environmentalists. This allows for 'expert' input into devising planning options.
- On day three
 - Draw up a list of options using the combined understanding of community concerns with the preferred outcomes of the interest groups. These options are produced in a format which is open to public inspection by the community and the stakeholders concerned. If the conveners feel some of the options suggested are not viable or conflict with community values, they can incorporate this into the planning options. Focus meetings are held with stakeholders and interested community members.
- On day four
 - Hold a detailed and intensive workshop to formulate the preferred outcomes from the previous day into concrete planning proposals.
- On day five
 - Complete the process, including the production of sketches and materials for presentation if applicable.
 - Hold another public meeting in the evening to present the planning proposals to the general community. If there is strong public opposition to the proposals, an extra day may be necessary to respond to this criticism.
 - Experts could be from universities or non-government organisations or amongst the key stakeholders. Because it is held over a few days, the discussion can be quite in-depth, dealing with complex material.
 - Depending on the issue "in-house" experts should be utilised, you need to be aware of any possible conflicts of interest.

Strengths and Weaknesses of Charettes/Inquiry of Design

Strengths	Weaknesses
<ul style="list-style-type: none"> • Participants are directly involved in the planning and design process, improving the likelihood of strategies being supported and implemented. • The process instils a sense of collaboration and can shift perceptions of indifference. • The process encourages dialogue 	<ul style="list-style-type: none"> • If a workshop is poorly attended or poorly run the process can be counter-productive - there is minimal potential to run another in the medium term. • Significant pressure is placed on the project team to 'produce' within the short time-frame.

<p>and can expose professionals to issues and ideas they would not otherwise encounter.</p> <ul style="list-style-type: none"> • Short-term demands and expectations can be addressed, while also developing long-term strategies. • Encourages participants to be part of developing solutions to problems. 	<ul style="list-style-type: none"> • Relies heavily on group facilitation skills - the process struggles if members of the project team cannot generate enthusiasm and activity. • Unless the workshop is held for four days or more, detailed strategies and designs cannot be completed.
--	--

Resources required

A large workspace, such as a hall or big classroom, is required. The venue should be centrally located, easily accessible and visually prominent. Sufficient space is needed for seating, workshop tables and displays. A venue benefits from having smaller workspaces that 'breakout groups' can use.

A two-day workshop can cost several thousand dollars. This includes:

- Materials, stationery and equipment hire
- Advertising and promotion
- Consultants* (eg: landscape architect, planner, traffic engineer, illustrator, facilitator)
- Venue hire, catering and cleaning
- Plan printing, copying, publishing

The costs depend entirely on the size of the workshop, the quality and detail of the plan produced and whether consultant services are required.

*This is based on the assumption that most of the project team will comprise Council officers. Consultant services may be needed if skill gaps exist or if 'more hands' are needed.

Where can I see examples of using Charettes?

<http://www.vlgaconsultation.org.au/casestudies/large.shtml>

Council Contacts

14. Large Group Methods - Search Conference

When should I use this method?

The search conference is a tool for planning, which includes main stakeholders in a process that emphasises communication, mutual learning and participants taking responsibility for agreed outcomes. The goals are consensus on desired outcomes, and action plans to realise these.

Communities or organisations where a diverse set of stakeholders need to discover the common ground on which they are prepared to act together in order to start building their shared future.

How much time will I need?

Two to two-and-a-half days, preferably in 'social island' conditions (ie: residential or at least away from day-to-day work and domestic pressures).

How do I select participants?

Participants should include representatives from interest groups (ie: all groups that will potentially be impacted upon by Council decision) – these might include community interest groups, residents groups, community organisations and relevant government departments.

What skills do I need to have?

Trained facilitation is essential; independent facilitators may assist a planning group to design the conference and support the collective search for common ground in the face of diversity and possibly conflict.

What is the process?

A steering group identifies main stakeholder constituencies and recruits from each of these in consultation with identifiable group leaders or key individuals. A typical size for a search conference is seven or eight stakeholder groupings of eight people each. However, search conferences have been successfully conducted in Australia for up to 750 participants in parallel, interconnecting conferences.

