

DELIVERY PROGRAM 2022 - 2026

Performance Report

January to June 2024



www.camdencouncil.com.au

Cover Page

Promoting Sustainability in Camden

Acknowledgment of Country

Council acknowledge that the Camden LGA is situated on the sacred Traditional Lands and Waterways of the Dharawal peoples. We also recognise surrounding Dharug and Gundungurra people that may have connections to these lands. We pay our respects to Elders from the past, present, and emerging, and to all Aboriginal and Torres Strait Islander peoples on these lands.

Community Images

The photographs featured have been obtained from many sources including professional photographers and Council officers.

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Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.



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Community Vision

Camden is a connected, diverse, and thriving community, embracing opportunities of growth, while valuing our rich heritage and protecting and sharing responsibility for our natural environment.

What are Council's Core Values?

Workplace values are the guiding principles on how we behave and act to achieve success.



Leadership - 'Empower Others'

We invest in the growth, development and empowerment of staff to become the best version of themselves.



Innovation - 'Dream, Create, Inspire'

We innovate and inspire to create better ways to deliver to our community.



Partnership - 'Together We Can'

We partner to achieve success through support, understanding and shared goals.



Commitment - 'Dedication Drives Results'

As a high-performance Council we strive for excellence in all we do.



Customer Focus - 'Our People, Our Community'

We deliver excellence to our customers through service, facilities, information, resources, education and support.



Safety - 'Safety is Everyone's Job'

We put safety and well-being of people at the centre of everything we do.



Focus areas when reading this report

About this Report

Provide information on broad areas about Council and the compliance requirements of the Local Government Act

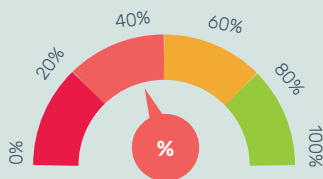
Performance overview

Performance in detail

Covers factual information on Council's performance under five Key Directions

Operational Plan

Delivery Program



Actions



Performance Indicators



CAMDEN COUNCIL

EVENTS TEAM

Sustainable

camden council

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About this report

This section covers information about reporting to the community and Council's requirements under the Local Government Act 1993. It provides an overview of adopted documents and how Council monitors and reports on performance.

Why does Council prepare the performance report?

Council prepares a six-monthly performance report for the community.

This performance report informs the community about Council’s performance status against the Delivery Program 2022 – 2026 and Operational Plan 2023 – 2024. These documents contribute to delivering the Community Strategic Plan and achieving the community vision.



What are the adopted documents?

Council adopted the Community Strategic Plan and Resourcing Strategy in June 2022.



The **Community Strategic Plan** was developed in consultation with the community.

The Community Strategic Plan provides a clear direction for the long-term community vision that cascades down to the Delivery Program, Operational Plan, and Resourcing Strategy.

[Community-Strategic-Plan-Document.PDF \(nsw.gov.au\)](#)



The **Resourcing Strategy** is the supporting document of the Community Strategic Plan.

It includes the Workforce Management Plan; Asset Management Plan and Long-Term Financial Plan.

[2022-2026-Connecting-Camden-Resource-Strategy-Summary.PDF \(nsw.gov.au\)](#)



The **Delivery Program 2022 – 2026** is Council's commitment to the community during the Council term. It was reviewed when developing the **Operational Plan 2023 – 2024** and is a sub-set of the Delivery Program detailing specific actions for each year.

[20230529-CamdenCouncil-DPOP-Print.pdf \(nsw.gov.au\)](#)

What are the Key Directions?

The main components within the Community Strategic Plan are the five Key Directions that reflect the vision for Camden, and they are:



Welcome

Embracing our vibrant and diverse community



Liveable

Strong and integrated connections between our people and our services



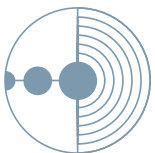
Prosperous

Advancing local economic opportunities and job creation



Balanced

Providing sustainable and responsible solutions that enhance our heritage and natural environment



Leading

A successful advocate for our people and places

These five Key Directions align with the four elements of the quadruple bottom line - Social, Environmental, Economic and Civic Leadership.

How does Council monitor the progress?

Council actively monitors its progress in achieving the objectives stated under five Key Directions within the Community Strategic Plan through the implementation of the Delivery Program 2022 - 2026, and the annual Operational Plan.

Delivery Program

The Delivery Program has 96 principal activities with 27 performance indicators. Council utilises a rating scale to assess the progress and acknowledges the potential implication of external factors that may have a challenging influence on projects, programs, activities, and services that Council would provide to the community under normal circumstances.

The rating scale for assessing Performance indicators:



On Track

When the 'actual' is either equal, less, or greater than the set target



Monitoring

Corporate variance of $\pm 10\%$ applies to the set target and is considered achievable, feasible and realistic for performance improvement, with the exception of Legislative requirements



Needs Work

When the 'actual' is either below or above the corporate variance



External Impacts

Deliverables impacted by a range of incidents including severe weather events

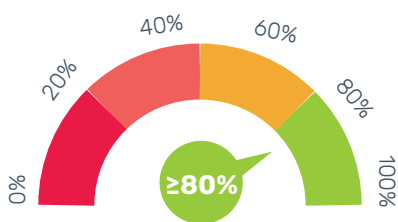
Operational Plan

Council utilises a linear gauge system to track the progress of the Operational Plan.

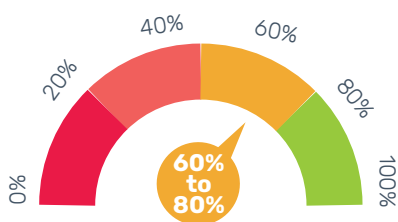
Month	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Target	10%	15%	25%	30%	40%	50%	60%	70%	75%	80%	90%	100%

All actions are gauged against a set target for the reporting period to assess overall progress, assisting Council in maintaining consistency, accountability, and transparency at all levels.

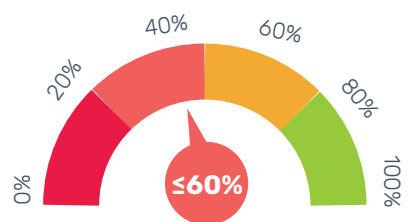
Below is the rating scale for the Operational Plan actions.



