
ORDINARY COUNCIL

ORD03

SUBJECT: SIX MONTH DELIVERY PROGRAM REPORT (JANUARY TO JUNE 2016) AND END OF TERM REPORT 2016

FROM: Director Customer & Corporate Services

TRIM #: 16/211901

PURPOSE OF REPORT

The purpose of this report is for Council to consider the Six Month Delivery Program progress report, and the end-of-term report as an outgoing Council.

BACKGROUND

Six Month Delivery Program Progress Report – January to June 2016

The Delivery Program shows how the community's aspirations, identified through community engagement and developed into objectives (community outcomes) in Camden 2040, have been translated into actions that will be undertaken by Council.

The 4 year Delivery Program 2013/14 to 2016/17 was adopted in 2013. The sub-set Operational Plan (2015/2016) and associated budget was adopted in June 2015.

End-of-Term Report

The Integrated Planning and Reporting (IPR) legislation, passed in 2009, requires that each NSW Council develop a Community Strategic Plan (10+ years) and prepare an end-of-term report to be tabled at the final meeting of the outgoing Council.

In December, 2010, Council adopted its first long term Community Strategic Plan (CSP), Camden 2040 under the IPR framework. In-line with the IPR requirement, Camden 2040 was reviewed in 2012, and the revised Camden 2040 was adopted in 2013.

This report presents progress on the implementation of Camden 2040, during the 4 year Council term, and meets the IPR statutory requirement of the outgoing Council. It has been prepared on the basis of outcomes and actions only, with a comprehensive report to be provided to the incoming Council after the election for publication purposes.

MAIN REPORT

This report outlines the progress towards the community outcomes under 6 Key Directions, as defined in Camden 2040.

The six Key Directions are:

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

| Key Directions | Community Outcomes |
|---|--|
| Key Direction 1 – Actively Managing Camden’s Growth | We have the ‘best of both worlds’. |
| | People can access what they need. |
| | There are housing choices. |
| Key Direction 2 – Healthy Urban and Natural Environment | The water is clean. |
| | People breathe clean air. |
| | Bushland is protected. |
| | You can hear the sounds of nature. |
| | Nothing is wasted. |
| | There is community pride. |
| Key Direction 3 – A Prosperous Economy | The local economy is growing. |
| | There are a variety of local jobs available. |
| | There is a commitment to learning. |
| | People can access what they need. |
| | People feel they have enough. |
| Key Direction 4 – Effective and Sustainable Transport | Roads are free-flowing and safe. |
| | We leave the car at home. |
| | People breathe clean air. |
| Key Direction 5 – An Enriched and Connected Community | People feel safe. |
| | People feel they belong. |
| | There is community pride. |
| | People are healthy. |
| Key Direction 6 – Strong Local Leadership | People have a say in the future. |
| | It is well governed. |

How Community Outcomes and Delivery Program Indicators are measured

The progress towards community outcomes is informed by specified data sources as adopted in Camden 2040. These data sources are the ABS Census, NSW Bureau of Transport, Office of Environment and Heritage, NSW Bureau of Crime Statistics and Research, National Institute of Economy and Industry Research (NIEIR) and Council’s internal data.

The 6 month Delivery Program’s performance is measured by using indicators that provide a snapshot of Council’s progress towards Camden 2040. This report adheres to the IPR statutory reporting requirements and includes:

- Progress on the Delivery Program Indicators by Key Directions;
- Delivery Program Outcomes that support the Community Outcomes.

Future Review and Update

The current Community Strategic Plan (Camden 2040) will be reviewed and the next version developed in consultation with the new Council on its commencement. Consultation will also take place with the community, local businesses, community organisations and services, and State and Federal Government agencies. This will then be articulated in the Resourcing Strategy and 4 year Delivery Program, for the

new Council term. The next review of indicators will consider more closely the impact of the rate of growth.

Progress Towards Camden 2040

It is important to remember that Camden 2040 is a long-term plan, it is not expected that any Council will meet the outcomes in Camden 2040 within a 4 year term. Council plays a custodial role in initiating, preparing and maintaining Camden 2040, it is not wholly responsible for its implementation. Partners such as State and Federal Government agencies, residents, local businesses and community organisations also have responsibilities in delivering the community outcomes.

