

DELIVERY PROGRAM 2022 - 2026

# Performance Report

July to December 2024



[www.camdencouncil.com.au](http://www.camdencouncil.com.au)

**Cover Page**

Camden Council Library Services

**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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# 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'***

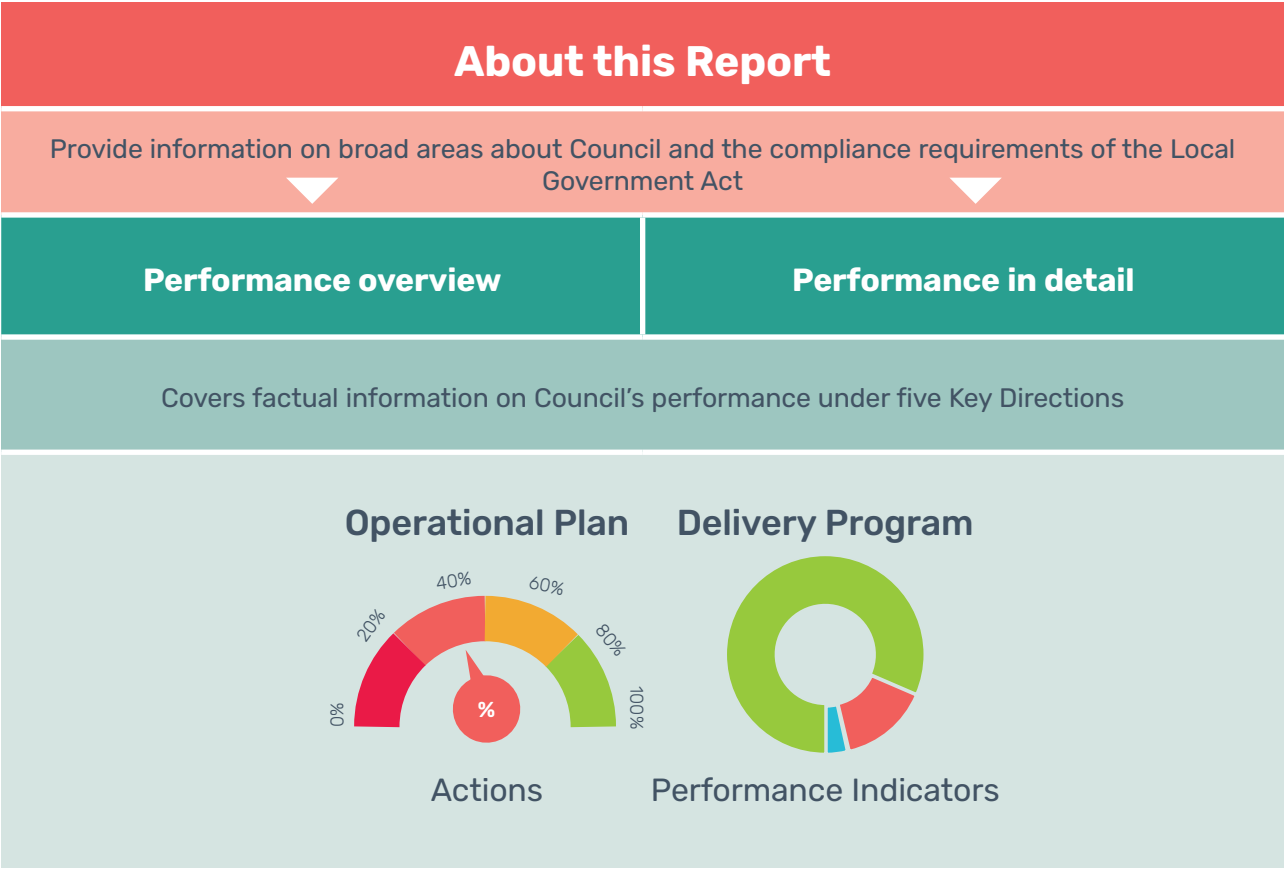
We put safety and well-being of people at the centre of everything we do.







# Focus areas when reading this report







# About this report

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 2024 – 2025. 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 \(nsw.gov.au\)](#)



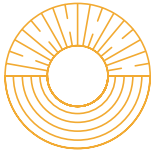
The **Delivery Program 2022 – 2026** is Council's commitment to the community during the Council term. It was reviewed when developing the **Operational Plan 2024 – 2025** and is a sub-set of the Delivery Program detailing specific actions for each year.

[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:



## **Welcoming**

Embracing our vibrant and diverse community



## **Liveable**

Strong and integrated connections between our people and our services



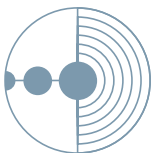
## **Prosperous**

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 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, and the annual Operational Plan.

