Camden Council
Attachments

Ordinary Council Meeting
10 March 2015

Camden Civic Centre
Oxley Street
Camden

ORDINARY COUNCIL

SUPPORTING DOCUMENTS - ORDINARY COUNCIL

ORD01 **Construction Of A Two Storey Dwelling, A Single Storey Secondary Dwelling, And Their Use As Display Homes**

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ORD02 **Construction Of A Bulky Goods Complex Including Other Retail Premises And Food And Drink Premises, Car Parking, Landscaping And Associated Site Works**

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ORD03 **Construction And Operation Of A Service Station, Signage, Landscaping And Associated Site Works**

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ORD04 **Camden Development Control Plan 2011 (Draft Amendment No.16) - Former School Site At Spring Farm**

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ORD05 **Promoting Better Practice Program**

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ORD06 Draft Communication And Community Engagement Strategy And Related Policies

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ORD07 Community Sponsorship Program - Funding Allocations January To June 2015, Adjustment To Guidelines And Delegation Of Authority

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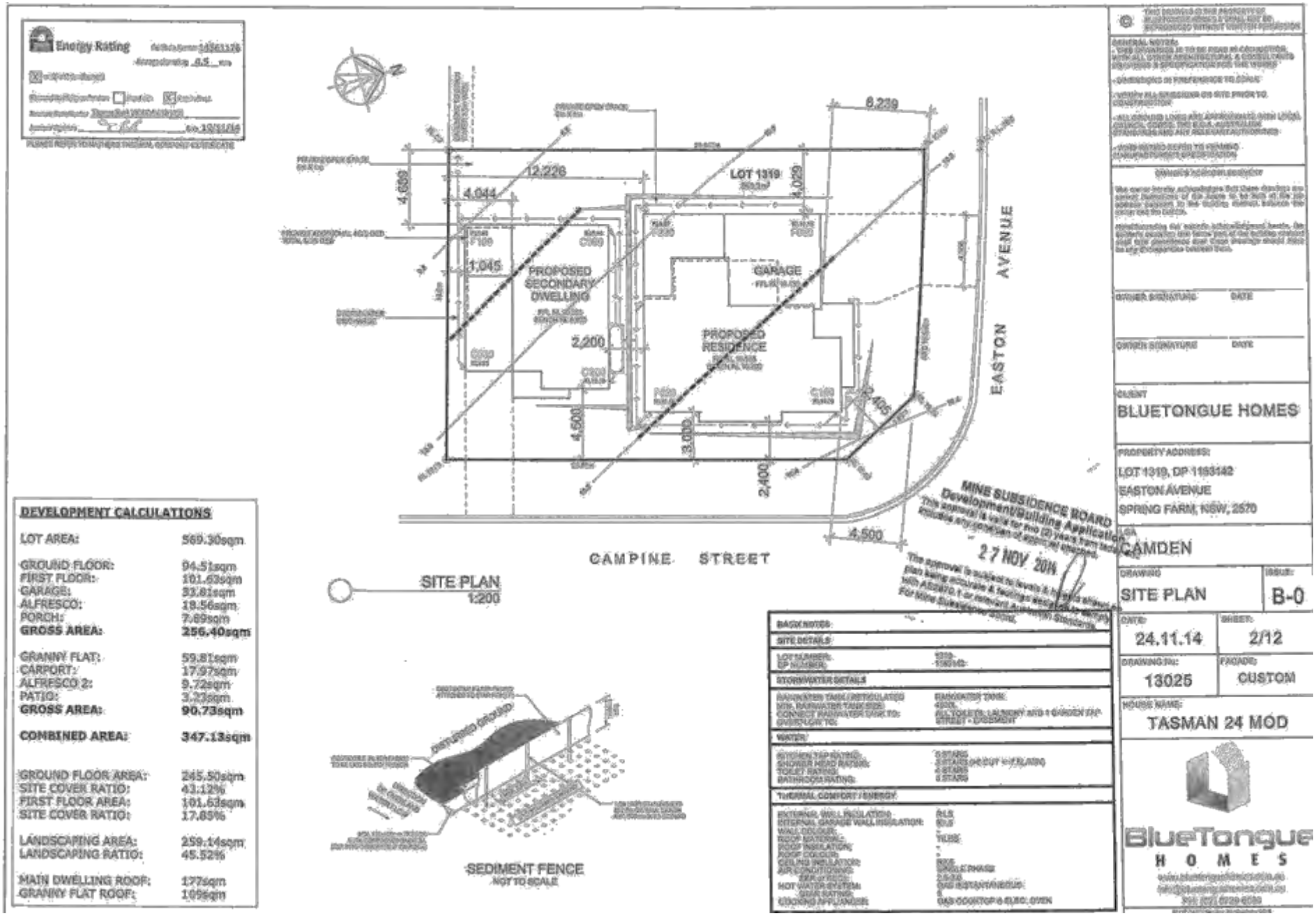
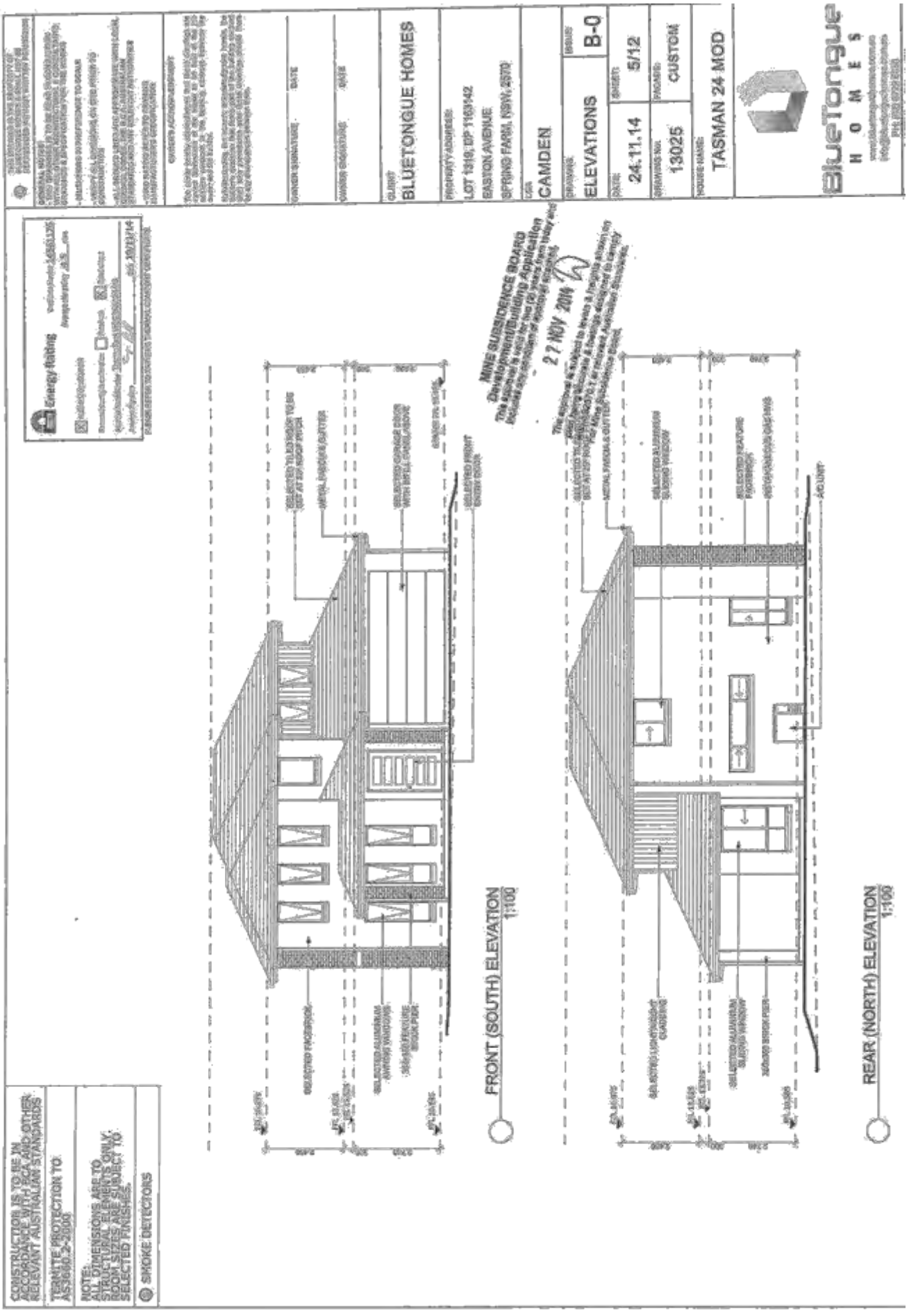
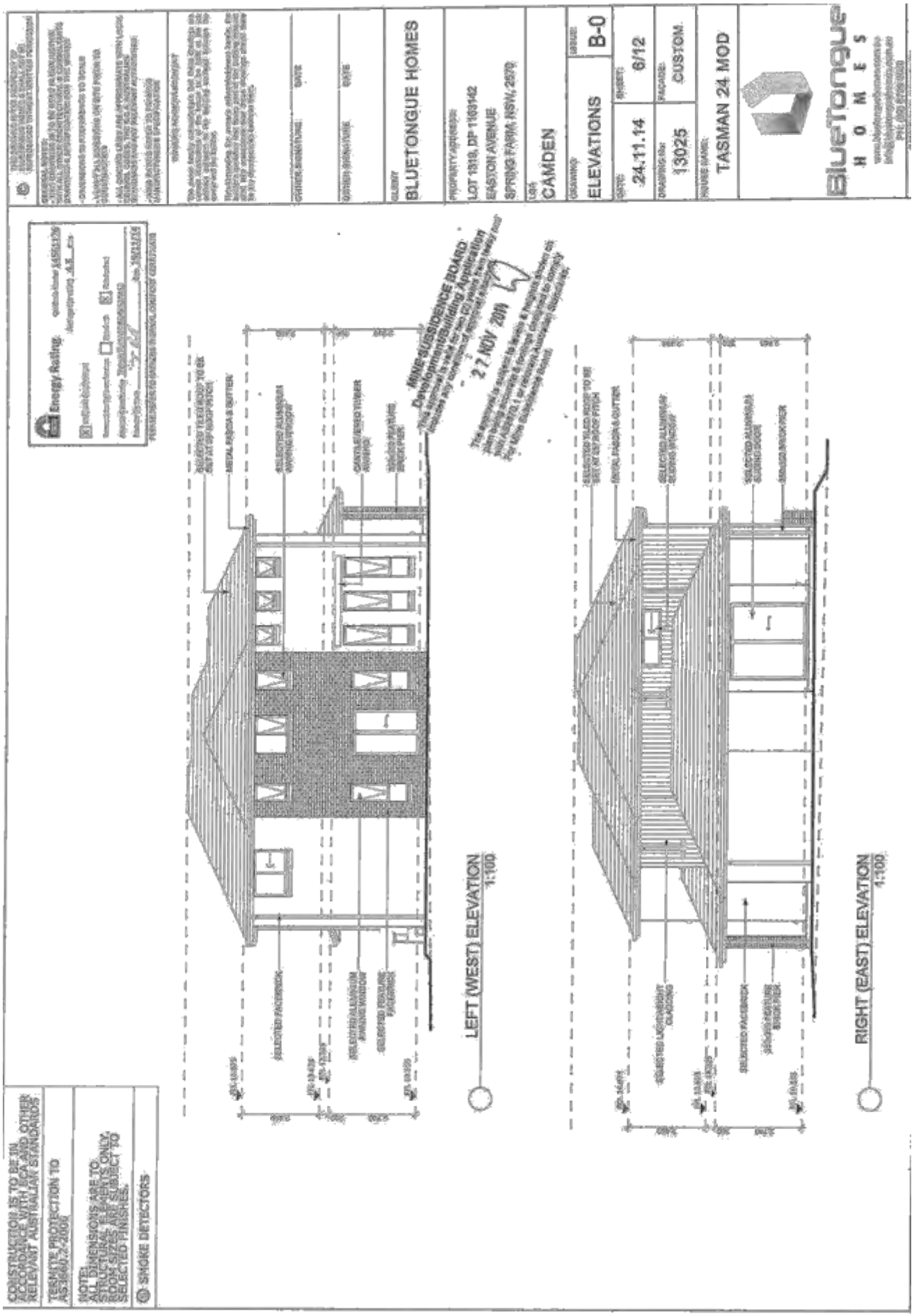

Energy Rating
LOT 1319
PROPOSED SECONDARY DWELLING
PROPOSED RESIDENCE
GARAGE
EASTON AVENUE
CAMPINE STREET
8,239
12,226
4,044
4,029
4,636
1,045
2,200
4,500
3,000
2,400
2,405
SITE PLAN
1:200
SEDIMENT FENCE
NOT TO SCALE
MINE SUBSIDENCE BOARD
Development/Building Application
27 NOV 2014
DEVELOPMENT CALCULATIONS
LOT AREA: 569.30sqm
GROUND FLOOR: 94.51sqm
FIRST FLOOR: 101.63sqm
GARAGE: 33.81sqm
ALFRESCO: 19.56sqm
PORCH: 7.69sqm
GROSS AREA: 256.40sqm
GRANNY FLAT: 59.81sqm
CARPORT: 17.97sqm
ALFRESCO 2: 9.72sqm
PATIO: 3.23sqm
GROSS AREA: 90.73sqm
COMBINED AREA: 347.13sqm
GROUND FLOOR AREA: 245.50sqm
SITE COVER RATIO: 43.12%
FIRST FLOOR AREA: 101.63sqm
SITE COVER RATIO: 17.85%
LANDSCAPING AREA: 259.14sqm
LANDSCAPING RATIO: 45.52%
MAIN DWELLING ROOF: 177sqm
GRANNY FLAT ROOF: 109sqm
BASIX NOTES
SITE DETAILS
STORMWATER DETAILS
WATER
THERMAL COMFORT / ENERGY
CLIENT
BLUETONGUE HOMES
PROPERTY ADDRESS:
LOT 1319, DP 1193142
EASTON AVENUE
SPRING FARM, NSW, 2570
LGA
CAMDEN
DRAWING
SITE PLAN
ISSUE:
B-0
DATE:
24.11.14
SHEET:
2/12
DRAWING No:
13025
FACADE:
CUSTOM
HOUSE NAME:
TASMAN 24 MOD
BlueTongue
HOMES

ORD01

Attachment 1



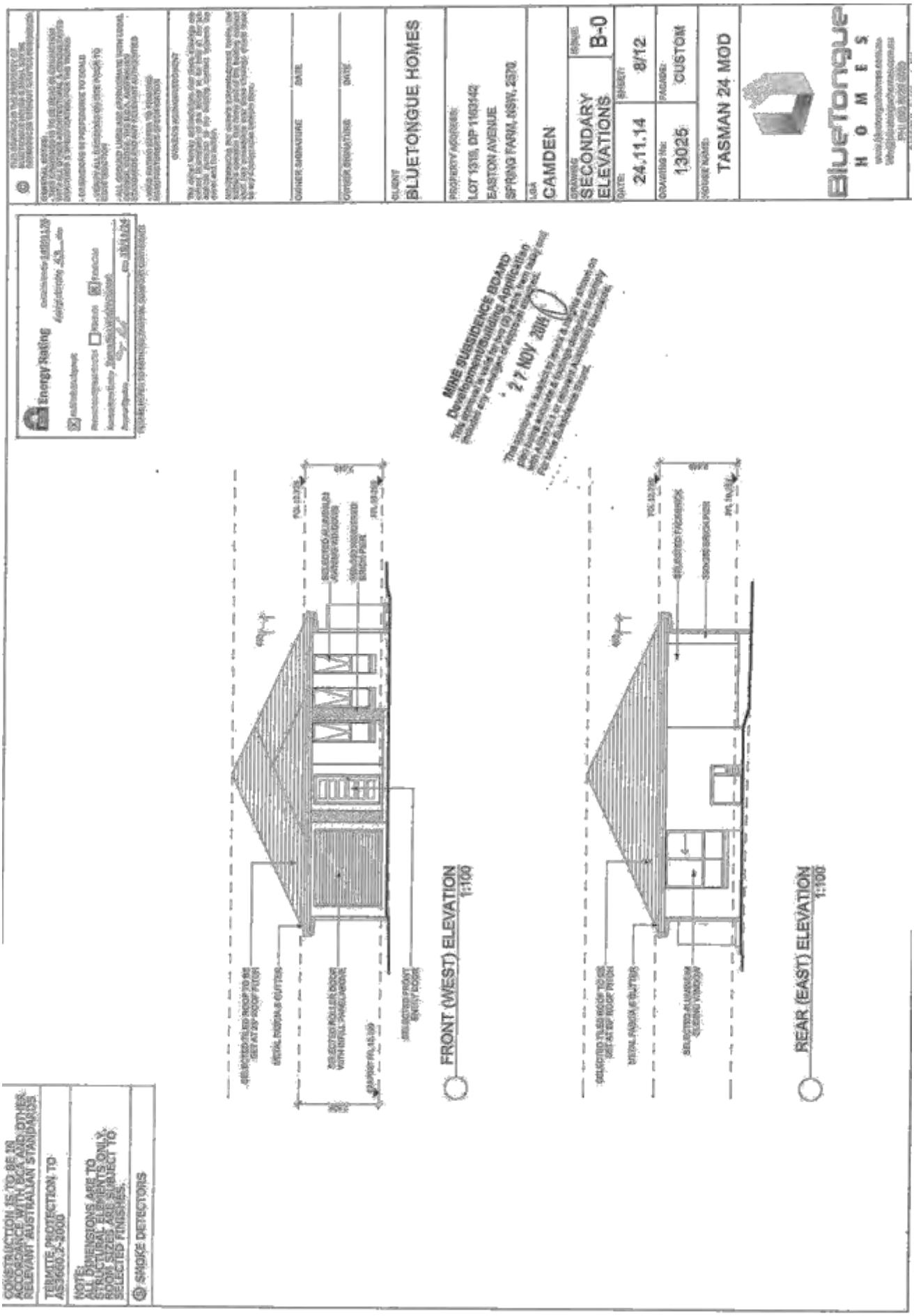


ORD01

Attachment 1

ORD01

Attachment 1



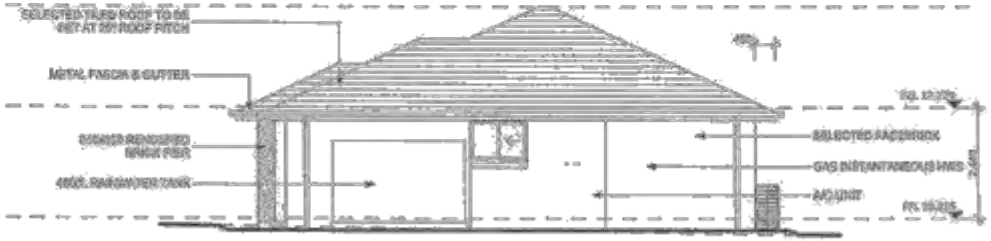
CONSTRUCTION IS TO BE IN ACCORDANCE WITH BCA AND OTHER RELEVANT AUSTRALIAN STANDARDS