The expectation within the IPR framework is that Council delivers the outcomes within its adopted 4 year Delivery Program. The 4 year Delivery Program is a sub-set of multiple delivery programs that ultimately achieve the community vision by 2040. Progress is reported every 6 months via the Annual Report.

Key Direction 1: Actively Managing Camden’s Growth

Actively Managing Camden’s Growth means ...

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

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

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

Tracking the progress of this key direction is through three community outcomes:

| | |
|----------------------------|------------------------------------|
| Community Outcome 1 | We have the ‘best of both worlds’. |
| Community Outcome 2 | People can access what they need. |
| Community Outcome 3 | There are housing choices. |

It is important to note that during Council’s 4 year term there has been enormous change happening across the Camden LGA. The changes include a rapid increase in population, new housing developments, new shopping complexes and town centres, new land release areas and the redevelopment of existing suburbs. Council continuously assesses growth and its impact and is strategically focussed on working as a partner with both Government and the industry in order to achieve the best possible outcomes for the Camden community.

Overall 88.7% of residents agreed that the Camden LGA offers them the best of both worlds. In relation to residents having access to services, information and facilities, the majority of residents are satisfied with the provision of shopping facilities, bank services and general practitioners across the LGA. There has been an increase in internet

access which has also improved accessibility to a wide range of services and information. In addition, Council is working with government and the private sector in creating and establishing appropriate service infrastructure in existing and new development areas. For example, Council's 2 administration centres (Camden and Narellan) are being leased for use as major medical centres in order to respond to community needs.

Over the 4 year Council term, there has been a number of new land releases and associated development that delivered, and continue to cater to, a wide range of housing options with detached houses and home ownership opportunities.

Council continues to support housing diversity throughout the LGA by controlling existing and new development in a dynamic and strategic manner that meets the current and future needs of the community and State Government requirements. New release areas in Oran Park, Gledswood Hills and Gregory Hills deliver a range of lot sizes with attached and detached houses, and the future development of Leppington Town Centres will have an increased provision of residential apartments and shop top housing.

Some of the actions Council undertook towards fulfilling the Community Outcomes are:

- Council assesses all development applications in accordance with the Development Control Plan. The assessment timeframe is on average 32 days which is better than the statutory requirement of 40 days.
- Council issues construction certificates at an average of 6.66 days, an outstanding performance which is better than the statutory requirement of 28 days.
- Council currently has 12 executed Voluntary Planning Agreements (VPAs) and monitors and enforces the implementation of VPAs to ensure the delivery of infrastructure for new residents.
- Council acknowledges and ensures that residents have access to the many services within the community. Council proactively works with the State and Federal Governments to ensure that community needs align with the State and Federal Governments' Infrastructure Plans.
- Council keeps abreast of potential new initiatives and government plans and strategies, such as the Metropolitan Strategy, NSW Long Term Transport Master Plan and State Environmental Planning Policies. Council has played a very important role by submitting various submissions and attending a wide range of meetings and forums to represent the community during its term.
- With the support of the community, Council successfully defended an appeal in the Land and Environment Court on the multi-dwelling development at Main Street, Mount Annan.
- Council defended a request to State Government (by the landowners) to review Council's refusal to rezone land at Macquarie Grove Road, Kirkham, and successfully argued that the scenic qualities of the site warranted protection against the incremental creep of development.
- Council distributes approximately 40 to 45 new bin services each week.

Delivery Program progress report between January to June 2016:

This key direction has 5 indicators to measure Council's performance, and below are the details:

| Council's Performance | Number of Indicators |
|------------------------------|-----------------------------|
| On-Track | 5 |
| Monitor | 0 |
| Off-Track | 0 |

| | |
|-------------------|----------|
| No Data Available | 0 |
| TOTAL | 5 |

Attachment 1 provides detailed information on Council’s performance using indicators and a snapshot on progress towards Camden 2040.