## Delivery Program

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

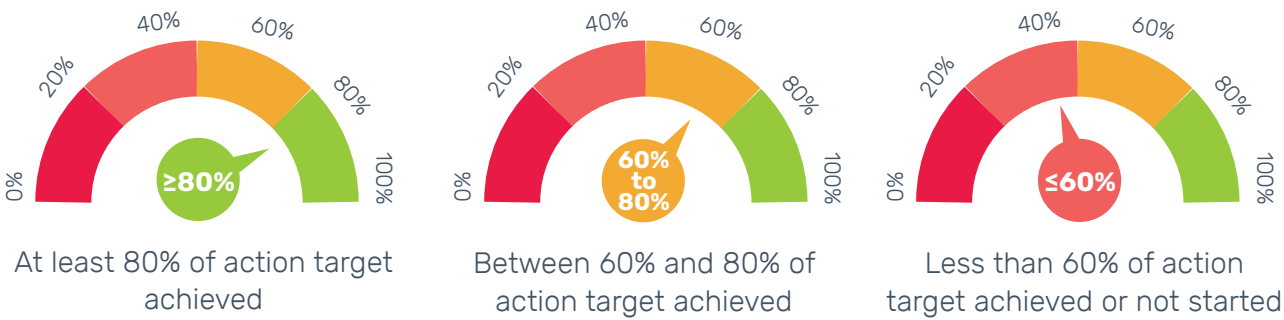
Operational Plan

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.











# Performance overview

This section reflects the July to December 2024 reporting period, assessing Council's status against 27 performance indicators of the Delivery Program 2022 - 2026 and 158 actions of the Operational Plan 2024 - 2025 under five Key Directions.



Progress Status on Actions and Performance Indicators

158 Actions for the Operational Plan 2024 – 2025



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
Welcoming	33	25	7	1
Liveable	36	30	0	6
Prosperous	9	9	0	0
Balanced	28	23	3	2
Leading	52	49	1	2
	158	136	11	11

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

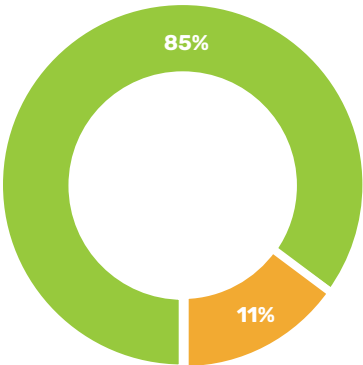
- ✓

 On Track24 Indicators (85%)
- 👁

 Monitor3 Indicators (11%)
- 🔧

 Needs Work0 Indicators (0%)
- ⚙

 External Impacts0 Indicator (0%)



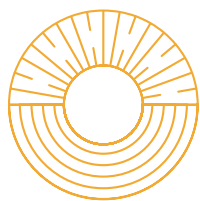
Key Direction	No. of Performance Indicators	Status			
		On Track	Monitoring	Needs Work	External Impacts
Welcoming	5	5	0	0	0
Liveable	10	7	3	0	0
Prosperous	3	3	0	0	0
Balanced	5	5	0	0	0
Leading	4	4	0	0	0
	27	24	3	0	0





# 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 2024 – 2025.



# 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.

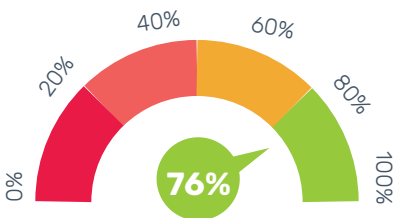
### There are 18 principal activities to achieve the above stated objectives, and they are:

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

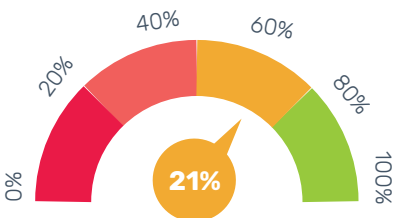
<b>W 3.1.1</b>	Target programs to address community safety concerns
<b>W 3.1.2</b>	Engage the community on road and traffic matters to raise safety awareness
<b>W 3.1.3</b>	Conduct patrols and inspections to encourage safe behaviours and check compliance with safety guidelines
<b>W 3.2.1</b>	Seek partnerships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

# How Council performed

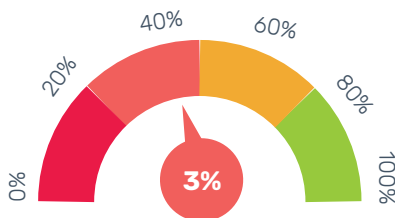
## Operational Plan - 33 Actions



**25 Actions**  
At least 80% of action target achieved



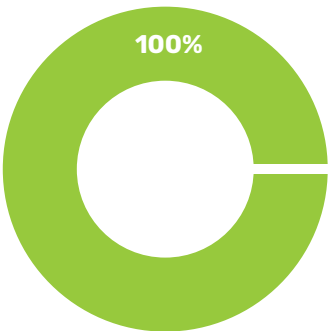
**7 Actions**  
Between 60% and 80% of action target achieved