The conference is carefully designed as a series of process steps, typically the following:

- Our history and what we can learn from it.
- Environment scan: the world as it is emerging, based on current trends.
- The future of our organisation/community if we keep going as we are.
- Envisaging the best possible future for our organisation/community.
- Analysis of needs and the gap between these and current reality.
- Agreement about priority issues and strategic directions.

- Action planning including deliverables, commitments and monitoring arrangements.

Strengths and Weaknesses of Search Conference

Strengths	Weaknesses
<ul style="list-style-type: none"> • This approach to planning enables all stakeholder groups to clarify and express their own interests, hear and explore the interests of other stakeholder groups, then co-create visions and plans which incorporate the range of interests. 	<ul style="list-style-type: none"> • Requires a significant time commitment from participants and openness on the part of the Council to the outcomes that emerge from the conference. • Can be very expensive to host.

Resources required

Space large enough to hold participants seated at round tables of approximately eight, with break-out spaces for action planning discussions. Flat wall space to display group reports, and/or technological processes to enable effective reporting.

Costs can be quite large depending on the number of participants.

Where can I see examples of using Search Conferences?

???

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

15. Large Group Methods - Open Space Technology

When should I use this method?

Open Space Technology is a conference based on open invitation and voluntary participation, to discuss a clearly articulated topic. Participants create and manage their own agenda of parallel discussions and planning sessions, around the central topic. The facilitator's role is limited to creating and maintaining the space in which the participant-managed discussions take place. The creator of Open Space Technology, Harrison Owen, warns organisations or communities to use this approach only when they are "really on a quest - don't do it just to feel good, or when outcomes are already determined". It is a process to use when the situation presents "high levels of complexity, diversity and potential for conflict, and the decision time is yesterday".

How much time will I need?

Minimum one day, preferably two-and-a-half days for complex situation through to the action planning stage.

How do I select participants?

This process is dependent on broad promotion and advertising to the wider community. Key participants should include representatives from interest groups (ie: all groups that will potentially be impacted upon by Council decision) – these might include community interest groups, resident groups, community organisations, and relevant government departments.

What skills do I need to have?

Trained, skilled facilitators that have the ability to let the process flow, rather than trying to control the situation.

What is the process?

Open invitation. Owen stresses that "whoever comes are the right people". Open Space Technology has been widely and successfully used around the world with groups from 20 people to hundreds.

The conference process is as follows:

- Host/organiser welcome
- Facilitator introduction, including rules for agenda-setting, group work and reporting. There are four principles and one law for the process. The principles are:
 - Whoever comes are the right people.
 - Whatever happens is the only thing that could happen.
 - When it starts is the right time.
 - When it's over, it's over.

The law is 'the law of two feet'. This means that if participants feel they are neither contributing to nor learning from a particular discussion, they must move elsewhere.

Other components include:

- Agenda-setting by participants who volunteer to convene parallel sessions on topics relating to the theme or purpose of the conference, about which they feel passionate.
- Several one-and-a-half hour time slots allocated for these parallel discussions.
- Reports of discussions published and displayed for all to read.
- Voting on priorities for action.
- Opportunity to form action groups for Open Space Technology-conference work.

Strengths and Weaknesses of Open Space Technology

Strengths	Weaknesses
<ul style="list-style-type: none"> • Open Space Technology enables a wide range of stakeholders to contribute to planning; large numbers can be accommodated. The process promotes creativity and innovation, structures and control mechanisms for the future emerge. The process generates a high level of commitment to outcomes and future action. 	<ul style="list-style-type: none"> • People and organisations accustomed to sponsoring highly structured, controlled consultative processes may feel uneasy about committing to a process with outcomes that are unknowable in advance but to which participants are likely to become highly committed.

