

Community Strategic Plan

Shaping the Camden
Local Government Area

June 2017



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

Cover: Birriwa Reserve, Mount Annan
Right: Little Sandy Bridge, Camden





Community Strategic Plan

Reviewed and revised April 2017
Published June 2017

Acknowledgments

Council acknowledges and extends appreciation to all contributors over the past four years.



Availability

The Camden Strategic Plan is available on Council's website <http://www.camden.nsw.gov.au/council/integrated-planning-and-reporting-ipr>

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The illustrations used in this document were provided by local children from the Camden LGA as part of the 2016 Children's Week Art Workshops, a Camden Council Project.

Children are the future leaders of their communities, the future drivers of their local economies and the future parents of the next generation.

Executive Summary

The Community Strategic Plan represents the partnership between Council, Federal and State Government agencies, local businesses, local community organisations and residents to deliver for the community.

All partners have a valuable and unique role to play.

The Community Strategic Plan is the community's plan for the Camden Local Government Area (LGA).



In preparing this Plan, Council has considered several key factors, which are further discussed below, that has led to our decision to update our existing Camden 2040, and retain the vision of *A Sustainable Camden LGA by 2040*. We have taken the opportunity in this updated Plan to refine and consolidate the objectives and strategies to allow for increased accountability and ease of use in our reporting. It also includes amended, measureable and realistic indicators, as well as associated reliable data sources.

The Plan includes a road map that balances economic development, environmental management, social well-being, local leadership, and incorporates key directions on how these priorities will be achieved, measured and monitored.

In addition, the Plan takes account of on-going community comments received from various projects and matters related to the Camden LGA over the last four years.

The set of Key Directions remain valid and will continue to be used by Council to achieve the vision of the community. To reflect today's expectations across the Camden LGA, the Objectives and Strategies under these Key Directions have been amended.

In recent years, there has been rapid population growth and associated urban development in the region which is influenced by the Plan for Growing Sydney. At the time of preparing this Plan, there are Federal, State and Regional plans and strategies having a potential impact on the Camden LGA. These plans and strategies include the South West District Plan, the Plan for Growing Sydney, the prospective Western Sydney City Deal,

the Western Sydney Airport proposal and confirmation of the South West Rail Corridor.

Council is conscious of the potential impacts of these external factors, as well as a range of influences on our assets and infrastructure across the Camden LGA. Hence, Council carefully considered the option of updating Camden 2040 with few amendments during this review process, with an opportunity to fully review and re-vision the Community Strategic Plan once external plans and strategies have come to certainty/reality. We believe this approach, combined with new and diverse ways of connecting with our community, will position Council as a leading voice on behalf of our community.

Although the Community Strategic Plan is adopted by Council, it should be recognised that the objectives and strategies identified in this Plan belong to the community, and that Council, in partnership with the community, is just one stakeholder in the delivery process. Council's commitment in delivering the objectives is through the four-year Delivery Program.

Key Directions

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

Message from the Mayor



Lara Symkowiak
Mayor

The Camden Local Government Area (LGA) is a great place to live, work and visit. It has unique characteristics based on historical importance, scenic vistas, and rural landscapes.

This Community Strategic Plan is a community plan and it represents a partnership between Council, Federal and State Government agencies, local businesses, local community organisations and residents. Council is not wholly responsible for its implementation.

In accordance with the Integrated Planning and Reporting (IPR) framework, all NSW councils have a custodial role in initiating, reviewing, preparing and maintaining the Community Strategic Plan. This Plan provides an opportunity for all of us to reflect on where we are and where we want to be in the next ten years.

The Camden LGA is one of the fastest growing areas in Australia. Council has considered several key factors in updating this Plan while retaining the community vision of 'A Sustainable Camden LGA by 2040'. The Plan is a road map that balances economic development, environmental management, social well-being and local leadership.

Striking a balance is a key focus of Council. We will continue to:

- provide a wide range of services to our diverse community
- plan and build parks, sports and recreational facilities
- maintain our heritage and identity
- deliver a wide range of infrastructure
- facilitate appropriate change and growth.

Council is prudent in its financial management adopting balanced budget positions whilst still delivering high quality services and facilities to the community.

Although the Community Strategic Plan is adopted by Council, it should be recognised that the objectives and strategies identified in this Plan belong to the community, and that Council, in partnership with the community, is just one stakeholder in the delivery process. Council's commitment to delivering these objectives is set out in our four year Delivery Program.

Council is also mindful of the State Government's plans and strategies – Western Sydney Airport Proposal, confirmation of the South West Railway Corridor, the prospective Western Sydney City Deal, the South West District Plan and the Plan for Growing Sydney. Council will work closely with the State Government to position itself with the prospect of re-visioning the Community Strategic Plan with the community in the near future.

As Mayor of the Camden LGA, I am proud of Council's role in facilitating the development of this Community Strategic Plan.

On behalf of Council and my fellow Councillors, we look forward to working with you and encourage you to be a part of this journey, to deliver an exciting future for our beautiful and thriving Camden LGA.