**1 Action**  
Less than 60% of action target achieved or not started

## Delivery Program - 5 Performance Indicators

✓ 5 Indicators - On track



# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<b>Number of activation programs and networking events delivered to support community inclusion and diversity</b>	
<p>Delivered 29 cultural activations, in partnership with local and state government agencies. A range of programs included Public Education Week Exhibition at Camden Public School, Artist of the Month, Art After School, speciality programs, and banner project.</p> <p><i>Overall, 29 cultural program and networking events delivered against the set target of 8.</i></p>	
PERFORMANCE INDICATOR	Status
<b>Number of initiatives delivered against planned programs that support community inclusiveness and foster community cohesion</b>	
<p>Initiatives successfully delivered across eight portfolios within the Community Planning and Development team.</p> <p><i>Overall, 116 initiatives delivered against the set target of 50.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of actions and/or initiatives delivered through Library Services</b>	
<p>Delivered 69 actions and initiatives through Library Services for a range of target age groups - adults, youth and children.</p> <p><i>Overall, 69 actions and initiatives delivered against the set target of 20.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of actions completed that support access to public spaces to improve community wellbeing</b>	
<p>Completed three planned actions to support access to public spaces and improve community wellbeing:</p> <ul style="list-style-type: none"> <li>• Nugget Beames Reserve - artwork on the amenities building completed;</li> <li>• Nugget Beames - Seating, access and tiered;</li> <li>• Wandarrah Amenity - Awning Extension.</li> </ul> <p><i>Overall, 3 actions completed against the set target of 3.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of Swimming Pool inspections undertaken in accordance with Council's inspection program each year</b>	
<p>Conducted 44 swimming pool barrier inspections. Also inspected standard and mandatory pools in accordance with Council's inspection program.</p> <p><i>Overall, 44 inspections undertaken against the set target of 20.</i></p>	





## What Council did



**69** initiatives delivered through library services



**44** swimming pool inspections conducted



**29** cultural and networking events held



**62** free companion animal microchipping provided

### ✓ Accepted Grant Funding

- \$56,000 (excl GST) through the Department of Social Services Changing Places Commonwealth Funding.
- \$300,000 (excl. GST) from the NSW Office of Responsible Gambling's 2023 Clubgrants Category 3 Infrastructure Grants.
- \$4,500 (excl. GST) through the NSW Government's Seniors Festival Grants Program.
- \$100,000 (excl. GST) and \$74,690 (excl. GST) through the NSW Government's Local Small Commitments Allocation Grant Program.
- \$8,640 (excl. GST) through the State Library of NSW's Tech Savvy Seniors Program.

### ✓ Celebrated – including:

- NAIDOC Week.
- Camden Festival including TASTE, Picnic in the Park, Kids Family Fun Day.
- Local Government Week.
- Camden Christmas Festival.
- Oran Park Christmas Concert.

### ✓ Officially opened the Oran Park Leisure Centre.

### ✓ Interagency networks delivered on a bi-monthly basis.

### ✓ Activation Programs initiated and conducted including, Live 'n' Local, SPOTLITE Youth event, Alan Baker Art Gallery exhibitions.

### ✓ Celebrated ten years anniversary of the Pet Safety Awareness program (PAWS).

### ✓ Creative Collab held, connecting emerging and established artists and creative professionals.

### ✓ Construction commenced on Camden Civic Centre renewal and upgrade.

### ✓ 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.

### ✓ Mayor's Winter Sleepout event held to increase awareness of homelessness and poverty while raising funds for Mission Australia.

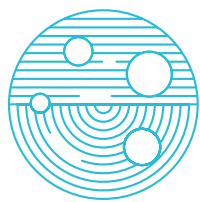
### ✓ Nugget Beams Public Art Project opened.

### ✓ Delivered over 60 free microchipping and over 80 desexing vouchers for companion animals.

### ✓ Continued progress on the preliminary concept design for the Camden Animal Shelter and Community Nursery and Education Hub project at Smeaton Grange.

### ✓ Proactively investigated over 398 cases of illegal dumping.





# 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:

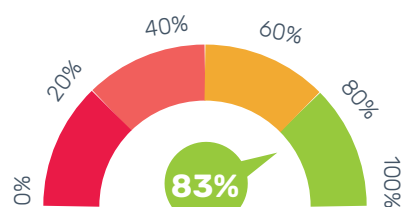
<b>LB 1.1.1</b>	Invest in and deliver smart infrastructure across Camden
<b>LB 1.2.1</b>	Execute Council's Digital Innovation Strategy to focus on legacy modernisation, data and insights, digital workplace, customer focus and smart city workstreams
<b>LB 1.2.2</b>	Promote innovative and technology-driven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



