Camden 2040
End of Term Report
August 2012

Transforming Community Vision into Action
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Foreword by the General Manager

Any one of the 152 local government authorities in New South Wales could easily be described as being among the most diverse businesses in the country. Councils deliver services and facilities across a broad spectrum of activities ranging from "hard" infrastructure such as roads, buildings and drainage systems right through to "people focused" services such as community development, children’s services, health and libraries as well as many other activities in between. Add to the complexity of a normal Council, the added responsibility for accommodating five fold population growth and the delivery of new towns and suburbs all in a cohesive and sustainable fashion; and you have the challenges facing Camden Council as an organisation.

As a Council we have both a statutory and a moral obligation to report to our constituents. In previous years we have reported annually on our achievements and progress. We now report our activities six monthly to our elected councillors, and are required to present a report at the end of each council term as to our achievements in implementing the community’s vision and plan for the future – Camden 2040. Ordinarily this report would cover the entire four year term of the Council, however given we have only been operating under the new requirements for the past 18 months (since December 2010), this End of Term Report covers our achievements for that period. Much more was achieved for the community within this Council term, and this can be found in our previous annual reports.

As the first report under the new legislation, it has presented some challenges. Compiling a catalogue of activity and achievement over the period is a daunting prospect. Particularly when - as an organisation - you are more concerned with getting on and delivering for your community rather than with shouting your own praises from the rooftops! Over the four year term Camden Council has turned over more than $450 million dollars and managed more than $700 million of community assets. This report sets out just what we have done and what we have achieved for our community.

While the spending and the statistics incorporated in this report are important, the real story lies in the way a community works and feels. I’m delighted to report that a significant proportion of our residents (85% in fact) express satisfaction with the way in which the Council delivers for them. Further proof of our success lies in the fact that 87% of Camden residents feel that they still have "the best of both worlds" despite the substantial growth occurring and the stresses and strains that growth brings.

Each of our nine elected councillors and each of the 320 Council employees are proud of the way in which we have been able to not only meet the challenges of a growing community but also that we have done so in an innovative and sustainable fashion. I hope that you will also be proud of your community and what it has achieved.

Greg Wright
General Manager
Introduction

Integrated Planning and Reporting Requirements

In 2009 the NSW Government amended the Local Government Act to include a new set of requirements for how councils undertake long term community strategic planning and reporting back to their communities. This new planning framework, called Integrated Planning and Reporting, seeks to involve local communities in setting the long term vision for their local area, with the intention of better linking the various plans that make this vision a reality, and a greater commitment to reporting progress towards this vision back to the community.

Implementation of the new requirements was staged, with councils across the state nominating a date for compliance. Camden Council opted to join the second group of councils to become compliant with the legislation, and adopted the necessary elements of the framework in June 2011. This involved engaging our community in the preparation of Camden 2040 as our long term vision and strategic plan. This was adopted by Council in December 2010. Council then prepared and adopted a Resource Strategy (comprising a Long Term Financial Plan, a Workforce Plan and an Asset Management Strategy and Plans) and a 4 year Delivery Program covering the activities that Council is responsible for delivering in implementing Camden 2040.

An element of the Integrated Planning and Reporting requirements is that the community strategic plan (Camden 2040) are to be reviewed every four years by each newly elected council. Part of this review involves the preparation of a report by the outgoing council on the progress made in implementing Camden 2040 during its term. This is called the End of Term Report, and forms part of Council’s Annual Report in the year of the election. The End of Term Report is an important resource to provide the new council with direction and feedback to facilitated their review of Camden 2040 and the associated Delivery Program for their 4 year term.

Given that this is the first cycle of Integrated Planning and Reporting, and that it was commenced mid-way through the current council term, the End of Term Report for August 2012 covers the period December 2010 to August 2012 only, to report progress on Camden 2040 since its adoption. The next End of Term Report, prepared for the outgoing council in 2016 will cover the full four year term.

Camden 2040

Camden 2040 is the community strategic plan for the people and place of the Camden area over the coming decades. It was prepared following extensive community engagement and input with residents of this area, and aims to translate the community’s aspirations and priorities into action. Almost 1,400 residents, workers and visitors to the area had their say in the formulation of this vision and the priorities requiring focus during that time. This has been the largest community engagement exercise undertaken by Camden Council to date.

Camden 2040 was prepared as a strategic response to the large-scale urban and population growth that has been planned for the area under the State Government’s Metropolitan Strategy. It acknowledges that whilst many in our community would prefer not to have this growth occur, that it is now part of Camden’s future and needs to be managed actively and effectively in order to deliver quality places and lifestyles for the people that have the Camden area as their home, both now and into the future.
Measuring Progress

Camden 2040 contains a set of indicators which enable Council to measure whether progress is being made towards the community’s vision, and then report this progress to the community. These indicators are to be measured over time, and allow Council to understand the areas which are progressing well, and those areas that may require some additional focus and resources in order to get them on track towards delivering the community’s vision.

Camden Council has had a set of sustainability indicators in place for some years, and these are the indicators that have been used to Camden 2040. They comprise indicators to measure environmental, economic, social and leadership outcomes, as well as how effectively Camden’s growth is being managed. They are measured using a range of information, including community perception (telephone survey) and Census data, as well as information provided by a range of other agencies.

It should be noted that for this End of Term Report, Council has only included the indicators for which information was able to be sourced at the time of reporting. Some Census data is still to be released, for example. It is anticipated that most of the indicators will have current information against them in the Annual Report to be published in November 2012.

Reviewing Camden 2040 – Next Steps

This End of Term Report is the first step in the review process of Camden 2040 by the new Council that will be elected in September 2012. It highlights the progress towards the community’s vision and the many achievements that Council has made to the end since the adoption of Camden 2040 in December 2010.

A Community Engagement Strategy has been drafted for the review of Camden 2040, with the intention of the community engagement process to take place in the coming months. This will also involve engaging with the various partners and other stakeholders who have a part in delivering Camden 2040 to consider their achievements to date, and their continued involvement and actions in the next term. Both partners and residents will have further opportunity to provide input into the revised draft to ensure that we have adequately reflected their aspirations and concerns.

Council will adopt the revised Camden 2040 and will then use this as a basis for preparation of its new Resource Strategy and 4 Year Delivery Program, to be adopted by June 2013. The 4 Year Delivery Program is the specific action plan for the term of the new council in continuing the progress towards the community’s vision that the outgoing Council has achieved.

Integrated Planning and Reporting is still new in NSW, and for Camden Council it has created a range of opportunities and challenges to ensure that we are planning well for the future of this area, with quality engagement with our community, and in measuring and reporting progress to our residents in a meaningful way. There is still work to be done, and Council is committed to continuing this improvement process into the coming term for the benefit of both current and future residents of this area.
Part A –

Our Performance in Implementing Camden 2040
**Camden 2040 – A Plan for a Growing Place**

*Camden 2040* is a plan for the future of the Camden area as it experiences five-fold population growth. Growing this population involves much more than putting houses on the ground.

Think about Camden now – with a population of about 59,500 people. Consider the services, the infrastructure and the facilities that this current population need.

Think, then, of a Camden with a population of more than 250,000 people. Consider:

- The kilometres of roads, footpaths and drainage; the hectares of parks, the sports grounds, swimming pools and play equipment.
- The kind of work that needs to go into protecting the natural environment from this significant change in land use, and in creating suburbs and town centres that are attractive, liveable and healthy.
- The need for suitable transport, employment, health and education.
- The many services that will be needed to ensure a vibrant and supportive community - services for children and young people, libraries, information, community and cultural events, support for older people and people who have a disability.
- The many services that contribute to the amenity and health of a local area – waste, managing domestic animals, parking, inspecting food shops, managing noise complaints, cleaning and beautifying town centres.
- The need to ensure our existing centres and neighbourhoods continue to thrive in the midst of new urban growth around the LGA.

*Camden 2040* considers these many issues as it not only plans for future communities, but also to ensure that the quality of life and the services provided to the current community are of the high level they desire and expect.

*Camden 2040* serves as a “road map” directing the kinds of actions and priorities that will be necessary to reach the vision that the community of the Camden area has for its future.

**Population and Urban Growth**

The estimated resident population of the Camden Local Government Area in 2011 was 58,306 people (based on Australian Bureau of Statistics information). Given that waste services and rate assessments have both increased by about 2% during the 2011/12 financial year it is reasonable to estimate that the current population is close to 59,500 people.
With an expected final population over 250,000 people, the Camden area will see higher annual growth rates than have been experienced in this area for a decade. To 2021 this growth is expected at an average annual rate of 4.20% per annum.

In the past three financial years, Council has assessed a total of $1.2 billion worth of development. The annual value has increased by 25% over that period, from $349 million in 09/10 to $473 million in 11/12.

Council is currently working on the precinct planning process for the Austral and Leppington North Precinct, which will be a Major Centre in the South West (on par with the size of Liverpool). The South West Rail Link will run through the precinct with a station at the Leppington Major Centre. Construction for this rail link is underway. Development in the Oran Park and Turner Road Precincts is continuing, with 500 lots already released in both precincts. The Oran Park Precinct will house almost 13,000 residents and has the capacity for 5,000 jobs, with 96 hectares of employment land and a 15,000 m² town centre. Precinct planning work continues for the Leppington and Leppington East Precincts (8,000 and 4,100 lots respectively, or approximately 24,000 and 12,000 total population), the Catherine Fields South Precinct (up to 3,000 lots or 9,000 residents), and the El Caballo Blanco Gledswood Precinct (about 860 lots, 2,500 people).