Resources required

A venue large enough to house the entire group in one seated circle; many spaces (formal or informal) for parallel discussion groups of varying sizes; ideally, computers to record and publish outcomes from many small group discussions; space to display printed reports; and facilities for providing each participant with a collaged set of reports before they leave the conference.

Where can I see examples of using Open Space Technology

http://www.vlgaconsultation.org.au/casestudies/results_large.html?filename_num=00038

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

16. Community Cultural Development Techniques

The approach integrates the skills and creativity of artists (often local) as part of broader community development strategies to ensure diverse community representation. Policy development and decision making must emerge from a community's articulation of its own values, identity and aspirations. Cultural artists and practitioners are uniquely placed to unearth the ideas and experiences of communities especially those who are not normally reached by traditional methods.

Techniques can be diverse and include visual and performing arts, video and film production, graphic design and computer imagery.

When should I use this method?

Community Cultural Development Techniques are useful for visioning exercises such as the development of a community plan. They are particularly valuable for community building and neighbourhood renewal activities where new agendas and new ways of looking at issues can be forged, interpreted and developed.

How much time will I need?

This will depend largely on the approach undertaken by the particular artist/s engaged. This type of approach will generally take place over a period of time from one day to several months depending on the 'outputs' eg. if public art is being produced.

How do I select participants?

Once a suitable artist or facilitator has been engaged and the approach agreed upon participants may be targeted directly (eg seniors groups) or a general invitation extended to the community.

What skills do I need to have?

As with the techniques this will vary widely and the creative scope is potentially endless.

What is the process?

The first step is to scope the project – clearly outlining the purpose of the exercise, what you would like to achieve, timeframes and the allocated budget.

Once this is complete an EOI process can be undertaken to engage an artist/facilitator (this is not always necessary if the skills required are available in-house). Once the facilitator is onboard the project outline can be amended to ensure both parties are comfortable with the proposed approach. Working with artists often means stepping out of your comfort zone and taking risks. It is not always possible to clearly define what the final product will look like as the participants will define this for themselves (within certain parameters).

Strengths and Weaknesses of Community Cultural Development Techniques

Strengths	Weaknesses
<ul style="list-style-type: none"> Techniques for engaging a broad and often extensive range of participants. Terrific engagement potential for the community which can often result in ongoing activities. Can create lasting and beautiful outputs. Provides local artists with employment and opportunities to spread ideas. A technique which enables an entirely fresh approach to local policy issues to be taken and new perspectives made on the role of local governments and culture. 	<ul style="list-style-type: none"> Can be costly depending on materials required. May end up with a product/ outcome that can not be utilised/is impractical. Not appropriate for all issues – works well for visioning exercises, community building and place-making exercises.

Resources required

Costs will relate to employment of local artists, associated venue hire and cost of materials for production of artwork.

Where can I see examples of using Community Cultural Development Techniques?

<http://www.vlgaconsultation.org.au/casestudies/ccdt.shtml>

Council Contacts

Council's Community Consultation Advisory Team ([hyperlink here](#))

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Attachment 9

Part E: **Appendices**



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Appendix 1: Community Consultation Glossary of Terms

The following definitions are based on those developed by the Victorian Local Government Association VLGA as part of its Consultation and Engagement Resource Website. These are commonly used terms typically used by local governments when consulting with their communities.

Consultation

The process of informed dialogue between the council and the community on an issue prior to the council making a decision or determining a direction on that issue.

Key elements

- It is a process, not an outcome.
- It recognises council as the decision-maker and refers to the process by which the authority gathers information in order to make an informed decision.
- Consultation is about community input into decision-making, not joint decision-making or decision-making by referendum.

Governance

Democratic governance exists when a government governs for and on behalf of its community. Good democratic governance occurs when governments govern as a result of being elected by an informed and engaged electorate. Citizens exercise their rights and responsibilities by being informed and engaged.

The sector has developed a Code of Good Governance that includes features of legitimacy of government representation, policy enactment community participation, accountability and democratic leadership. This is a dynamic code which is open to constant reviews.