At least 80% of action target achieved



Between 60% and 80% of action target achieved



Less than 60% of action target achieved or not started





BE THE SOLUTION

WANT TO BE A PLATYPUS WARRIOR?
Take the pledge to
BE THE SOLUTION TO
STORMWATER POLLUTION
Together we're
KEEPING THE MURRUM CLEAN

SCAN ME
to get a
FREE
STICKER

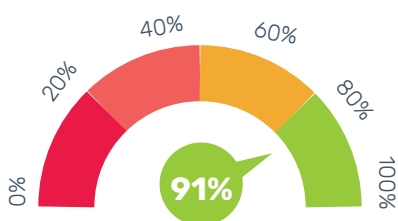
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Performance overview

This section reflects the January to June 2024 reporting period, assessing Council's status against 27 performance indicators of the Delivery Program and 156 actions of the Operational Plan under five Key Directions.

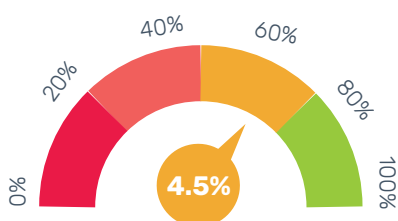
Progress Status on Actions and Performance Indicators

156 Actions for the Operational Plan 2023 - 2024



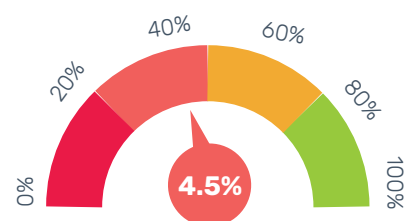
142 Actions

At least 80% of action target achieved



7 Actions

Between 60% and 80% of action target achieved



7 Actions

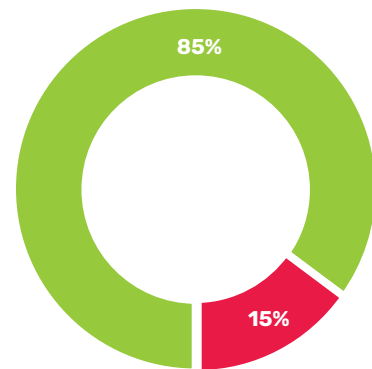
Less than 60% of action target achieved or not started

Tracking progress of 156 actions:

Key Direction	Number of Actions	At least 80% of action target achieved	Between 60% and 80% of action target achieved	Less than 60% of action target achieved or not started
Welcome	34	34	0	0
Liveable	32	32	0	0
Prosperous	10	9	1	0
Balanced	30	23	1	6
Leading	50	44	5	1
	156	142	7	7

27 Indicators to measure performance against the Delivery Program 2022 - 2026

- ✔ **On Track** 23 Indicators (85%)
- 👁️ **Monitor** 0 Indicators (0%)
- 🔧 **Needs Work** 4 Indicators (15%)
- ⚙️ **External Impacts** 0 Indicator (0%)



Key Direction	No. of Performance Indicators	Status			
		On Track	Monitoring	Needs Work	External Impacts
Welcome	5	5	0	0	0
Liveable	10	6	0	4	0
Prosperous	3	3	0	0	0
Balanced	5	5	0	0	0
Leading	4	4	0	0	0
	27	23	0	4	0



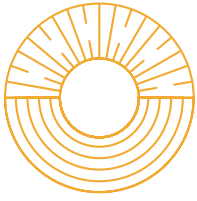
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Sustainable Camden

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Performance in detail

This section provides a narrative on outcomes under each Key Direction that supports the objectives stated within the Community Strategic Plan 2036 and principal activities noted within the Delivery Program 2022 – 2026, and overall progress status on the Operational Plan 2023 – 2024.



Welcoming

Embracing our vibrant and diverse community

The objectives are:

- Our community is welcoming and inclusive, everyone feels included and involved.
- Our community is healthy and active with access to open space, facilities and services that support wellbeing.
- Our community has opportunities to design and build safe and inviting places for all to enjoy.

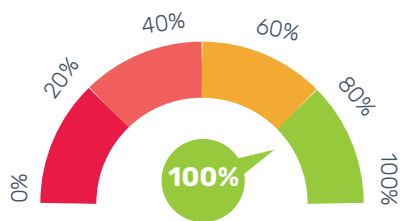
There are 18 principal activities to achieve the above stated objectives, and they are:

W 1.1.1	Implement strategies that support community inclusion for all community groups
W 1.1.2	Implement an events strategy for a range of community events
W 1.1.3	Create public communications and marketing campaigns to increase public awareness and interest in activities across Camden
W 1.1.4	Support and facilitate cultural development and networking opportunities
W 1.2.1	Facilitate, support, and promote programs and initiatives that celebrate the diverse community, groups, and spaces across Camden
W 1.3.1	Ensure Council's sport and recreation facilities planning has community support and facilitates equitable and affordable access
W 1.3.2	Provide broader library services to support access and inclusion across the community
W 1.3.3	Optimise community use of Council-owned facilities and spaces
W 1.4.1	Employ stakeholder engagement practices and projects that incorporate traditional and innovative engagement methods
W 1.4.2	Maintain open and transparent Council processes and channels for public access to information
W 2.1.1	Deliver educational programs and regulate activities to ensure the health, safety and amenity of the Camden area and community
W 2.2.2	Implement a strategy for Camden's spaces and places
W 2.2.3	Increase Council-managed multipurpose spaces and visitation to these spaces

W 3.1.1	Target programs to address community safety concerns
W 3.1.2	Engage the community on road and traffic matters to raise safety awareness
W 3.1.3	Conduct patrols and inspections to encourage safe behaviours and check compliance with safety guidelines
W 3.2.1	Seek partnerships with users and external agencies to support frameworks that address community needs
W 3.3.1	Encourage service provision for a variety of needs and target groups