A Picture of Infrastructure Growth

Council’s Asset Management Strategy (June 2011) identifies the anticipated amount of new local infrastructure that will be constructed by 2040 based on a population size of 256,000 people. This is shown in the table to the right. This infrastructure is calculated by using the provision rates for different types of infrastructure, such as square metres of roads and footpaths per residential lot or hectares of open space per 1000 population. This provides a good picture of the substantial increase in infrastructure that will take place during the life of Camden 2040.

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Additional Assets</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Footpath &amp; Cycleways</td>
<td>1,651,613 m²</td>
<td>The length of this would reach from Camden to Melbourne!</td>
</tr>
<tr>
<td>Kerb &amp; Gutter</td>
<td>1,376,344 m²</td>
<td>This is equivalent to a highway between Camden and Canberra!</td>
</tr>
<tr>
<td>Road Pavement</td>
<td>4,817,204 m²</td>
<td>If laid in a straight line these pipes would stretch from Camden to the Sydney CBD 6 times!</td>
</tr>
<tr>
<td>Road Surface</td>
<td>4,817,204 m²</td>
<td>This is the size of 330 football fields!</td>
</tr>
<tr>
<td>Stormwater Pipes</td>
<td>688,172m</td>
<td>If all put in one building this would be 1.5 times the size of Narellan Town Centre!</td>
</tr>
<tr>
<td>Stormwater Pits</td>
<td>16,516</td>
<td></td>
</tr>
<tr>
<td>Open Space (Half active and passive)</td>
<td>724Ha</td>
<td></td>
</tr>
<tr>
<td>Sports Grounds</td>
<td>138</td>
<td></td>
</tr>
<tr>
<td>Outdoor Courts (Netball, tennis, basketball)</td>
<td>238</td>
<td></td>
</tr>
<tr>
<td>Athletics track</td>
<td>3</td>
<td></td>
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<tr>
<td>Leisure Centre</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Youth Recreation Facility</td>
<td>22,784 m²</td>
<td></td>
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<tr>
<td>Multi-purpose Community Centre</td>
<td>10,752 m²</td>
<td></td>
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<tr>
<td>Community Resource Space</td>
<td>56,320 m²</td>
<td></td>
</tr>
<tr>
<td>Branch Library</td>
<td>11,981 m²</td>
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</table>
One of the most significant infrastructure requirements for Council as a result of this growth, and which cannot be funded with developer levies, is a new Central Administration Building to accommodate the necessary growth that Council will undergo, both in terms of its staff and service delivery requirements.

A particular consideration for Council’s forward planning is the cost in maintaining these and existing assets into the future.

**A Picture of the Organisation’s Growth**

- **Workforce** - the number of staff working for Council in December 2010 (full time equivalent) was 280. Future staff numbers are forecast to be 850-900 people to service a population over 250,000.
- **Finance** - Council had a total budget of $106 million in 2011/12. This is forecast to increase to $162 million by 2020/21 (which is the period covered by Council’s Long Term Financial Plan).
- **Waste Services** – Council currently provides 17,869 domestic waste services. This is forecast to increase to 33,020 in the next decade, which is an increase of almost 75%.
- **All of Council’s services will undergo significant growth in the coming years in order to respond to deliver services and facilities to this rapidly growing population.**

**How Are We Tracking in Terms of the Community’s Vision?**

*Camden 2040* has a range of indicators that enable us to measure whether we are on track in terms of delivering the community’s vision for the future. They will enable each elected Council over the term of the plan to understand if we are moving towards or away from the community’s vision, and the areas which will need attention in order to move in the right direction.

The community’s vision in *Camden 2040* is:

“In the year 2040, the Camden Local Government Area is a dynamic, modern, urban place which is defined by its unique history and rural backdrop, and has realised the many opportunities presented by urban development and population growth”.

Council conducted its annual survey of residents in 2012, which is a statistically valid telephone survey involving a sample of residents across the Camden Local Government Area that ensures appropriate representation in terms of suburb, age group and gender. This survey is conducted in such a way that we can be confident that if it were repeated again with different residents the results would be the same. This means that we can assume the results are applicable across the entire community.

This survey identified a number of noteworthy results in relation to how we are tracking in terms of the community’s vision. Firstly, 87% of residents believe that Camden “has the best of both worlds”. *This figure has not changed since the survey was first conducted in 2005*, despite the announcement by the State Government of the South
West Growth Centre in 2005, and the community’s fears that the valued aspects of Camden will be lost as the area grows and develops (as raised during community consultation for *Camden 2040*).

Secondly, there has been a statistically significant increase in the proportion of residents who are satisfied with their level of access to a range of basic services, including specialty shopping, general practitioners and child care, and recreation facilities, including libraries, swimming pools and walking tracks. Thirdly, there has been a significant increase in the proportion of residents who are proud of the neighbourhood they live in.

Taken together, these results indicate that we have made significant progress in terms of the community’s vision for a place where residents enjoy the best aspects of a place with a rural backdrop and heritage and the services and facilities that are realised with urban growth.

The vision in *Camden 2040* is to be delivered through focusing on six areas of activity, and the table below provides further detail as to how we are tracking in terms of these Key Directions:

<table>
<thead>
<tr>
<th>Vision</th>
<th>Indicators</th>
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</thead>
<tbody>
<tr>
<td>actively managing Camden’s growth</td>
<td>• 87% of residents believe that Camden has “the best of both worlds”, which has not changed since 2005.</td>
</tr>
<tr>
<td></td>
<td>• Residents are more satisfied now with their access to basic services than they were in 2010, particularly convenience and specialty.</td>
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<tr>
<td></td>
<td>• Internet access has increased, with less households having no internet access. Camden continues to have a smaller proportion of households with no internet connection than the Greater Sydney Area.</td>
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<tr>
<td></td>
<td>• There is starting to be a greater diversity of housing types available within the area to suit a greater range of needs.</td>
</tr>
<tr>
<td>healthy urban and natural environments</td>
<td>• There were 2 days in 2011/12 where Camden’s air quality exceeded acceptable levels for particulates (particles in the air which potentially affect people with respiratory conditions, based on National Standards).</td>
</tr>
<tr>
<td></td>
<td>• Council commenced testing water quality in one of the local catchments, reporting of which will be ready for Council’s State of the Environment Report in November 2012.</td>
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<tr>
<td></td>
<td>• 90% of households use energy saving light globes or other devices, and there is an increasing proportion of buildings that incorporate energy efficient design principles.</td>
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<td></td>
<td>• Bushcare volunteer hours have almost tripled in the last 2 years.</td>
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<td></td>
<td>• Two out of five of households compost food or garden waste, and the Camden Local Government Area has one of the highest rates of diversion of waste to landfill in NSW.</td>
</tr>
<tr>
<td></td>
<td>• There has been a significant increase in residents’ pride in their neighbourhoods. Clean streets and parks, friendly</td>
</tr>
</tbody>
</table>
neighbours and good quality housing are the main reasons for community pride.

- Residents are more satisfied now with their access to recreation facilities than they were in 2010, particularly libraries, swimming pools and walking tracks.

### prosperous local economy

- The Gross Regional Product of the Camden Local Government Area is increasing annually.
- Rough estimates indicate that there continues to be about 50 jobs per 100 resident workers (final Census data will be needed to verify this, which is due in late 2012).
- There has been a decrease in the proportion of residents who have completed Year 12 (highest level of educational achievement data from the Census is still to come in late 2012).
- 90% of households have at least one member undertaking some form of education, including self-learning, work-related course or school.
- 91% of residents continue to be satisfied with their standard of living.

### effective and sustainable transport

- Road accidents (fatal and non-fatal) decreased slightly between 2009 and 2010.
- Four out of five residents prefer to travel by car and the Camden LGA continues to have a very high rate of car ownership per household compared to the Greater Sydney Area.
- Three out of five residents believe it is more difficult to travel within the LGA now than it was 12 months ago, with Narellan Road and Camden Valley Way cited as the most difficult roads to travel on.

### enriched and connected community

- Crime rates have decreased over the past few years, and residents feel the same levels of safety as in 2010 (90% feel safe walking alone during the day and 50% at night).
- 92% of households have had at least one member attend a community event in the past 12 months, with the Camden Show and local craft or produce markets being the most-attended events.
- Two out of five households have at least one member involved with a sporting group, and one out of five with a community group. Two out of five households have no involvement with community or sporting groups in the past 12 months.
- Four out of five of residents believe that their neighbourhood is a friendly place to live and there has been a significant increase in community pride since 2010.
- Residents are spending more time on average walking than 2 years ago, though rates for other types of exercise have not changed. Only a quarter of residents surveyed play sport.
- The rate of chronic illness has not changed according to the resident survey, with one third of households containing someone with a chronic illness such as arthritis, high blood pressure or asthma.
**strong local leaders**

- Two out of five households had a member who took action to address a local issue in the past year, with contacting a Councillor or Council officer being the most preferred methods.
- Of these residents, about one third were confident that Council had considered what they had to say and about the same proportion were not confident. This has not changed since 2010.
- Two in five Camden residents are able to name at least one of their elected Councillors.
- Council’s website and Let’s Connect are increasing as residents’ main source of information about local services and activities. Two thirds of residents are satisfied with the level of information available.
- Council continues to manage its finances prudently as evidenced by its unqualified audit reports. The ongoing area of concern for Council is the Buildings Infrastructure Renewal Ratio, with the infrastructure renewals gap larger than it should be. Council attempted to address this problem in applying for a special rate variation in 2009 however this was only approved for three years, which is insufficient to address this backlog.
- The community continues to be satisfied with Council’s overall performance - 85% of residents surveyed indicated that they were satisfied and 72% said they were very satisfied, which has not changed since 2009.