Lara Symkowiak



Oran Park Library
Artist Impression

1

Introduction



Addis

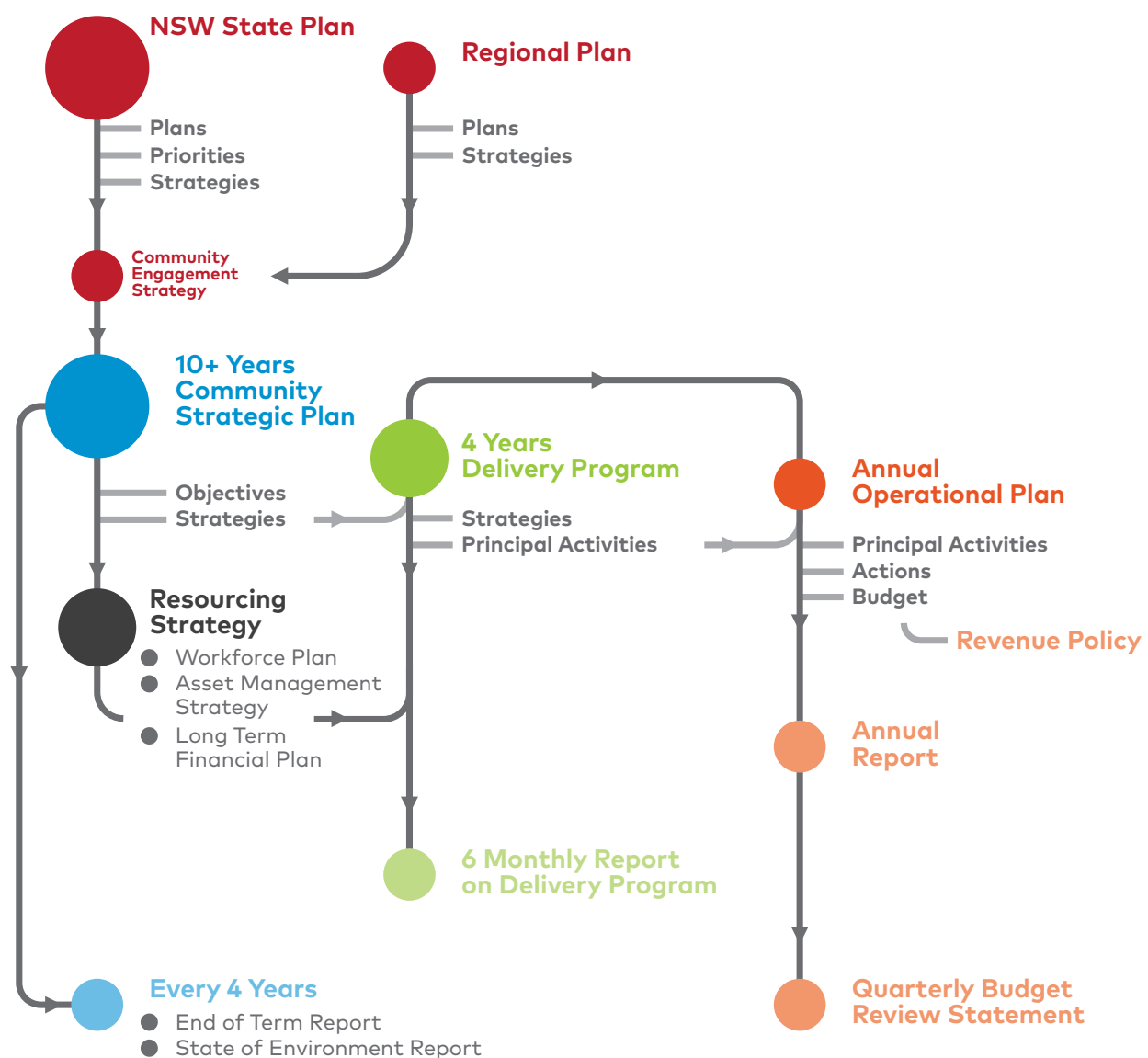
1.1 Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IPR) framework was introduced for NSW councils to draw all Federal, State, Regional and Local Plans together, understand how they interact, and get the maximum leverage from their efforts by planning holistically for the future.

The implementation of the IPR framework is conducted differently by councils across NSW.

The below diagram illustrates how each aspect within the framework integrates in delivering objectives and reporting back to the community.

The framework recognises that most communities share similar aspirations; however each Local Government Area has a uniqueness to their geographical location, demographics and culture.



The community continues to tell us that activities like the below are important to them



1.2 Review of Camden 2040

In accordance with the Integrated Planning and Reporting (IPR) framework, Camden 2040 has been reviewed following the September 2016 Council election.

The review process conducted by Council included:

- Review of community engagement conducted over the past four years, to align with Council's Communication and Community Engagement Strategy
- Refinement of Objectives and Strategies that reflect – population growth, urban development and rural areas
- Refinement of Indicators that assist in measuring the progress of the Objectives
- Review of our Partners' list
- Translate Camden 2040 Strategies into Principal Activities for the four-year Delivery Program including integration with the Resourcing Strategy – Workforce Plan, Asset Management Plan and Long Term Financial Plan
- Streamlining Principal Activities into Actions and alignment with the budget and annual Operational Plan.

The results of our review indicate that Camden 2040 remains broadly consistent with community needs and aspirations. These are aligned with our existing vision and the six key directions as overall priorities, and as a result, both the Vision and the Key Directions have been retained.

Community Vision

A Sustainable Camden Local Government Area by 2040

Key Directions

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

1. Objectives

The Objectives are the community outcomes that have set measures (Performance Indicators) to enable the tracking of progress in delivering the Key Directions. There were 24 Objectives in the existing version of Camden 2040. It was noted that several Objectives overlapped and did not take appropriate account of the current population growth in assisting to achieve the community vision. Based on this analysis, the Objectives have been refined. This will also help us report more clearly to the community.