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

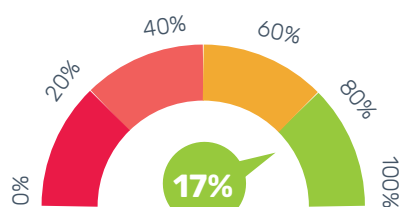
## How Council performed

### Operational Plan - 36 Actions



**30 actions**

At least 80% of action target achieved



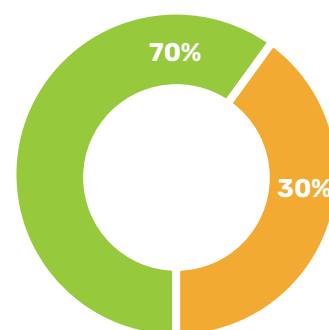
**6 actions**

Between 60% and 80% of action target achieved


### Delivery Program - 10 Performance Indicators


✓ 7 Indicators – On Track


👁️ 3 Indicators – Monitor




# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<b>Number of Smart City Initiatives implemented relating to new technologies and smart infrastructure to support community</b>	
<p>Completed one initiative, Proof of Concept for 3D modelling tool.</p> <p><i>Overall, 1 Smart City initiative implemented against the set target of 1.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Number of digital transformation initiatives implemented relating to improvement of services and enhancing customer experience</b>	
<p>Implemented four digital transformation initiatives/projects including:</p> <ul style="list-style-type: none"> <li>• Online booking system for community activation;</li> <li>• Grant management system review;</li> <li>• Volunteer management system;</li> <li>• Public web intramaps.</li> </ul> <p><i>Overall, 4 digital transformation initiatives delivered against the set target of 3.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Percentage of Development Applications determined within 40 days</b>	
<p>50 % of Development Applications were determined within 40 days, under the target service level of 50%.</p> <p><i>Overall, 50% of development applications determined against the set target of 50%.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Percentage of Development Applications determined within 60 days</b>	
<p>69.27 % of Development Applications were determined within 60 days, just under the target service level of 70%.</p> <p><i>Overall, 69.27% of development applications determined against the set target of 70%.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Mean Development Application assessment time</b>	
<p>The mean Development Application assessment time was 51.35 days which was outside the target service level of 50 days.</p> <p><i>Overall, 51.35 days mean development applications assessed against the set target of 50 days.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Median Development Application assessment time</b>	
<p>The median Development Application processing time was 40 days, meeting the target service level of 40 days. Council determined Development Applications to the value of \$758,153,902.</p> <p><i>Overall, 40 days median development applications assessed against the set target of 40 days.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of major projects on track within allocated budget (over \$1M)</b>	
<p>73% of major projects were on track and within the allocated budget.</p> <p><i>Overall, 73% of major projects on track against the set target of 80%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of programmed asset inspections completed</b>	
<p>Completed all scheduled asset inspections programmed during this reporting period.</p> <p><i>Overall, 73% of the inspection program was completed against the set target of 70%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of local roads, walkways, cycleways and bridges are maintained against the planned Works Program</b>	
<p>Delivered the Regional and Local Roads Repair Program (RLRRP) on time and within budget, and road and bridge repair programs are on track.</p> <p><i>Overall, 50% of planned Works Program undertaken against the set target of 50%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of initiatives delivered to improve road safety</b>	
<p>Delivered all scheduled initiatives to improve road safety, and other projects such as:</p> <ul style="list-style-type: none"> <li>• Wombat crossings in Barley Road and Old Hume Highway;</li> <li>• 53 actions from the Local Traffic Committee reports;</li> <li>• Nine road safety education programs coordinated in partnership with local Police, Transport for NSW (TfNSW), local schools and community groups: Kinder orientation, Caravan Safety program, U Turn the Wheel, School Safety Program, Slow Down, Choose Right Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners in Macarthur, Seniors Pedestrian Safety program.</li> </ul> <p><i>Overall, 10 initiatives delivered against the set target of 10.</i></p>	

## What Council did



### Maintained

roads, walkways,  
cycleways and bridges



**\$758,153,902**

value of development  
applications



**9**

road education  
programs coordinated



### ✓ Accepted Grant Funding

- \$481,000 (excl. GST) from Transport for NSW (TfNSW), under the Towards Zero Safer Roads Program 2024 - 2025.
- \$1,251,000 (excl. GST) through the NSW Government's Get NSW Active Program (Footpath Construction).
- \$400,000 (excl. GST) through the NSW Government's Get NSW Active Program (Wombat Crossing Construction).
- \$4.5M (excl. GST) through the Department of Planning, Housing and Infrastructure (DPHI) under the Special Infrastructure Contribution (SIC) Fund.
- \$1,539,463 (excl. GST) through the Federal Government Roads to Recovery Program.
- \$3,467,564 (excl. GST) from Transport for NSW (TfNSW), under the Road Safety Program.
- \$35,000 (excl. GST) received through the Australian Government's Department of Home Affairs Cyber Safety Awareness Support for Vulnerable Groups Grants Program.

### ✓ Unlock Camden event held offering a program featuring a variety of historic themed activities celebrating the Camden LGA's historic past.

### ✓ Implemented road safety and community education programs.

### ✓ Delivered works under the Pedestrian Access and Management Plan (PAMP) with the installation of Wombat crossings in Barley Road and Old Hume Highway.

### ✓ Continued to implement transformation initiatives to enhance and support Council's digital business capabilities such as online booking systems and field mobility for food inspections.

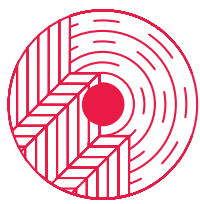
### ✓ Implemented and continued monitoring the open space maintenance program, such as a three weekly mowing cycle for passive reserves and open spaces, weekly mowing of sports fields and weekly litter collection at high profile sites.

### ✓ Supported an advocacy document for a youth refuge to address homelessness in the region.

### ✓ Advocated for the North South Rail Line, articulating the importance of this infrastructure to support future housing supply.

### ✓ Continued to work with Western Sydney Planning Partnership to advance the Regional Affordable Rental Housing Contribution Scheme.

### ✓ Continued to engage with Transport for NSW (TfNSW) in facilitating integrated transport and land use planning through the Outer South West Integrated Transport Plan (Sprint Program) project.