For the indicators we are currently able to measure, the picture is overall a positive one in that generally the indicators are moving in the right direction – in other words, progressing towards the community’s vision for Camden.

The areas for ongoing concern are roads and transport, and education and employment. Whilst there hasn’t been a decline in the community’s dissatisfaction with local roads and transport in the last two years, the level of dissatisfaction continues to be high. It is important to note, however, that there has recently been significant investment committed to improving roads and transport within the Camden Local Government Area. This includes funding for the Camden Bypass Intersection (of which Council’s contribution will exceed $4.2 million), the fast-tracking of upgrade works on Camden Valley Way and Narellan Road, and construction of the South West Rail Link. The investment in these projects, along with the M5 widening, has the potential to benefit Camden residents by more than $2.5 billion. In addition, work carried out under Council’s Asset Management Plan exceeded $13.2 million in the last year alone, and more than 20 km of roads have been added or upgraded by developers.

In relation to education and employment, Council will be taking a more active role in economic development from July 2012 with the preparation of an economic development strategy and employment of a dedicated Economic Development Officer and this will enable increased focus to improve the results of these indicators.
A Satisfied Community

In September 2011 Council conducted its bi-annual community satisfaction survey of residents, to understand the community’s satisfaction with Council and its services. This survey is a statistically valid telephone survey involving a sample of residents across the Camden Local Government Area that ensures appropriate representation in terms of suburb, age group and gender. As explained earlier, this survey is conducted in such a way that we can be confident that if it were repeated again with different residents the results would the same. This means that we can assume the results are applicable across the entire community.

85% of residents surveyed indicated that they were satisfied with Council’s overall performance, and 72% said they were very satisfied. This resulted in a mean score of 7.14 out of 10, which is a very pleasing result, and is on par with the result achieved last time the survey was conducted in 2009.

Camden continues to perform well in terms of its community satisfaction ratings compared to other councils throughout Sydney and NSW, which is demonstrated in the graph to the right which shows Camden’s rate of “high satisfaction” (the blue bar) compared to that achieved by “comparable” councils (the orange bar).

The next community satisfaction survey will be conducted in 2013 so we can continue to monitor the community’s satisfaction with Council overall, and the many services we deliver to our residents.

A Satisfied Workforce

In May 2012 Council conducted a survey of its employees called the “Workplace Wellbeing Index”. The Index measures seven dimensions that predict workplace wellbeing and which are strongly related to organisational performance.

83% of Council’s workforce chose to participate in this survey, which is planned to be conducted every two years.

Some highlight results are that:

- 72% of employees regard Camden Council as “a good place to work”
- 72% of staff feel that they are personally aligned to the organisation’s stated mission and values
- 71% of staff believe they have adequate access to training and development opportunities
• 75% of employees feel motivated to do their jobs well
• 77% of employees feel confident to discuss issues that impact on their work with their manager

Some areas for attention include:

• Council’s recruitment and promotion, and performance appraisal practices and procedures
• Communication between management and staff
• Adequate staff and resources to enable staff to perform to the best of their capabilities

Council operates with a lean staff establishment which is below the state average. Recently released data from the Federal Department of Regional Australia, Local Government, Arts and Sport indicates that if Camden’s staff was at the “average” level of NSW councils it would currently employ an additional 141 staff, and even more to meet the “average” Australian council.

Council’s staffing numbers will grow as the population does, however Council will continue to operate with a lean staff establishment and will never have staffing levels to equal some of the larger neighbouring councils, even when this area matches and surpasses their populations. Current workforce projections put Camden Council’s staff at 850 when the population reaches 256,000. At a population that size we would have over 2,000 staff if we were to meet the Australian average of today.

It is pleasing to note, in this context of growth and lean staff establishment, that whilst only 50% of staff “rarely feel overwhelmed” in their jobs, 75% of our staff feel motivated to do their jobs well and 72% feel that it is a good place to work.

**Key Achievements – A Snapshot**

The second section of this Report contains detailed information about the many achievements that Council has made towards implementing the community’s vision in the 18 months that Camden 2040 has been in place. Following is a selection of some of these key achievements:

<table>
<thead>
<tr>
<th>actively managing Camden’s growth</th>
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<tbody>
<tr>
<td>• The Camden Town Centre Strategy has been adopted, with preliminary improvement works (Argyle Street median landscaping) completed</td>
</tr>
<tr>
<td>• The major new release precinct of Leppington North has recently been on exhibition and will be rezoned imminently - this precinct will ultimately accommodate 30,000 new residents in varied housing types and will include a major commercial centre and mainline railway station.</td>
</tr>
<tr>
<td>• Council has negotiated Voluntary Planning Agreements with developers of the Oran Park and Turner Road (Gregory Hills) Precincts in excess of $200 million for the provision of a range of infrastructure including community and recreation facilities, playing fields, roads and traffic management features and dedication of riparian corridor land.</td>
</tr>
<tr>
<td>• Council has successfully negotiated the conservation of a range of the heritage-listed homesteads that form part of the rich history</td>
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</table>
of the Camden area, to be undertaken as part of the development contribution of new precincts. These include Wivenhoe, Orielton, Oran Park House and Harrington Park Homestead.

- Large tracts of critically endangered vegetation are being conserved and restored as a result of negotiation with developers at the rezoning stage of a number of new precincts, including the Harrington Grove and Mater Dei developments where more than half of the site areas are dedicated to this important work.
- Preparation of an Infrastructure Delivery Strategy for the whole of the Camden LGA has commenced. This strategy will ensure that infrastructure needs are identified and that Council plays an active role in providing and advocating for infrastructure as the population grows.
- Council continues to effectively manage its growing responsibilities for assessing development applications. An average of 1,500 applications are assessed and determined each year, with a total value approaching $500 million annually. Processing times are well below the Sydney metropolitan average at 29 days.

**healthy urban and natural environments**

- A total exceeding 1250 volunteer hours, managed by Council, were devoted to Bush Care over the term. Bush Care hours have almost tripled in the last 2 years alone.
- Significant bush corridors are being identified and regenerated by developers as part of the requirements of development.
- The design for a major new Gross Pollutant Trap in Lake Annan is in progress, with installation due to be completed in 2012/13.
- Water quality monitoring has commenced in the Narellan Creek Catchment, with data expected to be ready for reporting in Council’s annual report in November 2012.
- Council is in partnership with the Macarthur Centre of Sustainable Living (MCSL) to help inform and educate the community - over 6,000 visitors have been to the MCSL since December 2010, participating in workshops and programs.
- Council conducts an annual tree giveaway, with 600 native groundcovers, shrubs and trees given away in 2011.
- National Tree Day events continue to be well-attended. In 2011, 150 volunteers assisted in planting 2,500 native groundcovers, shrubs and trees at Kings Bush Reserve. In 2012 over 120 volunteers assisted in planting over 2,000 (River-flat Eucalypt Forest) plants at River Road Reserve Elderslie.
- Camden residents achieved the second highest rate of diversion of waste from landfill (by recycling or reuse) in Sydney, diverting 66.3%.
- Council collects almost 3 million garbage bins each year in a weekly collection of domestic waste, recycling and greenwaste. Camden residents enjoy a higher level of service than many council areas, and despite this and our modern fleet, Camden’s garbage rates are cheaper than many of our neighbour Council’s fees
- Council implemented a number of initiatives under the Waste and Sustainability Improvement Payment, including preparation of a Strategic Waste Management Plan, an outreach and partnership program with Macarthur Centre for Sustainable Living, completion of an Energy and Water Audit of Council Premises and energy-saving installations at Narellan Library, Camden Pool and the Mt Annan Leisure Centre
- A significant landscape beautification program has been completed in Argyle Street Camden with the centre median improved along the length of Argyle Street – to substantial community acclaim.
- The Bicentennial Equestrian Park hosted over 52,000 spectators and almost 15,000 competitors during 2010 and 2011. The BEP continues to enjoy a high level of volunteer participation – the value of voluntary labour donated in 2011 was the equivalent of more than $160,000.
- The Camden Pool upgrade was completed in 2011 with $5 million in Federal Government grant funds. The redevelopment has modernized and diversified the facilities at the centre to the extent that in the six month season for 2011/12 there were over 45,000 attendances for a range of activities.
- Mt Annan Leisure Centre continued to exceed expectations in regard to the level of usage and memberships. In 2011/12 there were 348,938 total attendances.

**Prosperous Local Economy**
- Council continues to be committed to the development of vibrant town centres as focal points for both new and existing areas. Council continues to work on matters such as the Camden Town Square project and conserving the heritage character of Camden Town. A Public Domain Strategy for the new Leppington major Centre is currently being developed.
- A Public Domain Strategy for Oran Park Town was adopted by Council in 2011. Council recently decided to commit to the new Oran Park Town Centre by way of constructing a new administration building there which will greatly assist in the development of vibrancy within that new centre.
- Council continued an active role in promoting and developing the tourist and visitor market in the Camden and Macarthur region, with publication of an annual Visitors’ Guide, adopted of a new Tourism Action Plan and launch of a new “Visit Macarthur” campaign.
- Council’s Library Service conducted 1,064 events since December 2010, with a total of 34,894 attendees.
- The Visiting Authors program hosted such a number of high-profile authors including Peter Fitzsimons, Andy Griffiths and Tess Gerritsen. Hundreds of residents attend each of these author talks.
- HSC lectures are delivered annually to over 350 local students.