2. Strategies

Strategies outline 'how we will get there' in delivering on the Community Strategic Plan. There were 65 Strategies in total under the six Key Directions in the previous Camden 2040.

These Strategies have been refined to ensure we can achieve the Objectives through a collaborative process with all partners, and that these can be effectively translated into Council's Principal Activities for the four-year Delivery Program, as well as integrated with Council's Resourcing Strategy.

3. Indicators

We currently have 44 Indicators, with associated sources of data, some of which required modification to measure the Objectives. These Indicators have been refined to enable better tracking on the progress of the proposed Objectives. Consideration was also given to refreshing the data sources to ensure we are accurately capturing the information we need on behalf of the community. These Indicators are now referred to as Performance Indicators.

The below table indicates the number of proposed Objectives, Strategies and Performance Indicators under each Key Direction.

Key Directions	Objectives		Strategies		Indicators	
	Existing Number of Objectives	Proposed Number of Objectives	Existing Number of Strategies	Proposed Number of Strategies	Existing Number of Indicators	Proposed Number of Indicators
Actively Managing Camden LGA's Growth	3	2	11	4	7	4
Healthy Urban and Natural Environment	8	1	11	10	8	6
A Prosperous Economy	4	1	13	4	9	3
Effective and Sustainable Transport	3	2	10	3	6	3
An Enriched and Connected Community	4	2	11	4	9	5
Strong Local Leadership	2	2	9	4	5	2
TOTAL	24	10	65	29	44	23

2

The Plan



Harrington Park
AFL Field
By Matthew

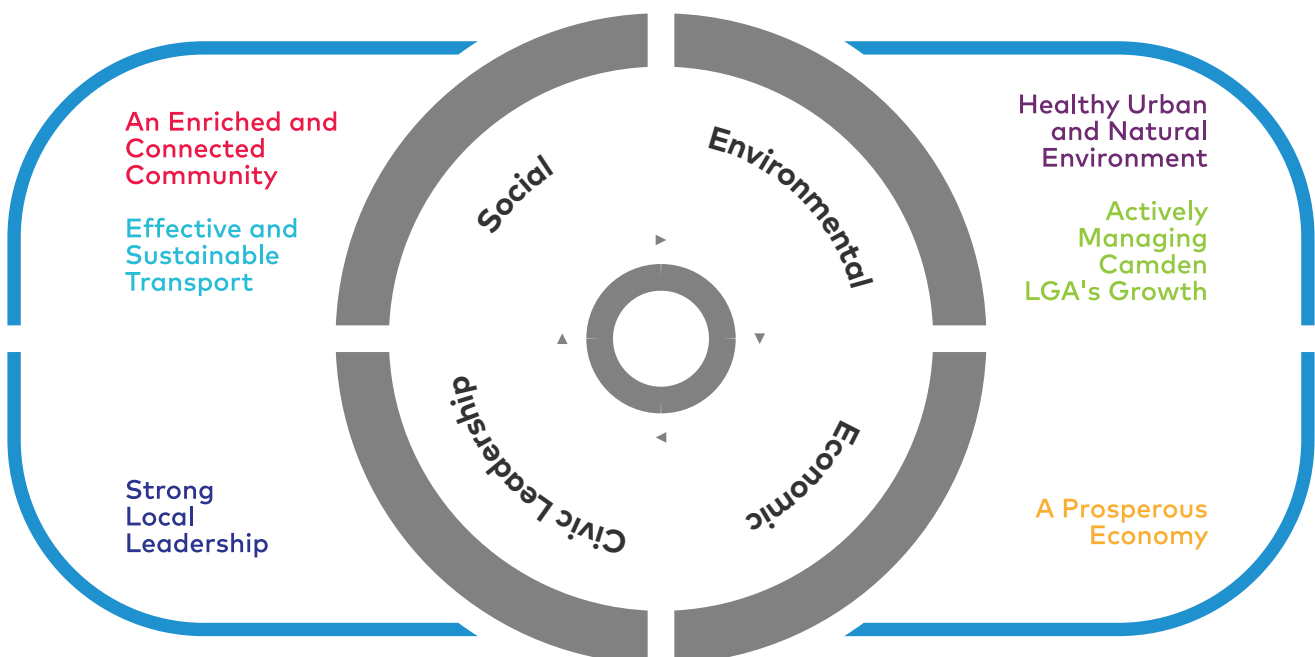
2.1 About this Plan

All councils in NSW are required to develop a Community Strategic Plan in accordance with the IPR framework. This Plan is a road map for a long term community vision with set objectives and strategies. Council has a custodial role in initiating, reviewing, preparing and maintaining this Plan and considers a wide range of stakeholders in revising the Plan.

Council is not wholly responsible for the Plan's implementation. It is a collaborative approach with other partners such as State and Federal Government agencies, community groups, local businesses and residents, in developing and delivering the long term objectives indicated in this Community Strategic Plan.

The IPR framework states that the Key Directions indicated in the Community Strategic Plan must address social, environmental, economic and civic leadership elements, in-line with the quadruple bottom line principle. These elements provide an overarching foundation in revising the Plan.

The below diagram illustrates the four elements of the quadruple bottom line, linking with associated Key Directions.



The six Key Directions provide a road map to achieve the Objectives and the Strategies provide a path - 'how to get there'.