TERMITE PROTECTION TO AS3660.2-2000

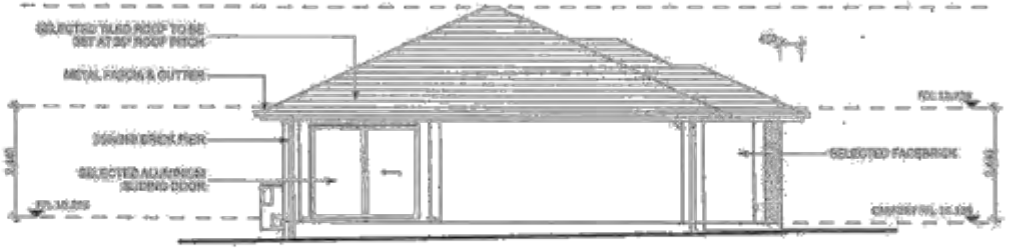
NOTE:
ALL DIMENSIONS ARE TO STRUCTURAL ELEMENTS ONLY. ROOM SIZES ARE SUBJECT TO SELECTED FINISHES.

SMOKE DETECTORS

Energy Rating



RIGHT (SOUTH) ELEVATION
1:100



LEFT (NORTH) ELEVATION
1:100

MINE SUBSIDENCE BOARD
Development/Building Application
This approval is valid for two (2) years from today and includes any condition of approval attached.
27 NOV 2014
This approval is subject to terrain & footing advice on plan being allowable & footings designed to comply with AS2870.1 or relevant Australian Standards. For Mine Subsidence Board.

CLIENT
BLUETONGUE HOMES

PROPERTY ADDRESS:
LOT 1319, DP 1163142
EASTON AVENUE
SPRING FARM, NSW, 2570

LGA
CAMDEN

DRAWING: SECONDARY ELEVATIONS
ISSUE: B-0

DATE: 24.11.14
SHEET: 9/12

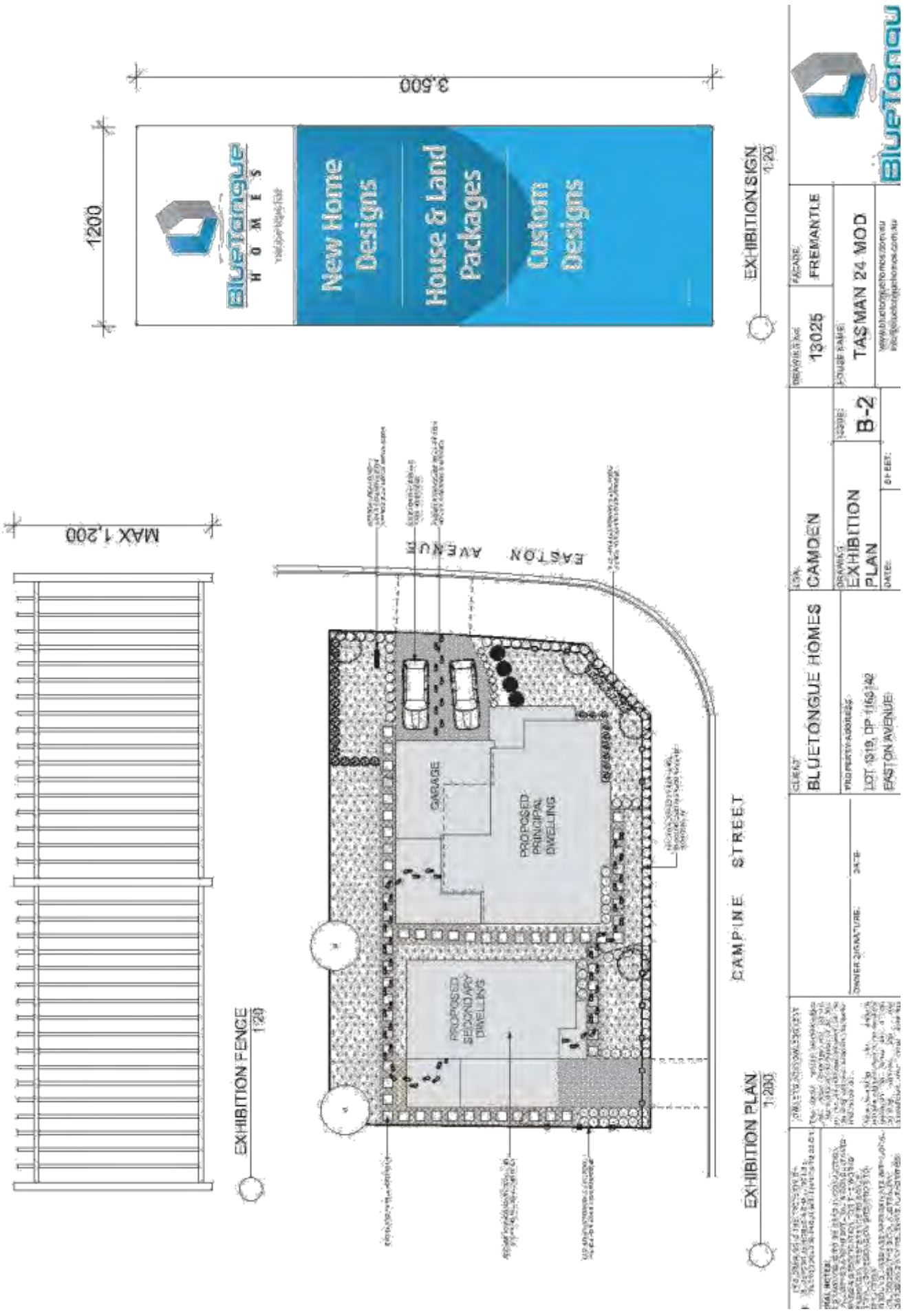
DRAWING No: 13025
FACADE: CUSTOM

HOUSE NAME:
TASMAN 24 MOD

BlueTongue HOMES

ORD01

Attachment 2



DEVELOPMENT DATA

site area = 29027.20m²

ground = 14822.2m²
mezzanine = 238.1m²

total developed area = 15060.3m²
density achieved = 51%
FSR achieved = 0.51:1

PARKING REQUIREMENTS

CAFE TENANCIES (TENANCY 11)

total ground - 275.0m²
275.0 / 30 = 9.2 spaces

TOTAL SPACES REQUIRED = 9.2 spaces

RETAIL TENANCIES (TENANCY 5)

total ground - 416.0m²
416.0 / 22 = 18.9 spaces

TOTAL SPACES REQUIRED = 18.9 spaces

BULKY GOODS TENANCIES (TENANCIES 1-4 & 6-10)

total ground + mezzanine - 13467.6m²
total ground - 14002.0m²
14002.0 - 432.95 (432.95m² loading bays) = 13569.05
13569.05 / 50 = 271.4 spaces
total mezzanine - 238.1m²
238.1 / 50 = 4.7 spaces

TOTAL SPACES REQUIRED = 276.1 spaces

TOTAL SITE PARKING REQUIRED
9.2 + 18.9 + 276.1 = 304.2 spaces

total site parking provided
319 spaces (14 spaces surplus to current requirement)

motorbike spaces required	motorbike spaces provided
260 / 25 = 10.4 = 10 spaces	19 spaces

bicycle spaces required	bicycle spaces provided
260 / 25 = 10.4 = 10 spaces	18 spaces

NOTE:
416m² of available retail cap floor space to be granted on this site, distribution of the 416m² of floor space to individual tenancies is subject to future individual 'tenancy' DA's.

2014.029_ DA_00 COVER PAGE
2014.029_ DA_01 AERIAL IMAGE
2014.029_ DA_02 PERSPECTIVE ANGLE IMAGES
2014.029_ DA_03 PROPOSED SITE PLAN
2014.029_ DA_04 BUILDING A FLOOR PLANS
2014.029_ DA_05 BUILDING A ROOF PLAN
2014.029_ DA_06 BUILDING A ELEVATIONS/ SECTION
2014.029_ DA_07 BUILDING B FLOOR PLANS
2014.029_ DA_08 BUILDING B FLOOR PLANS
2014.029_ DA_09 BUILDING B ROOF PLAN
2014.029_ DA_10 BUILDING B ELEVATIONS/ SECTION
2014.029_ DA_11 BUILDING C PLANS/ ELEVS/ SECTION
2014.029_ DA_12 PROPOSED LANDSCAPE PLAN
2014.029_ DA_13 WASTE MANAGEMENT PLAN
2014.029_ DA_14 TRUCK MANEUVERING DIAGRAMS
2014.029_ DA_15 TRUCK MANEUVERING DIAGRAMS
2014.029_ DA_16 TRUCK MANEUVERING DIAGRAMS
2014.029_ DA_17 TRUCK MANEUVERING DIAGRAMS
2014.029_ DA_18 CARPARK SECTION/ STREETSCAPE
2014.029_ DA_19 SCHEDULE OF EXTERNAL FINISHES

SOUTH WEST CORNER (CAMDEN VALLEY WAY & GREGORY HILLS DRIVE INTERSECTION)

SIGNAGE IS INDICATIVE ONLY. SIGNAGE SIZE AND DESIGN IS SUBJECT TO FUTURE DA U.N

PROPOSED BULKY GOODS CENTRE - LOT 811 GREGORY HILLS DRIVE, GREGORY HILLS NSW

DEVELOPMENT APPLICATION

PLANN STUDIO

p (02) 9603 7777
admin@plannstudio.com.au

BUILDING A + B - NORTH/ WEST ELEVATIONS (CAMDEN VALLEY WAY)
SCALE N.T.S. @ A1

BUILDING A + B - SOUTH ELEVATION (PEDESTRIAN LINK BETWEEN BUILDINGS)
SCALE N.T.S. @ A1

BUILDING A - NORTH ELEVATION (PEDESTRIAN LINK BETWEEN BUILDINGS)
SCALE N.T.S. @ A1

BUILDING B + C - SOUTH/ EAST ELEVATIONS (HOLBORN CIRCUIT)
SCALE N.T.S. @ A1

NOTES:

AMENDMENTS

ISSUE	AMENDMENT	DATE	DRAWN	CHECKED
A	Preliminary Issue to consultants	14.09.14	ds	ds
B	Issue for DA	26.09.14	ds	ds

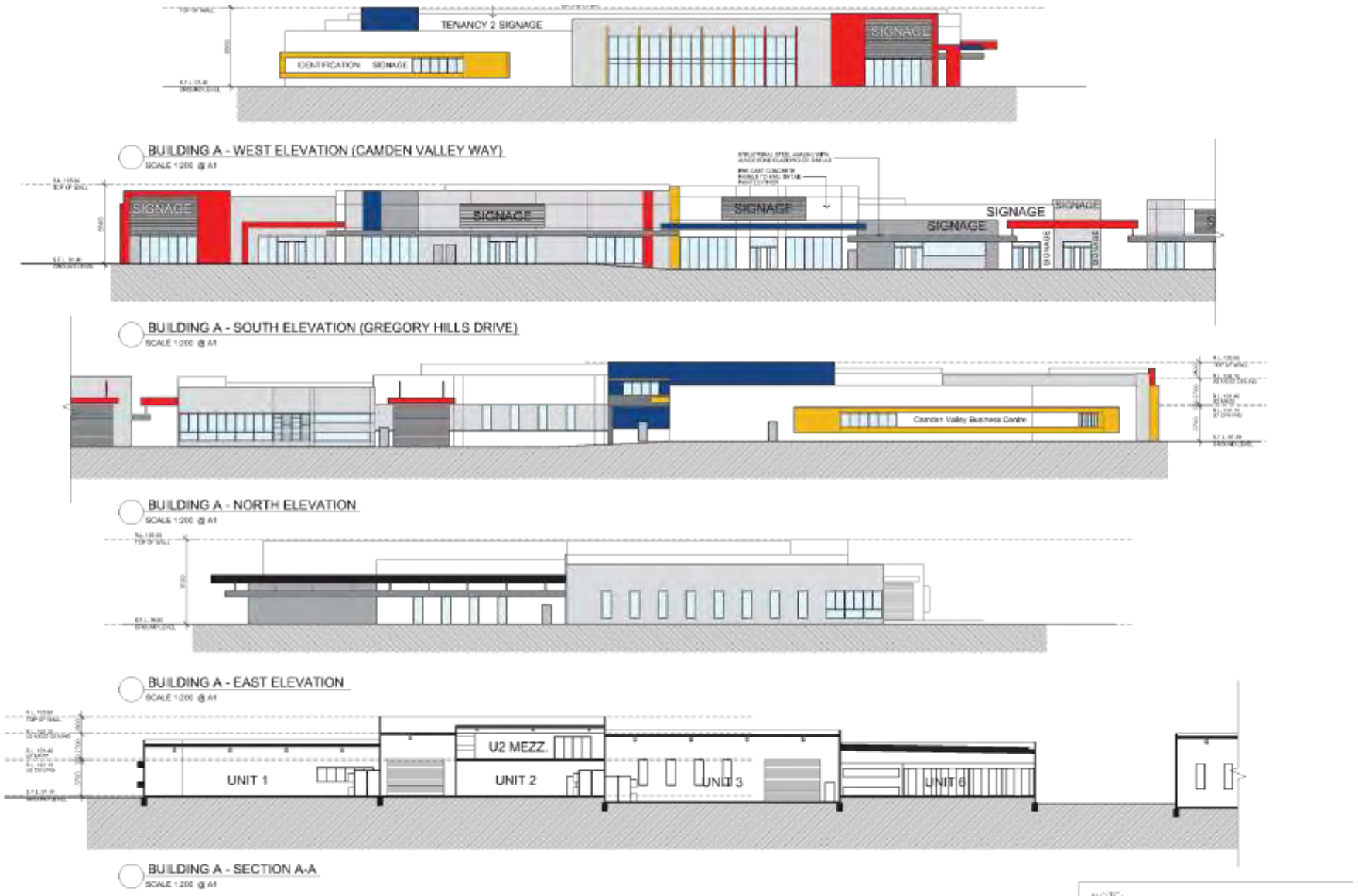
DEVELOPMENT APPLICATION

PLANNSTUDIO

PROJECT:
Proposed Bulky Goods Development at
Lot 811 Gregory Hills Drive, Gregory Hills NSW