**Effective and Sustainable Transport**
- Council runs a very active Road Safety Program. 12 Log Book Run events have been conducted since December 2010, which has involved 367 learner drivers. 7 child restraint checking and fitting days have been conducted, with 572 child restraints checked and/or fitted. The school safety program was launched in 2011 to address road safety around the 15 primary schools in the area. This program has been rolled out to 11 schools to date, with a total student number of 5,281.
- Council has secured $1,436,000 in black spot funding over the financial years 10/11, 11/12 and 12/13.
- Council has undertaken significant lobbying and advocacy work over the past few years in relation to upgrading transport infrastructure. This has resulted in funding for the Camden Bypass Intersection to connect Spring Farm and Elderslie residents. Council's contribution will exceed $4.2 million. Further outcomes have been fast-tracking of upgrade works on Camden Valley Way, Narellan Road, and the South West Rail Link. The investment in these projects, along with the M5 widening, has the potential to benefit Camden residents by more than $2.5 billion.
- Work carried out as part of Council’s Asset Management Plan exceeded $14.1 million in the last year alone. In addition, more than 20 km of roads have been added or upgraded by developers.

**Enriched and Connected Community**
- Council’s annual Youth Week program has consistently been recognised as a finalist in Local Government Awards as an innovative program due to its diversity of events. In 2012 more than 1300 young people participated in the 25 events.
- Camden Family Day Care has had 390 children and 43 educators as part of its scheme since December 2010, including 293 new children enrolled and 8 new educators.
- The Camden Kids website, launched in August 2010, attracts an average of 68 visits per day, or 2,357 each month.
- Council’s annual Family Fun Day is extremely well-attended, with 2500 attending in 2011 and 1500 - 2000 in 2012.
- There were in excess of 400 participants in Seniors Week activities in 2012, and Council commenced a new project in 2012 called...
"Seniors in Caravan Parks". The first Neighbour Day event was conducted in March 2012
- The International Women’s Day Trivia event grew so big in 2012 that it had to be relocated to the Civic Centre to cater for the almost 400 women.
- The Narellan Rhythms Festival is run annually and in 2011 was attended by more than 1000 people.
- The Camden Civic Centre celebrated its 30th birthday in 2012. This important community facility has hosted well in excess of 50,000 events and 1,500,000 people over the course of its life.
- The Camden Town Farm continues to be well-utilised, with currently about 55 gardeners using the community garden plots, and a range of events utilise this facility including the fortnightly produce markets.
- Council runs an annual Community Financial Assistance Program to the value of $40,000, increasing to $80,000 in 2012.
- Charitable donations of $50,000 over four years and $80,000 in annual subsidies to local groups have been provided.

strong local leaders
- Council undertook its largest community engagement exercise in the lead-up to the adoption of Camden 2040, with almost 1,400 residents involved.
- Website visitation has increased 29% between December 2010 and July 2012, with a total of 629,653 hits in that period.
- Council once again received an unqualified audit report for the 2010/11 financial year, indicating that Council’s finances continue to be managed prudently. The 2011/12 audit report was not available at the time of reporting.
- To address the need for expanded leadership capacity within our growing organisation, the Camden Leadership Development Program was instituted in 2011, with more than 100 staff participating to date.
- Council invests approximately $500,000 annually in training and development of its staff and councillors, and 71% of staff feel they have adequate access to training and development opportunities.
- A very successful Workplace English, Language and Literacy Program was conducted and received national recognition.
- Council commenced implementation of nationally accredited training programs in 2012, including the Diploma of Management and the Certificate IV in Frontline Management.
- There has been decrease in lost time from workplace accidents.
- Council continues to have a low staff turnover rate in comparison to other councils.
- This revealed that 72% of employees regard Camden Council as a “good place to work”.
- Over the past 18 months, more than $1.8m has been invested in reducing the backlog of deteriorating assets alone.
- A four year $600,000 investment in the upgrade of Council’s IT systems continues to deliver improvements in efficiency and accuracy.
- Council adopted Oran Park as the site for the future central administration building to house the growing Council staff and service delivery needs. The decision to relocate to Oran Park (as opposed to staying at and redeveloping the current site in Narellan) will conservatively save the community $5m.
Council’s Performance – A Summary

In the relatively short time since Camden 2040 has been in place (a little over 18 months), Camden Council has made significant progress towards achieving the community’s vision for the future. Not only do the vast majority of residents still feel that Camden has the “best of both worlds”, there has been a significant increase in community pride, and in satisfaction with access to basic services and recreation facilities. This is noteworthy given the importance this community gives to both retaining the valued aspects and characteristics of the Camden area, and their desire to have access to high quality services and facilities.

Our recent telephone survey of residents, aimed at measuring our sustainability indicators, yielded a range of positive results as to how we are tracking in the key directions contained within Camden 2040. It is pleasing to note that none of the indicators that are measured by telephone survey worsened. In fact, in a range of areas there was a significant improvement based on the last survey conducted in 2010. This included such areas as satisfaction with access to services and facilities, community pride, and use of Council’s website and Let’s Connect as the main source of information on local issues and services.

In this period Council achieved another strong community satisfaction rating, with 85% of residents satisfied with Council’s overall performance. This result puts us above other comparable metropolitan councils who ask their residents the same question. We also conducted a staff survey for the first time in many years, and this also provided some very positive results, with 72% of staff regarding Camden Council as a “a good place to work”, and 75% of employees feel motivated to do their jobs well. These surveys enable Council to understand a range of areas where future attention can be directed in order to further improve these results.

The significant list of achievements speaks for itself as a testament to the dedication of our staff, who remain committed to achieving positive outcomes for this community despite heavy workloads and low relative staff numbers. This is particularly impressive given that we are reporting our achievements over the last 18 months only!

The results that Council has achieved since the adoption of Camden 2040 are most pleasing given the substantial growth and associated pressures that this places on our service delivery, our finances, our staff and our assets. Camden Council remains committed to managing the growth of the Camden area, and to bettering these results, in such a way as to achieve a quality of life that continues to make this community proud to call Camden home.

The next Council term will continue to be full of opportunities and challenges in achieving the community’s vision for the area. We will need to ensure an ongoing focus on urban and rural planning, commencing a more active role in economic development and community engagement, and continued efforts in lobbying for the timely provision of infrastructure, particularly as it relates to transport. The relationships and partnerships Council has with government agencies, community groups, businesses and residents are a critical part of delivering the community’s vision for Camden, and these will continue to be nurtured into the coming term and beyond.
Part B

Detailed Achievements
Our Objectives:

• Camden has the best of both worlds
• People can access what they need
• There are housing choices

Our Achievements:

Heritage

• Camden’s unique Heritage Homesteads continue to undergo extensive restoration work or are flagged for restoration as a result of development in the LGA. Wivenhoe, Orielton, Harrington Park Homestead and Gledswood refurbishments have all been part of developer obligations within Voluntary Planning Agreements (VPAs) negotiated by Council. These homesteads and others continue to be conserved.

• The Camden Town Centre Strategy has been adopted, with preliminary improvement works (Argyle Street median landscaping) completed and the next stage awaiting approval. The streetscape palette’s referral to Council is imminent.

• Council has negotiated for items of Camden’s diverse heritage to be restored and promoted through development consents. Examples include restoration of Camden Hospital, Harrington Park homestead and various workers cottages. These important historic items are celebrated by Camden’s current community.

Planning and Development of New Growth Areas

• More than 2,500 new families have chosen to make their homes in the Camden LGA over the past four years, many in brand new communities planned and built since 2008.

Austral and Leppington North Precinct

• The major new release precinct of Leppington North has recently been on public exhibition. This precinct will accommodate 30,000 new residents and will have a commercial/town centre of a similar size to Liverpool CBD.

• As part of the precinct planning, Council has worked in partnership with key agencies to identify sites for key services and facilities including a TAFE, courthouse, police, an Integrated Health Facility and a train station.

• The South West Rail Link commenced construction with completion scheduled for 2016. This will provide, for the first time in 50 years, direct rail access to Camden residents.

• High quality passive open space will be a focal point of the new major centre.

East Leppington Precinct

• This precinct planning process has been completed and the precinct is currently on public exhibition.

• The precinct is expected to house almost 13,000 residents, with rezoning anticipated for early 2013.

Leppington Precinct

• The planning process for the Leppington Precinct has commenced, with rezoning anticipated for 2014.

• This precinct will accommodate more than 22,000 residents

Catherine Fields South Precinct

• The planning process for this precinct is nearing completion with public exhibition to commence soon.

• This precinct will accommodate up to 9,000 residents, with rezoning expected in late 2012.

Oran Park Precinct

• The Oran Park Precinct was rezoned in 2007. Development commenced in 2008, and 500 lots having been released to date.

• Oran Park will house almost 21,500 residents.

• The precinct has the capacity for over 4,000 jobs with 18 hectares of employment land and a town centre with 50,000m² of retail space as well as a range of commercial, civic, recreation and education facilities and services.