Key Directions

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

Objectives

- 1.1 Urban development is managed effectively
- 1.2 Rural land is adequately administered
- 2.1 Caring for urban and natural environment including heritage sites
- 3.1 Tourism and economic development is supported
- 4.1 Integrated and safe transport system
- 4.2 Road infrastructure and transport connections are effectively established
- 5.1 Celebrating social diversity and cultural expression
- 5.2 Opportunities for life-long learning
- 6.1 Maintain strong partnerships and shared responsibilities with stakeholders
- 6.2 Community and stakeholders are kept informed

Below illustration shows the direct co-relation between the three elements of the IPR framework



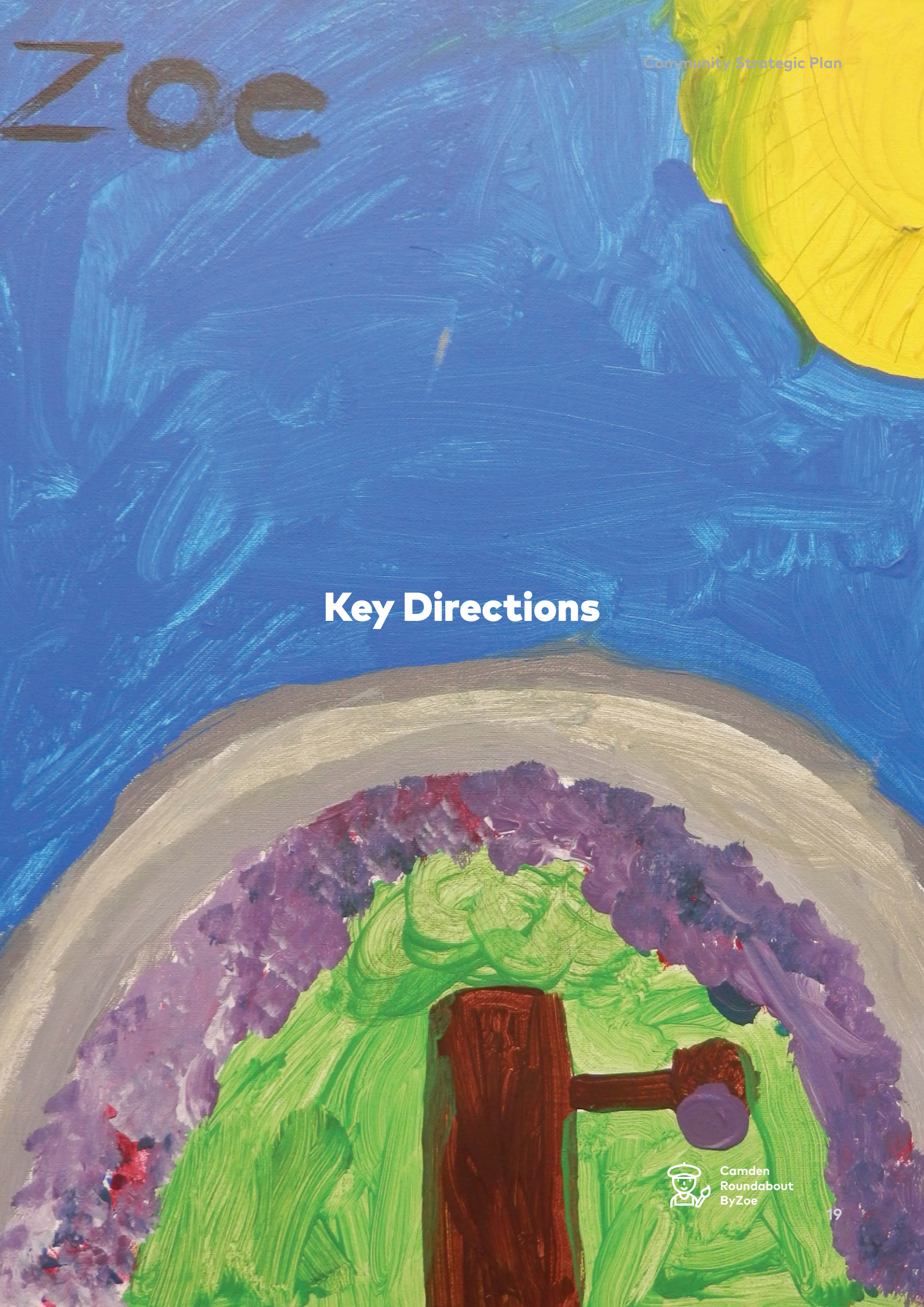
2.2 Monitoring and Reporting the Progress

Council is responsible for monitoring progress in achieving the Objectives and reporting on that progress at the end of the Council term (September 2020), in accordance with the IPR framework.

Each Objective has Performance Indicators which will be measured. The table below shows the breakdown of the number of Objectives and Performance Indicators under each Key Direction.

Throughout this document, you will see Objectives, Performance Indicators and sources of data aligned so that our reporting is clear and consistent.