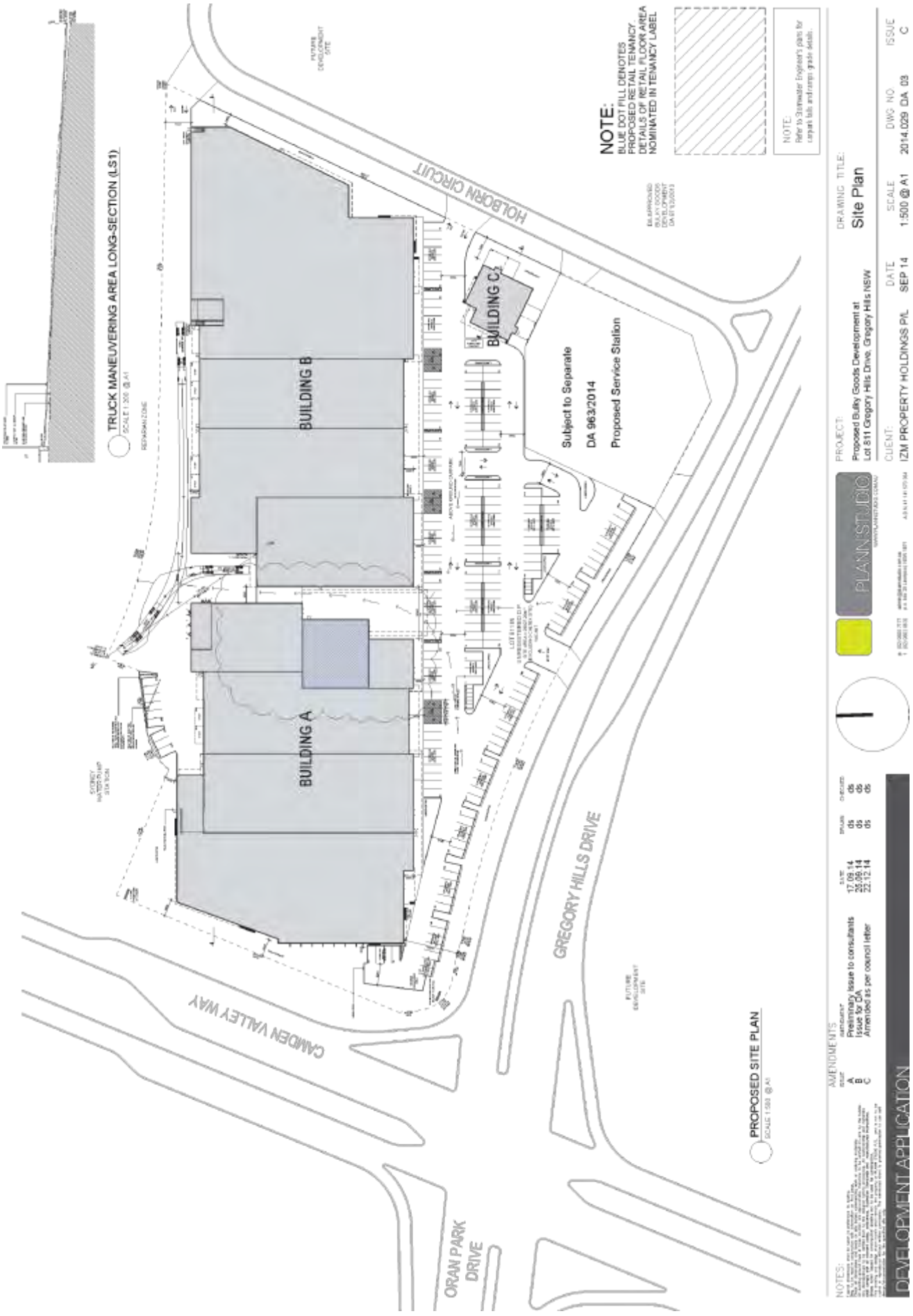
DRAWING TITLE:
Perspective Angle Images

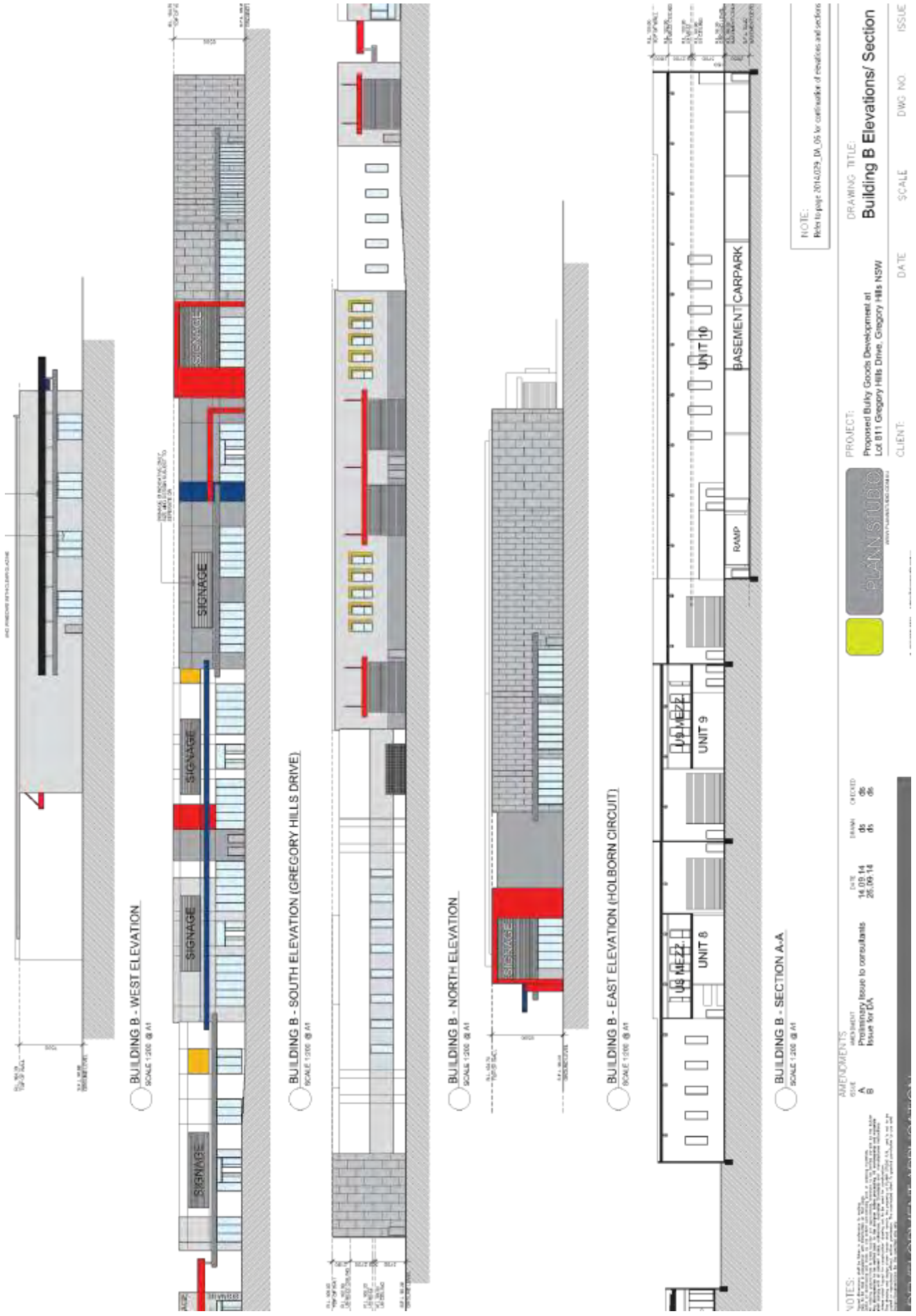
CLIENT: DATE SCALE DWG NO. ISSUE


TENANCY 2 SIGNAGE
IDENTIFICATION SIGNAGE
SIGNAGE
BUILDING A - WEST ELEVATION (CAMDEN VALLEY WAY)
SCALE 1:200 @ A1
SIGNAGE
SIGNAGE
SIGNAGE
SIGNAGE
SIGNAGE
BUILDING A - SOUTH ELEVATION (GREGORY HILLS DRIVE)
SCALE 1:200 @ A1
Camden Valley Business Centre
BUILDING A - NORTH ELEVATION
SCALE 1:200 @ A1
BUILDING A - EAST ELEVATION
SCALE 1:200 @ A1
U2 MEZZ.
UNIT 1
UNIT 2
UNIT 3
UNIT 6
BUILDING A - SECTION A-A
SCALE 1:200 @ A1
NOTE:
Refer to page 2014.029_DA_10 for continuation of elevations and sections
NOTES:
AMENDMENTS
ISSUE AMENDMENT DATE DRAWN CHECKED
A Preliminary Issue to consultants 14.09.14 ds ds
B Issue for DA 25.09.14 ds ds
PLANNSTUDIO
PROJECT:
Proposed Bulky Goods Development at
Lot 811 Gregory Hills Drive, Gregory Hills NSW
DRAWING TITLE:
Building A Elevations/ Section
CLIENT:
DATE
SCALE
DWG NO.
ISSUE

ORD02

Attachment 1

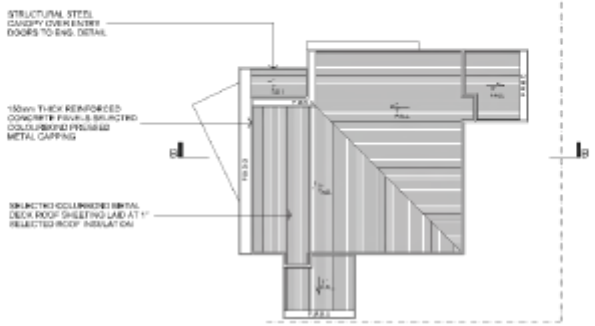




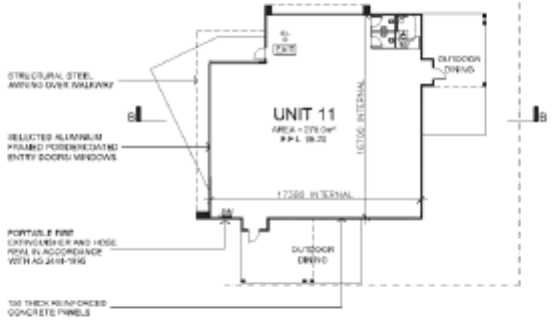
ORD02

Attachment 1

Stormwater collection and drainage shall be within the site and discharged via gravitational flow to the existing stormwater system as per council's requirements. Refer to Stormwater Engineer's plans for details.



BUILDING C ROOF PLAN
SCALE 1:200 @ A1

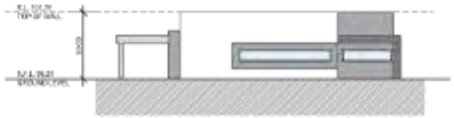


BUILDING C GROUND FLOOR PLAN
SCALE 1:200 @ A1

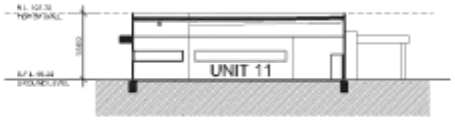
BUILDING C - WEST ELEVATION
SCALE 1:200 @ A1

BUILDING C - SOUTH ELEVATION (GREGORY HILLS DRIVE)
SCALE 1:200 @ A1

BUILDING C - EAST ELEVATION (HOLBORN CIRCUIT)
SCALE 1:200 @ A1



BUILDING C - NORTH ELEVATION
SCALE 1:200 @ A1



BUILDING C - SECTION B-B
SCALE 1:200 @ A1

NOTES:

AMENDMENTS

ISSUE	AMENDMENT	DATE	DRAWN	CHECKED
A	Preliminary Issue to consultants	14.09.14	ds	ds
B	Issue for DA	26.09.14	ds	ds

DEVELOPMENT APPLICATION

PLANNSTUDIO

PROJECT:
Proposed Bulky Goods Development at
Lot 811 Gregory Hills Drive, Gregory Hills NSW

DRAWING TITLE:
Building C Plans/ Elevs/ Sectio

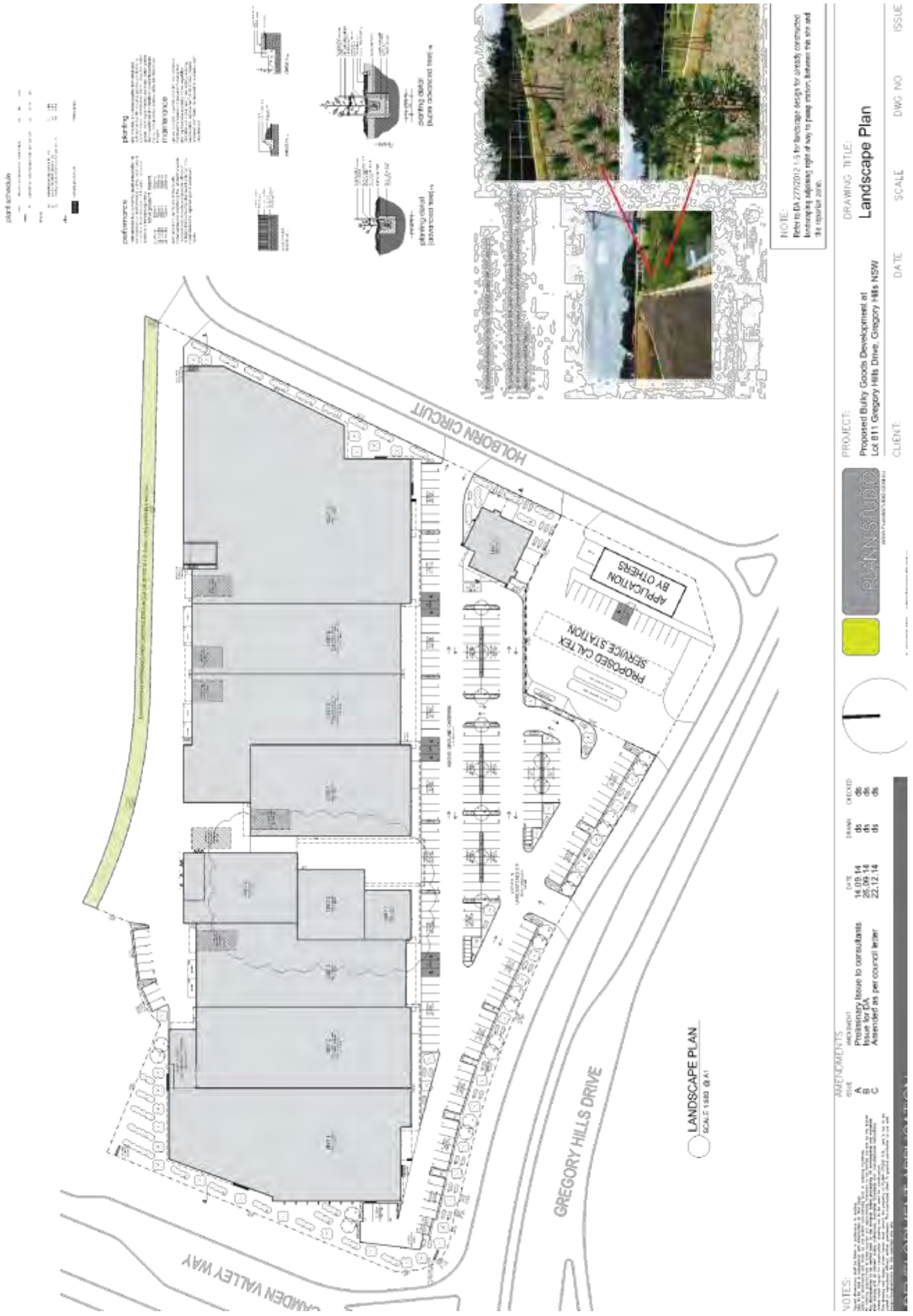
CLIENT:

DATE

SCALE

DWG NO.