How Council performed

Operational Plan - 34 Actions

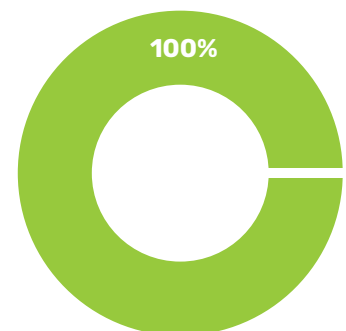


34 actions


At least 80% of action target achieved


Delivery Program - 5 Performance Indicators

✓ 5 Indicators - On track




Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p>Number of activation programs and networking events delivered to support community inclusion and diversity</p>	
<p>During the reporting period 36 cultural activations and networking events showcasing local artists, musicians and performers were delivered. These included:</p> <ul style="list-style-type: none"> • Camden Shorts, featuring 39 local young performers aged 12 - 24yrs of age; • Creative Collab which attracted 25 local artists who engaged in discussion about the draft Public Art Strategy for Camden; • Make Music Day, featuring performances by eight musicians within three venues in the Camden LGA; • Live'n'Local which engaged 19 musicians in 12 local businesses; • Two Cultural Fusion events including workshops, artists and musicians in a hub of activity for all ages; • Delivered workshops, performances and an Art After Dark tour of the Camden Art Prize; • Engaged 15 artists in the development and delivery of Camden's first Public Art Trail; • Delivered artist activities at the opening of the Art Trail, with two demonstrations and five artist drop-in sessions; • Delivered Reconciliation Week program including a youth workshop, all age workshop and Sunday art play; • Youth Art Participation Program included workshops with Camden High School on the Camden Pump Station Project; • Presentation to the Historical Society on the Camden Art Trail; • Alan Baker Art Gallery hosted the Camden Art Collections which included the works of Baker and winners of the Camden Art Prize; • Supported artists in the delivery of their Cultural Seed Programs; • Promoted and delivered Sunday afternoon Art Play sessions once a month at the Alan Baker Art Gallery. <p>Council supported 13 cultural programs through the Cultural Seed and Performance Program committing \$33,338 for community arts programming and the creation of new works.</p> <p><i>Overall, 36 cultural program and networking events offered against the set target of 8.</i></p>	

PERFORMANCE INDICATOR	Status
<p>Number of initiatives delivered against planned programs that support community inclusiveness and foster community cohesion</p>	
<p>Delivered 140 initiatives across seven portfolios, these included programs, events, activities, and workshops, with an aim to foster inclusion and social cohesion for women, youth, the elderly, and individuals with disabilities.</p> <p>These initiatives supported Diversity and Inclusion, ATSI (Aboriginal and Torres Strait Islander) communities, children and families, the Julia Reserve Youth Centre, as well as sector support and capacity building.</p> <p><i>Overall, 140 initiatives delivered against the set target of 50.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of actions and/or initiatives delivered through Library Services</p>	
<p>Delivered 54 actions and initiatives through Library Services for a range of target age groups - adults, youth and children.</p> <p><i>Overall, 54 actions and initiatives delivered against the set target of 20.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of actions completed that support access to public spaces to improve community wellbeing</p>	
<p>Completed ten planned actions to support access to public spaces and improve community wellbeing:</p> <ul style="list-style-type: none"> • Opening of the Nepean River Connect River Trail including exercise equipment, wayfinding, interpretive signage and public art; • Nugget Beames Reserve - sportsfield surface renovation and artwork on the amenities building; • Ron Dine - reconstruction of the main stadium sportsfield; • Rotary Cowpasture Reserve - reconstruction of Diamonds 2 and 3; • Wandarrah Reserve - sportsfield drainage and accessible field access; • Alpha Park playspace and park upgraded; • Completed major renewal works at the Mount Annan Leisure Centre; • Jack Nash Reserve - Installation of interactive football wall; • Camden Cemetery - clean up undertaken to improve presentation and safety; • 11 publicly accessible defibrillators installed at sportsgrounds; <p><i>Overall, 10 actions completed against the set target of 3.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of Swimming Pool inspections undertaken in accordance with Council's inspection program each year</p>	
<p>Conducted 80 swimming pool barrier inspections. Also inspected standard and mandatory pools in accordance with Council's inspection program.</p> <p><i>Overall, 80 inspections undertaken against the set target of 20.</i></p>	

What Council did



54 initiatives delivered through library services



100% of school zones and parking patrols undertaken



36 cultural and networking events held



65 free companion animal microchipping provided



80 swimming pool inspections conducted

- ✓ Accepted Grant Funding:
 - \$4,924 (excl GST) through the NSW Government Youth Week Grants Program for youth programs.
- ✓ Secured Grant Funding:
 - \$3,500 through the NSW Government Senior Festival Grants Program to deliver Seniors Talent Time project as part of Seniors Week.
- ✓ Celebrated:
 - Australia Day in the Camden LGA and announcement of Camden Australia Day Citizen of the Year – Denise Pritchard.
 - Youth Week with activities and events held in the Camden LGA.
 - Multicultural March and Harmony Day.
 - National Families Week.
 - National Reconciliation Week.
- ✓ Camden Seniors Festival program offered health and wellbeing sessions, creative workshops, entertainment, luncheon and art classes.
- ✓ International Women’s Day Gala raised more than \$20,000 for Mother Hubbard’s Cupboard that provides support for survivors of domestic and family violence and the homeless.
- ✓ Camden Shorts – Festival of Young Creatives held shining the spotlight on home-grown talent aged between 12 and 25 years.
- ✓ A community well-being event held, in partnership with Talk2mebro, focussing on Camden’s multicultural community’s mental health and well-being.
- ✓ Citizenship Ceremonies held with 420 people pledging to become Australian citizens.
- ✓ Café Connect program provided social inclusion, well-being and lifelong learning activities for over 50’s and indigenous peoples.
- ✓ Introduced VOX books, transforming ordinary print books into an all-in-one read along with narrative at Camden Libraries.
- ✓ Creative Collab held, connecting emerging and established artist and creative professionals.
- ✓ Linking Camden Town Centre to the Nepean River project completed.
- ✓ Public Artwork Nepean River Trail opened at Camden Town Farm, reflecting local history, people and agriculture through murals, sculptures and interactive signage.
- ✓ Homework Help and High School Help sessions held at Camden Libraries.
- ✓ Cat Management Plan developed to guide and support responsible pet ownership.
- ✓ Continued progress on the preliminary concept design for the Camden Animal Shelter and Community Nursery and Education Hub project at Smeaton Grange.
- ✓ Tech Savvy Seniors Workshops conducted.
- ✓ Events Strategy endorsed by Council.
- ✓ Your Voice Camden provided the community with 24/7 access to public exhibitions and opportunities to share information and interact with Council’s decision-making activities.
- ✓ Implemented programs to address community safety concerns, including partnership with the Camden Wollondilly Domestic Violence Committee and the DV Breakfast and Reclaim the Night events.