# 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 9 principal activities to achieve the above stated objectives, and they are:**

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

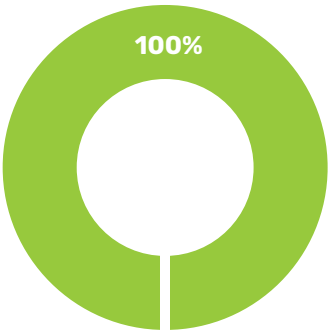
# How Council performed

## Operational Plan - 9 Actions



## Delivery Program - 9 Performance Indicators

✓ 3 Performance Indicators - On Track



# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<b>Number of initiatives delivered to promote and facilitate investment and industry growth in the LGA</b>	✓
<p>Four initiatives were delivered to promote and facilitate investment and industry growth:</p> <ul style="list-style-type: none"> <li>• Sponsorship of the UDIA NSW Awards for Excellence;</li> <li>• Ongoing contribution to the development of The Parks Advocacy Document;</li> <li>• Tours of the Western Sydney International Airport (x2);</li> <li>• Delivered the Camden Economic Snapshot.</li> </ul> <p><i>Overall, 4 initiatives delivered against the set target of 2.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of initiatives conducted to promote and support expansion of education and training in the LGA</b>	✓
<p>Delivered two initiatives to promote and support education and training:</p> <ul style="list-style-type: none"> <li>• Participation at the CSIRO Generation STEM Showcase held at Council;</li> <li>• How to be a Young Entrepreneur Workshop.</li> </ul> <p><i>Overall, 2 initiatives delivered against the set target of 1.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of initiatives conducted to support local business and industry</b>	✓
<p>Ten initiatives were delivered to support local business and industry, these included:</p> <ul style="list-style-type: none"> <li>• Destination Camden Networking Event;</li> <li>• Tours of the Western Sydney International Airport;</li> <li>• Business Advisory Sessions (in partnership with NSW Business Connect);</li> <li>• Networking with a range of business and industry groups;</li> <li>• Business Planning for the future workshops;</li> <li>• How to create a Finance Plan webinar;</li> <li>• Camden Business Survey;</li> <li>• Sponsorship of the Camden Local Business Awards;</li> <li>• Sponsorship of Greater Narellan Business Chamber;</li> <li>• Delivery of Business Pack Handouts.</li> </ul> <p><i>Overall, 10 initiatives delivered against the set target of 3.</i></p>	





## What Council did



### **CONDUCTED** Camden Business Survey

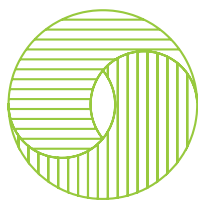


**11,018**  
local businesses  
ABS 2024  
(Australian Bureau of  
Statistics)



**47,759**  
local jobs  
NIEIR 2023  
(National Institute  
of Economic and  
Industry Research)

- ✓ Conducted Small Business Month program - events, workshops and tours.
- ✓ Delivered the Camden Economic Snapshot.
- ✓ Implemented a Camden Business Survey.
- ✓ Continued networking with a range of business and industry groups.
- ✓ Ongoing distribution of Business Information Packs.
- ✓ Monthly e-Business news distributed.
- ✓ Sponsored the Camden Local Business Awards.
- ✓ Commenced development of the draft Project Narellan Vision and Action Plan.
- ✓ Implemented the Destination Camden networking event.
- ✓ Investigated opportunities for Camden's key emerging sectors, by leveraging Western Sydney International Airport and Aerotropolis.
- ✓ Ongoing contribution to the Regional Economic Development Strategy.
- ✓ Continued to deliver programs and initiatives to connect small business with relevant information and opportunities.



# 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>B 1.1.1</b>	Facilitate environmental protection, restoration, and urban greening, and reduce exposure to natural hazards
<b>B 1.2.2</b>	Lead a strategic approach to tree management and planting
<b>B 1.3.1</b>	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>B 1.3.2</b>	Protect and enhance Camden's rural lands
<b>B 1.3.3</b>	Contribute to the environmental assessment processes to promote responsible development and manage the environmental impacts of new development and works
<b>B 1.3.4</b>	Deliver an education program to reduce stormwater pollution from building sites
<b>B 1.4.1</b>	Deliver community education programs on environmental protection and care
<b>B 1.5.1</b>	Deliver works that maintain and enhance natural areas in Camden
<b>B 2.1.1</b>	Protect Camden's scenic and visual landscapes
<b>B 2.2.1</b>	Ensure appropriate sustainability measures are implemented in new developments when assessing development applications and related applications
<b>B 2.2.2</b>	Incorporate sustainability outcomes in Council projects
<b>B 3.1.1</b>	Investigate and implement climate change adaptation measures for Council and the community



<b>B 3.2.1</b>	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>B 3.2.2</b>	Ensure the design of assets and maintenance programs mitigate the impacts of climate risks
<b>B 4.1.1</b>	Prepare Camden Council to operate effectively in a net zero future
<b>B 4.2.1</b>	Partner with neighbouring councils for a regional waste solution
<b>B 4.2.2</b>	Deliver a Camden waste strategy
<b>B 4.2.3</b>	Manage waste collection services
<b>B 4.3.1</b>	Reduce Council's energy and water consumption
<b>B 4.3.2</b>	Encourage energy and resource efficiency across the community