Key Direction 2: Healthy Urban and Natural Environment

Healthy Urban and Natural Environments means...

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

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

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

Tracking the progress of this key direction is through six community outcomes:

| | |
|----------------------------|------------------------------------|
| Community Outcome 1 | The water is clean. |
| Community Outcome 2 | People breathe clean air. |
| Community Outcome 3 | Bushland is protected. |
| Community Outcome 4 | You can hear the sounds of nature. |
| Community Outcome 5 | Nothing is wasted. |
| Community Outcome 6 | There is community pride. |

Information regarding water, air and ambient noise levels will be provided in the State of Environment Report 2016 which is included as part of Council’s Annual Report 2015/16.

In relation to urban bushland management, Council continuously encourages local communities to actively participate in managing and maintaining the remnant urban bushland areas in the Camden LGA. Council has a bushcare volunteer program led by qualified bushcare supervisors. There are approximately 300 local dedicated volunteers who have contributed over 3,633 hours during the first 3 years of the Council’s 4 year term. The Council-owned bushcare areas include Hayter Reserve, Kings Bush Reserve, Parrotts Farm, Ron Dine Reverse and Sickles Creek Reserve.

It is important to note that Council continues to exceed the Environmental Protection Authority (EPA) waste diversion target of 66%. In 2014/15, the waste diverted from the landfill was 70%. In addition, Council continues to offer a 3 bin waste service as well as kerb-side collection and a commercial bin service to the community and local businesses across the Camden LGA. This service is complemented by an extensive waste education program with over a third of residents composting their food or garden waste and 94% of residents having pride in their neighborhood.

Some of the actions Council undertook towards fulfilling the Community Outcomes are:

- In conjunction with 'Keep Australia Beautiful', Council educated people about the importance of natural resource preservation, through the EnviroMentors program.
- Council works with the local community, schools, businesses and State Government agencies to promote environmentally sustainable practices in energy and water use and waste management. In addition, Council facilitates a variety of programs, such as Save Power Kits, Love Food-Hate Waste, Fridge Buyback, MobileMuster and Seeds of Sustainability.
- Council has incorporated a number of sustainable initiatives into its new central administration building to promote long term environmental sustainability. The initiatives include:
 - 380 roof top solar panels generating energy which is fed back into the grid reducing electricity costs;
 - 50,000 litre rainwater tank for irrigation use;
 - 80% of all construction waste has been recycled;
 - Building Management Control System (BMCS) capable of monitoring and reporting on energy and water consumption;
 - High efficiency LED lighting and movement sensors to control use of lights only as required.
- Council has undertaken improvement and enhancement of the urban and natural environment by planting colourful annuals and hardy green shrubs at 18 high profile locations across the Camden LGA.
- Council in partnership with the Conservation Volunteers Australia (The Green Army) is working to protect and maintain natural bushland reserves across the Camden LGA.

Delivery Program progress report between January to June 2016:

This key direction has 24 indicators to measure Council's performance, and below are the details:

| Council Performance | Number of Indicators |
|---------------------|----------------------|
| On-Track | 14 |
| Monitor | 0 |
| Off-Track | 2 |
| No Data Available | 8 |
| TOTAL | 24 |

Attachment 1 provides detailed information on Council's performance using indicators and a snapshot on progress towards Camden 2040.

Key Direction 3: A Prosperous Economy

A Prosperous Economy means...

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

A strong local economy for Camden is characterised by vibrant town and commercial centres, thriving local businesses, stable and diverse employment

opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market.

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

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

Tracking the progress of this key direction is through three community outcomes:

| | |
|----------------------------|--|
| Community Outcome 1 | The local economy is growing. |
| Community Outcome 2 | There are a variety of local jobs available. |
| Community Outcome 3 | There is a commitment to learning. |

In the Camden LGA, jobs have steadily increased, showing much stronger growth than the NSW average. Overall, there are 70 local jobs for every 100 residents employed. Due to new development across the LGA, construction was the largest employer generating 4,309 local jobs and worth \$541.5million or 22.4% of the total value-add. The retail industry was the second largest employer generating 4,042 local jobs, followed by the health care and social assistance industry with 2,963 local jobs.