Liveable

Strong and integrated connections between our people and our services

The objectives are:

- Our community harnesses local creativity, and supports new technologies and innovations
- Our public spaces and places are vibrant and accessible
- Our transport network is efficient, safe, and integrated – locally and regionally

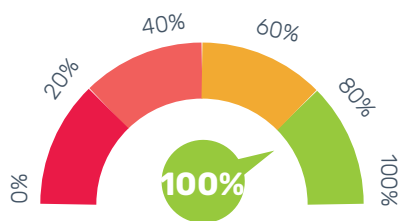
There are 20 principal activities to achieve the above stated objectives, and they are:

LB 1.1.1	Invest in and deliver smart infrastructure across Camden
LB 1.2.1	Execute Council's Digital Innovation Strategy to focus on legacy modernisation, data and insights, digital workplace, customer focus and smart city workstreams
LB 1.2.2	Promote innovative and technology-driven models for operating and managing Council's sport and recreation facilities
LB 1.3.1	Implement strategies that enhance digital inclusion
LB 2.1.1	Administer contributions plans to support the funding and delivery of infrastructure
LB 2.1.2	Ensure infrastructure is well planned, funded and delivered in urban development areas
LB 2.1.3	Assess and certify development and construction processes in accordance with relevant policies in a timely manner to support high quality urban and rural environments
LB 2.1.4	Ensure sufficient housing capacity and diversity to meet local community need
LB 2.1.5	Lead strategic planning projects, prepare policy and guidance and assess planning proposals
LB 2.1.6	Design and deliver major projects, infrastructure, buildings, facilities, and upgrades to meet community needs
LB 2.1.7	Ensure all Council facilities are well managed and maintained
LB 2.1.8	Manage assets in an effective and sustainable manner to meet defined service levels in the Asset Management Plan
LB 2.1.9	Manage Council's roads, bridges, and infrastructure during emergency events

LB 2.2.1	Create and maintain quality streetscapes, public and open spaces
LB 2.2.2	Develop and deliver a public art strategy and support public art activities
LB 2.3.1	Protect Camden's natural and built heritage
LB 3.1.1	Coordinate the planning and delivery of local infrastructure
LB 3.1.2	Manage design, construction, maintenance and upgrades of local roads, walkways, cycleways, and bridges across Camden LGA
LB 3.1.3	Manage road safety and regulations in public spaces for public safety
LB 3.1.4	Ensure transport links and options are adequate to meet community needs

How Council performed

Operational Plan - 32 Actions

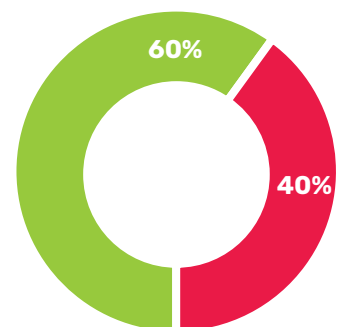


32 actions

At least 80% of action target achieved

Delivery Program - 10 Performance Indicators

- ✓ 6 Indicators – On Track
- ⚠ 4 Indicators – Needs Work



Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p>Number of Smart City Initiatives implemented relating to new technologies and smart infrastructure to support community</p> <p>Completed one initiative to procure and implement body worn cameras for the Environment and Regulatory Service and an operational procedure adopted.</p> <p><i>Overall, 1 Smart City initiative implemented against the set target of 1.</i></p>	
<p>Number of digital transformation initiatives implemented relating to improvement of services and enhancing customer experience</p> <p>Implemented three digital transformation initiatives/projects including:</p> <ul style="list-style-type: none"> • Public Access to Web Intramaps; • Data and Insights Strategy Development; • Department of Planning, Housing and Infrastructure (DPIE) Portal Phase 2. <p><i>Overall, 3 digital transformation initiatives delivered against the set target of 3.</i></p>	
<p>Percentage of Development Applications determined within 40 days</p> <p>31.87% of Development Applications were determined within 40 days, under the target service level of 50%.</p> <p><i>Overall, 31.87% of development applications determined against the set target of 50%.</i></p>	
<p>Percentage of Development Applications determined within 60 days</p> <p>50.55% of Development Applications were determined within 60 days, under the target service level of 70%.</p> <p><i>Overall, 50.55% of development applications determined against the set target of 70%.</i></p>	
<p>Mean Development Application assessment time</p> <p>The mean Development Application assessment time was 62.83 days which was outside the target service level of 50 days.</p> <p><i>Overall, 62.83 days mean development applications assessed against the set target of 50 days.</i></p>	

PERFORMANCE INDICATOR	STATUS
Median Development Application assessment time	
<p>The median Development Application processing time was 47 days, outside the target service level of 40 days. Council determined Development Applications to the value of \$468,151,707.</p> <p><i>Overall, 47 days median development applications assessed against the set target of 40 days.</i></p>	
PERFORMANCE INDICATOR	STATUS
Percentage of major projects on track within allocated budget (over \$1M)	
<p>83% of major projects were on track and within the allocated budget.</p> <p><i>Overall, 83% of major projects on track against the set target of 80%.</i></p>	
PERFORMANCE INDICATOR	STATUS
Percentage of programmed asset inspections completed	
<p>Completed all scheduled asset inspection program during this reporting period.</p> <p><i>Overall, 100% of the inspection program was completed against the set target of 70%.</i></p>	
PERFORMANCE INDICATOR	STATUS
Percentage of local roads, walkways, cycleways and bridges are maintained against the planned Works Program	
<p>Delivered the Regional and Local Roads Repair Program (RLRRP) on time and within budget, and road and bridge repair programs on track.</p> <p><i>Overall, 50% of planned Works Program undertaken against the set target of 50%.</i></p>	
PERFORMANCE INDICATOR	STATUS
Number of initiatives delivered to improve road safety	
<p>Delivered all scheduled initiatives to improve road safety, and other projects such as:</p> <ul style="list-style-type: none"> • Pedestrian refuge crossing in Argyle Street, Camden; • 58 actions from the Local Traffic Committee reports; • Eight road education programs coordinated in partnership with Local Police, TfNSW, and community groups including Staff Driver Awareness, National Road Safety Week, U Turn the Wheel, School Safety Program, Slow Down, Choose Right Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners in Macarthur. <p><i>Overall, 10 initiatives delivered against the set target of 10.</i></p>	