Engagement

Engagement is achieved when the community is and feels part of the overall governance of that community. It is informed, connected and feels it has a role to play. Activities that can be part of engagement are:

- Gathering and provision of information
- Consultation
- Participation

Councils should be committed to ensuring that all groups have equal opportunities to participate and be involved. Councils should take active steps to ensure that traditionally marginalised groups have the opportunity to participate and be engaged.

Councils that work at engaging their communities through ongoing activities and policies (eg: festivals, "know your parks" etc) create an environment in which more effective consultation can occur.

Engagement, by this definition, is an outcome.

It occurs when there is good ongoing information flow, consultation and participation between a council and its community.

Consultation can therefore be seen as part of the overall concept of engagement.

Community engagement is a characteristic of democratic governance.

Participation

Participation means that the community is involved in governance activities.

Appendix 2: Statement of Intent

1. Purpose of Consultation	Define why this consultation is being done and what information does the Council need to convey
2. How will the information collected be used?	Outline how the information sought will contribute to the objective above
3. Risks and other issues	Outline potential risks that need to be considered
4. Related Activities	What other related activities and consultations have occurred recently or planned? How can the consultation be coordinated to take these into account?
5. Time frame for project and consultation	What is the overall project timeframe and critical points for consultation and communication
6. Consultation Plan	<p>When completing this table please refer to the Community Consultation Matrix & Toolbox</p> <ul style="list-style-type: none"> • Stakeholders/ Participants/ Internal/ External to be included • Resources (budget and staff time - who will conduct the consultation?) • How will the consultation be promoted? • When to be consulted (date and time) • How? (method of consultation - refer to matrix) • Where will the consultation take place? • Any access to issues, physical access, childcare, language (is there a need to address and if so what strategies?) • How will feedback be provided? • Other comment
7. Feedback Strategies	During and after the consultation (generally to participants)
8. Evaluation	During and after consultation (using proforma developed for Community Plan)
9. Other information	

Appendix 3: Community Consultation Framework Evaluation Form

Name of Consultation _____
 Date of consultation _____
 Lead Officer _____

1. What has been the purpose of your involvement in today's session?

Please tick at least one box:

<input type="checkbox"/>	Local resident/ratepayer	<input type="checkbox"/>	Local Government rep
<input type="checkbox"/>	Community organisation rep	<input type="checkbox"/>	State/Federal Government Agency rep
<input type="checkbox"/>	Expert participant	<input type="checkbox"/>	Council Officer
<input type="checkbox"/>	Local businessperson	<input type="checkbox"/>	Other (please state) _____

2. What have been the most useful aspects of today's session?

Please tick at least one box:

<input type="checkbox"/>	Information provided	<input type="checkbox"/>	Question session
<input type="checkbox"/>	Opportunity to participate	<input type="checkbox"/>	Brainstorm session
<input type="checkbox"/>	Group Discussion	<input type="checkbox"/>	Other (please state) _____
<input type="checkbox"/>	Presentation by expert speaker	<input type="checkbox"/>	_____
<input type="checkbox"/>	Presentation by Council officers	<input type="checkbox"/>	_____

3. What aspects of the session could have been improved upon?

Please tick at least one box:

<input type="checkbox"/>	Presentation of verbal information	<input type="checkbox"/>	Format of consultation session
<input type="checkbox"/>	Pre-reading materials	<input type="checkbox"/>	Venue/refreshments
<input type="checkbox"/>	Presentation skills of facilitator	<input type="checkbox"/>	Other (please state) _____
<input type="checkbox"/>	Presentation skills of speakers	<input type="checkbox"/>	_____
<input type="checkbox"/>	Discussion opportunities	<input type="checkbox"/>	_____

4. Is this the first Council consultation you have been involved with?

Yes
 No

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5. Would you be interested in attending sessions of this type in the future?