ISSUE

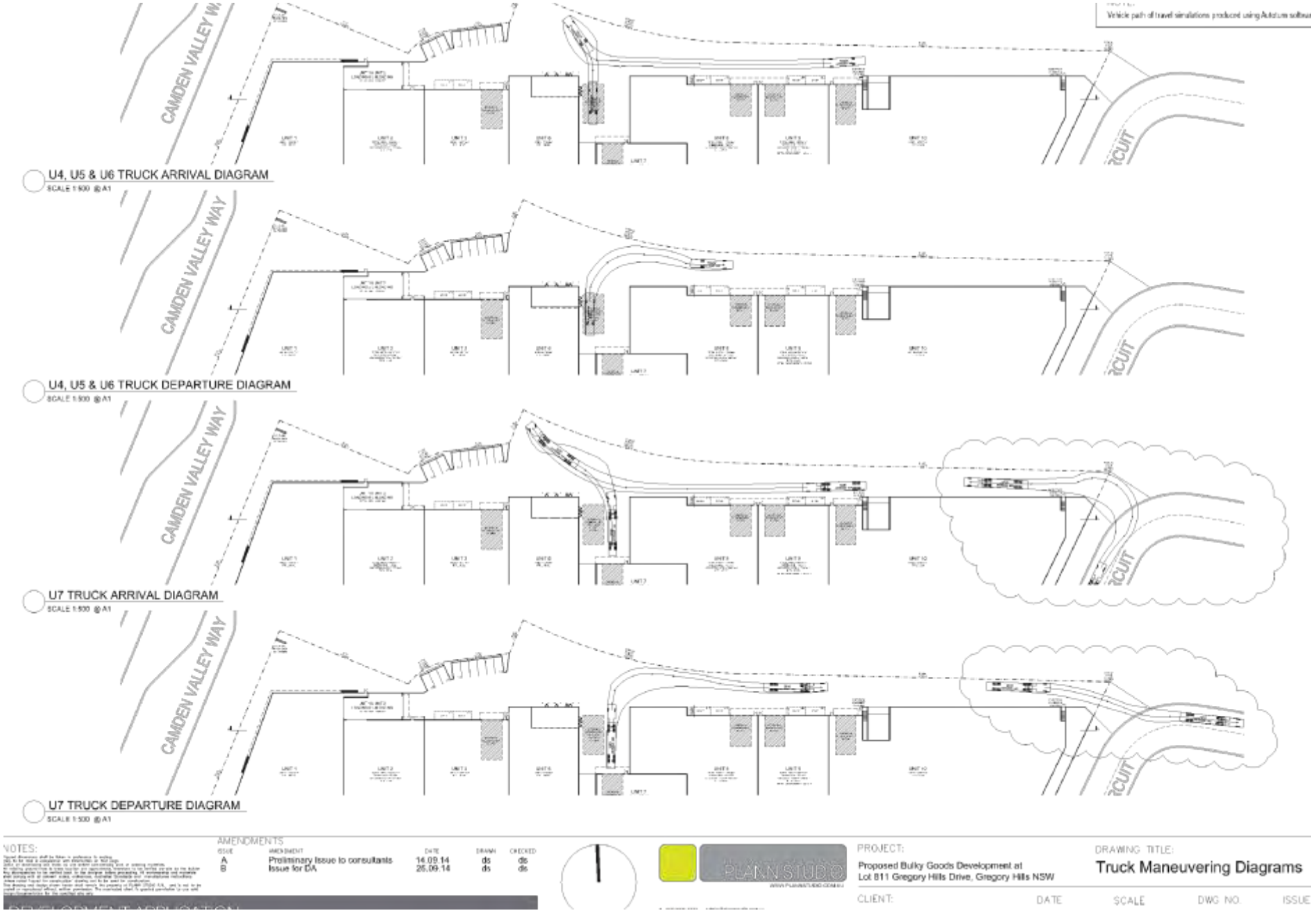


Attachment 1

ORD02

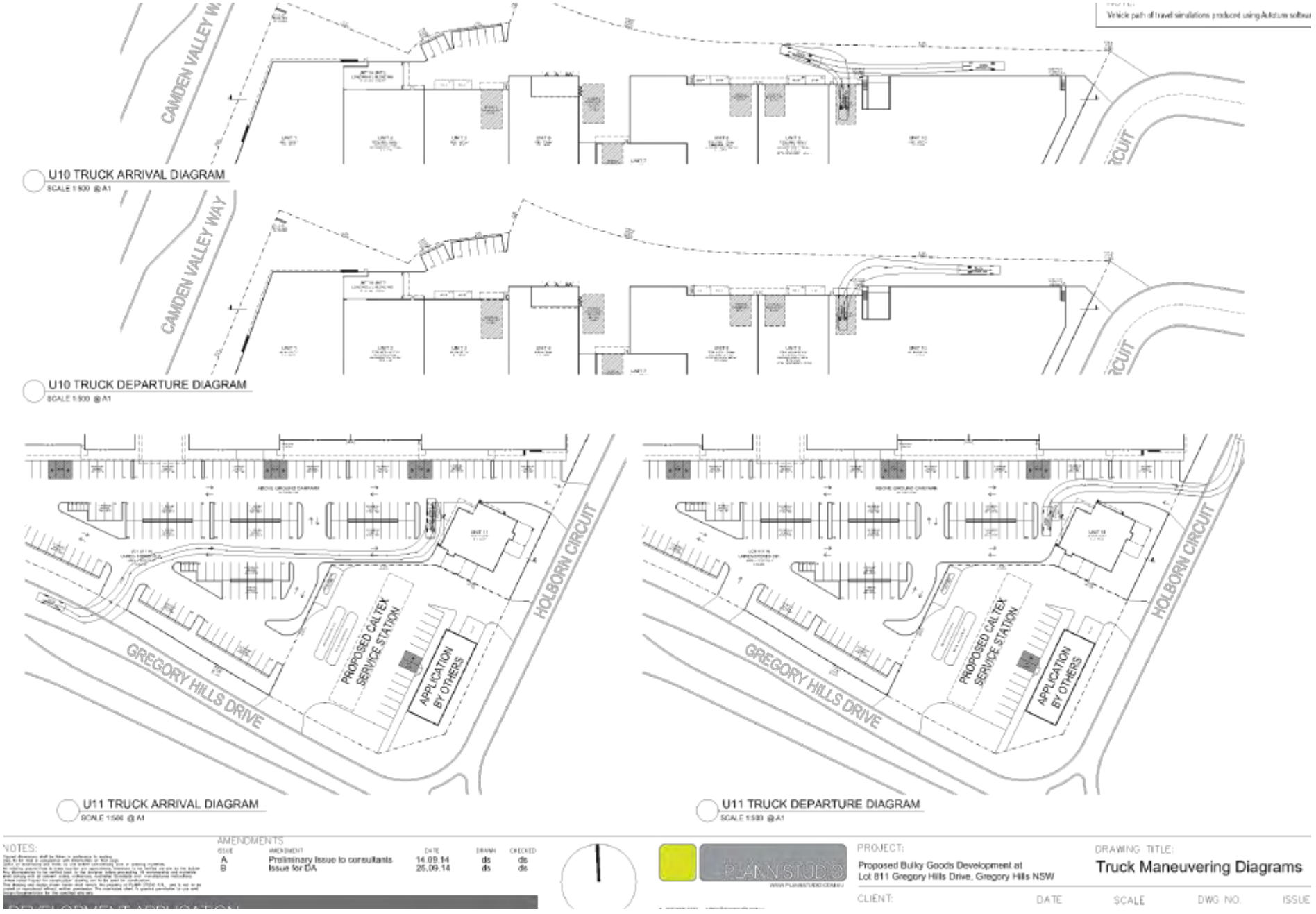
ORD02

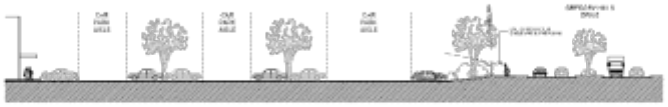
Attachment 1


CAMDEN VALLEY WAY
U4, U5 & U6 TRUCK ARRIVAL DIAGRAM
SCALE 1:500 @ A1
CAMDEN VALLEY WAY
U4, U5 & U6 TRUCK DEPARTURE DIAGRAM
SCALE 1:500 @ A1
CAMDEN VALLEY WAY
U7 TRUCK ARRIVAL DIAGRAM
SCALE 1:500 @ A1
CAMDEN VALLEY WAY
U7 TRUCK DEPARTURE DIAGRAM
SCALE 1:500 @ A1
NOTES:
AMENDMENTS
ISSUE AMENDMENT DATE DRAWN CHECKED
A Preliminary Issue to consultants 14.09.14 ds ds
B Issue for DA 26.09.14 ds ds
PROJECT:
Proposed Bulky Goods Development at
Lot 811 Gregory Hills Drive, Gregory Hills NSW
DRAWING TITLE:
Truck Maneuvering Diagrams
CLIENT:
DATE
SCALE
DWG NO.
ISSUE

ORD02

Attachment 1

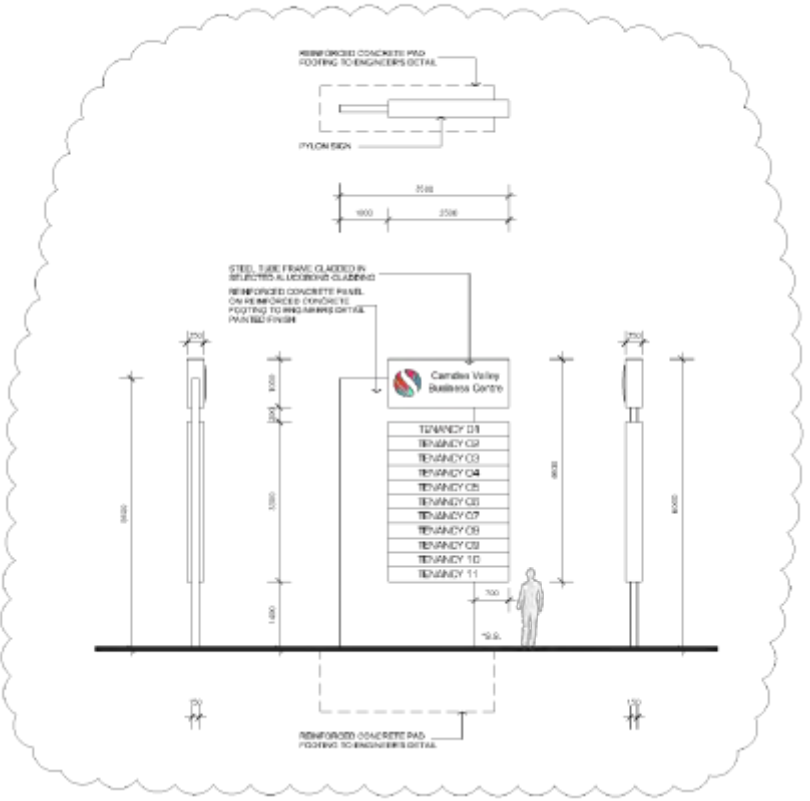

CAMDEN VALLEY WAY
U10 TRUCK ARRIVAL DIAGRAM
SCALE 1:500 @A1
CAMDEN VALLEY WAY
U10 TRUCK DEPARTURE DIAGRAM
SCALE 1:500 @A1
HOLBORN CIRCUIT
GREGORY HILLS DRIVE
PROPOSED CALTEX SERVICE STATION
APPLICATION BY OTHERS
U11 TRUCK ARRIVAL DIAGRAM
SCALE 1:500 @A1
HOLBORN CIRCUIT
GREGORY HILLS DRIVE
PROPOSED CALTEX SERVICE STATION
APPLICATION BY OTHERS
U11 TRUCK DEPARTURE DIAGRAM
SCALE 1:500 @A1
NOTES:
AMENDMENTS
ISSUE AMENDMENT DATE DRAWN CHECKED
A Preliminary Issue to consultants 14.09.14 ds ds
B Issue for DA 26.09.14 ds ds
PLANNSTUDIO
PROJECT:
Proposed Bulky Goods Development at
Lot 811 Gregory Hills Drive, Gregory Hills NSW
DRAWING TITLE:
Truck Maneuvering Diagrams
CLIENT:
DATE
SCALE
DWG NO.
ISSUE



CARPARK SECTIONAL DIAGRAM (LANSCAPE SCREENING)
SCALE 1:250 @ A1

STREETSCAPE ELEVATION (CAMDEN VALLEY WAY)
SCALE 1:350 @ A1

STREETSCAPE ELEVATION (HOLBORN CIRCUIT)
SCALE 1:350 @ A1



PYLON SIGN DETAILS
SCALE 1:50 @ A1

STREETSCAPE ELEVATION (GREGORY HILLS DRIVE)
SCALE 1:350 @ A1

NOTES:

AMENDMENTS

ISSUE	AMENDMENT	DATE	DRAWN	CHECKED
A	Preliminary Issue to consultants	14.09.14	ds	ds
B	Issue for DA	26.09.14	ds	ds
C	Amended Plan issued to Council	22.10.14	ds	ds
D	Amended as per Council letter	22.12.14	ds	ds

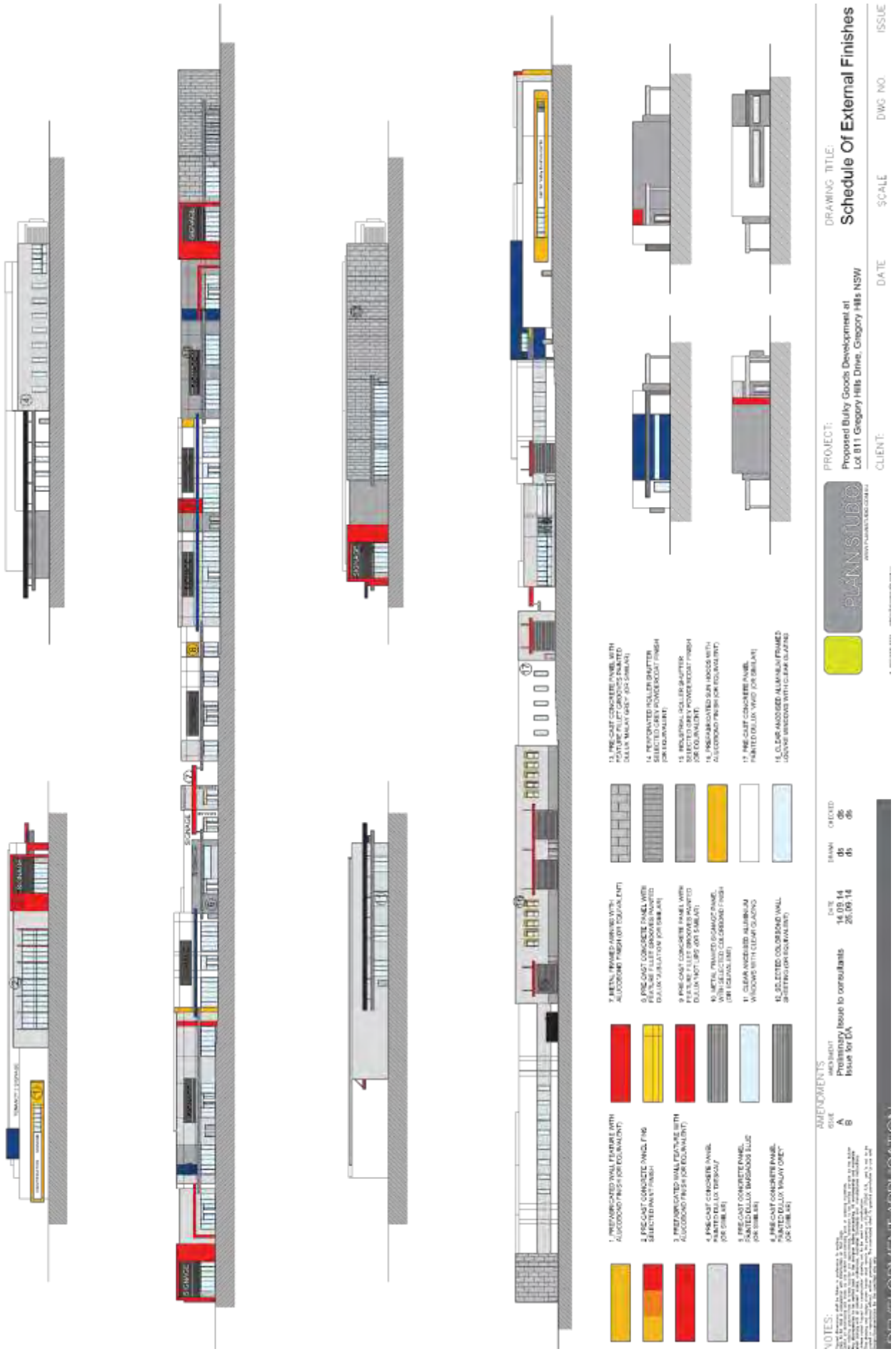
DEVELOPMENT APPLICATION

PLANSTUDIO
WWW.PLANSTUDIO.COM.AU

PROJECT:
Proposed Bulky Goods Development at
Lot 811 Gregory Hills Drive, Gregory Hills NSW

DRAWING TITLE:
Carpark Section/ Streetscape

CLIENT: DATE SCALE DWG NO. ISSUE


SIGNAGE
SIGNAGE
SIGNAGE

ORD02

Attachment 2

NSW Police Force
www.police.nsw.gov.au

Mr R Lawlor.
Camden Council
37 John Street.
Camden NSW 2570

13 January 2015.

DA 958/2014, Lot: 701 DP: 1154772 DA 963/2014, 650 Camden Valley Way Gledswood Hills.

On Tuesday 13 January 2015, a Safer by Design Evaluation was conducted on DA 958/2014 and DA 963/2014, for proposed development for a Bulky Goods Complex including food and drink premises and retail premises. For the proposed development for a Caltex Service station and associated signage (24 hours/ 7 days a week)

In April 2001 the NSW Minister for Planning introduced Crime Prevention Guidelines to Section 79C of the Environmental Planning and assessment Act, 1979. These guidelines require consent authorities to ensure that development provides safety and security to users and the community. 'If a development presents a crime risk, the guidelines can be used to justify modification of the development on the grounds that crime risk cannot be appropriately minimised'.

The Guidelines contain two parts. 'Part A details the need for a formal crime risk assessment (Safer by Design Evaluation) to be done in conjunction with trained police, and Part B outlines basic Crime Prevention Through Environmental Design (CPTED) principles and strategies that can be used by consent authorities to justify the modification proposals to minimise risk'. (DUAP 2001:2)

Crime Prevention Through Environmental Design (CPTED)

Crime Prevention Through Environmental Design (CPTED) is a crime prevention strategy that focuses on the planning, design and structure of cities and neighbourhoods. It reduces opportunities for crime by using design and place management principles that reduce the likelihood of essential crime ingredients from intersecting in time and space.

CAMDEN Local Area Command
Narellan Police Station
278 Camden Valley Way, NARELLAN NSW 2567
Telephone 02 46324459 Facsimile 02 46324455 ENet 84459 EFax 84455 TTY 9211 3776 (Hearing/Speech impaired)

NSW POLICE FORCE RECRUITING NOW 1800 222 122
WWW.POLICE.NSW.GOV.AU/RECRUITMENT

Predatory offenders often make cost-benefit assessments of potential victims and locations before committing crime. CPTED aims to create the reality (or perception) that the costs of committing crime are greater than the likely benefits. This is achieved by creating environmental and social conditions that:

- Maximise risk to offenders (increasing the likelihood of detection, challenge and apprehension).
- Maximise the effort required to commit crime (increasing the time, energy and resources required to commit crime)
- Minimise the actual and perceived benefits of crime (removing, minimising or concealing crime attractors and rewards) and
- Minimise excuse making opportunities (removing conditions that encourage/facilitate rationalisation of inappropriate behaviour)

CPTED employs four key strategies. These are surveillance, access control, territorial re-enforcement and space/activity management.

- Surveillance
- Access Control,
- Territorial re-enforcement and
- Space/activity management.