What Council did



Maintained
roads, walkways,
cycleways and bridges



\$468,151,707
value of development
applications



8 road
education
programs
coordinated



- ✓ Accepted Grant Funding
 - \$126,668 from Floodplain Management Program to complete an Addendum to Nepean River Flood Risk Management Study and Plan to provide support for emergency management planning.
 - \$4.5M (excl GST) from Department of Planning, Housing and Infrastructure for detailed designs to transform Rickard Road and Ingleburn Road to an urban standard.
 - \$2.5M co-funded by Australian and NSW Government for repair, restoration, betterment of community infrastructure damaged in 2022 floods.
- ✓ Secured Grant Funding
 - \$500,000 (excl GST) from NSW Government Female Friendly Community Sport Facilities and Lighting Upgrades Grants Program.
- ✓ Designed, constructed and delivered the repair and betterment of path access on Little Sandy Bridge and the enhancement of the embankments to resist future flood events.
- ✓ Undertook Nepean River Flood Study with support of the NSW Government's Floodplain Management Program.
- ✓ Selected BlueFit organisation to manage and operate the Oran Park Leisure Centre, Mount Annan Leisure Centre and Camden War Memorial Pool.
- ✓ Resolved to place the Western Sydney Affordable Housing Contribution Scheme on public exhibition to seek the views of the community and industry
- ✓ Completed maintenance and renewal program for Narellan Scout Hall.
- ✓ Three-weekly mowing cycle for passive reserves and open spaces implemented and maintained.
- ✓ Works completed - Sedgwick Street, Outram Place, Heath Road, Ulmarra Avenue, Burrell Road, Rodeo Road and Bligh Avenue, under the Pedestrian Access and Management Plan (PAMP).



Prosperous

Advancing local economic opportunities and job creation

The objectives are:

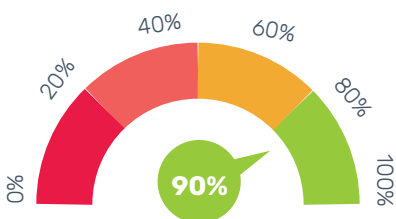
- Our business community is strong, thriving and connected at local, regional, national, and international levels
- Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment
- Our LGA is a desirable location for new and emerging industries, businesses, and entrepreneurs

There are 10 principal activities to achieve the above stated objectives, and they are:

-
- P 1.1.1** Facilitate diverse environments for business and workers through a supportive planning framework
-
- P 1.1.2** Establish and promote a diversity of uses in employment lands and greenfield sites to attract businesses and workers
-
- P 1.2.1** Investigate and support opportunities to leverage future industrial and commercial hubs within the Western Sydney Aerotropolis
-
- P 1.2.2** Promote Camden LGA as a place for business, industry, and government investment
-
- P 1.2.3** Encourage and attract tourism opportunities and support the visitor economy
-
- P 1.3.1** Investigate flexible work hubs
-
- P 2.1.1** Partner with stakeholders to advocate for or develop education and training programs that support business and industry needs
-
- P 2.1.2** Provide opportunities to accelerate youth employment in the Camden LGA
-
- P 2.2.1** Conduct advocacy activities that support building a strong and diverse local economy
-
- P 3.1.1** Provide opportunities to build the capacity of local businesses across a range of industries
-

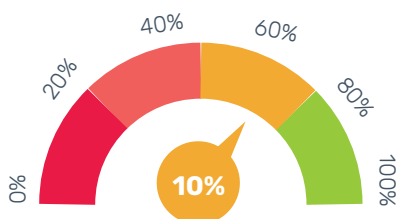
How Council performed

Operational Plan - 10 Actions



9 actions

At least 80% of action target achieved

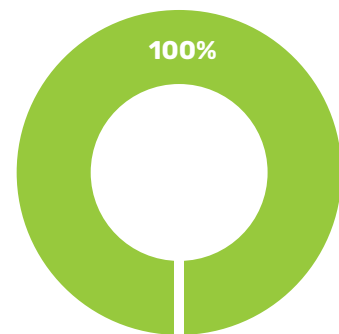


1 action

Between 60% and 80% of action target achieved

Delivery Program - 3 Performance Indicators

✓ 3 Performance Indicators - On Track



Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p>Number of initiatives delivered to promote and facilitate investment and industry growth in the LGA</p>	
<p>Two initiatives were delivered to promote and facilitate investment and industry growth:</p> <ul style="list-style-type: none"> • Ongoing contribution to the development of the Western Parkland City Regional Economic Development Strategy; • Hosted the Greater Narellan Business Chamber of Commerce, including presentation about Camden's growth and vision. <p><i>Overall, 2 initiatives delivered against the set target of 2.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Number of initiatives conducted to promote and support expansion of education and training in the LGA</p>	
<p>Delivered one initiative, the Camden Careers Expo, to promote and support education and training, and 800 people attended.</p> <p><i>Overall, 1 initiatives delivered against the set target of 1.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Number of initiatives conducted to support local business and industry</p>	
<p>Eight initiatives were delivered that promoted and facilitated investment and industry growth, these included:</p> <ul style="list-style-type: none"> • International Women's Day Gala event; • One Western Sydney International Airport tour; • Business Health Checks via Service NSW Business Bureau; • Ongoing delivery of monthly e-Business news; • Cultural Fusion Business Engagement to present cultural activation Live'n'Local; • Networking with a range of business and industry groups including the Narellan Chamber of Commerce; • Ongoing distribution of Business Information Packs; • Finalisation of Destination Management Plan to support the visitor economy. <p><i>Overall, 8 initiatives delivered against the set target of 3.</i></p>	



What Council did



Hosted

Camden Careers EXPO



Finalisation

of destination management plan



10,340

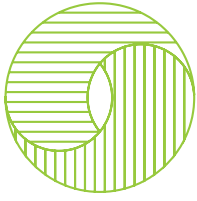
local businesses
(ABS 2023)



47,759

local jobs
(NIEIR 2023)

- ✓ Camden Careers Expo held in collaboration with Training Services NSW.
- ✓ Hosted Greater Narellan Business Chamber meeting – A Vision for Camden to 2036.
- ✓ Continued networking with a range of business and industry groups.
- ✓ Ongoing distribution of Business Information Packs.
- ✓ Finalisation of Destination Management Plan to support the visitor economy.
- ✓ Business Health Checks via Service NSW Business Bureau.
- ✓ Monthly e-Business news distributed.
- ✓ Conducted Cultural Fusion Business Engagement to present cultural activation of Live'n'Local.
- ✓ Camden Accommodation Prospectus and Accommodation Investment Collateral created.
- ✓ Industry Guides developed on Business webpage for key Camden industries including agribusiness, construction, health and wellbeing, hospitality, manufacturing and transport.
- ✓ Participated in 'Beyond the Boom' Thought Leadership Forum.