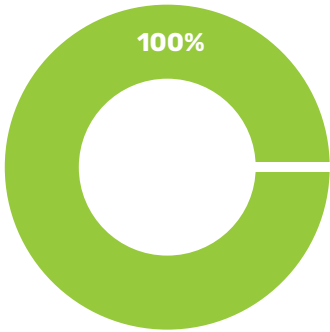
# How Council performed

## Operational Plan - 28 Actions



## Delivery Program - 5 Performance Indicators

✓ 5 indicators – On Track



# Narrative on performance status

PERFORMANCE INDICATOR	STATUS
<b>Number of building sites inspected to reduce pollution into waterways</b>	✓
<p>Proactively conducted 210 building site inspections to ensure compliance requirements in particular waste management and sediment controls, resulting in the reduction of pollution into waterways.</p> <p><i>Overall, 210 building site inspections undertaken against the set target of 200.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Areas of natural environments/bushlands actively managed</b>	✓
<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
<b>Number of programmed actions commenced and/or implemented from the Green and Blue Grid</b>	✓
<p>A total of four from the adopted Green and Blue Grid Vision Action Plan have commenced and/or are currently progressing:</p> <ul style="list-style-type: none"> <li>• Deliver community education and participation opportunities;</li> <li>• Investigate opportunities to obtain grant funding to deliver Green and Blue Grid projects;</li> <li>• Develop a framework for attributing an economic value to trees as assets, which considers NSW DPE's Valuing Green Infrastructure and Public Spaces Framework, to support Planning Agreement negotiations;</li> <li>• Investigate establishing a Tree Asset register within Council's Asset Management system that is integrated with GIS and spatial mapping software.</li> </ul> <p><i>Overall, 4 programmed actions commenced against the set target of 1.</i></p>	

PERFORMANCE INDICATOR	STATUS
<b>Number of mitigation and/or adaptation actions to reduce climate risk</b>	
<p>Nine mitigation/adaptation actions to reduce climate risks during the reporting period included:</p> <ul style="list-style-type: none"> <li>• Installation of 28kW rooftop solar system at Camden War Memorial Pool;</li> <li>• Completion of audit of lighting upgrade requirements at Camden Library, Camden Museum, Camden War Memorial Pool and the Oxley Street carpark;</li> <li>• Completion of bank stabilisation works at four locations on the Nepean River along the Camden Bike Path;</li> <li>• Planting of 3,000 native plants at John Oxley Reserve, Kirkham through a partnership with Greening Australia;</li> <li>• Promoted home electrification through the Author Talk Program with Tim Forcey on his 'My Efficient Electric Home' book;</li> <li>• Promoted home electrification and built for comfort through Sustainability e-newsletter and Council's website;</li> <li>• Commenced works on the Camden Resilience Plan, with a contractor engaged and internal stakeholders consulted;</li> <li>• Trellis energy, water and carbon management system procured and commissioned to provide greater capacity in tracking and monitoring Council's performance;</li> <li>• Feasibility study for electrification upgrades at Mount Annan Leisure Centre underway.</li> </ul> <p><i>Overall, 9 mitigations and/or actions undertaken against the set target of 6.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Maintain service levels for waste services</b>	
<p>Council maintained an overall service level compliance of 92.5%.</p> <p>This excludes kerbside clean up collections as the new system is not yet fully integrated.</p> <p><i>Overall, maintained service level of 92.5% against the set target of 80%.</i></p>	

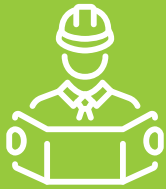
## What Council did



**9** actions undertaken to reduce climate change



**99.8%** waste bins collected on correct day



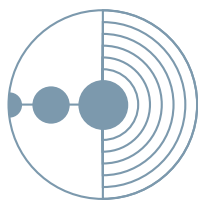
**210** building site inspections conducted



**1,179 HRS** provided by bushcare volunteers



- ✓ Accepted Grant Funding
  - \$202,000 (excl. GST) through the Floodplain Management Program, managed by the Department of Climate Change, Energy, Environment and Water.
- ✓ Hosted Biggest Garage Sale event to promote sustainable practices and minimise items going to landfill.
- ✓ Celebrated National Tree Day by planting 3,000 native species within Spring Farm in collaboration with Sydney Water and Downer BMD Joint Venture.
- ✓ Bushcare volunteers provided 1,179 hours across 13 bushland sites.
- ✓ Updated Council's website to provide enhanced information on weed management and links to relevant resources.
- ✓ Developed a series of fact sheets for seven high profile weeds found in the Camden LGA to encourage greater awareness as well as the importance of weed management.
- ✓ Held Schools Tree Day providing 1,000 native shrubs and small trees to 29 childcare centres and 19 schools within the Camden LGA.
- ✓ Completed the Nepean River Waterway Walk guide and signage.
- ✓ Delivered the Threatened Species Art and Writing Competition.
- ✓ Conducted two Aussie Bird Count events.
- ✓ Provided Sustainable Camden e-newsletters raising awareness of key issues.
- ✓ Promoted and delivered resources including Our Waterway Health Report and Hook, Line and Measure.
- ✓ Commenced development of a seed collection program to support local regeneration projects.
- ✓ Continued to expand partnerships with key stakeholders such as Greening Australia, Sydney Water, Downer BMD Joint Venture, Local Land Services, Biodiversity Conservation Trust and OzFish.
- ✓ Commenced development of Catchment and Waterway Management Plan.
- ✓ Bank restoration work undertaken at four locations along Camden Bike Track.
- ✓ Installed of 28kW rooftop solar system at Camden War Memorial Pool.
- ✓ Smart meter upgrades of electricity meters undertaken for majority of Council facilities.
- ✓ 20,963 trees recorded in the Forestree database.
- ✓ Conducted a Builders BBQ to promote various initiatives including the importance of waterway protection.
- ✓ Continued to deliver flood mitigation projects and advocate for drainage and riparian management as a means of mitigating flood impacts.