• The Oran Park Voluntary Planning Agreement has a total value of over $142 million. The VPA will provide approximately 49ha of land for public purposes; community and recreation facilities including a library, leisure centre, community centre, youth recreation centre, local parks and playing fields; construction of new roads and transport management facilities; provision of “Water...
Cycle Management’ infrastructure and the embellishment and dedication of approximately 36ha of riparian corridor land.

**Turner Road Precinct**
- This precinct was rezoned in 2007 and to date 500 lots have been released.
- This precinct will house almost 13,000 residents and has the capacity for 5,000 jobs with 96 hectares of employment land and a 15,000m² town centre.
- The Turner Road (Gregory Hills) Voluntary Planning Agreement has a total value of $64 million. This VPA will provide a double sports playing field; a multi-purpose community centre; local parks and playgrounds; a two land road bridge over South Creek; riparian and electricity corridors embellished with pathways; water detention and treatment basins and swales.

**Harrington Grove**
- Development continues in Harrington Grove, with final population to reach over 4,400.
- More than half of the site area (262 hectares) is dedicated to conservation of critically endangered vegetation.
- Conservation of two state-listed heritage homesteads continues.
- A range of facilities will be provided progressively as the population increases, including district playing fields and extensive connected cycleway/pedestrian paths.

**Mater Dei**
- Development is just commencing in the first precinct in this development, with three residential precincts and a seniors living village to house over 700 residents in total.
- More than half of the site area is designated to conservation of critically endangered vegetation and conservation will be undertaken on a state significant homestead.
- District cycleway and pedestrian paths will be constructed and will link this community with the Oran Park Town Centre.

**El Caballo Blanco Gledswood Precinct**
- Rezoning is expected in the coming weeks and will house a population of 2,600.
- The precinct will include a golf course and conservation of vegetation and rural views, and a state-listed homestead.

**Spring Farm and Elderslie**
- Development continues in these precincts, with over 600 lots now being developed or ready to be developed in each precinct.
- Together these two areas will house more than 15,000 residents and a range of district level recreation facilities will be provided.

**Environmental Improvement**
- Through both the planning and development phases of the rollout of precincts, Council adopts an approach that recognises the importance of the natural and cultural features of each precinct, as evidenced by the conservation work that will be carried out on bushland, riparian land, and heritage homesteads.
- Camden Council continues to balance environmental outcomes with the needs for development. These include achieving higher levels of community infrastructure in Oran Park for the benefit of the community.
- Developments also include water sensitive urban design outcomes so stormwater entering the creeks and rivers is the best quality possible.

**Infrastructure Improvement**
- Broadband infrastructure is provided in new precincts such as Oran Park and Turner Road.
- NBN Co has recently adopted new standards requiring pit and pipe infrastructure to be placed in ground for provision of NBN services in new developments and Council continues to work in partnership with NBN Co and Developers to achieve this goal.
- All precincts currently being planned for have infrastructure delivery as a core focus. Leppington North and Catherine Fields South both have infrastructure Delivery Plans prepared, outlining the timing and rolling out
of required infrastructure for each precinct, meaning that there will be appropriate infrastructure delivered as development occurs.

- Council has created a new position of Infrastructure Coordinator to prepare an Infrastructure Delivery Strategy for the whole of the Camden LGA to ensure that infrastructure needs are identified and that Council plays an active role in providing and advocating for infrastructure as the population grows.
- An innovative approach to a plan of management for Wayne Gardner Reserve at Oran Park has been developed to recognise its shared use between a local school and the wider community. It is proposed that the maintenance and operation cost of this facility will be shared between the school and Council.
- At a local level we continue to emphasise the importance of looking at the regional population needs rather than focussing on local populations only. An additional synthetic hockey field was constructed by the Macarthur Hockey Club to complement the 2 existing fields enable State and National level competitions. Funds secured to construct new Clubroom facilities and floodlights at Ron Dine at South Camden which will enable hosting of State level competition.

**Housing Diversity**

- Council is committed to ensuring that current and future residents will have the opportunity of accessing housing for all stages of life, and new precinct planning is achieving a variety of lot sizes to cater for a range of dwelling types.
- The most recent Census data from 2011 is showing a move towards a greater provision of housing diversity in the area, and this will continue as new precincts are developed.
- Land has recently been rezoned at Kirkham Rise to enable Seniors Living development, while Council has actively encouraged and supported the development of new Seniors Living facilities at Carrington, Oran Park and the old Camden High School site.

**Managing the Development Process**

**Development Assessment**

- Council continues to effectively manage its growing responsibilities for assessing development applications. An average of 1,500 applications are assessed and determined each year, with a total value approaching $500 million annually. Processing times are well below the Sydney metropolitan average at 29 days.
- Camden Council has been successful in obtaining significant funding from the Department of Planning to assist in development assessment. Council has also been successful in being one of ten Councils participating in an Electronic Housing Code Project funded by the Department of Planning. This funding will allow the public to lodge and have considered complying development approvals via the internet.
- Council’s statutory planning instruments have been maintained and enhanced to maximize certainty and protection in the planning and development processes. The Camden Development Control Plan 2011 was adopted by Council on 8 February 2011 and came into force on 15 February 2011.

**Working with Partners**

- Council has worked in partnership with the Department of Planning and Infrastructure to host the Camden Development Coordination Forum. This Forum has been particularly successful in resolving bottlenecks with state agencies and has resulted in the government considering legislative changes to assist Council in processing DA’s more quickly.
- Council continues to work closely with a range of stakeholders through regular co-ordination groups with developers and community groups to ensure quality outcomes are achieved in a timely fashion.
Our Objectives:
- There is clean air and water, and bushland is protected
- Nothing is wasted
- There is community pride and amenity in our places
- There are open spaces and places to play
- People are healthy

Our Achievements:

Bush Regeneration
- Council has established several bush care volunteer groups throughout Camden’s existing natural areas and is managing other natural areas in new release areas through development control.
- A total exceeding 1250 volunteer hours, managed by Council, were devoted to Bush care over the term.
- Significant bush corridors in Spring Farm are being identified and regenerated by developers as part of the requirements of development.

Stormwater and Water Quality
- The design for a major new Gross Pollutant Trap in Lake Annan is in progress, with installation due to be completed in 2012/13.
- Trash screens were installed in selected drainage pits within The Cascades to assist with management and control of debris into this area.
- Regular maintenance works are ongoing to improve Council’s drainage systems, including the quarterly removal of rubbish and silt from all gross pollutant traps and the weekly litter pick-up along water courses and water bodies.
- In addition, a new cleaning vehicle designed to clean stormwater pipes and pits has been ordered, to the value of $488,000. This will provide Council with the ability to reduce pollutants going into our waterways without having to rely on contractors.
- Water quality monitoring has commenced in the Narellan Creek Catchment, with summer readings forming a baseline for future reference.
- A range of community education activities were undertaken in an effort to reduce pollution of waterways, including posters installed at bus shelters and the Living Macarthur Nature Photography Competition and Exhibition and delivery of modules from the EnviroMentors program to schools within the LGA.

Environmental Education
- Council is in partnership with the Macarthur Centre of Sustainable Living (MCSL) to help inform, educate and promote ways to reduce the environmental footprint of residents and commercial organisations.
- Over 6,000 visitors have been to the MCSL since December 2010, participating in workshops and programs.
- Council continues to raise community awareness regarding sustainable living through: the display of posters in bus shelters across the Camden LGA; media releases and Council column in local newspapers; messages and items in the quarterly community newsletter Let’s Connect, printed messages on quarterly rates notices; and regular guest speaking opportunities during Library story times sessions.
- Council is also actively represented on the organising committee facilitating the annual biodiversity education project Living Macarthur Sustainable Schools Expo and a participating member of the Macarthur Sustainable Schools Networks Meeting.
- Council uses events such as the National Tree Day and Living Macarthur Nature Photography competition to promote the natural assets of Camden.
- Council partnered with Keep Australia Beautiful to involve 883 students from 7 local schools in environmental programs teaching children of the effects of littering, the benefits of recycling and the value of keeping rubbish and chemicals away from drains and waterways.
- Council conducts an annual tree giveaway - 600 native groundcovers, shrubs and trees were given away in 2011.
Council also conducts National Tree Day events. In 2011, 150 volunteers assisted in planting 2,500 native groundcovers, shrubs and trees at Kings Bush Reserve. In 2012 over 120 volunteers assisted in planting over 2,000 (River-flat Eucalypt Forest) plants at River Road Reserve Elderslie.

The White Ibis Management Plan for Camden is in place and Council is working together with National Parks and DECCW.

Community Waste Generation

- Recently announced figures from the NSW Office of Environment & Heritage indicate that the residents of Camden achieved an overall diversion rate (that is, the proportion of domestic waste diverted away from land fill by recycling or reuse) of 66.3%, which is the second best diversion rate when compared to the rest of Sydney metropolitan councils.
- 40% of households compost their food or garden waste.

Council Waste Service

- Council collects almost 3 million garbage bins each year in a weekly collection of domestic waste, recycling and greenwaste.
- Camden's collection, by a day labour workforce, is one of the most comprehensive in the Sydney region and the plant and equipment utilised is some of the most fuel-efficient (the trucks run on bio diesel) and quiet vehicles available.

Despite its high level of service and modern fleet, Camden’s garbage rates are cheaper than many of our neighbour Council’s fees.