Balanced

Providing sustainable and responsible solutions that enhance our heritage and natural environment

The objectives are:

- Our natural environment and waterways are protected, well maintained, and enhanced for community enjoyment
- Our environment is integrated into the design of our towns, villages, suburbs, and places
- Climate impacts and risks in Camden are well managed
- Our community is resourced, efficient and able to meet our vision and objectives

There are 20 principal activities to achieve the above stated objectives, and they are:

-
- B 1.1.1** Facilitate environmental protection, restoration, and urban greening, and reduce exposure to natural hazards

 - B 1.2.2** Lead a strategic approach to tree management and planting

 - B 1.3.1** Protect and enhance the connections between, and quality of, Camden's green blue grid and enable a variety of passive and active recreation activities

 - B 1.3.2** Protect and enhance Camden's rural lands

 - B 1.3.3** Contribute to the environmental assessment processes to promote responsible development and manage the environmental impacts of new development and works

 - B 1.3.4** Deliver an education program to reduce stormwater pollution from building sites

 - B 1.4.1** Deliver community education programs on environmental protection and care

 - B 1.5.1** Deliver works that maintain and enhance natural areas in Camden

 - B 2.1.1** Protect Camden's scenic and visual landscapes

 - B 2.2.1** Ensure appropriate sustainability measures are implemented in new developments when assessing development applications and related applications

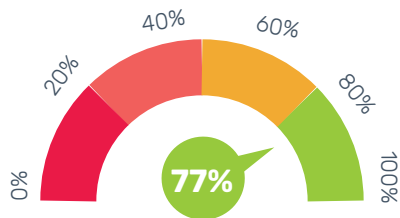
 - B 2.2.2** Incorporate sustainability outcomes in Council projects

 - B 3.1.1** Investigate and implement climate change adaptation measures for Council and the community

B 3.2.1	Implement the Local Strategic Planning Statement priority to improve Camden's resilience to hazards and extreme weather events and reduce emissions, manage waste, and increase energy efficiency
B 3.2.2	Ensure the design of assets and maintenance programs mitigate the impacts of climate risks
B 4.1.1	Prepare Camden Council to operate effectively in a net zero future
B 4.2.1	Partner with neighbouring councils for a regional waste solution
B 4.2.2	Deliver a Camden waste strategy
B 4.2.3	Manage waste collection services
B 4.3.1	Reduce Council's energy and water consumption
B 4.3.2	Encourage energy and resource efficiency across the community

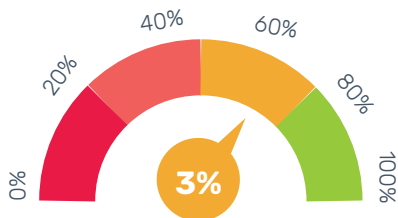
How Council performed

Operational Plan - 30 Actions



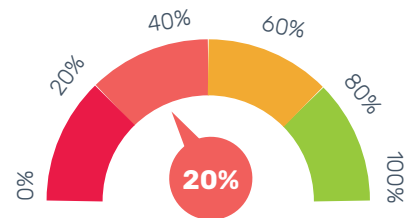
23 actions

At least 80% of action target achieved



1 action

Between 60% and 80% of action target achieved

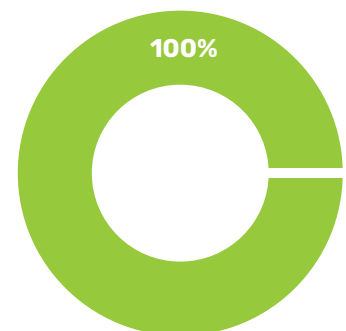


6 actions

Less than 60% action target achieved or not started


Delivery Program - 5 Performance Indicators


✓ 5 indicators – On Track



Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<p>Number of building sites inspected to reduce pollution into waterways</p>	
<p>Proactively conducted 309 building site inspections along with reactive inspections of 243 building sites to ensure compliance requirements in particular waste management and sediment controls, resulting in the reduction of pollution into waterways.</p> <p><i>Overall, 309 building site inspections undertaken against the set target of 200.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Areas of natural environments/bushlands actively managed</p>	
<p>Council managed approximately 40% of natural areas through a combination of work undertaken by Council staff and contractors. Council's natural areas program is also actively supported by local Bushcare Groups.</p> <p><i>Overall, 40% of natural environment/bushlands actively managed against the set target of 15%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<p>Number of programmed actions commenced and/or implemented from the Green and Blue Grid</p>	
<p>A total of eight actions from the adopted Green and Blue Grid have commenced and/or are currently progressing:</p> <ul style="list-style-type: none"> • Reviewed planning controls to deliver environmental sustainability outcomes; • Delivered community education and participation opportunities; • Investigated opportunities to obtain grant funding to deliver Green and Blue Grid projects; • Considered place-based Green and Blue Grid priority projects when negotiating Planning Agreements; • Reviewed Development Contribution Plans to deliver Green and Blue Grid projects; • Advocated for the NSW Government to increase tree canopy cover on State owned-land within the Camden LGA; • Actively monitored the transformation of the Green and Blue Grid using data sources; • Investigated establishing a Tree Asset register within Council's Asset Management system that is integrated with GIS and spatial mapping software. <p><i>Overall, 8 programmed actions commenced against the set target of 1.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Number of mitigation and/or adaptation actions to reduce climate risk</p>	
<p>Eleven mitigation/adaptation actions to reduce climate risks were undertaken:</p> <ul style="list-style-type: none"> • Power Purchase Agreement (PPA) electricity contract in place; • Electrification of Jack Brabham Reserve; • Climate Risk Assessment progressed; • Applied for grant funding to prepare the Camden Resilience Plan; • Increased number of EVs in fleet to five including two pool cars; • Promoted climate mitigation/adaptation actions in Sustainability e-newsletter; • Significant tree plant programs implemented including partnership with Greening Australia at Camden Town Farm; • LED Streetlighting upgrade program of more than 7,000 non-LED lights upgraded to LED lights completed; • Lighting audit currently underway for Camden Library, Camden Museum, Camden War Memorial Pool and Oxley Street Camden carpark; • Bank stabilisation work on the Nepean River at Rotary Cowpasture Reserve; • Procurement underway for a 27.2kW solar PV system at Camden War Memorial Pool. <p><i>Overall, 11 mitigations and/or actions undertaken against the set target of 6.</i></p>	