Council continues to implement economic development activities including initiatives such as the Small Business Friendly Councils Program to support future growth. Life-long learning is encouraged through Council's library services and programs, with 72% of residents having library membership. In addition, the library service offers support to HSC students in the lead-up to and during the HSC.

Some of the actions Council undertook towards fulfilling the Community Outcomes are:

- The implementation of the Small Business Friendly Councils Program, including Small Biz Bus and Council's Business Month Program.
- Council adopted an Economic Development Strategy and endorsed the Camden Regional Economic Taskforce concept to drive the economic growth in the LGA.
- Council and Western Sydney University (WSU) signed a Memorandum of Understanding (MOU) for the potential establishment of a WSU Launch Pad: Smart Business Centre to build on education, innovation and economic growth in the Macarthur region and help secure more employment opportunities for residents.
- Council launched in 2016 the *Paws 'n' Tales* program at Narellan Library for children who struggle with reading or are reluctant readers with dogs lending a paw to help. The *Paws 'n' Tales* program is presented by PAWS Pet Therapy and is based on the successful R.E.A.D. (Reading Education Assistance Dogs) program.
- Council developed, in partnership with Campbelltown City Council, the Macarthur Grapevine, a tool to encourage the local community to get to know their area better in regards to tourism.
- Council delivered pop-up library services to provide access to the Library's eServices including databases, eResources, eBooks, eAudio and Your Tutor.
- Council has launched book club kits for social reading.

- Council launched a borrowing program for telescopes with supporting educational material.
- The attraction of the NSW Golf Open regional qualifying event to be held in September.

Delivery Program progress report between January to June 2016:

This key direction has 4 indicators to measure Council's performance, and below are the details:

| Council Performance | Number of Indicators |
|---------------------|----------------------|
| On-Track | 4 |
| Monitor | 0 |
| Off-Track | 0 |
| No Data Available | 0 |
| TOTAL | 4 |

Attachment 1 provides detailed information on Council's performance using indicators and a snapshot on progress towards Camden 2040.

Key Direction 4: Effective and Sustainable Transport

Effective and Sustainable Transport means ...

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

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

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

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

Tracking the progress of this key direction is through 3 community outcomes:

| | |
|----------------------------|---------------------------------|
| Community Outcome 1 | Roads are free-flowing and safe |
| Community Outcome 2 | We leave the car at home |
| Community Outcome 3 | People breathe clean air |

Council continues to lobby the State and Federal Governments for road upgrades and improvements, with a number of key roads such as Camden Valley Way, The Northern Road and Bringelly Road now progressing. The Narellan Road upgrade is also underway and due for completion by the middle of 2018.

With almost 57% of residents believe that it is more difficult to travel easily within the Camden LGA, there appears to be strong evidence to support Council's continued

advocacy for better local and regional transport links to allow our rapidly growing community to access, jobs, education and social opportunities.

Council liaises continuously with both government and developers to deliver key infrastructure improvements. Council is strongly lobbying for improved public transport and the extension of the South West Rail Line.

Council actively advocates for, and encourages, alternatives to the use of cars as a preferred method of transport.

Some of the actions Council undertook towards fulfilling the Community Outcomes are:

- Council's programs and plans support the Pedestrian Access and Mobility Plan (PAMP), and promote the use alternate modes of transport, such as walking, running and cycling.
- Council received funding for a number of road projects in Camden under the Australian Government-funded Local Roads Package for Western Sydney. Projects that have been identified for funding include:
 - Argyle Street/Camden Valley Way Corridor upgrade (Stage 1) for traffic and related road improvements within Camden Town Centre;
 - Argyle Street/Camden Valley Way Corridor Upgrade (Stage 2) for development of a route strategy for Camden Valley Way between Camden and Narellan;
 - Argyle Street/Camden Valley Way Corridor Upgrade (Macarthur Road intersection) for a funding contribution for design of the intersection.
- Council secured 2 funding grants for the repair and restoration of Little Sandy Bridge.
- Council facilitates many Road Safety Program, Pedestrian Safety Program and Footpath Construction Program.
- Council completed Black Spot funded projects and have applied for additional funding through this program.
- Council advocates and lobbies State and Federal Government for transport related services.
- Council partners with key stakeholders and community groups on road safety matters.
- Council constructed, upgraded and maintained drainage facilities and footbridges across the LGA.