Site Description

The proposed development is for a Bulky Goods Complex including food and drink premises and retail premise, along with the proposed development for a Caltex Service station and associated signage (24 hours/ 7 days a week)

Site Risk Rating

The NSW Police Safer by Design Evaluation process is based upon Australia and New Zealand Risk Management Standard ANZS4360:1999. It is a contextually flexible, transparent process that identifies and quantifies crime hazards and location risk. Evaluation measures include crime likelihood (statistical probability), consequence (crime outcome), distributions of reported crime (hotspot analysis), socio-economic conditions (relative disadvantage), situational hazards and crime opportunity.

After conducting this process the rating for this development has been identified as, **Medium Crime Risk.**

1. Surveillance

NSW POLICE FORCE RECRUITING NOW 1800 222 122
WWW.POLICE.NSW.GOV.AU/RECRUITMENT

ORD02

Attachment 2

Natural surveillance is achieved when normal space users can see and be seen by others. This highlights the importance of building layout, orientation and location; the strategic use of design; landscaping and lighting. *Natural surveillance* is a by-product of well-planned, well-designed and well-used space. *Technical/mechanical Surveillance* is achieved through mechanical/electronic measures such as CTV, help points and mirrored building panels. *Technical/mechanical Organised) Surveillance* is achieved through the tactical positioning of guardians. An example would be the use of on-site supervisors at higher risk locations.
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Recommended Conditions of Consent:

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- Shelf height sufficiently low so as not to impede visibility of customers from console.
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Lighting-

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Lighting should meet minimum standards. Crime and fear reduction are specified as key objectives in Australian lighting standard AS1158 for public streets, car parks and pedestrian areas.

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Effective lighting contributes to public safety by reducing fear, increasing community activity, improving visibility and increasing the chance that offenders will be detected and apprehended. The Canadian METRAC Group (Toronto City Council) recommends a 15 metre facial recognition test in public places. This yardstick is often applied as a non-technical measure of lighting effectiveness.

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Landscaping can be used to enhance the appearance of the development and assist in reducing opportunities for vandalism. However, landscaping can also provide concealment or entrapment areas for people involved in criminal behaviour.

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- Some predatory offenders seek pockets and enclosures created by vegetation/landscaping. When selecting and maintaining vegetation, consideration should be given to the possibility of areas becoming entrapment sites in the future especially at rear open space areas.
- A safety convention is to have 3-5 metres of cleared space on either side of pathways. Thereafter, vegetation is stepped back in height to maximise sightlines.

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Territorial Re-enforcement

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facilities, and to communicate to people where they should/not be, and what activities are appropriate.

General Conditions of Consent:

- The boundaries of the development are reasonably well defined and re-enforced by fencing and landscaping.
- Consider signage, which might be used in and around the development. Confusion resulting from vague entry design can legitimise exploration, trespassing and excuse making by opportunistic criminals. Entries should be legible and inviting.
- Car park design and definitional legibility can help (or hinder) way finding. Knowing how and where to enter/exit and find assistance can impact perceptions of safety, victim vulnerability and crime opportunity. Signage should reinforce (not be an alternative to effective design).

Environmental Maintenance

All space, even well planned and well-designed areas need to be effectively used and maintained to maximise community safety. Places that are infrequently used are commonly abused. There is a high correlation between urban decay, fear of crime and avoidance behaviour.

Recommended Conditions of Consent:

- A graffiti management plan needs to be incorporated into the maintenance plan for the development. Research has shown that the most effective strategy for reducing graffiti attacks is the quick removal of such materials generally with a forty-eight hour period.

Activity and Space Management

Space /Activity management strategies are an important way to develop and maintain *natural* community control. Space management involves the formal supervision, control and care of the development. All space, even well planned and well-designed areas need to be effectively used and maintained to maximize community safety. Places that are infrequently used are commonly abused. There is a high correlation between urban decay, fear of crime and avoidance behavior.

General Comments:

- As residents within this area have been targeted for malicious damage, break enter and steal, and stealing's, it is important that access to and from the development be established and maintained.
- Natural ladders are building features, trees or nearby structures that can help a criminal to climb to balconies, rooftops, ledges and windows.
- ATM to be positioned to restrict physical observation of PIN numbers from neighbouring facilities and front window.

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ORD02

Attachment 2

Safer by Design – Bulky Goods Complex and Caltex Service station 650 Camden Valley Way Gledswood. 7

We would like to thank you for the opportunity of inspecting the plans for this development and should you require further information on the subjects mentioned within this report feel free to contact Constable Greg Louden, Crime Prevention Officer, Camden Local Area Command, phone 46324459 or Email loud1gre@police.nsw.gov.au

Yours faithfully,

Ward Hanson
Superintendent
Commander
Camden Local Area Command

Disclaimer
The New South Wales Police have a vital interest in ensuring the safety of members of the community and their property. By using the recommendations contained in this evaluation, any person who does so acknowledges that:-
1. It is not possible to make areas evaluated by the New South Wales Police, absolutely safe for members of the community or their property.
2. It is based upon the information provided to the New South Wales Police, at the time the evaluation was made.
3. The evaluation is a confidential document and is for use by the consent authority or organization referred to on page 1 only.
4. The contents of this evaluation are not to be copied or circulated otherwise that for the purposes of the consent authority or organization referred to on page 1.
The New South Wales Police hopes that by using the recommendations contained in this document, criminal activity will be reduced and the safety of members of the community and their property will be increased. However, it does not guarantee that all risks have been identified, or that the area evaluated will be free from criminal activity if its recommendations are followed.

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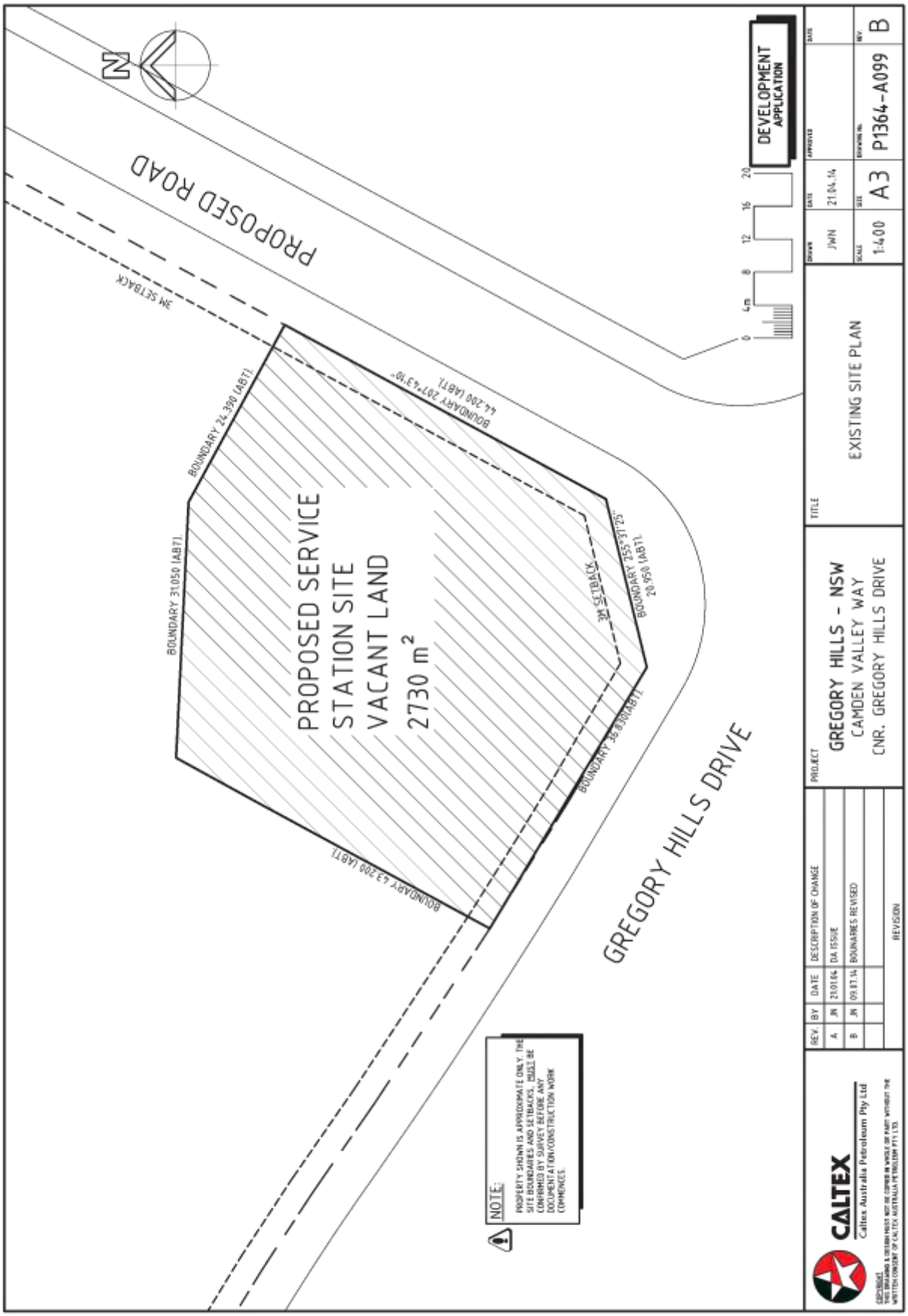
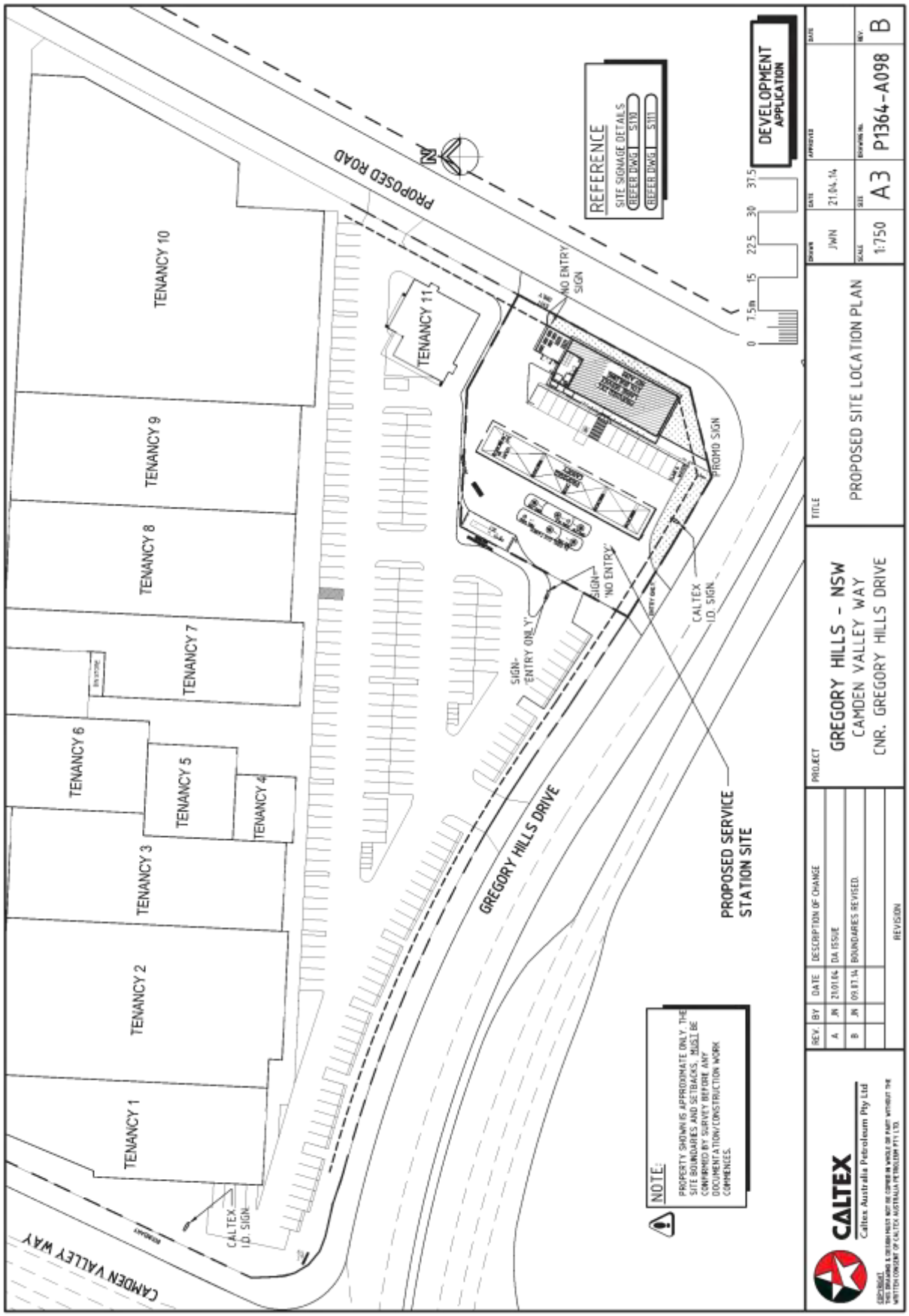
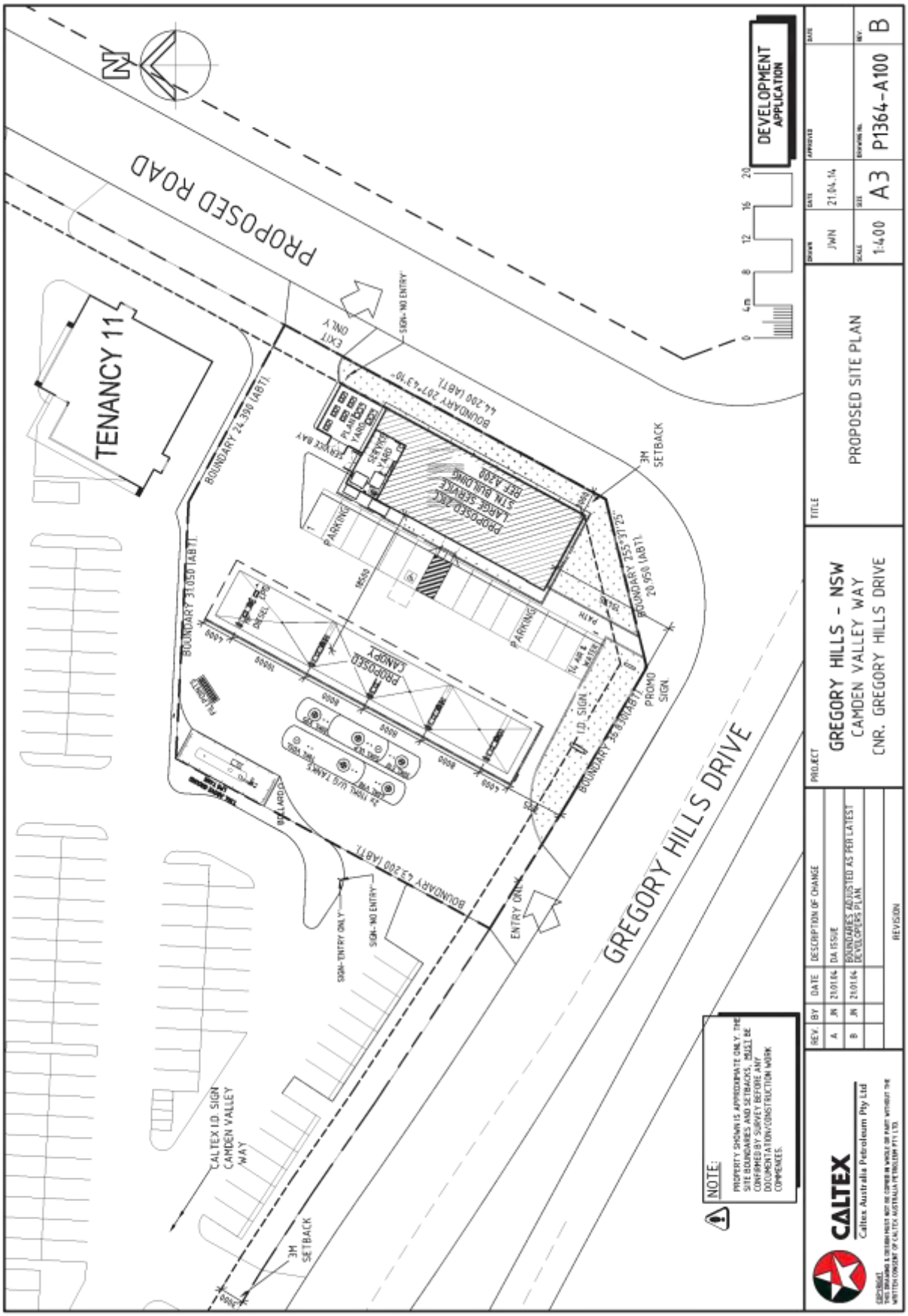

PROPOSED ROAD
3M SETBACK
BOUNDARY 24.398 (ABT)
BOUNDARY 287°43'30"
44.280 (ABT)
BOUNDARY 31.050 (ABT)
PROPOSED SERVICE
STATION SITE
VACANT LAND
2730 m²
3M SETBACK
BOUNDARY 255°37'25"
20.950 (ABT)
BOUNDARY 43.200 (ABT)
BOUNDARY 356.830(ABT)
GREGORY HILLS DRIVE
NOTE:
PROPERTY SHOWN IS APPROXIMATE ONLY. THE SITE BOUNDARIES AND SETBACKS, MUST BE CONFIRMED BY SURVEY BEFORE ANY DOCUMENTATION/CONSTRUCTION WORK COMMENCES.
DEVELOPMENT APPLICATION
0 4m 8 12 16 20
REV. BY DATE DESCRIPTION OF CHANGE
A JM 21.01.14 DA ISSUE
B JM 09.07.14 BOUNDARIES REVISED
REVISION
CALTEX
Caltex Australia Petroleum Pty Ltd
PROJECT
GREGORY HILLS - NSW
CAMDEN VALLEY WAY
CNR. GREGORY HILLS DRIVE
TITLE
EXISTING SITE PLAN
Drawn JWN
DATE 21.04.14
SIZE A3
SCALE 1:400
APPROVED
DRAWING No. P1364-A099
REV B