Key Directions	Proposed Number of Objectives	Proposed Number of Performance Indicators
Actively Managing Camden LGA's Growth	2	4
Healthy Urban and Natural Environment	1	6
A Prosperous Economy	1	3
Effective and Sustainable Transport	2	3
An Enriched and Connected Community	2	5
Strong Local Leadership	2	2
TOTAL	10	23



Zoe

Key Directions



Actively Managing Camden Local Government Area's Growth

Key Direction 1



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

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

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

Strategies

1.1.1 Ensure provision of appropriate urban development for sustainable growth in the Camden LGA

1.1.2 Manage and plan for a balance between population growth, urban development and environmental protection

1.1.3 Ensure adequate, accessible and high quality open and public space is made available across the Camden LGA

1.2.1 Ensure rural land and associated landscape impacts are addressed.

Objectives	Assessment methods for tracking the progress	
	Performance Indicator	Source to acquire the data
1.1 Urban development is managed effectively	Development Application (DA) determination time within statutory requirement	Council's Internal Data on Development Application Activity
	Increase number of new householders across Camden LGA	Council's Internal Data on new bin distribution
1.2 Rural land is adequately administered	Maintain and protect Camden LGA's rural lands	Council's Internal Data on rural land
	Retain Camden LGA's valued heritage sites, scenic vistas and cultural landscape	Council's Internal Data on heritage register



Partners

- Developers
- Greater Sydney Commission
- Transport for NSW
- Land Owners
- Department of Planning and Environment
- Roads and Maritime Services (RMS)

Healthy Urban and Natural Environment

Key Direction 2



The Camden LGA's natural and built environment is the setting for all aspects of life and is essential for sustaining the health, well-being and the prosperity of people who live here.

The natural environment encompasses all living and non-living things, occurring both naturally, and as a result of human activities. The built or urban environment, is the human-made surroundings that provide the physical setting for human activity and enables private, economic and community life to function effectively and healthy.

Objectives	Assessment methods for tracking the progress	
	Performance Indicator	Source to acquire the data
2.1 Caring for urban and natural environment including heritage sites	Reduce waste to landfill	Council's Internal Data on Domestic Waste
	Increase green waste	Council's Internal Data on Domestic Waste
	Increase recycling	Council's Internal Data on Domestic Waste
	Increase community participation in protecting and managing the natural environment	Council's Internal Data on bushcare volunteers and number of volunteer's hours
	The waterways and catchments are clean and free of pollutants	Council's Internal Data on water quality
	Maintain biodiversity, natural reserves, streetscapes and open spaces	Council's Internal Data on biodiversity



Partners

- Local Businesses
- Community Volunteers
- Office of Environment and Heritage
- Sydney Water
- Land Owners/Residents
- Developers
- Environment Protection Authority (EPA)
- National Parks and Wildlife Service
- NSW Local Land Services

Strategies

2.1.1 Protect the built and natural heritage of the Camden LGA

2.1.2 Conserve native flora and fauna and their habitats, and promote local involvement through community education programs

2.1.3 Maintain and enhance the Camden LGA's waterways and its catchments and promote water saving initiatives

2.1.4 Continue to manage waste across the Camden LGA through waste management initiatives

2.1.5 Monitor air quality and promote initiatives to reduce air pollution

2.1.6 Monitor noise complaints and promote initiatives to reduce noise pollution

2.1.7 Ensure the long term assets of parks and open space is managed and maintained across the Camden LGA

2.1.8 Ensure public amenities and recreational facilities reflect community needs

2.1.9 Regulate, monitor and enforce activities in public and private areas

2.1.10 Promote efficient water and energy use

A Prosperous Economy

Key Direction 3



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

A strong local economy for the Camden LGA is characterised by vibrant towns and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market.

The development of a strong local economy is essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time.

The economic development and prosperity of the Camden LGA is linked with the broader South West Sydney and Macarthur regions. Much of the focus for the Camden LGA into the future will continue to be working with relevant partners, as well as through the Camden Regional Economic Taskforce (CRET) and the Macarthur Regional Organisation of Councils (MACROC), on the development of a strong regional economy.

Strategies

3.1.1 Ensure employment, tourism and education opportunities are expanded across the Camden LGA

3.1.2 Maintain and develop the existing lifestyle setting to further attract tourists and businesses to the Camden LGA

3.1.3 Activate under-utilised public and private spaces across the Camden LGA

3.1.4 Strengthen and support business growth and attract new industries

Objectives	Assessment methods for tracking the progress	
	Performance Indicator	Source to acquire the data
3.1 Tourism and economic development is supported	Increase number of registered businesses operating within the Camden LGA	Australian Business Register
	Increase number of jobs within the Camden LGA	National Institute of Economic and Industry Research (NIEIR)
	Increase in visitor numbers through tourism and promotional marketing opportunities	Council's Internal Data on Camden Visitors Centre Register and website count



Partners

- Office of Small Business Commission
- MyGateway
- Chambers of Commerce
- MACROC
- Local Businesses
- Schools, Universities, TAFE, Colleges
- Business Services and Networks
- Macarthur Tourism Network

Effective and Sustainable Transport

Key Direction 4

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

Transport impacts on the health of the natural environment as well as the health and well-being of people able to connect with their community, employment, education and local services. It impacts on the effectiveness and amenity of the urban environment, and on the viability and growth of the local and regional economy.

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

Effective and sustainable transport for the Camden LGA would include:

- affordable, convenient and integrated public transport that is a viable choice over private vehicles

- infrastructure that enables and encourages healthy forms of transport such as walking and cycling
- safe and uncongested roads
- support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.

Strategies

4.1.1 Ensure provision of adequate transportation network facilities available across the Camden LGA (bus, railway, walking, cycle and car)

4.2.1 Promote and raise awareness of public safety and sustainable forms of transport for pedestrians, people with disabilities, cyclists and motorists

4.2.2 Ensure the long term asset management of roads and road related infrastructure are maintained and advocated for, across the Camden LGA.