Delivery Program progress report between January to June 2016:

This key direction has 6 indicators to measure Council's performance, and below are the details:

| Council Performance | Number of Indicators |
|----------------------------|-----------------------------|
| On-Track | 5 |
| Monitor | 0 |
| Off-Track | 0 |
| No Data Available | 1 |
| TOTAL | 6 |

Attachment 1 provides detailed information on Council's performance using indicators and a snapshot on progress towards Camden 2040.

Key Direction 5: An Enriched and Connected Community

Enriched and Connected Community means...

“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.”

Tracking the progress of this key direction is through four community outcomes:

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

The Camden LGA has a lot of social assets including social clubs, sporting clubs, public facilities and public spaces, and 1 in 2 households (46.8%) had at least 1 member who was involved in the sporting club, and 20.4% were involved in community groups.

Our public space and facilities provide residents with a range of options for recreation and exercise. This wide range of social assets enriches and connects the community in a harmonious way. 90% of residents feel that their neighbourhood is a friendly place in which to live, and 88% of residents feel a sense of pride in their neighbourhood.

Community events are forums for social networking and connectivity within the community. Camden residents are offered a wide range of events such as Camden Show, local craft or produce markets, community or school events, Camden Festival and Australia Day parade. 94% of residents attended a local community event.

The rapid population growth is changing the cultural and linguistic make-up of the community and socio-demographics of the Camden LGA. The crime trends over the last 4 years have been stable. Unfortunately the domestic violence offences have increased, while no number is acceptable, this increase could be due to improved reporting and community awareness programs.

Council has been proactive and adopted the Dealing with Domestic Violence at Work Policy in 2014. Also Council is promoting positive messages to raise awareness regarding domestic violence on Council’s waste collection vehicles.

Some of the actions Council undertook towards fulfilling the Community Outcomes are:

- Provision of recreational facilities including:
 - Birriwa Reserve Outdoor Youth Space, Mount Annan (completed);

- Merino Reserve Playground, Elderslie Annan (completed);
- Mount Annan Leisure Centre, Mount Annan (in progress);
- Narellan Sports Hub, Narellan (in progress).
- Council has upgraded reserves, playing field, sporting grounds:
 - Liquidamber Reserve (installation of drainage and new playing surface);
 - Harrington Park Playing Field (rehabilitation of the playing field);
 - Hambledon Reserve Playground (construction of playground and new equipment).
- Council works in partnership with young people and community organisations to support them in the delivery of a range of youth-led activities, events and projects.
- Council’s Youth Week Program has won numerous Local Government Awards for Youth Week activities, and is support by Council’s Youth Council.
- Council continues to partner with Camden Local Area Command, and participates at the Local Government Crime Prevention Network, NSW Police Crime Prevention Workshop, Camden Wollondilly Domestic Violence Committee and Community Safety Precinct Meetings.
- Council provides a wide range of opportunities for the community to interact and participate at a civic level. Council has undertaken the annual Garden Competition, Christmas lights competition, promotion of Light Up Camden and Christmas in Narellan, Seniors’ Christmas Lunch, NAIDOC Celebrations and the Narellan Rhythms Festival.
- Camden Family Day Care Service continues to maintain accreditation and has been selected to assist national researchers with the project - *‘what makes high quality in Family Day Care’*.

Delivery Program progress report between January to June 2016:

This key direction has 13 indicators to measure Council’s performance, and below are the details:

| Council Performance | Number of Indicators |
|----------------------------|-----------------------------|
| On-Track | 11 |
| Monitor | 1 |
| Off-Track | 0 |
| No Data Available | 1 |
| TOTAL | 13 |

Attachment 1 provides detailed information on Council's performance using indicators and a snapshot of progress towards Camden 2040.