PERFORMANCE INDICATOR	STATUS
<p>Maintain service levels for waste services</p>	
<p>Council maintained an overall service level compliance of 95%.</p> <p>This excludes kerbside clean up collections as the new system is not yet fully integrated.</p> <p><i>Overall maintained service levels of 95% against the set target of 80%.</i></p>	

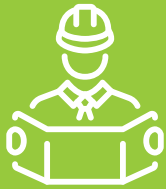
What Council did



11 actions undertaken to reduce climate change



99.8% waste bins collected on correct day



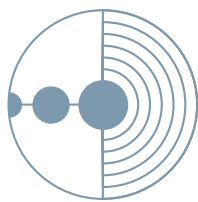
552 building site inspections conducted



7 active bushcare groups



- ✓ Accepted Grant Funding
 - \$12,500 for the Saving our Species (SOS) from the NSW Government to facilitate the continuation of conservation works.
 - \$140,000 for the Open Streets Program from the NSW Government to enhance Camden's annual Christmas Festival, increasing the event duration, expand performance areas and involve arts and cultural spaces.
- ✓ Celebrated:
 - World Environment Day.
- ✓ 24 tonnes of chemical waste dropped off by residents at annual Chemical Cleanout event.
- ✓ Live It Up, Live It Green family friendly event held with activities and demonstrations to help the community live more sustainably.
- ✓ Promoted Community Recycling Centre to the community through events such as Camden Show, advising of the importance of disposing of problem waste correctly.
- ✓ Clean Up Australia Day held across 36 sites in the Camden LGA.
- ✓ Installed on-site solar and battery storage at Jack Brabham Reserve, Oran Park.
- ✓ Developed Cat Management Plan to promote responsible cat ownership.
- ✓ Developed draft Camden: Towards Net Zero strategy.
- ✓ Collaborated with multiple project partners to restore areas of native vegetation as well as the stabilisation of areas of bank erosion along the Nepean River.
- ✓ Held free Recycling Drop Off event for residents to help divert waste from landfill.
- ✓ Partnered with Greening Australia to revegetate areas of the Camden Town Farm with a focus on increasing the extent of River-flat Eucalypt Forest along the riverbank and drainage areas within the farm.
- ✓ Priority Weed Identification Guide developed for the Camden LGA.
- ✓ Commencement of Natural Area Plan with management plans in place for Gundungurra North and South and the Spring Farm Bush Corridor.
- ✓ Camden Council Emergency Dashboard provided information for the community in the case of emergency events.
- ✓ Continued active membership of the Western Sydney Energy Program.
- ✓ Launched Electrify Everything program to encourage the transition away from gas and towards electricity for energy needs.



Leading

A successful advocate for our people and places

The objectives are:

- Our Camden is a leading council in the Western Parkland City, influencing metropolitan planning and decision-making
- Our council is forward thinking and builds value for the community
- Our council decisions are informed, accountable and transparent

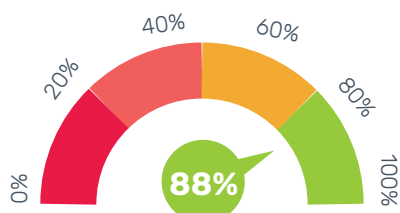
There are 28 principal activities to achieve the above stated objectives, and they are:

L 1.1.1	Be an effective advocate for the Camden community's needs
L 1.1.2	Engage with all three tiers of government through the Western Sydney City Deal to support Camden's place in the Western Parkland City
L 1.2.1	Continue to partner with the Department of Planning and Environment (DPE) on major projects
L 1.2.2	Liaise with and support local emergency services to prepare the community for emergency events
L 1.2.3	Plan for future growth through partnerships with neighbouring councils, the NSW Government, and other stakeholders
L 1.2.4	Coordinate the design and delivery of infrastructure by Council, the NSW Government, developers, and utility authorities
L 1.2.5	Be recognised as a leader in sustainability by becoming a Gold Partner of the NSW Government's Sustainability Advantage Program
L 1.3.1	Implement the Integrated Planning and Reporting (IPR) framework within Council
L 1.3.2	Implement Council's Information and Data Governance Framework
L 2.1.1	Embrace new capabilities and a commitment to continuous learning
L 2.1.2	Promote and advocate Council as a local employer
L 2.2.1	Implement Council's Organisational Strategic Plan (OSP)
L 2.2.2	Implement innovative initiatives to further embed a culture of continuous improvement across Council
L 2.2.3	Conduct service reviews to increase efficiency and effectiveness of service, creating best value for our customers
L 2.3.1	Use technology to improve services and to provide accurate and relevant information to internal and external customers
L 2.3.2	Be a customer-centric organisation by adhering to the Customer Service Charter and Customer Experience Strategy
L 2.3.3	Provide an enterprise risk management framework to enable a consistent approach across Council

L 2.3.4	Provide a safety assurance management plan to enable a consistent approach across Council
L 2.3.5	Execute the customer focus initiatives in the Digital Innovation Strategy
L 3.1.1	Ensure projects are well managed and on time to strengthen Council’s services to the community
L 3.2.1	Undertake a robust program of business engagement and information dissemination
L 3.2.2	Ensure all communications from Council are accurate, consistent, transparent, and easy to understand
L 3.3.1	Provide systems and advice for risk and safety to be managed effectively and to assist decision-making
L 3.3.2	Execute Getting the Basics Right and cyber security initiatives within the Digital Innovation Strategy
L 3.3.3	Provide systems for monitoring Council’s performance, risk, and areas for improvement
L 3.3.4	Ensure Council maintains its strong financial position to support decisions that underpin long-term financial sustainability
L 3.3.5	Manage Council-owned properties in line with community expectations and realise potential revenue opportunities
L 3.3.6	Prepare asset management plans, strategies, and policies to support long term financial planning for assets