Improving Energy Efficiency in Council Facilities

- Council has introduced energy and water usage and waste reduction programs, funded by grants via the Office of Environment and Heritage. An audit of top energy using sites has been undertaken to track the effectiveness of this program.
- The following initiatives have been implemented under the Waste and Sustainability Improvement Payment:
  - Preparation of a Strategic Waste Management Plan
  - Sustainable Camden Communities Program – outreach and partnership program with Macarthur Centre for Sustainable Living
  - Preparation of a Renewable Energy Generation Options Study for Council properties
  - Completion of an Energy and Water Audit of Council Premises
  - Narellan Library Energy Saving Installations
  - Installation of solar heating for Camden Pool
  - Installation of Pool Blankets at Camden Pool
  - Energy Management Plan; and
  - Climate Change Risk Assessment

- Installation of solar heating and gas hot water system at Mt Annan Leisure Centre

Council has designed and installed new water harvesting systems in a variety of playing fields across the Camden LGA. Water harvesting catches rain water in underground reservoirs and uses it to irrigate those same playing fields.

Amenity of Places

- Council continues to actively manage domestic animals to reduce the incidence of animals roaming in neighbourhoods, and to rehome abandoned and homeless animals as much as possible.
- The first Paws in the Park event was held in October 2011 with the aim of providing education to pet owners. It was a great success, attracting thousands of pet owners.
- The Garden Competition continues to be run annually to promote the beautification of local streets and environments.
- A significant landscape beautification program has been completed in Argyle Street Camden with the centre median improved along the length of Argyle Street – to substantial community acclaim.
- Council either organises or supports many location-based events throughout the year to encourage community interaction and a sense of place and belonging. These events include the Camden Spring Festival, the Narellan
Rhythms Festival, Light Up Camden, Australia Day and others.

- Graffiti is removed from Council property within 48 hours of being reported.
- Incidences of graffiti have decreased over the last 2 years. Since 2010 Council has had requests for 140 kits from residents (2 year period) compared with 120 kits requested in 2009 (1 year period.)
- Council continues to collect and dispose of roadside litter, which costs approximately $60,000 per year in disposal fees.

**Recreation Facilities**

- The Bicentennial Equestrian Park hosted over 52,000 spectators and almost 15,000 competitors during 2010 and 2011. The BEP continues to enjoy a high level of volunteer participation – the value of voluntary labour donated in 2011 was the equivalent of more than $160,000.
- The BEP is enjoyed by recreational walkers, with some fenced off-leash areas for dogs to be available over the next 12 months.
- The Camden Pool upgrade was completed in 2011 with $5 million in Federal Government grant funds. The redevelopment has modernized and diversified the facilities at the centre to the extent that in the six month season for 2011/12 there were over 45,000 attendances for a range of activities.
- Mt Annan Leisure Centre continued to exceed expectations in regard to the level of usage and membership targets. In the financial year 2011/12 there were 348,938 total attendances for Learn to Swim, squad, recreation swim, health club and school physical education.

**Sporting Facilities**

- Lighting of Netball courts at Kirkham Park has been increased and upgraded to playing standards, which allows for increased use by the growing netball community.
- Thanks to our partnerships with sporting groups our community can now enjoy additional lighting at Fairfax reserve for AFL, and an additional synthetic hockey field at Narellan, as well as many other sporting ground upgrades and improvements.

**Parks and Playgrounds**

- Council conducts regular inspections of playgrounds and conducts necessary maintenance and replacement of equipment and other assets for the safe enjoyment of all users.
- Council has adopted an annual program of updating and revitalising childrens’ playgrounds across the LGA. Depending upon the scale of the playgrounds involved, between one and three sets of playground equipment are replaced each year.
- Unfortunately, the damage done by flooding to Little Sandy Bridge, a pedestrian link between Elderslie and Camden, will mean this bridge will need to be replaced. It will take some time to design and put in place sufficient funding to supply a replacement which provides access for pedestrians and cyclists. The cost of replacement will far exceed the insurance coverage for this bridge which was known to be flood affected.
- A final Recreational Trail Network report has been prepared for Council which can now be used to plan and facilitate linkages between business centers and communities. The plan enables Council to implement a hierarchy of recreational pedestrian and cycle routes throughout the Camden LGA.

**Regulatory Activities**

- The Council conducts an extensive program of twice yearly inspections of food premises, restaurants and other businesses involved in activities involving public health, such as skin penetration. The Camden area enjoys a very low rate of food borne disease and a very high level of compliance with public health standards.
- In those unsewered areas of the Camden LGA, an inspection regime for domestic onsite sewage management systems (septic tanks, waste water recycling systems) is conducted. Council officers provide substantial guidance and assistance to householders in designing, installing and maintaining these systems to the highest public health standards.
Our Objectives

- The local economy is growing
- There are a variety of local jobs available
- There is a commitment to learning and skills
- People can access what they need

Our Achievements

Town Centres

- Council organises annual public events in both the Camden (Camden Festival) and Narellan (Narellan Rhythms Festival) to foster the development of distinct characters for the two town centres.
- The development of vibrant town centres as focal points for both new and existing areas is vital. To assist in achieving this goal, Council continues to work on matters such as the Camden Town Square project and conserving the heritage character of Camden Town.
- The Public Domain Strategy for the new Leppington major Centre is currently being developed.
- A Public Domain Strategy for Oran Park Town was adopted by Council in 2011. Council recently decided to commit to the new Oran Park Town Centre by way of constructing a new administration building there which will greatly assist in the development of vibrancy within that new centre.

Tourism

- Council publishes an annual Visitors’ Guide providing up to date information on attractions, dining, accommodation etc. Marketing and promotion of the Macarthur Region continues at a range of Trade Shows targeting different demographics.
- The Cruise for Kids attracted a large number of visitors to Camden and Council’s Communications Team were in attendance to promote the Camden LGA.
- The second Tourism Action Plan has recently been adopted and provides guidance on the marketing of the region to tourists. Media utilised include TV, Newspaper, Magazine and Online advertising, trade shows, marketing materials produced and distributed and event support provided for council events and sporting events that may bring tourists to the area.

Learning and Skills

- Council’s Library Service conducted 1,064 events since December 2010, with a total of 34,894 attendees.
- A Summer Reading Program is held each year, Camden READS, with over 2,000 participating in the program, reading over 10,000 items.
- The library school holiday programs continue to be well-attended, as do the Visiting Authors Program, which hosted such authors as Peter Fitzsimons, Andy Griffiths and Tess Gerritsen. Hundreds of residents attend each of these author talks.
- The continuing evolution of the state of the art Narellan Library continues, making access to
reference collections easier, and created new spaces for the parenting, health and art and cooking collections. Narellan Library introduced Book a Librarian service for young people on Mondays. The librarian uses an iPad to assist students in answering their questions.

- The ARTyCaf at Narellan Library worked in partnership with Narellan Library Service to offer a range of artist workshops that focused on exploring new opportunities for members of the community. These workshops extended on the excellent program the library already offers and focused on celebrating the broad spectrum talents of our community.
- Our libraries regularly deliver a number of successful programs to the community including HSC lectures to over 350 local students each year. The lectures are well received and provide students with access to high quality lectures locally.
- In addition to the lectures the library subscribes to a new database to assist secondary students called Study Skills Handbook. This is an online and interactive resource to develop and improve students study skills.
- The library also delivers lifelong learning programs to the community, including iPad taster sessions, introduction to Social Networking and Great Googling in addition to TAFE-run classes.

- The Library Service was promoted through the social networking community, including Facebook, our blogs and Flickr, and attendance at Camden Show, shopping centre and Bunnings.
Our Objectives

- Roads are high quality, free-flowing and safe
- We leave the car at home
- People breathe clean air

Our Achievements

Safer Roads

- Council continues to work with our community, educational establishments, local police via our road safety programs facilitating new and improve ways to educate public and driver behaviour via these programs.
- 12 Log Book Run events have been conducted since December 2010, which equates to 25 hours driving time towards participant log books. 367 learner drivers have participated in this program.
- 7 child restraint checking and fitting days have been conducted, with 572 child restraints checked and/or fitted.
- The school safety program was launched in 2011 to address road safety around the 15 primary schools in the area. This program has been rolled out to 11 schools to date, with a total student number of 5,281.
- The Drive 2 Stay Alive Program, in partnership with NSW Police, is conducted in 4 high schools in the area. All Year 11 students at these schools participate in this program.