# 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 27 principal activities to achieve the above stated objectives, and they are:

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

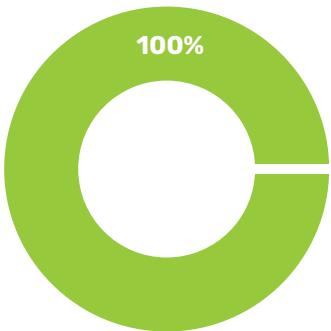
## How Council performed

### Operational Plan - 52 Actions



### Delivery Program - 4 Performance Indicators

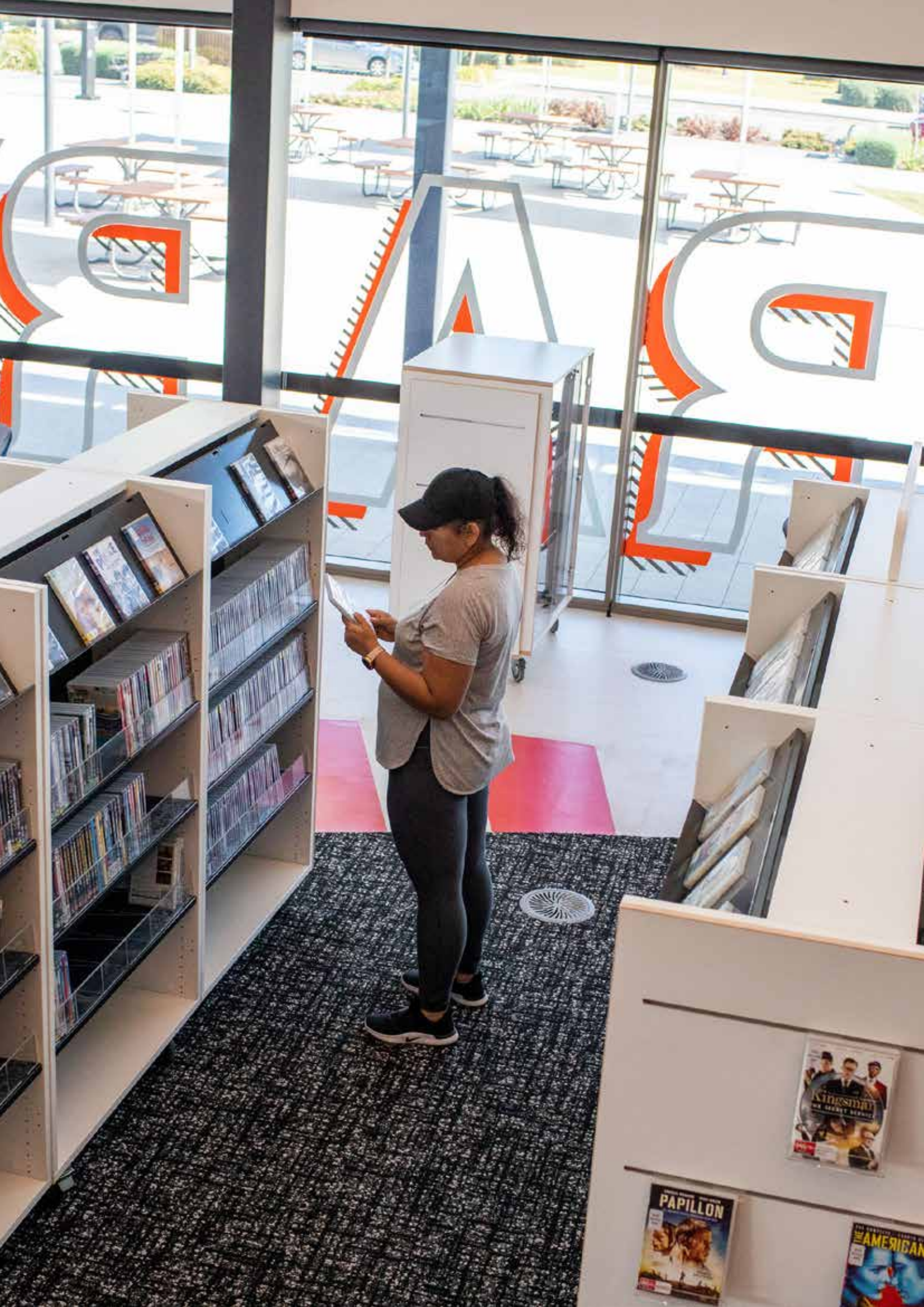
✓ 4 indicators – On Track



# Narrative on Performance Status

PERFORMANCE INDICATOR	STATUS
<b>Number of advocacy activities and partnerships initiated as a lead Council in the Western Parkland City</b>	✓
<p>Three advocacy activities and partnerships initiated with the Western City Parkland City.</p> <p>A range of advocacy meetings and correspondence initiated by Council, including:</p> <ul style="list-style-type: none"> <li>• Meeting with representatives from NSW Opposition to discuss blockages to housing supply;</li> <li>• Correspondence to Tanya Davies MP re: provision of local schools;</li> <li>• Correspondence to various MP's on WSI amended flight path proposal;</li> <li>• Officer-level submission to Transport for NSW (TfNSW) on proposed new bus services for Western Sydney;</li> <li>• Letter to various MP's on future of Narellan Men's Shed at Australian Botanic Garden Mount Annan.</li> <li>• Letter to Transport for NSW (TfNSW) on sale of NSW Government land on Bringelly Road;</li> <li>• Officer-level submission to IPART on delivery of water and sewer infrastructure and impacts from proposed price increase by Sydney Water;</li> <li>• Correspondence to Angus Taylor MP on Camden Bypass Extension and Spring Farm Parkway Extension.</li> <li>• Regular meetings with Transport for NSW and meetings with various NSW Ministers e.g. Roads &amp; Transport, regarding transport infrastructure projects crucial for housing development in the Camden LGA;</li> <li>• Led the monitoring of the draft Regional Economic Development Strategy and drafting of an Advocacy Strategy for The Parks Councils, ahead of the 2025 Federal Government election.</li> </ul> <p><i>Overall, 3 advocacy and partnerships initiated against the set target of 3.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of service reviews completed</b>	✓
<p>Completed one service review on Talent Management Services resulting in 16 improvement opportunities identified.</p> <p><i>Overall, 1 service review completed against the set target of 1.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Percentage of internal audits performed across Council</b>	✓
<p>Performed 50% of internal audits during this reporting period.</p> <p>Six internal audits were completed with two audits in progress.</p> <p><i>Overall, 50% of internal audits performed against the set target of 25%.</i></p>	
PERFORMANCE INDICATOR	STATUS
<b>Number of reports brought to Council for decision-making</b>	✓
<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



**82%** of  
customers  
satisfied



**86%** of phone  
calls resolved in the  
first instance



**85%** of phone  
calls answered  
within 20 seconds



**72** council reports  
for decision-making

✓ Accepted Grant Funding

- \$84,525 (excl. GST) from the NSW Reconstruction Authority's Supporting Spontaneous Volunteer Program.
- \$4,525 (excl. GST) from the NSW Reconstruction Authority.

✓ Mayor for a Day Public Speaking Competition held in conjunction with Local Government Week.