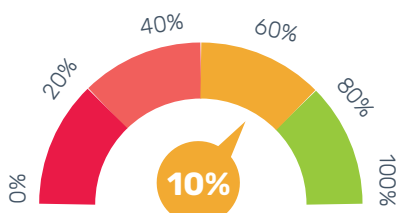
How Council performed

Operational Plan - 50 Actions



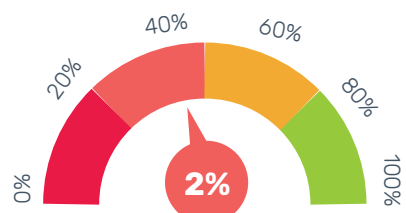
44 actions

At least 80% of action target achieved



5 actions

Between 60% and 80% of action target achieved

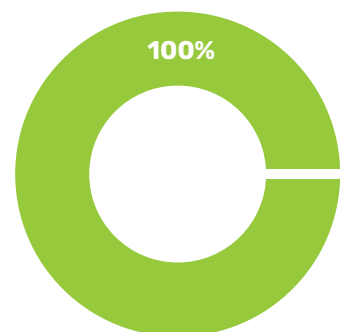


1 actions



Less than 60% of action target achieved or not started

Delivery Program - 4 Performance Indicators

✓ 4 indicators – On Track



Narrative on Performance Status

PERFORMANCE INDICATOR	STATUS
Number of advocacy activities and partnerships initiated as a lead Council in the Western Parkland City	
<p>Eight advocacy activities and partnerships initiated with the Western City Parkland City are:</p> <ul style="list-style-type: none"> • Regular meetings with Transport for NSW and meetings with various NSW Ministers e.g. Roads and Transport, regarding transport infrastructure projects crucial for housing development in the Camden LGA; • Preparation of submission to the NSW Legislative Council Inquiry into critical transport infrastructure needs in support of the Western Sydney International Airport and Aerotropolis, as well as providing evidence at public hearing; • Analysis of the NSW Budget 2024 implications for infrastructure funding in the Western Parkland City; • Leadership of the monitoring of drafting for the Regional Economic Development Strategy and review of the Governance Structure of the Western Parkland City and other Western Sydney City Deals; • Meetings conducted on issues such as the Western Sydney Health Alliance Governance Review and Advocacy Agenda Review; • Advocacy with the NSW Planning Minister and DPHI regarding Council's designated 5-year housing target, and the required servicing infrastructure needed to facilitate development; • Lodgement of Council's submission in response to the Australian Government's Western Sydney International Airport Flight Path/Draft Environmental Impact Statement assessment; • Ongoing work with the Western Parkland Councils regarding the Regional Economic Development Strategy, Western Sydney International Airport Flight Path/Draft Environmental Impact Statement assessment, and the governance review of the Western Parkland City's future operating arrangements. <p><i>Overall, 8 advocacy activities and partnerships initiated against the set target of 3.</i></p>	
Number of service reviews completed	
<p>Completed one service review, Library Service Delivery, identifying improvements in six key areas: developing staff capability, optimising technology, enhancing programs and collections, analysing performance, extending operating hours, and planning for growth.</p> <p><i>Overall, 1 service reviews completed against the set target of 1.</i></p>	
Percentage of internal audits performed across Council	
<p>Performed 50% of internal audits during this reporting period, for a total of 80% for the year. Three audits were completed, two audits are nearing completion, and one audit is in the planning phase.</p> <p><i>Overall, 50% of internal audits performed against the set target of 25%.</i></p>	
Number of reports brought to Council for decision-making	
<p>During the reporting period, there were 72 reports brought to Council for decision-making.</p> <p><i>Overall, 72 reports brought to Council for decision-making against the set target of 50.</i></p>	



What Council did



80% of customers satisfied



100% of service reviews completed



83% of phone calls answered within 20 seconds



88% of phone calls resolved in the first instance



72 council reports for decision-making



- ✓ Conducted Camden Principals Forum to identify key issues and challenges faced by teachers, students and parents in the Camden LGA and opportunities for advocacy.
- ✓ Advice provided to Parliamentary inquiry on Council's priorities for the local and regional transport network, with particular regard to freight and logistics.
- ✓ Regular participation and contribution to the Western Parkland Council Steering Committee.
- ✓ Continued collaboration with Western Sydney Health Alliance on joint regional priorities.
- ✓ Regular meetings with Transport for NSW regarding transport infrastructure projects crucial for housing development in the Camden LGA.
- ✓ Prepared submission to the NSW Legislative Council Inquiry into critical transport infrastructure needs in support of the Western Sydney International Airport and Aerotropolis, as well as providing evidence at public hearing.
- ✓ Analysis of the NSW Budget 2024 implications for infrastructure funding in the Western Parkland City.
- ✓ Led the monitoring of drafting for the Regional Economic Development Strategy and review of the Governance Structure of the Western Parkland City and other Western Sydney City Deals.
- ✓ Advocated with the NSW Planning Minister and Department of Planning, Housing and Infrastructure (DPHI) regarding Council's designated 5-year housing target, and the required servicing infrastructure needed to facilitate development.
- ✓ Lodged Council's submission in response to the Australian Government's Western Sydney International Airport Flight Path/Draft Environmental Impact Statement assessment.
- ✓ Ongoing work with the Western Parkland Councils continued regarding the Regional Economic Development Strategy, Western Sydney International Airport Flight Path/Draft Environmental Impact Statement assessment, and the governance review of the Western Parkland City's future operating arrangements.
- ✓ Rescinded the Community Wellbeing Policy following the adoption of the Community Strategic Plan which replaced the need for a separate policy.
- ✓ Updated emergency plans and management guides at a regional level as per the State Emergency Management Plan requirements.
- ✓ Formed a Rescue and Response Committee in addition to the Local Emergency Management Committee.
- ✓ Worked in collaboration with the NSW Government and key stakeholders on assessing planning proposals and development control plan amendments that aim to achieve well-serviced growth and development.

Recognition

During this reporting period, January to June 2024, Council received recognition as follows:

- **Winner**
LG Professionals Excellence Awards. Special Project Initiative *Empowering Inclusivity Through Technology.*
- **Highly Commended**
LG Professionals Excellence Awards. Partnerships and Collaboration *United Resilience Basketball (CURB).*
- **Finalist**
LG Professionals Excellence Awards. Community Development *Celebrating Seniors in Style Fashion Show and High Tea.*
- **Finalist**
LG Professionals Excellence Awards. Community Development *Parents and Bubs Yoga and Playgroup.*
- **Finalist**
LG Professionals Excellence Awards. Community Partnerships *The Camden Youth Mental Health First Aid Initiative.*
- **Finalist**
LG Professionals Excellence Awards. Innovative Leadership *Community Financial Assistance Policy Review and Consultation: A Phased and Outcomes Development Approach.*
- **Highly Commended**
National Growth Area Alliance (NGAA) Awards. Building Connections *Fostering Inclusivity in Local Government Programs.*

Conclusion

Council will continue to implement, innovate, collaborate, and work hard to deliver high-standard services and achieve the best outcomes for our community.

The next Performance Report will cover the July to December 2024 period.