Better Roads

- A community road safety awareness program continues through the publication of the monthly 'Eyes on the Road' column in the Camden Advertiser.
- Council and the Camden Local Area Command of the NSW Police have entered into a Memorandum of Understanding for crash investigating and reporting to enable better sharing of information.
- Council has secured $1,436,000 in black spot funding over the current term, including:
  - Camden Valley Way/ Kirkham Lane - $75,000
  - Sheathers Lane / Werombi Road - $431,000
  - Curran’s Hill Drive - $210,000
  - Welling Drive - $210,000
  - Macquarie Grove Road - $375,000
  - Springfield Road - $35,000
  - Elizabeth Macarthur Avenue / Remembrance Driveway - $100,000

Better Roads

- Council is continuing to develop its traffic and transport network to ensure a safe and free flowing network for all users of road, bike paths and pedestrians alike. The networks are developed in conjunction with all levels of Government and implemented as development progresses throughout the LGA. Council has been instrumental in gaining funding from the NSW Department of Planning and Infrastructure to fund the design and construction of a signalised intersection on the Camden Bypass which will allow motorists to more easily get to/from Elderslie and Spring Farm, which will be necessary as these areas continue to grow. Construction will be lead by Landcom. Council’s contribution will exceed $4.2 million.
- Council maintains excellent partnerships with the State and Federal governments to help formulate effective regional transport linkages within our region. This has been effective in fast tracking upgrade works on Camden Valley Way, Narellan Road, Link road / Camden Bypass and the South West Rail Link. Further talks are continuing with Roads and Maritime Services and Private Developers related to the upgrade of Bringelly and Northern Roads and other major sub-arterial links throughout the LGA.
- Council has been a steadfast advocate for improved road and rail access for the Camden and Macarthur area. Including the M5 widening project with those listed alongside, planned investments by other arms of government in transport improvements which have the potential to benefit Camden residents exceed $2.5 billion.
- Work carried out as part of Council’s Asset Management Plan such as the reconstruction of Holdsworth Dr, Waterworth Dr, Werombi Rd, Elyard St and the resurfacing of Mt Annan Dr, Stockman Rd. In addition to those roads listed, work was also done on roads in
Catherine Field (Catherine Fields Road), Bickley Vale (Burragorang Road and improvements on Dowles Lane), Elderslie (Lodges Road and Hilder Street upgrade to an urban standard, Harrington Street, Cashmere Drive, Rose Drive), South Camden (Crookston Drive), Mt Annan (O’Dea Road and Welling Drive), Leppington (Dwyer Road), Smeaton Grange (Smeaton Grange Road) and the upgrade of Springs Road. The cost of these roadworks for the year exceeded $14 million. In addition, more than 20 km of roads have been added or upgraded by developers.

- Work is underway on the link road (Liz Kernohan Drive) linking Camden Bypass to Richardson Road in the east and Camden Valley Way in the west. Agreement has been negotiated with the RMS and several of the development partners for the financing and construction of the major intersection on the bypass.
- Others works in the LGA involve the reconstruction of major arterial road including Camden Valley Way, Northern Road, Bringelly Road and Narellan Road, Council is actively participating at meetings with the RTA ensuring that as well as vehicle transport, cycle and bus facilities and links are included in these designs.

Parking
- Council has undertaken a number of changes to its parking facilities within the town centre accommodating accessible parking in strategic locations and adding taxi parking whilst maintaining and managing timed parking along the main street ensuring sufficient turn over of parking to support local business.
- Whilst Council currently exceeds the national average for disabled parking spaces in the Camden town centre, ongoing consideration for accessible parking needs within the town centre remains a high priority for Council. The introduction of an additional accessible car park proposed outside the St George bank is to be implemented shortly. Additional locations are being examined with future planning of all business and retail centres.
- Parking at Harrington Reserve, Harrington Park was increased to allow users and supporters of sporting teams to park off road, freeing up space for residents.
- Council officers undertake periodic enforcement activities to regulate parking restrictions.

Public Transport
- The Leppington Major Centre will be served by the new South West Rail Link and Leppington Train Station by 2016, with construction having commenced.
- The provision of early bus services in Oran Park, Turner Road and Spring Farm has also been important in reducing reliance on cars. Another approach undertaken is to provide for walkable communities, including new town centres that will serve day to day needs of residents. The provision of additional links for public transport is being investigated.
- A final Recreational Trail Network report has been prepared for Council which can now be used to plan and facilitate linkages between business centres and communities. The plan enables Council to implement a hierarchy of recreational pedestrian and cycle routes throughout the Camden LGA.
- Council has actively engaged with the NSW Government’s Draft Long Term Transport Plan, promoting the need for improved transport planning and integration, while also looking at the manner of residential and economic/commercial planning to ensure that travel miles are better managed and relieve the load on strategic transport routes.
- Council commenced upgrading its bus shelters to comply with the Disability Discrimination Act requirements. The Audit identified 230 sites and a priority list has been developed. Budgets are directed to those sites in most need of attention. Council is on target to reach the Disability Discrimination Act compliant target of 55% of all bus stops by December 2012.

Cycleways
- Council has developed a number of sites throughout the LGA to improve cycleway and pedestrian crossing points to create
confidence in our community to use these facilities.

- New cycle paths have been introduced on Macarthur Road, Springs Road and Hilder Street, as well as along Camden Valley Way and parts of Oran Park Drive. Upgrades of other roads have included provision for on road and off road cycle ways. In all, more than ten kilometres of new cycleways were commissioned during the term.
- The Recreational Trail Strategy was prepared which informed the development of an updated Bike Plan in 2011/12. Council’s investment priority continues to be links between Camden and Narellan, in line with the current Camden Council Bicycle Plan and the Metropolitan Strategy - Southwest Subregion
- Funding was secured in February 2011 to install the penultimate section of the Camden to Narellan Shared Path adjacent to Rotary Cowpasture Reserve. Construction was completed in July 2011.

**Community Education**

- Council continues to work with our community to recognise alternate transport modes are available. This is done by promoting new strategic routes and transport options to the use of motor vehicles. Council now has established the Cycling Advisory Group which will assist in updating the Camden Bike Plan.

Expanding pedestrian and cycle networks, adding additional bus stops at strategic locations and promoting these via Council road safety programs helps encourage our community to utilise more sustainable forms of transport. We are further investigating ways via development to enable our growing community to live, work and play within the local area helping reduce the demands on vehicle requirements.
Our Objectives

• People feel connected, supported and that they belong
• There is community pride
• People feel safe
• People are healthy

Our Achievements

Young People

• Council conducts an annual Youth Week program. In 2012 this was held in conjunction with Camden’s new Youth Council and 12 partners from business, service groups and other youth services.
• More than 1300 young people participated in the 25 events each year, with one of the highlights being “Represent Macarthur” - a chance for young people to express their ideas directly to local members of parliament and Councillors.
• Council’s Youth Week Program has consistently been recognised as a finalist in Local Government Awards as an innovative program due to its diversity of events.
• The Narellan Youth Space continues to engage young people in drop in activities and was recently updated with some new equipment and a new name - The Space - which is a digital learning hub for young people and the entire community.
• Council has commenced a new Youth Outreach program for Harrington Park, Mt Annan, Narellan and Camden.
• The Artycaf provided a range of programs for young people including the Friday night live program to celebrate culture and support youth in the development of skills and showcasing their talents.
• The graphics program delivered in partnership with TAFE delivered amazing outcomes for youth in terms of their increased skill base and employment opportunities. Art based activities have been very popular.
• A Youth Advisory Group has been established and will be resourced through training and budget allocation to facilitate the development and delivery of youth activities in Council venues across the LGA.
• An annual skate event continues to be run, SK8-OPIA, and in 500 people attended this event in 2011.
• Council continues to develop relationships with youth service providers and to discuss potential partnership projects through participation in the Macarthur Youth Services Network.

Children

• For the first time Camden was part of the Sydney Writer’s Festival and hosted children’s author Andy Griffiths who captured the imaginations of the over 400 children who attended the event and kept them spellbound for an afternoon in May 2012.
• Camden Family Day Care has had 390 children and 43 educators as part of its scheme since December 2010. This has included 293 new children enrolled and 8 new educators.
• Camden Family Day Care achieved accreditation status in June 2011 from the National Childcare Accreditation Council with a high quality rating across all areas assessed.
• Camden Family Day Care participated in an advertising campaign via a Child Safety Activity Book distributed to each child who visits either Macarthur Hospital, and continues to have a presence in community events such as Kids fun Days, Baby Expo’s as well as through advertising in the local papers and Camden Kids website.
• Camden Council launched the Camden Kids Website in August 2010 and this continues to be a vibrant and up-to-date source of information on a range of children’s activities and services. This website attracts an average of 68 visits per day, or 2,357 each month. 300 people who have joined the Camden Kids mailing list and receive regular notifications about points of interest for children and families in Camden.
• Council continues to hold an annual Family Fun Day, with 2500 attending Kids Fun Day in 2011 and 1500 - 2000 participants at the Play Day event at held at Kirkham Oval in May 2012.
• Our library also worked in partnership with Macarthur Parents to deliver a workshop to parents of children and young people on building resilience in our children

**Older People**
• Council continued to facilitate the Seniors Issues Group to improve communication between Council and older people in the community
• Council conducts annual Seniors Week activities which include a concert and bus trip. There were in excess of 400 participants in Seniors Week activities in 2012.
• A new project was delivered in 2012 called “Seniors in Caravan Parks”, which provides community gardening opportunities for older people who reside in caravan parks within the Local Government Area, not otherwise having access to space to enjoy the many health and social benefits of gardening.

**Community Events**

**Neighbour Day:**
• Camden Council conducted its first Neighbour Day in March 2012 - Camden residents told us about their great neighbours with stories demonstrating the strength of our community and the importance of strong local bonds.
• This was particularly promoted in new estates, with Oran Park and Gregory Hills conducting special activities to mark Neighbour Day.

**International Women’s Day Trivia Event:**
• More than 40 people participated in this inaugural event.

**NAIDOC Week**
• Council hosts NAIDOC celebrations each year which include a flag raising ceremony and morning tea in the Camden Library.
• 50 people attended the event in 2012, which also included the Historical Society opening up the Museum with an Aboriginal focused display, Aboriginal artist Danielle Mate exhibited in the Ferguson Gallery at the Civic Centre, and a range of art workshops and exhibitions were also held.

**Narellan Rhythms Festival:**
• The Narellan Rhythms Festival is run annually and in 2011 was attended by more than 1000 people.

**Australia Day**
• Australia Day celebrations continue to be extremely successful with a steady increase in the number of attendees, stall holders and participants in the Street Parade.