✓ Undertook caretaker mode with good governance, business and administration procedures conducted prior to Local Government Elections held in September 2024.

✓ Conducted stakeholder engagement to review and update the Community Strategic Plan 2036 to identify the needs of local residents, businesses, community service providers and government agencies.

✓ Outlined achievements and outcomes through Council's Annual Report 2023 - 2024 and State of the LGA Report 2022 - 2024.

✓ Continued to collaborate with local, State and National partners to support initiatives of the Western City Digital Action Plan and the Western Sydney Planning Partnership.

✓ Adopted annual Financial Statements.

✓ Supported 7 Apprentices, 15 Trainees, 2 Student Planners and 4 Cadets through Council's Traineeship and Apprenticeship Program.

✓ Maintained the Camden Emergency Management Plan and Consequence Management Guide.

✓ Continued liaison with Camden Local Emergency Management Committee.

✓ Supported 35 community organisations, sporting and cultural groups through the Community Grants Program.

✓ Ongoing advocacy for the expansion of tertiary education and training options in the Camden LGA.

✓ Regular meetings with Transport for NSW (TfNSW), regarding transport infrastructure projects crucial for housing development in the Camden LGA including the Western Sydney Rapid Bus Project.

✓ Ongoing engagement and advocacy on the NSW Government's 'New Cumberland Rail Line' (South West Rail Link Extension Project).

✓ 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.

✓ Continued collaboration with local, State and National bodies to develop outcomes for sport and recreation facilities across the Camden LGA and Western Parkland City.

# Recognition

During this reporting period, July to December 2024, Council received recognition as follows:

- **Winners**

Local Government Week Awards

*Most Inclusive Youth Week Program.*

Keep Australia Beautiful NSW Sustainable Cities Awards

*Waterways and Marine Protection - Nepean River Restoration.*

LG NSW Awards

*Excellence in the Environment - Towards Net Zero.*

Boomtown Western Sydney Leadership Dialogue Awards

*Project of the Year, Outstanding Sport and Recreation Award for Oran Park Leisure Centre.*

NSW Youth Action Awards

*Outstanding Work with First Nations Young People (Nugget Beames Public Art Project).*

National LG Customer Service Network (NLGSCN)

*National Metropolitan Mystery Shopper Award.*

- **Finalist**

LG Professionals

*Management Challenge.*

Australian HR Institute (AHRI) Awards

*Best Employee Experience Strategy.*

LG NSW Awards

*Activating Culture Through Creative Collab.*

LG NSW Awards

*Excellence in Communication, It's a Camden Summer.*

LG NSW Awards

*Innovation in Special Events – TASTE Camden.*

LG NSW Awards

*Innovation in Special Events – Camden Christmas Program.*

LG NSW Awards

*Excellence in the Environment – Innovation in Planning, Policies and Decision Making.*

LG NSW Awards

*Excellence in the Environment – Natural Environment Protection and Enhancement On Ground Work.*

LG NSW Awards

*Excellence in the Environment – Local Sustainability.*

LG NSW AR Bluett Memorial Award.

# 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 January to June 2025 period.





SN&S

GIGA LAMP  
REPARATION SYSTEM

HOW MAY  
I HELP YOU

THANK  
YOU