Objectives	Assessment methods for tracking the progress	
	Performance Indicator	Source to acquire the data
4.1 Integrated and safe transport system	Maintain or reduce number of pedestrian and vehicle accidents	Data from Road and Maritime Services (RMS)
4.2 Road infrastructure and transport connections are effectively established	Increase in the range of transport alternatives including cycleways, pathways, crossings and bus stops	Council's Internal Data on Infrastructure and Data from Road and Maritime Services (RMS)
	Maintain roads and transportation infrastructure	Council's Internal Data on Infrastructure

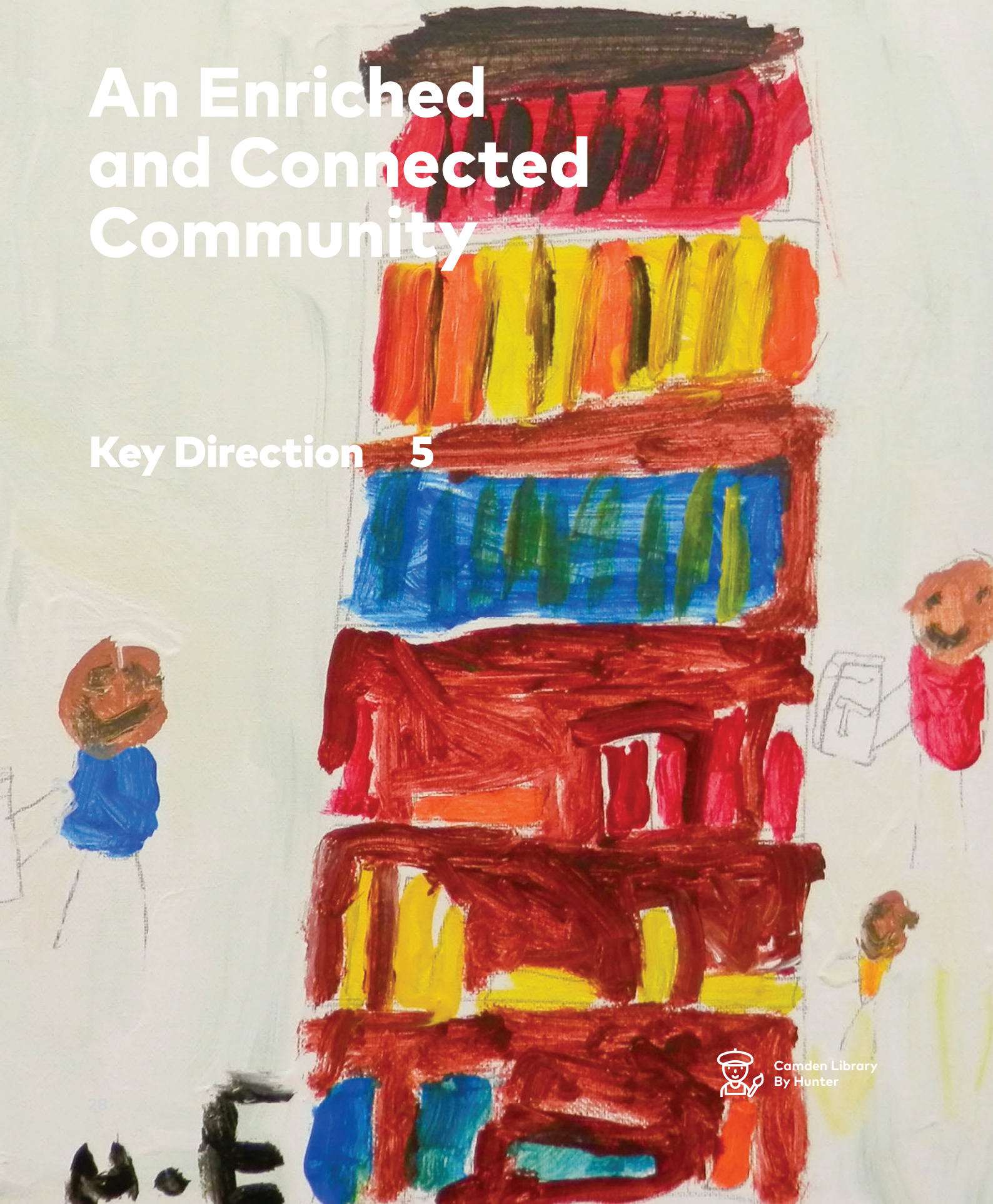


Partners

- Bus Service Providers
- Road and Maritime Services (RMS)
- Transport for NSW
- Developers
- Department of Infrastructure and Regional Development

An Enriched and Connected Community

Key Direction 5



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

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

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

Strategies

5.1.1 Foster strong, cohesive, healthy and safe communities

5.1.2 Build partnerships with local community organisations and groups in the delivery of services to a diverse community across the Camden LGA

5.1.3 Facilitate community connections, inclusion, resilience and sense of belonging through the provision and support of a broad range of events and activities

5.2.1 Provide library services that promote community hubs, enable people to connect, stimulate opportunities to share information and learn, and foster cultural and social exchange

Objectives	Assessment methods for tracking the progress	
	Performance Indicator	Source to acquire the data
5.1 Celebrating social diversity and cultural expression	Maintain or increase number of culturally diverse programs/celebrations	Council's Internal Data on Cultural Activities
	Maintain or increase number of recreation facilities, sporting fields and open space	Council's Internal Data on Recreation Asset Register
	Reduce crime rate	NSW Bureau of Crime Research and Statistics
5.2 Opportunities for life-long learning	Maintain or increase number of places available at local schools and colleges	Community Directory and Department of Education
	Maintain or increase in the number of library members	Council's Internal Data on Library Membership



Partners

- Local Community Organisations
- Department of Education
- Universities, TAFE, Private Colleges
- Childcare Centres
- Department of Social Services
- Local Businesses
- Camden Local Area Command

Strong Local Leadership

Key Direction 6

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

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

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

Importantly, strong local leadership can influence the way that government engages with, and responds to, the local community needs and aspirations in decision making as well as delivering services.