- Yes
- No

6. Is this your preferred method of consultation?

Yes

No (if no please list best method) _____

7. Have questions or concerns been raised for you today that you would like to discuss further with Council staff?

Yes (if yes, please provide your name and contact details below)

No

Name	
Address	
Organisation (if applicable)	
Phone	(hm) (wk) (mbl)
Email:	

Any other comments you would like to make?

Thank you for your participation in today's session. If you would like to discuss any aspects of the information provided and discussion from today's session, or for further information about _____ please contact:

Council Officer contact details here (include email)
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Appendix 5: List of Acronyms

CALD – Culturally and Linguistically Diverse
DCP – Development Control Plan
EP&A – Environmental Planning & Assessment Act
LGA – Local Government Area
EOI – Expression of Interest

Attachment 9

2015 Community Sponsorship Program Summary of Allocations/Recommendations - Council Approvals July to December 2015										
A	B	C	D	E	F	G	H	I	J	
Event	Description	In-kind Requested	Monetary Requested	Multi Year Requested	Approved by SAC	Total Recommended - Monetary	Total Recommended In-Kind	Previous Allocations Received (2014) Monetary & In-Kind	Ranking - Low, Medium, High	
2	Forever Waterloo	Re-enactment of Battle of Waterloo and incorporating mini fete for Elderslie Public School.	No in-kind requested \$2,000 To hire re-enactors to participate in event		✓	Not approved	Supply of 20 Special Event Bins & Recycling Caps = \$255. Total Cost \$255	N/A	Low	
3	Fathers' Day Fun Day	Celebration of Fathers' Day organised by Open House Church.	No in-kind requested \$4,500 To fund entire costs to hold event		✓	Not approved	Hire Fee Harrington Park Community Centre = \$96 Supply of 10 Special Event Bins & Recycling Caps = \$127.50 Total Cost \$223.50	N/A	Low	
4	Camden & District Rotary Relay for Life	24 Hour Walk to raise money for Cancer Council.	Hire of Onslow Oval, cleaning of toilets, hire of Special Event Bins, lighting, line marking machine. \$3,000 To cover hire costs of venue to launch event		✓	\$3,000.00	Supply of 30 Special Event Bins & Recycling Caps = \$382.50 Floodlighting = \$369 Total Cost \$2887.50	\$3,000 monetary + \$2,365 in-kind (Report to Council 24/6/14 ORD 04)	High	
5	U/13 State Boys and Girls Softball Championships	State Championships run by Softball Macarthur	Hire of 10 x Special Event Bins \$1,000 To cover cost of hire of cool room & marquees for umpires and players		✓	\$1,000.00	Supply of 10 Special Event Bins & Recycling Caps = \$127.50 Total cost \$127.50	N/A	High	
6	Camden South Public School Fete	School fete	Supply of Special Event Bins N/A		✓	N/A	Supply of 30 Special Event Bins & Recycling Caps = \$382.50 Total Cost \$382.50	N/A	High	
7	Camden Car Show	Car Show run by 55-56-57 Chevrolet Club of Australia	DA fee, hire of Onslow Oval, Special Event Bins, electricity costs N/A		✓	N/A	Hire Fee for Onslow Oval = \$1068 Supply of 10 Special Event Bins & Recycling Caps = \$127.50 DA Fee = \$554 Total Cost \$1749.50	\$1,114 in-kind (Report to Council 24/6/14 ORD 04)	High	
8	Christmas in Narellan	Christmas celebration organised by Narellan Chamber of Commerce	DA fee, Special Event Bins, TAMP costs \$5,000 Seeking increase from \$2,500 (received in 2014) due to significant growth of event.		✓	\$5,000.00	Bins & Recycling Caps = \$382.50 Special Event Permit Application Fee \$105 DA Fee = \$554 Total Cost \$1041.50	\$2,500 monetary, no in-kind provided (Report to Council 24/6/14 ORD 04)	High	
9	Light Up Camden Festival	Christmas celebration organised by Camden Chamber of Commerce	Hire fee for Onslow Oval, DA fee, Special Event Bins, barricades \$10,000 To cover costs of staging event, equipment hire, fireworks display & performer costs.		✓	\$10,000.00	Hire Fee Onslow Oval = \$1068 Supply of 50 Special Event Bins & Recycling Caps = \$637.50 Special Event Permit Application Fee \$105 DA Fee = \$554 Total Cost \$2,364.50	\$10,000 monetary + \$4,722 in-kind (Report to Council 24/6/14 ORD 04)	High	
10	Carols by Candlelight - Macarthur Park	Carols by Candlelight organised by St John Anglican Church	Hire fee for Macarthur Park, Special Event Bins, DA fee \$3,000 To assist in providing a safer & larger stage along with sound and lighting (currently use outdated Church equipment)		✓	\$1,000.00	Supply of 20 Special Event Bins & Recycling Caps = \$255 DA Fee = \$554 Total Cost \$809	\$183 in-kind (Report to Council 26/4/14 Ord 04)	High	
11	Harrington Park Community Carols & Fireworks	Carols by Candlelight organised by Harrington Park Anglican Church	Special Event Bins x 12 \$1,000 To assist with funding of equipment for light & sound		✓	\$1,000.00	Supply of 12 Special Event Bins & Recycling Caps = \$153 Total Cost \$153	\$1,000 monetary + \$139 in-kind (Report to Council 24/6/14 ORD 04)	High	
12	Oran Park Community Carols	Carols by Candlelight organised by NewLife Anglican Church	Special Event Bins, hire fee Gardner Reserve \$1,500 To assist with funding of equipment for sound & lighting & PA system		✓	\$1,000.00	Hire fee Gardner Reserve = \$211 Supply of 12 Special Event Bins & Recycling Caps = \$153 Total Cost \$364	No funding received	High	
13	40th Year Celebration	40th Anniversary celebration of Softball Macarthur	Special Event Bins \$1,000 To assist with catering, funding of marquees, tables, chairs and advertising		✓	\$1,000.00	Supply of 10 Special Event Bins & Recycling Caps = \$127.50 Total cost \$127.50	No funding received	High	
14						\$1,000.00				
15	Total Proposed Budget (As per 2014/2015 Budget)		\$58,500			\$23,000.00	\$10,559.00			
16	Cash Contribution (Recommended by SAC)		\$23,000							
17	In-Kind Contribution (use of facilities, bins etc) (Recommended by SAC)		\$10,559							
18	Total Recommended Sponsorship Total value July to Dec 2015		\$33,559							
19	Funds Remaining after SAC Recommendations		\$24,941							