**Camden Show**
• Council worked closely with the Camden Show Society in preparation for the 125th Show which was officially opened by the Governor General in March 2011.
• 70% of residents in the telephone survey had attended Camden Show in the past 12 months.

**Camden Festival**
• The Camden Festival celebrated its 10th anniversary in 2011, with attendance growing each year. Unfortunately the 2011 Taste Food, Wine & Music Festival was washed out however the event was popular in 2010 with 4,000 people attending.

**Camden Civic Centre and ArtyCaf**
• The Camden Civic Centre celebrated its 30th birthday in April 2012.
• The Civic Centre has played host to weddings, christenings, funerals, parties, Council meetings, civic events, cultural exhibitions, programs, training and meeting space, and is home to many local community and service club groups.
• Leading to its 30th year, the Civic Centre has hosted well in excess of 50,000 events and 1,500,000 people, providing an amazingly...
versatile community facility to the people of Camden.

- The amazing ArtyCaf Live showcased a huge number of local artists including musicians, dancers, painters, graphic specialists, aerial specialists, photographers and videographers; celebrating the emerging talents of our community and providing an opportunity to celebrate culture within the community.
- The ArtyCaf exhibition program and workshops supported the continued development of culture in our community.
- The ArtyCaf continues to operate as a commercial café.

Camden Town Farm

- The Camden Town Farm continues to be well-utilised, with currently about 55 gardeners using the community garden plots, and many more participants from seniors and disability groups engaged in plot development, workshops and working bees. There is beginning to be increased visitation to the Farm from people in other parts of Sydney.
- A range of community events have also been held at this venue, including Harmony Day and the fortnightly Produce Markets.
- Council has employed a Community Project Officer to facilitate the Camden Community Garden Project and to build networks and resources to continue to grow this community asset.

Support to Community Organisations and Groups

Community Financial Assistance

- Council runs an annual Community Financial Assistance Program to the value of $40,000, increasing to $80,000 in 2012.
- Charitable donations of $50,000 over four years and $80,000 in annual subsidies to local groups have been provided.
- Small financial subsidies ranging from $200 to $500 each have been provided to 250 talented young Camden residents over four years to support them representing at either national or international events in a variety of sports or cultural pursuits.

Camden Interagency

- Council continues to coordinate the Camden Interagency, which meets bi-monthly as an important way for community organisations to share information and develop partnership opportunities. Over 80 groups are on the mailing list.

Community Safety Activities

- Arrangements have been entered into with the Attorney General’s Department for removal of graffiti and continuing participation in Juvenile Offender conferencing.
- The life of some Alcohol Free Zones was reviewed and extended in conjunction with Camden Police.

- Council and Community Road Safety Officer (CRSO) continued the ongoing program to promote Community Safety, including working with the Community Safety Forum and the Community Safety Network, Camden Liquor Accord and in partnership with Camden Local Area Command. The groups work together with Council’s CRSO to address community safety issues.
- There has been increased liaison with local service clubs, and these groups are seeking to become more active in participating in Community Safety related activities, including the Community Graffiti Action Day.
Our Objectives

- People have a say in the future
- It is well-governed

Our Achievements

Engagement

- Council undertook its largest community engagement exercise in the lead-up to the adoption of Camden 2040, with almost 1,400 residents involved.
- Council conducted community engagement on its draft Delivery Program and Resource Strategy in May 2011. A total of 16 submissions were received as well as a range of feedback from resident Focus Groups and Open House sessions.
- Council conducts an annual telephone survey of residents in order to ascertain statistically valid opinion on Council’s performance, and on issues that form part of Council’s Sustainability Indicators.
- Council’s 2011 telephone survey focused on community satisfaction with Council, and it was pleasing to note that 85% of residents are satisfied with Council’s overall performance, and 72% are very satisfied. This result has not changed since the survey was previously conducted in 2009, and was higher than the result achieved by comparable councils.

Communication

- Council maintains good working relationships with the local media, particularly The Chronicle, Advertiser and The District Reporter.
- Continuation of our weekly advertisement in the Camden Advertiser provides up to date information for the community. In total 133 media releases have been provided to both local and metropolitan outlets promoting good news stories, initiatives and events.
- Council distributes a quarterly community newsletter, Let’s Connect, to households across the Local Government Area.
- Council produces an annual events calendar.
- Website visitation has increased 29% between December 2010 and July 2012, with a total of 629,653 hits in that period.
- Council established a Facebook page in July 2011 which currently has 179 “likes”.
- An upgrade of Council’s website has commenced in 2012 in order to improve the information that is available to the local community.

Our Finances

- Council publicly exhibited a range of Planning Proposals and Development Control Plans during the period.

Our Workforce

Workforce Planning:

- Council's Workforce Plan as part of the Integrated Planning and Reporting

Council once again received an unqualified audit report for the 2010/11 financial year, indicating that Council’s finances continue to be managed prudently. The 2011/12 audit report was not available at the time of reporting.

Council continues to perform well on a number of financial benchmark indicators, particularly its unrestricted current ratio and debt service ratio. However, Council continues to have a low Buildings and Infrastructure Renewals Ratio as the infrastructure renewals gap is larger than it should be. Council attempted to address this problem in applying for a special rate variation in 2009 to implement a Community Infrastructure Renewal Program to close this gap. Unfortunately the Minister for Local Government only approved this variation to rates for three years, which will not go near to closing the infrastructure renewal gap. Consideration of a future application to continue this rate variation beyond the three years forms part of Council’s Long Term Financial Plan in order to address the gap and bring this indicator in line with the industry benchmark.
requirements has now been adopted by Council and submitted to the Division of Local Government.

- The Workforce Plan highlighted the fact that Council operates on a very lean staff establishment, with staff numbers well below the state average.
- The review of staffing levels will continue in order to meet the demands of rapid growth.

**Skilled Workforce**

- Council continues to be committed to the training and development of its staff.
- To address the need for expanded leadership capacity within our growing organization, the Camden Leadership Development Program was instituted in 2011. Since then over 100 Council staff have participated in a practical program building leadership skills and capacity.
- Council invests approximately $500,000 annually in training and development of its staff and councillors. Training and development opportunities range from mandatory and legislative requirements, job specific skill development and leadership programs.
- 71% of staff feel they have adequate access to training and development opportunities, as identified in the Workplace Wellbeing Index conducted in May 2012.
- Over the term of this report Council has provided 41 apprenticeships and traineeships.
- These young people have won numerous awards for their performance, including the 2011 My Gateway Business Administration Trainee of the Year, Library Services Trainee of the Year, Trainee Excellence Award and a Department of Education and Training Commendation Award.
- A very successful Workplace English, Language and Literacy Program was conducted and received national recognition.
- Council commenced implementation of nationally accredited training programs in 2012, including the Diploma of Management and the Certificate IV in Frontline Management.
- Since then over 100 Council staff have participated in a practical program building leadership skills and capacity.

**Safe Workforce**

- Council is continuing to roll out an improved Workplace Health & Safety System.
- There has been decrease in lost time from workplace accidents.
- Respect and Dignity in the Workplace training sessions are conducted with attendance compulsory for all staff.
- Council conducted a survey of employees in May 2012, the Workplace Wellbeing Index, and this indicated that three-quarters of workers feel “psychologically” safe doing their work.

**Retaining Our Workforce**

- Council continues to have a low staff turnover rate in comparison to other councils.
- Council conducted a Workplace Wellbeing Index in May 2012. This revealed that 72% of employees regard Camden Council as a “good place to work”.
- An on line recruitment system was implemented to ensure ease of access for applicants.
- Alignment of individual performance to Camden 2040. – new performance appraisal system conducted in August 2012 – focus on employee performance against Council values

**Our Assets**

**Asset Management Planning**

- Council adopted an Asset Management Strategy and associated plans to ensure the strategic and sustainable long term management of Council’s assets, particularly given the large amount of new assets that Council is taking on as part of the urban development of the Local Government Area.
- The combination of new long term asset management strategies, recurrent funding for built and natural assets and programs such as the Community Infrastructure Renewal Program and Stormwater Management Program ensure that the community’s assets are managed in a sustainable manner.
- Over the past 18 months, more than $1.8m has been invested in reducing the backlog of deteriorating assets alone. In addition, a further $1.5m has been allocated towards key
projects to enhance the community's assets without compromising existing service levels.

- Provision of new local roads and drainage systems by Developers has been monitored by Council to ensure they are designed and constructed to council standards.

Information Technology

- A four year $600,000 investment in the upgrade of Council’s IT systems continues to deliver improvements in efficiency and accuracy.
- A new Electronic Business Paper system has been installed.
- Council is currently in the process of implementing new Electronic Document Management and Customer Request Management Systems to improve the way Council stores information and manages and tracks customer requests.
- Final disaster recovery strategies are being considered to bring Council to an industry accepted level of risk and recovery should Council experience a business interruption event.

Our Services

- The process of Business Continuity Planning is continuing to ensure that plans are in place to overcome unexpected interruptions to business.
- Council’s Customer Service Officers continue to process customer requests to ensure timely responses are facilitated. Monitoring of response times continues on an ongoing basis.
- Service levels are currently being reviewed across all of Council’s services. This is to enable the community to have greater input in determining the focus and priority for Council services in the future, and to identify areas where Council can improve its service delivery through increased efficiency.
- Council adopted Oran Park as the site for the future central administration building to house the growing Council staff and service delivery needs. The decision to relocate to Oran Park (as opposed to staying at and redeveloping the current site in Narellan) will conservatively save the community $5m.