ORD03

Attachment 1



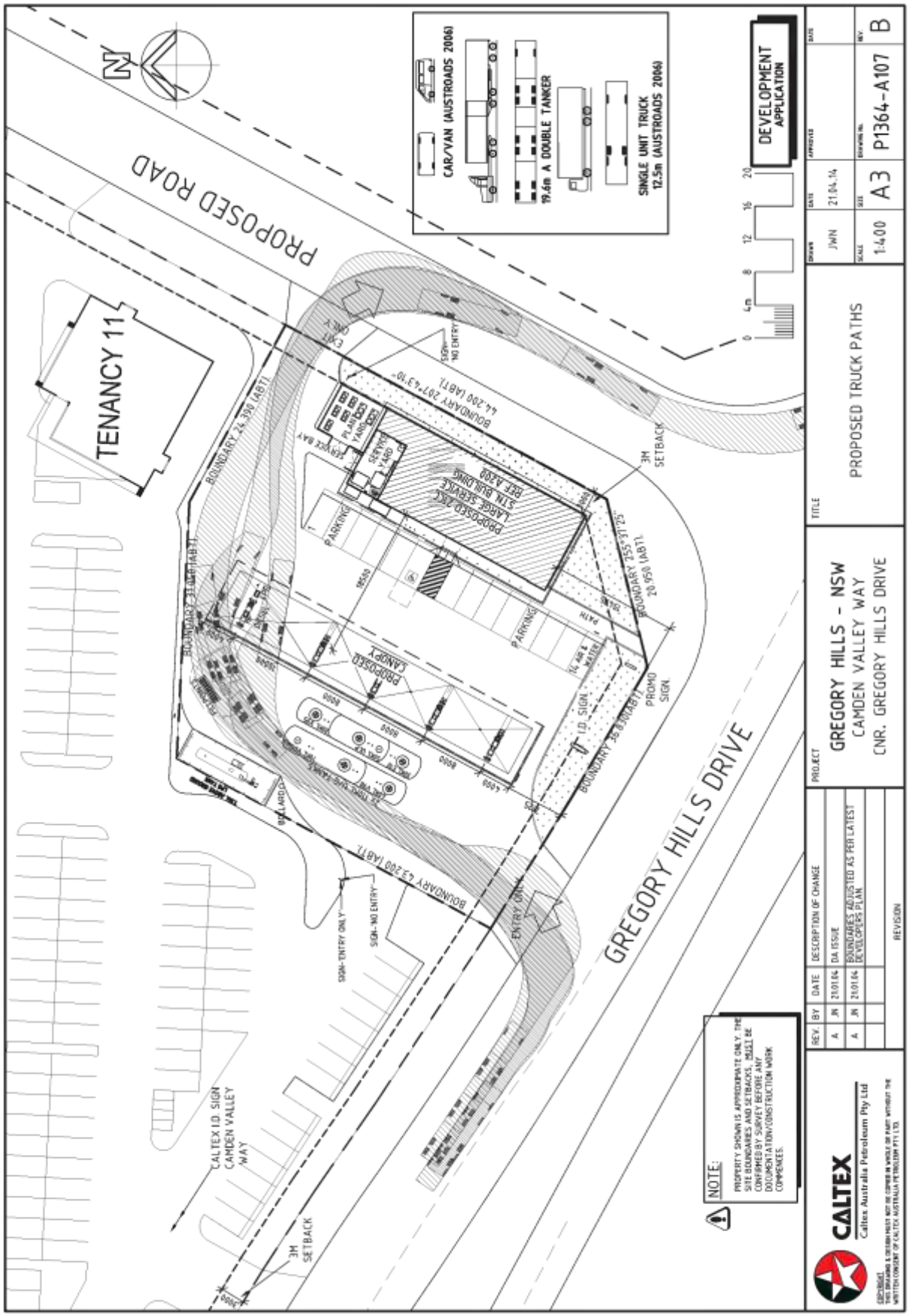


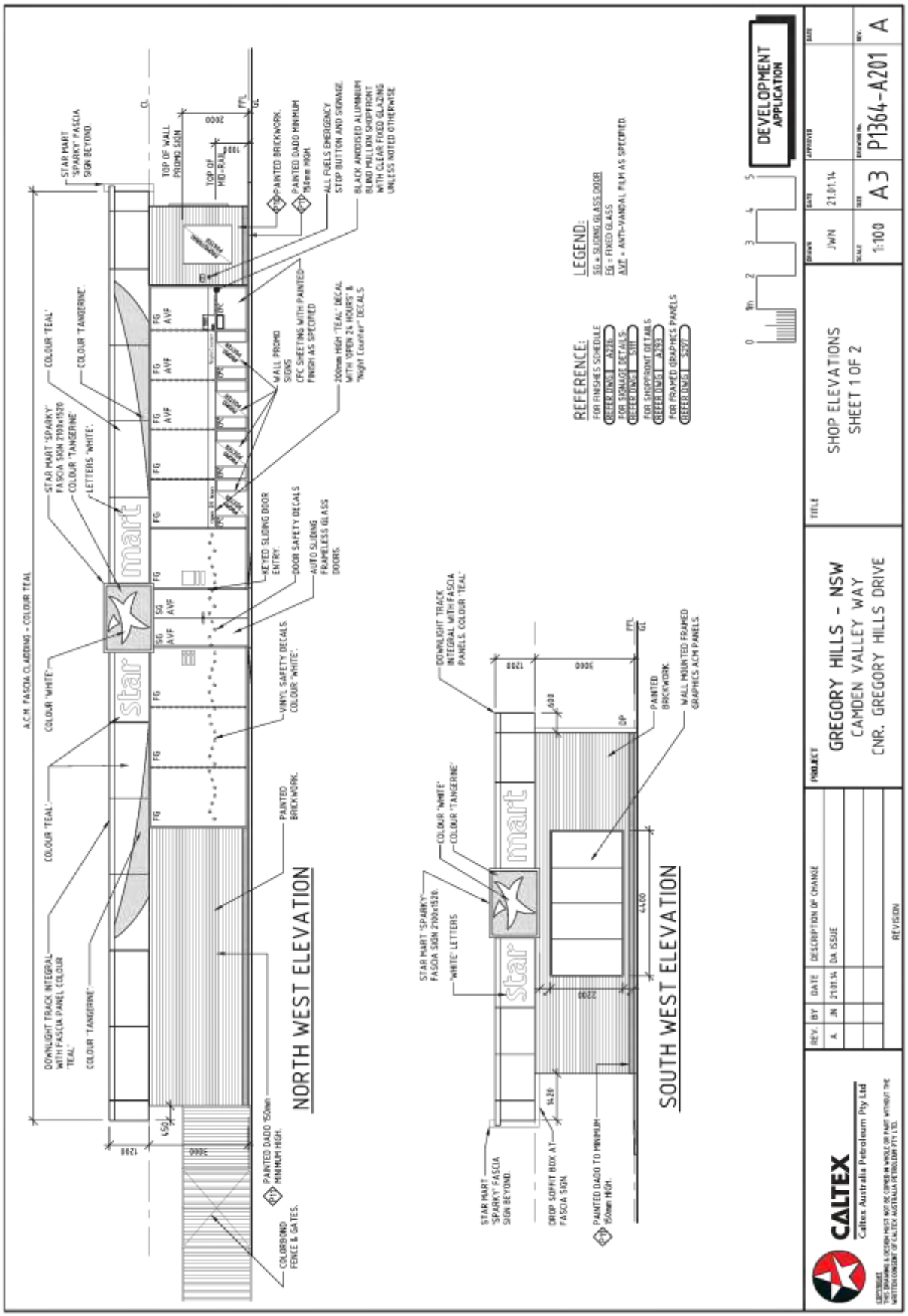
ORD03

Attachment 1

ORD03

Attachment 1




NORTH WEST ELEVATION
SOUTH WEST ELEVATION
DEVELOPMENT APPLICATION
SHOP ELEVATIONS
SHEET 1 OF 2
GREGORY HILLS - NSW
CAMDEN VALLEY WAY
CNR. GREGORY HILLS DRIVE
CALTEX
Caltex Australia Petroleum Pty Ltd
A3
1:100
P1364-A201
A
LEGEND:
REFERENCE:
DOWNLIGHT TRACK INTEGRAL WITH FASCIA PANEL COLOUR 'TEAL'
COLOUR 'TANGERINE'
COLOUR 'TEAL'
COLOUR 'WHITE'
STAR MART 'SPARKY' FASCIA SIGN 2700x1520
COLOUR 'TANGERINE'
LETTERS 'WHITE'
STAR MART 'SPARKY' FASCIA SIGN BEYOND.
TOP OF WALL PROMO SIGN
TOP OF MID-RAIL
PAINTED BRICKWORK.
PAINTED DADO MINIMUM 965mm HIGH.
ALL FUELS EMERGENCY STOP BUTTON AND SIGNAGE.
BLACK ANODISED ALUMINIUM BLIND MULLION SHOPFRONT WITH CLEAR FIXED GLAZING UNLESS NOTED OTHERWISE
WALL PROMO SIGNS CFC SHEETING WITH PAINTED FINISH AS SPECIFIED
200mm HIGH 'TEAL' DECAL WITH 'OPEN 24 HOURS' & 'Night Counter' DECALS
KEYED SLIDING DOOR ENTRY.
DOOR SAFETY DECALS
AUTO SLIDING FRAMELESS GLASS DOORS.
VINYL SAFETY DECALS COLOUR 'WHITE'.
PAINTED BRICKWORK.
PAINTED DADO 150mm MINIMUM HIGH.
COLORBOND FENCE & GATES.
A.C.M. FASCIA CLADDING - COLOUR TEAL
SG AVF
FG
FG AVF
DOWNLIGHT TRACK INTEGRAL WITH FASCIA PANEL COLOUR 'TEAL'
COLOUR 'WHITE'
COLOUR 'TANGERINE'
STAR MART 'SPARKY' FASCIA SIGN 2700x1520
'WHITE' LETTERS
STAR MART 'SPARKY' FASCIA SIGN BEYOND.
DROP SOFFIT BOX AT FASCIA SIGN
PAINTED DADO TO MINIMUM 150mm HIGH.
PAINTED BRICKWORK.
WALL MOUNTED FRAMED GRAPHICS ACM PANELS
SG = SLIDING GLASS DOOR
FG = FIXED GLASS
AVF = ANTI-VANDAL FILM AS SPECIFIED
FOR FINISHES SCHEDULE REFER DWG A326
FOR SIGNAGE DETAILS REFER DWG S11
FOR SHOPFRONT DETAILS REFER DWG A352
FOR FRAMED GRAPHICS PANELS REFER DWG S502
REV. BY DATE DESCRIPTION OF CHANGE
A JW 21.01.14 DA ISSUE
REVISION
PROJECT
TITLE
DRAWN JWN
DATE 21.01.14
SCALE 1:100
SIZE A3
DRAWING No. P1364-A201
REV. A

ORD03

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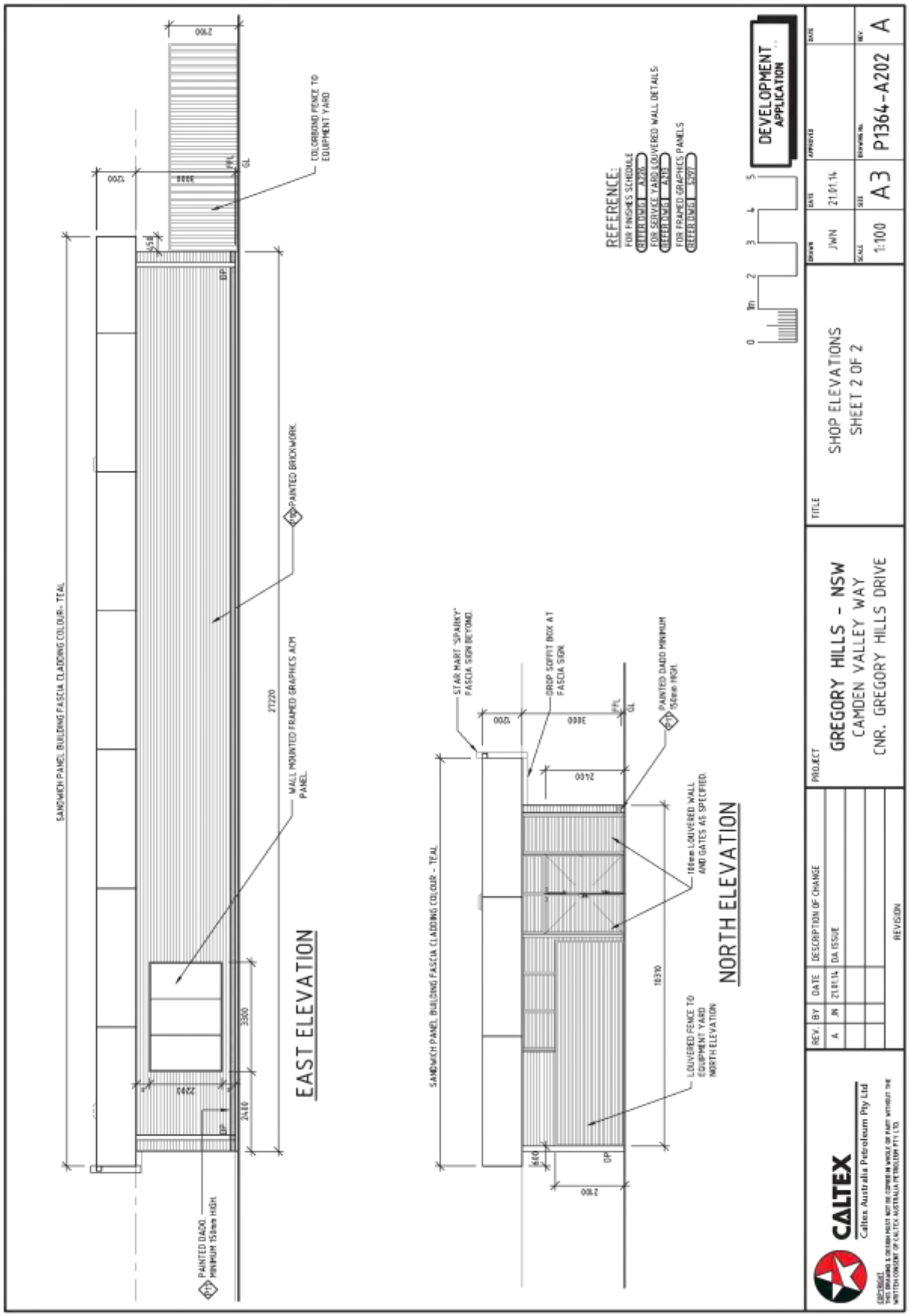