Key Direction 6: Strong Local Leadership

Strong Local Leadership means...

“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.”

Tracking the progress of this key direction is through two community outcomes:

| | |
|----------------------------|---------------------------------|
| Community Outcome 1 | People have a say in the future |
| Community Outcome 2 | It is well governed |

Supporting and enhancing investment in the area to address the community and stakeholders’ needs and expectations is critical for a fast-growing population to support and enhance investment in the area to address the community and stakeholders’ needs and expectations. Our community is proactive in addressing its concerns through lodging a submission, attending Council meetings and community meetings or contacting councillors and Council officers. Overall, the community feels confident that its say was taken into consideration.

Council has successfully developed and initiated a strategic and collaborative relationship with various agencies across the State and Federal Government, community and the private sector.

Council’s governance is transparent and accountable. Its strong financial position was recently demonstrated by Camden Council being named as 1 of only 7 Sydney metropolitan council’s to be deemed ‘Fit for the Future’. Council continues to have strong financial health indicators supported by growth and prudent financial management.

Council has continuously maintained a high level of community satisfaction with its service delivery to both the community and stakeholders; this includes the collection of rubbish and recycling, providing library services, appearance of public areas and maintenance of parks and playground.

Some of the actions Council undertook towards fulfilling the Community Outcomes are:

- Council has developed strategies, plans and policies, to ensure good governance and decisions are made on the community’s behalf. These include the Community Engagement Policy and Strategy, Sportsground Strategy and the Disability Action Plan.
- Council works closely with key partners and participates with the Developers’ and Builders’ Forum, Regional Special Interest Groups, MACROC, Westpool, Community and Business Organisations and neighbouring Councils.
- Council keeps abreast of potential new initiatives and government plans and strategies such as the Metropolitan Strategy, State Plan 2021, Destination 2036 and NSW: Making it Happen, and *Local Government Act* amendments.
- Council has submitted to, and is involved in, State Government-led activities including:

- NSW Long Term Transport Master Plan;
- NSW Planning System Review;
- Metropolitan Strategy Review;
- State Environmental Planning Policies;
- Various Local Government IPART reviews;
- NSW Local Government Reform - Fit for the Future.
- Council has taken a proactive position and maintains an open dialogue with State and Federal Government agencies, including hosting tours of Camden to demonstrate the rapid growth of the Camden LGA at the ground level.
- Council has invested in, and responded to, community needs through:
 - Implementation of Camden Town Centre vision;
 - Delivery of Council's Administration Building under budget, allowing savings to be reallocated to community infrastructure eg Narellan Sporting Hub;
 - Customer Service Contact Centre along with a Customer Service Strategy and Charter;
 - IT Advancement e.g. Camden Council App.
- Council provides ongoing Community Grants to local community organisations to support and service local residents through its Community Financial Assistance Program.
- Council provided a number of emergency management vehicles to the SES.

Delivery Program progress report between January to June 2016:

This key direction has 16 indicators to measure Council's performance, and below are the details:

| Council Performance | Number of Indicators |
|----------------------------|-----------------------------|
| On-Track | 14 |
| Monitor | 0 |
| Off-Track | 2 |
| No Data Available | 0 |
| TOTAL | 16 |

Attachment 1 provides detailed information on Council's performance using indicators and a snapshot on progress towards Camden 2040.

FINANCIAL IMPLICATIONS

There are no financial implications for Council as a result of this report.

CONCLUSION

This report has been prepared inline with the statutory requirements of the IPR legislation.

The end-of-term report demonstrates a positive movement towards the Community Outcomes as per Camden 2040. Camden 2040 is a long-term Community Strategic Plan that will be reviewed as part of the incoming Council's responsibilities under the IPR legislative framework.

For the Six Month Delivery Program report, Council has continued to make significant progress in achieving community outcomes and in meeting its commitments.

RECOMMENDED

That Council note the report.

ATTACHMENTS

1. Attachment 1 - Six Month Delivery Program Progress Report January to June 2016