Photos of intersections and gardens beds for upgrade works

1. Corner Burragorang Road and Old Hume Highway, Camden



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Attachment 1

2. Corner Old Hume Highway and Camden Bypass, Camden



3. Roundabout at Sheathers Lane and Cawdor Road



- 4. Roundabout at Elizabeth and Argyle Streets, Camden



- 5. Roundabout Edward and Argyle Streets, Camden



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Attachment 1

- 6. Corner garden bed at entrance to Cowpasture Reserve, Camden



Cowpasture Bridge garden bed



- 7. Corner Kirkham Park and Hilder Street, Elderslie



- 8. Roundabout at Welling Drive and Richardson Road, Narellan



- 9. Roundabout at Richardson Road and Elyard Street, Narellan



- 10. Roundabout at Elyard Street and Queen Street, Narellan



11. Corner Narellan Road and Camden Valley Way, Narellan



12. Roundabout at Holdsworth Drive and Main Street, Mount Annan



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Attachment 1

- 13. Roundabout Waterworth Drive and Welling Drive, Mount Annan



- 14. Corner Mount Annan Drive and Narellan Road, Mount Annan



15. Tramway Street and Glenfield Drive, Currans Hill



16. Roundabout at Hartley Road and Currans Hill Drive



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Attachment 1

- 17. Corner Catherine Field Road and Chisholm Road, Catherine Field



- 18. Medium Strip Hillside Drive at entry to Harrington Park