Strategies

6.1.1 Provide services and facilities that are high quality, accessible and responsive to the community's needs

6.2.1 Continue to engage the community and stakeholders in the decision-making process

6.2.2 Deliver services through adequate resources and best value options

6.2.3 Strengthen partnerships with a wide range of service providers to avoid duplication, synchronise service delivery and seek economies of scale

Objectives	Assessment methods for tracking the progress	
	Performance Indicator	Source to acquire the data
6.1 Maintain strong partnerships and shared responsibilities with stakeholders	Increase partnership project arrangement with external community groups and/or the private sector	Council's formal partnership arrangements with external providers
6.2 Community and stakeholders are kept informed	Local media outlets continue to service the LGA	Media outlets in Camden LGA, Number of Council's website hits and social media reach



Partners

- Local Community Organisations
- Road and Maritime Services
- Universities, TAFE, Private Colleges
- Developers
- Greater Sydney Commission
- Local Businesses
- Media Outlets
- Chambers of Commerce and Industry

3

Council's Custodial Responsibilities

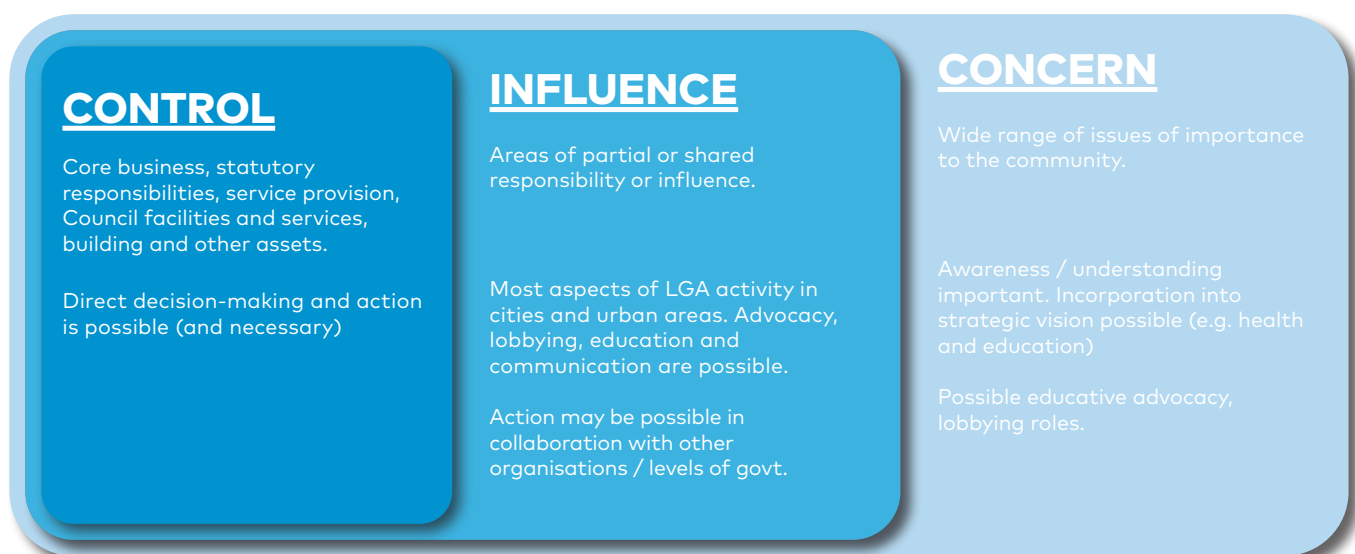
Challenges and Opportunities



Camden Council, a Local Government organisation, is governed by the Local Government Act (1993) and Local Government (General) Regulation, and is responsible for administering the Camden Local Government area.

The role of Council includes operating as a local leader, service provider, regulator, facilitator and educator, as well as to advocate on behalf of its community.

In order to achieve the Community Strategic Plan, there are limits to what Council can control and the below diagram illustrates the roles and responsibilities of Council.



Source: Office of Local Government, Community Indicators Project, 2011

Councils across NSW have a responsibility to formulate and pursue their community's vision and express community concerns and issues that affect community well-being to other levels of government. Council's role is also to extend support at various levels to local community organisations, community groups and the local business sector.

The Camden LGA is one of the fastest growing areas in Australia and expects to have a population in excess of 226,000 by 2036, with a potential increase in population from culturally and linguistic diverse backgrounds. In addition, the Camden LGA is also influenced by the Federal, State and Regional plans and strategies. A combination of all these factors brings lots of opportunities and challenges for Council.



The below illustration demonstrates the relationship between Federal, State and Regional plans and strategies that influence the Camden LGA and Council.

While each level of government works together, no one level of government is capable of meeting all the community needs for a particular region or area.