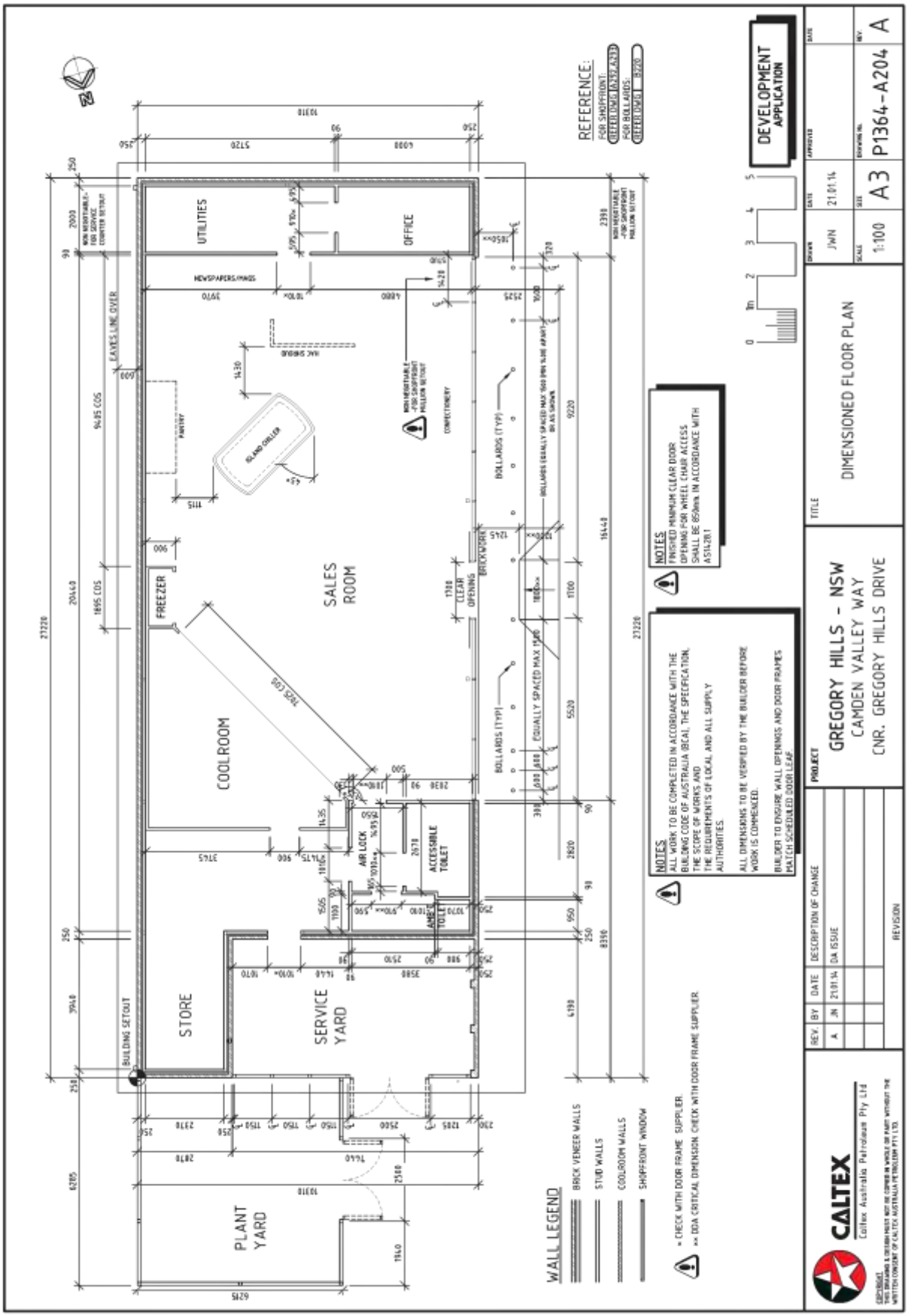

ORD03

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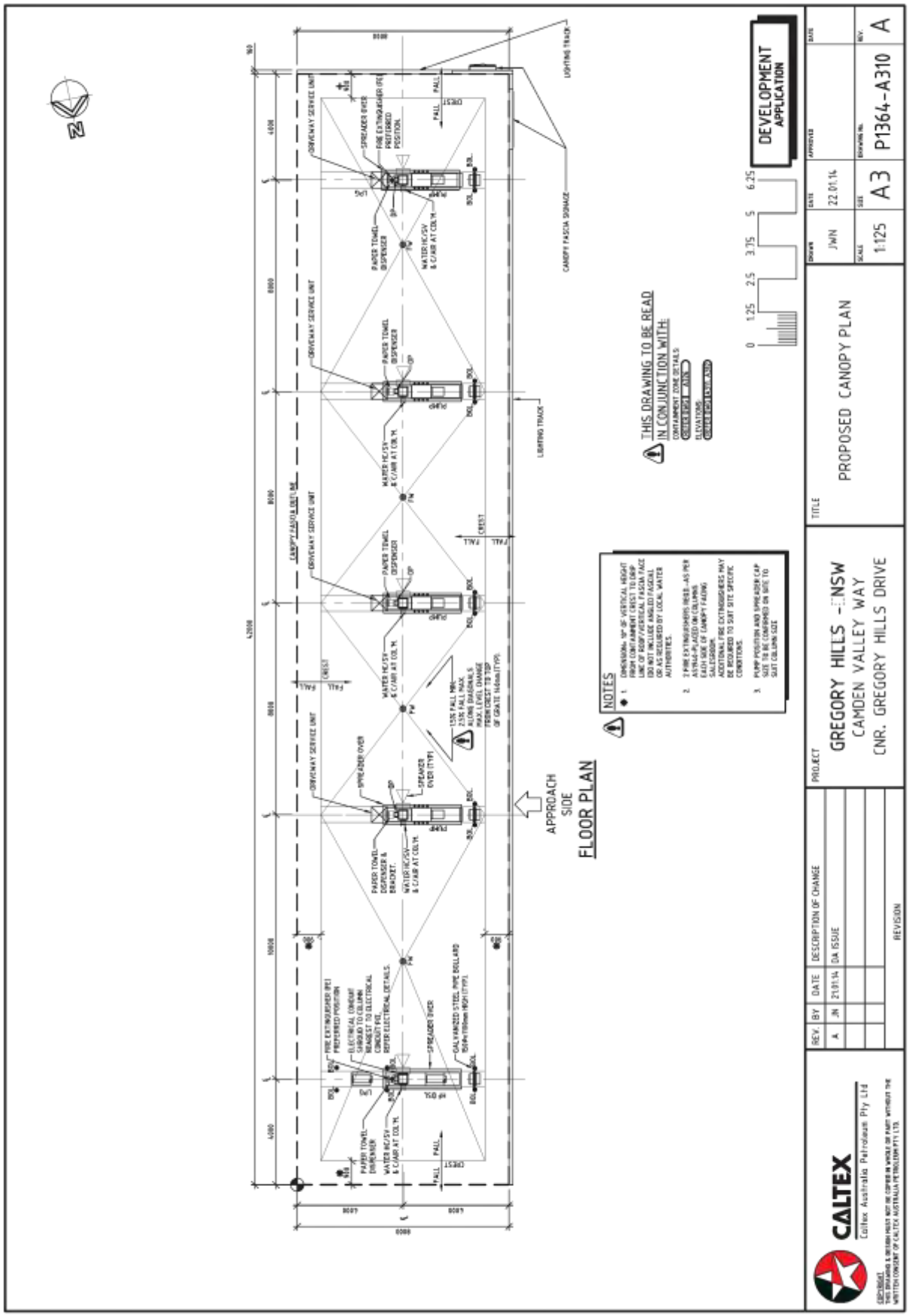

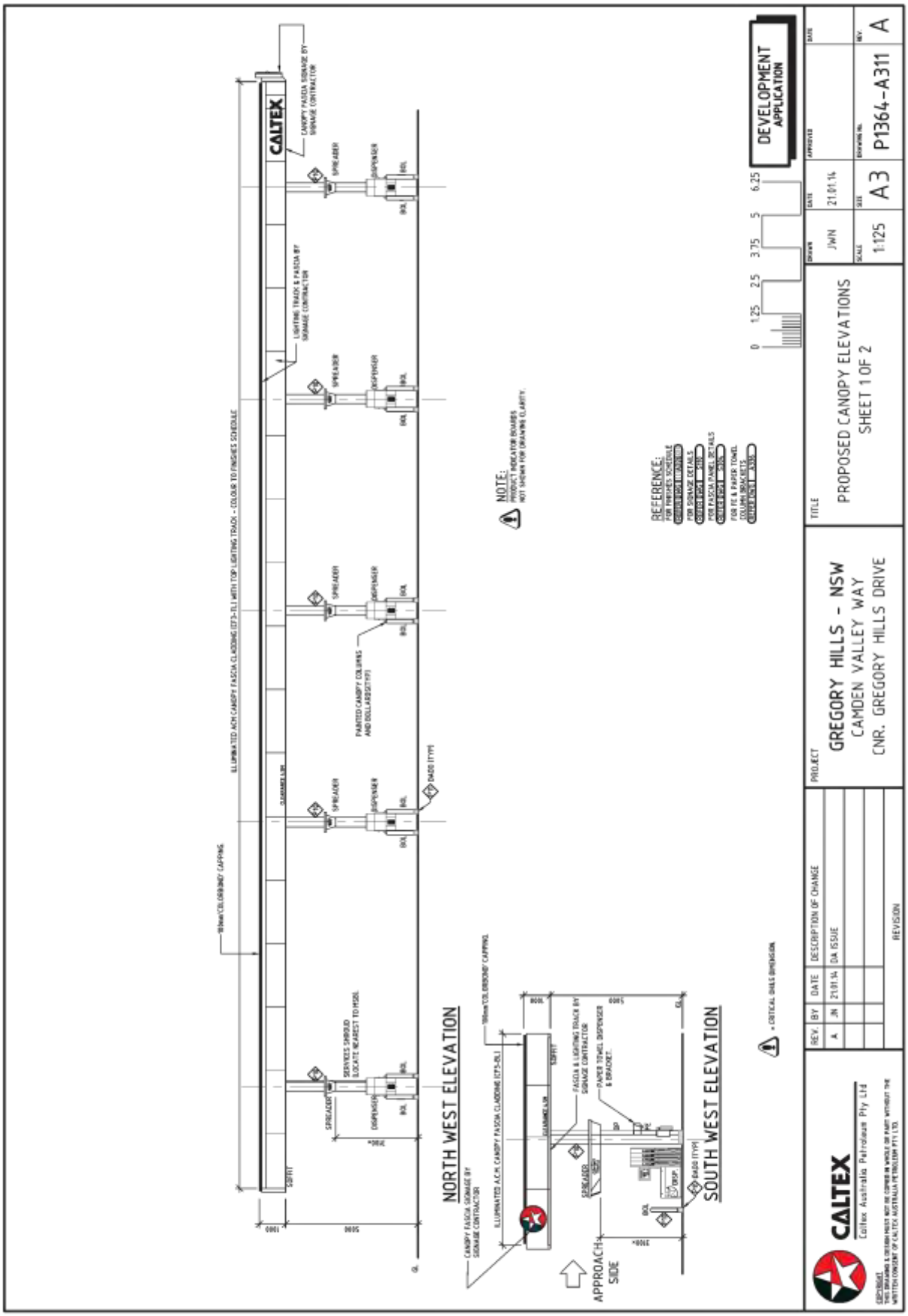
DEVELOPMENT APPLICATION
PROPOSED CANOPY ELEVATIONS
SHEET 1 OF 2
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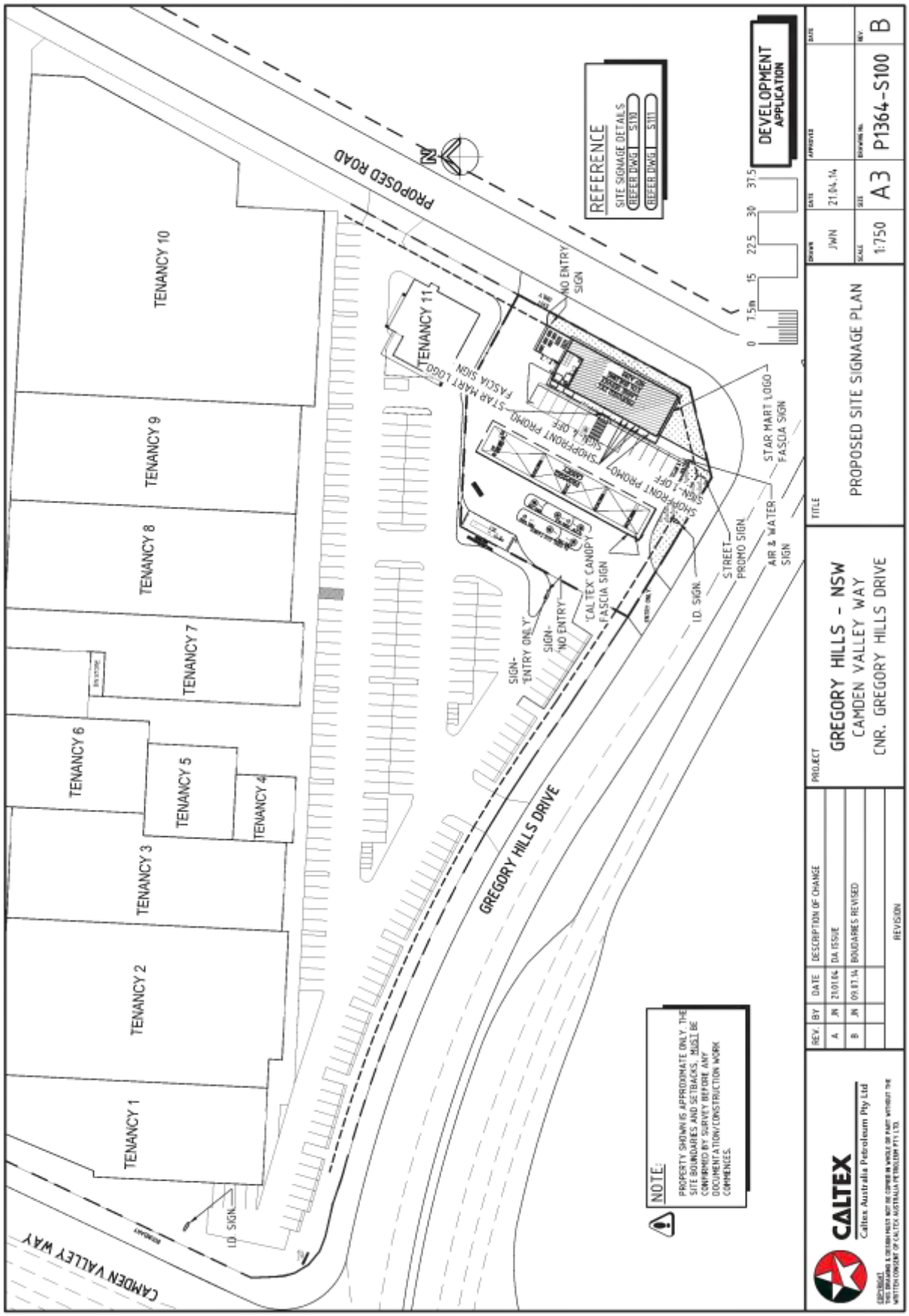
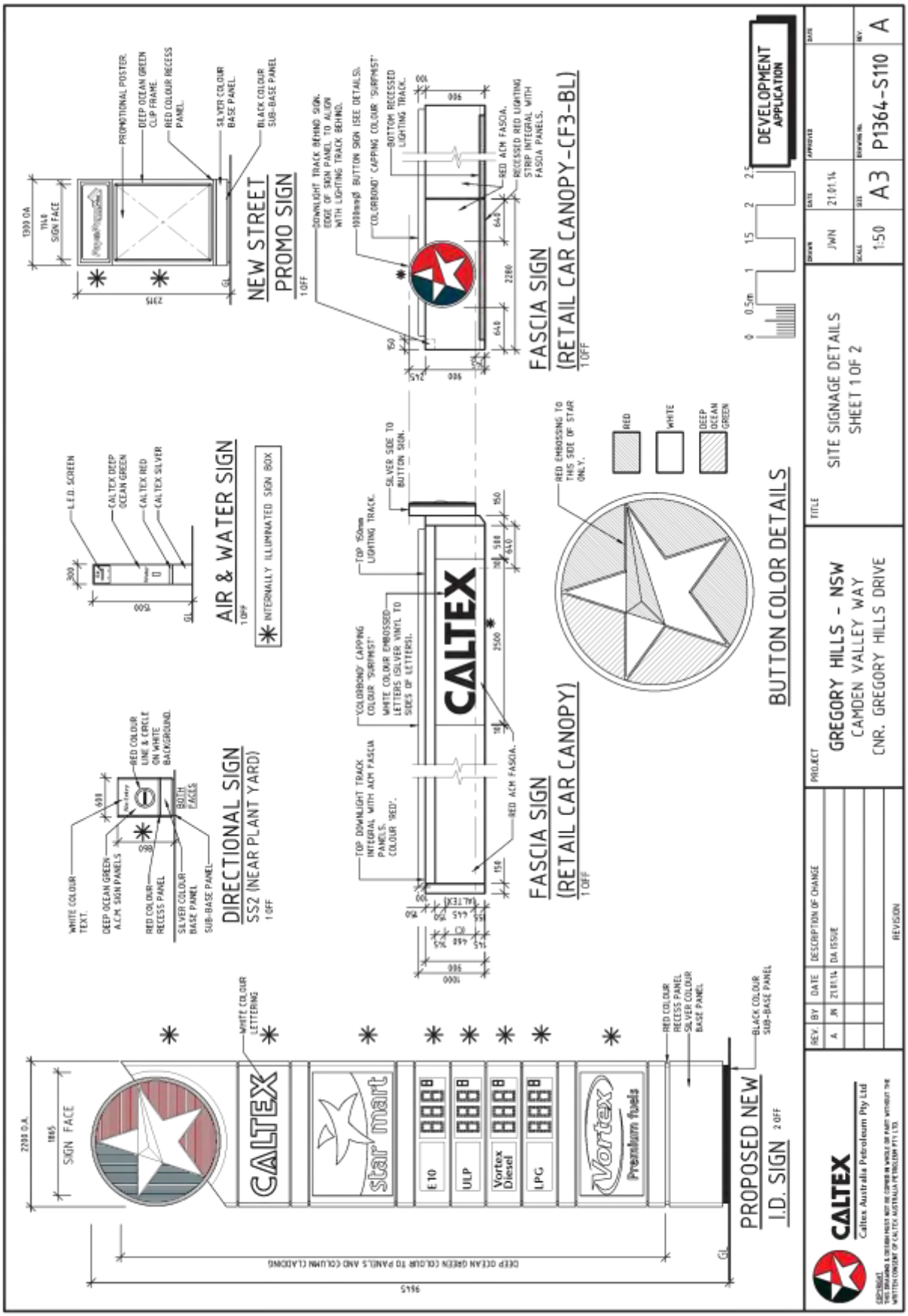
CAMDEN VALLEY WAY
CNR. GREGORY HILLS DRIVE
CALTEX
Caltex Australia Petroleum Pty Ltd
NORTH WEST ELEVATION
SOUTH WEST ELEVATION
APPROACH SIDE
NOTE:
REFERENCE:
P1364-A311 A
1:125
A3
JWN
21.01.14
DA ISSUE