Federal

Plans and Strategies include

- Western Sydney City Deal
- Western Sydney Airport
- Smart Cities Plan



State

Plans and Strategies include

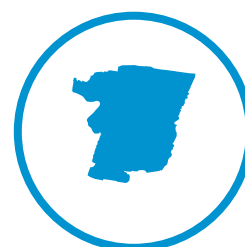
- State Premier's Priorities
- NSW Long Term Transport Master Plan State - Infrastructure Strategy
- Metropolitan Strategy - A Plan for Growing Sydney
- NSW Ageing Strategy
- NSW Disability Inclusion Action Plan
- NSW Government ICT Strategy – Digital +2016



Regional

Plans and Strategies include

- Greater Sydney Commission's District Plan
- Western Sydney Infrastructure Plan
- Western Sydney Rail Needs Scoping Study – Discussion Paper



Camden LGA

Located in south-west Sydney, has a mix of agricultural land, country towns and urban development with new residential areas and commercial and industrial development – a unique characteristic based on its historical importance, scenic vistas and rural landscapes.



Estimated Population



Source: id.profile

Challenges and Opportunities

Council faces a number of challenges including population growth along with infrastructure (social and roads/transport) demands, and influences from the Federal, State and Regional plans and strategies, in coming years. Council has the ability to adapt these challenges into opportunities.

Below are some of the identified needs and challenges that Council will be working towards:

- **Provision of Services and Facilities**
 - Libraries
 - Parks and Playgrounds
 - Open Space
 - Sport/Recreational Facilities
 - Roads, Pathways, Cycleways, etc
 - Transport Infrastructure
- **Needs of different target groups within the community**
 - Young People
 - Children and Families
 - Older People
 - People with Disabilities and their Carers
 - Culturally and Linguistically Diverse Backgrounds
 - Aboriginal and Torres Strait Islander community
- **Environmental Impact due to urban growth**
- **Protection of rural and heritage character**
- **Urban Development**
 - Household Size
 - Housing Density
 - Housing Diversity
 - Housing Affordability
 - Supporting Infrastructure
- **Industry and Commercial Development**
- **Jobs/Local Employment**
- **Advocacy on behalf of the community**
 - Social Services – health, education, etc
 - Infrastructure
 - Technology and Digital Services
- **Implications of Federal, State and Regional plans/strategies**
 - Local Government Reform
 - Western Sydney City Deal
 - Western Sydney Airport
 - South West Sydney District Plan - Greater Sydney Commission
 - Western Sydney Infrastructure Plan
 - South West Rail Link Extension Corridor
 - NSW Long Term Transport Master Plan
 - State Infrastructure Strategy
 - Metropolitan Strategy – A Plan for Growing Sydney

Council will work closely with a wide range of stakeholders to ensure adequate services and facilities are available to the Camden LGA.

Below are a set of guiding principles to be considered by all partners involved in delivering the Community Strategic Plan.

A Partnership Approach

Partnership and engagement with the community, through public involvement around the decision making process, plays an important role for all levels of government.

Acknowledge that no single organisation is able to implement the Community Strategic Plan.

It is vital that strategic partnerships are established, at all levels of government, local service providers and businesses. To support the reporting process, it is can be beneficial for all parties that a formal Memorandum of Understanding (MOU) is developed to ensure transparency and accountability.

Social Justice

Ensure that the social justice principles are embedded in the delivery of the Community Strategic Plan and interaction between the partners. The principles are:

- **Equity** – there should be fairness in decision making and prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances;
- **Access** – all people should have fair access to services, resources and opportunities to improve their quality of life;
- **Participation** – everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives;

Rights – equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Source: Integrated Planning and Reporting Manual, 2013

Sustainable Community

Empower people from all cultural backgrounds, age, gender, socio-economic diversity, people with disabilities and their carers through partnership, cooperation and collaboration.

Optimise the delivery of services by avoiding duplications and synchronise service delivery for the benefit of the community, as there are limited resources.

Multicultural Principles

All NSW Government agencies are guided by the Community Relations Commission and Multiculturalism NSW Act 2000 to assist and assess the needs of the community and integrate in existing planning and reporting processes. The principles are:

- **Leadership**
Create opportunity to contribute to, and participate in, all aspects of public life in which they may legally participate.
- **Community Harmony**
Make provision and respect for the culture, language and religion of others.
- **Access and Equity**
Ensure there is opportunity to participate in relevant activities and programs.
- **Economic and Cultural Opportunities**
Recognise linguistic and cultural assets and promote as a valuable resource.

Source: Office of Local Government - Workplace Equity and Diversity

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Individuals in Partnership

Together for our Community

All individuals, including visitors, can assist Council in partnership together to deliver the Community Strategic Plan.

Individuals and Visitors can:

- Attend and support local cultural events, markets and activities
- Become a volunteer
- Be involved in sporting activities
- Get to know neighbours
- Recycle and minimise waste
- Observe traffic rules to minimise accidents
- Keep parks, recreational facilities and reserves litter free
- Report people dumping unwanted materials in streets and open space
- Support and advocate to make the Camden LGA a better place to live, work, invest and play



Sports Field
By Mthunzini

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Conclusion

The Camden Community Strategic Plan represents a partnership between Council, Federal and State Government agencies, local businesses, local community organisations and residents to deliver for the Community.

Council is conscious of the potential impacts of external factors as well as a range of influences across the Camden LGA. Council has addressed this by revising Camden 2040 with an opportunity to fully review and re-vision the Community Strategic Plan, once external plans and strategies have come to certainty.

Council's four-year Delivery Program 2017/18 to 2020/21 is a commitment to the community in delivering the Community Strategic Plan.





For further information contact

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