ORD03

Attachment 1





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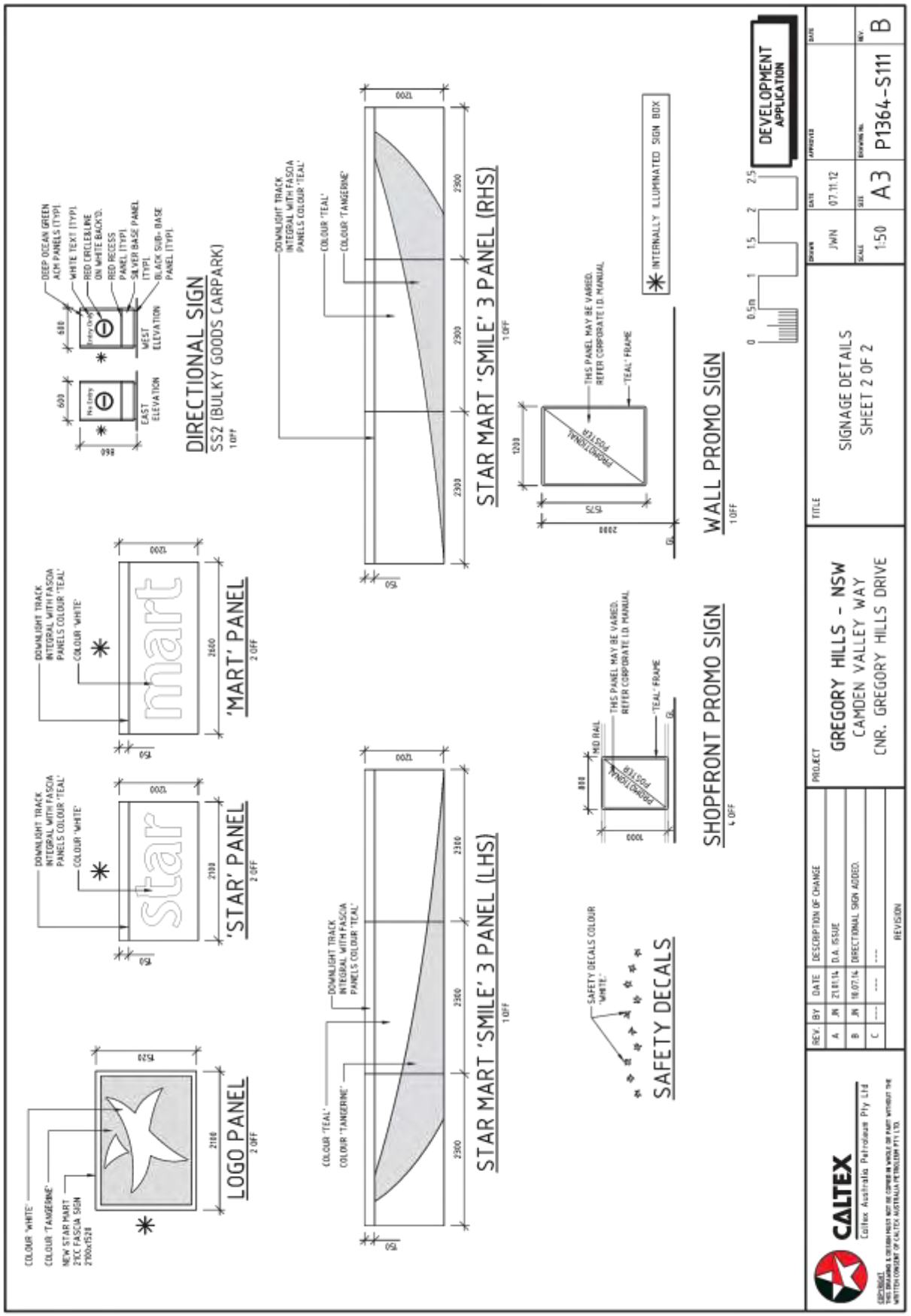

NSW Police Force
www.police.nsw.gov.au

Mr R Lawlor.
Camden Council
37 John Street.
Camden NSW 2570

13 January 2015.

DA 958/2014, Lot: 701 DP: 1154772 DA 963/2014, 650 Camden Valley Way Gledswood Hills.

On Tuesday 13 January 2015, a Safer by Design Evaluation was conducted on DA 958/2014 and DA 963/2014, for proposed development for a Bulky Goods Complex including food and drink premises and retail premises. For the proposed development for a Caltex Service station and associated signage (24 hours/ 7 days a week)

In April 2001 the NSW Minister for Planning introduced Crime Prevention Guidelines to Section 79C of the Environmental Planning and assessment Act, 1979. These guidelines require consent authorities to ensure that development provides safety and security to users and the community. 'If a development presents a crime risk, the guidelines can be used to justify modification of the development on the grounds that crime risk cannot be appropriately minimised'.

The Guidelines contain two parts. 'Part A details the need for a formal crime risk assessment (Safer by Design Evaluation) to be done in conjunction with trained police, and Part B outlines basic Crime Prevention Through Environmental Design (CPTED) principles and strategies that can be used by consent authorities to justify the modification proposals to minimise risk'. (DUAP 2001:2)

Crime Prevention Through Environmental Design (CPTED)

Crime Prevention Through Environmental Design (CPTED) is a crime prevention strategy that focuses on the planning, design and structure of cities and neighbourhoods. It reduces opportunities for crime by using design and place management principles that reduce the likelihood of essential crime ingredients from intersecting in time and space.

CAMDEN Local Area Command
Narellan Police Station
278 Camden Valley Way, NARELLAN NSW 2567
Telephone 02 46324459 Facsimile 02 46324455 ENet 84459 EFax 84455 TTY 9211 3776 (Hearing/Speech impaired)

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Attachment 2

Predatory offenders often make cost-benefit assessments of potential victims and locations before committing crime. CPTED aims to create the reality (or perception) that the costs of committing crime are greater than the likely benefits. This is achieved by creating environmental and social conditions that:

- Maximise risk to offenders (increasing the likelihood of detection, challenge and apprehension).
- Maximise the effort required to commit crime (increasing the time, energy and resources required to commit crime)
- Minimise the actual and perceived benefits of crime (removing, minimising or concealing crime attractors and rewards) and
- Minimise excuse making opportunities (removing conditions that encourage/facilitate rationalisation of inappropriate behaviour)

CPTED employs four key strategies. These are surveillance, access control, territorial re-enforcement and space/activity management.

- Surveillance
- Access Control,
- Territorial re-enforcement and
- Space/activity management.

Site Description

The proposed development is for a Bulky Goods Complex including food and drink premises and retail premise, along with the proposed development for a Caltex Service station and associated signage (24 hours/ 7 days a week)

Site Risk Rating

The NSW Police Safer by Design Evaluation process is based upon Australia and New Zealand Risk Management Standard ANZS4360:1999. It is a contextually flexible, transparent process that identifies and quantifies crime hazards and location risk. Evaluation measures include crime likelihood (statistical probability), consequence (crime outcome), distributions of reported crime (hotspot analysis), socio-economic conditions (relative disadvantage), situational hazards and crime opportunity.

After conducting this process the rating for this development has been identified as, **Medium Crime Risk.**

1. Surveillance

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Criminals rarely commit crime in areas where the risk of detection and challenges are high. People who have guardianship or ownership of areas are more likely to provide effective supervision and to intervene in crime than passing strangers. Effective guardians are often ordinary people who are spatially 'connected' to a place and feel an association with, or responsibility for it. *Territorial Re-enforcement* uses actual and symbolic boundary markers, spatial legibility and environmental cues to 'connect' people with space, to encourage communal responsibility for public areas and

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facilities, and to communicate to people where they should/not be, and what activities are appropriate.

General Conditions of Consent:

- The boundaries of the development are reasonably well defined and re-enforced by fencing and landscaping.
- Consider signage, which might be used in and around the development. Confusion resulting from vague entry design can legitimise exploration, trespassing and excuse making by opportunistic criminals. Entries should be legible and inviting.
- Car park design and definitional legibility can help (or hinder) way finding. Knowing how and where to enter/exit and find assistance can impact perceptions of safety, victim vulnerability and crime opportunity. Signage should reinforce (not be an alternative to effective design).

Environmental Maintenance

All space, even well planned and well-designed areas need to be effectively used and maintained to maximise community safety. Places that are infrequently used are commonly abused. There is a high correlation between urban decay, fear of crime and avoidance behaviour.

Recommended Conditions of Consent:

- A graffiti management plan needs to be incorporated into the maintenance plan for the development. Research has shown that the most effective strategy for reducing graffiti attacks is the quick removal of such materials generally with a forty-eight hour period.

Activity and Space Management

Space /Activity management strategies are an important way to develop and maintain *natural* community control. Space management involves the formal supervision, control and care of the development. All space, even well planned and well-designed areas need to be effectively used and maintained to maximize community safety. Places that are infrequently used are commonly abused. There is a high correlation between urban decay, fear of crime and avoidance behavior.

General Comments:

- As residents within this area have been targeted for malicious damage, break enter and steal, and stealing's, it is important that access to and from the development be established and maintained.
- Natural ladders are building features, trees or nearby structures that can help a criminal to climb to balconies, rooftops, ledges and windows.
- ATM to be positioned to restrict physical observation of PIN numbers from neighbouring facilities and front window.

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Safer by Design – Bulky Goods Complex and Caltex Service station 650 Camden Valley Way Gledswood. 7

We would like to thank you for the opportunity of inspecting the plans for this development and should you require further information on the subjects mentioned within this report feel free to contact Constable Greg Louden, Crime Prevention Officer, Camden Local Area Command, phone 46324459 or Email loud1gre@police.nsw.gov.au

Yours faithfully,

Ward Hanson
Superintendent
Commander
Camden Local Area Command

Disclaimer
The New South Wales Police have a vital interest in ensuring the safety of members of the community and their property. By using the recommendations contained in this evaluation, any person who does so acknowledges that:-
1. It is not possible to make areas evaluated by the New South Wales Police, absolutely safe for members of the community or their property.
2. It is based upon the information provided to the New South Wales Police, at the time the evaluation was made.
3. The evaluation is a confidential document and is for use by the consent authority or organization referred to on page 1 only.
4. The contents of this evaluation are not to be copied or circulated otherwise that for the purposes of the consent authority or organization referred to on page 1.
The New South Wales Police hopes that by using the recommendations contained in this document, criminal activity will be reduced and the safety of members of the community and their property will be increased. However, it does not guarantee that all risks have been identified, or that the area evaluated will be free from criminal activity if its recommendations are followed.

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ORD04

Attachment 1

Draft Amendments to Camden Development Control Plan 2011 - Spring Farm Former School Site

This document outlines the draft amendments to Camden Development Control Plan 2011 (the DCP) in relation to the controls which apply to the Spring Farm Former School Site.

Please refer to Council's website at www.camden.nsw.gov.au or the Customer Service Counters at the Camden and Narellan offices to view a complete version of the current DCP.

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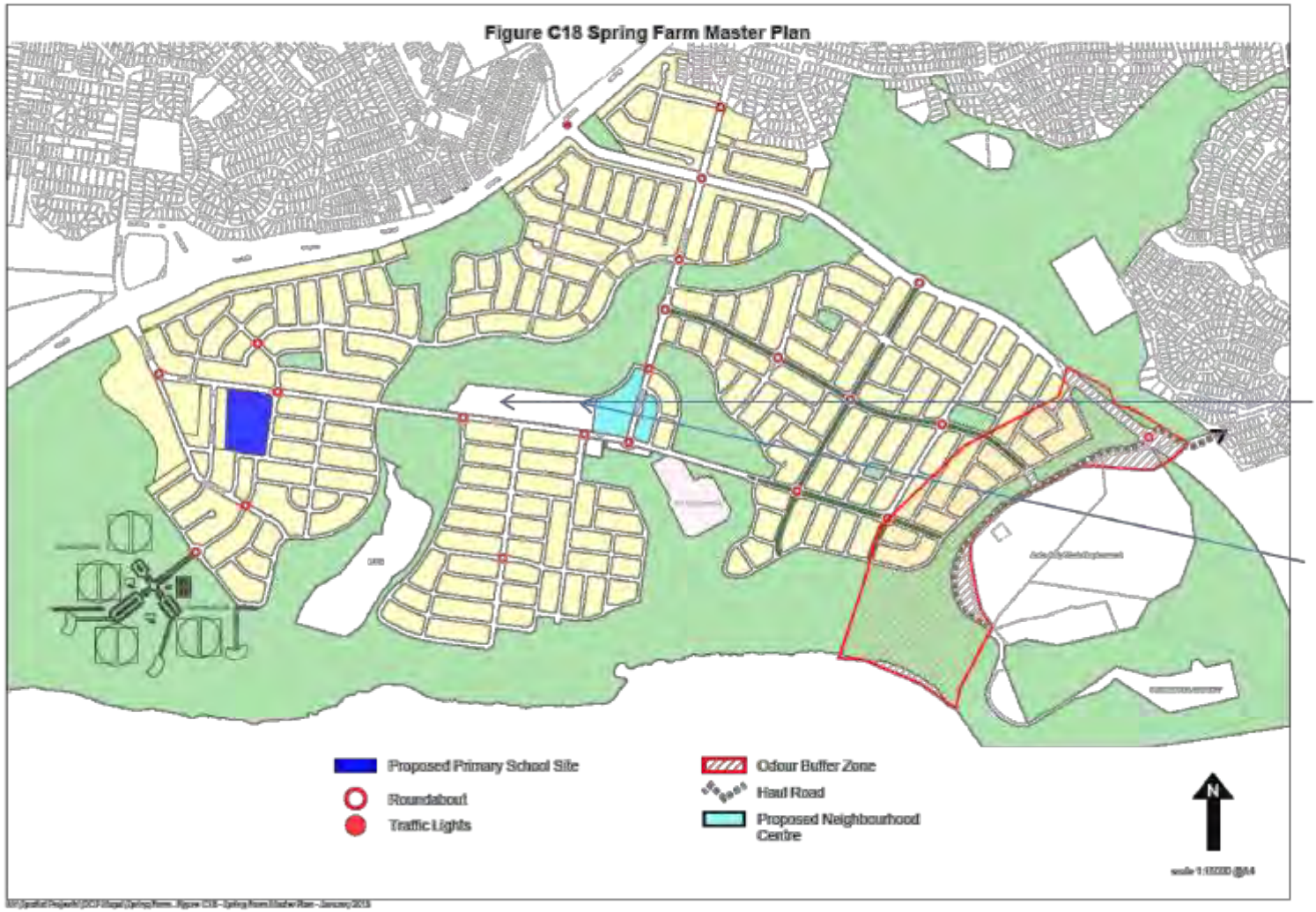
Attachment 1

Schedule of Proposed Changes

DCP Part/Control	Proposed Change	Justification
Figure C22 – Street Network & Design Map Figure C23 – Pedestrian and Cycle Path Network Figure C24 – Indicative Bus Routes Figure C18 – Spring Farm Master Plan Figure C20 – Residential Dwelling Density Range	Remove "Deferred matter" Remove the green space shown on Lot 2 DP 1175936. The road layout around the green space is also proposed to be removed.	This green space was originally intended as part of an out of school care "OOSHCARE" facility. Given that the school has been relocated. The green space is not required. The green space is not identified in the Camden Contributions Plan and does not have an alternative funding source. The green space is approximately 453.41m2 and does not meet Council's minimum size requirements for a park (generally, a minimum of 2,000m2). The site is within walking distance to alternative green spaces including the "Village Park" (2500m2) which forms part of the Spring Farm neighbourhood centre.
Figure C22 – Street Network & Design Map	Accurately reflect the approved development application (DA541/2013) for the construction of the Neighbourhood Centre which includes the construction of a road along its northern boundary consisting of a 6m wide carriage way and a 2.5m shared path. The DCP mapping change will include the identification of the approved road	This is a minor change that will help ensure the Spring Farm DCP maps are accurate and up to date.
Figure C20 – Residential Dwelling Density Range	Place dwelling density range of 40-50 dwellings on the former school site. Retain the 17-21 density range on the site adjacent to the neighbourhood centre.	Given the site was originally identified for a school, there is currently no dwelling density range identified for the site. The new primary school site was expected to deliver between 36 and 40 residential lots. It is proposed to amend the Residential Dwelling Range Map to accommodate a slightly higher yield (40-50 dwellings) for the former school site resulting in an increase of up to 10 dwellings. The site, being located adjacent to the Spring Farm Neighbourhood Centre, is well positioned to accommodate an additional 10 dwellings. The additional 10 dwellings was calculated so as to not exceed 15dw/ha for the area.
C7.2.1 Specific controls for Former School Site (Lot 101 DP1121699, Lot 200 DP1182085, & Lot 2 DP1175939)	New Controls: (1) Any development application for this site is required to demonstrate appropriate consideration and documentation as to the appropriate management of bushfire in accordance with RFS planning for bushfire requirements. (2) The block depth controls outlined in Control C7.2 (1) may be reduced where it is demonstrated to provide a better urban and traffic outcome.	Given the complex bushfire issues, a road layout has not been identified on the Masterplan. Any proposed road layout will need to be justified with appropriate consideration and documentation as to the appropriate management of bushfire in accordance with RFS planning for bushfire requirements. In addition to the complex bushfire issues, the shape of the site also impacts development potential. For this reason, it is proposed that block depths are to be considered on a merit basis.

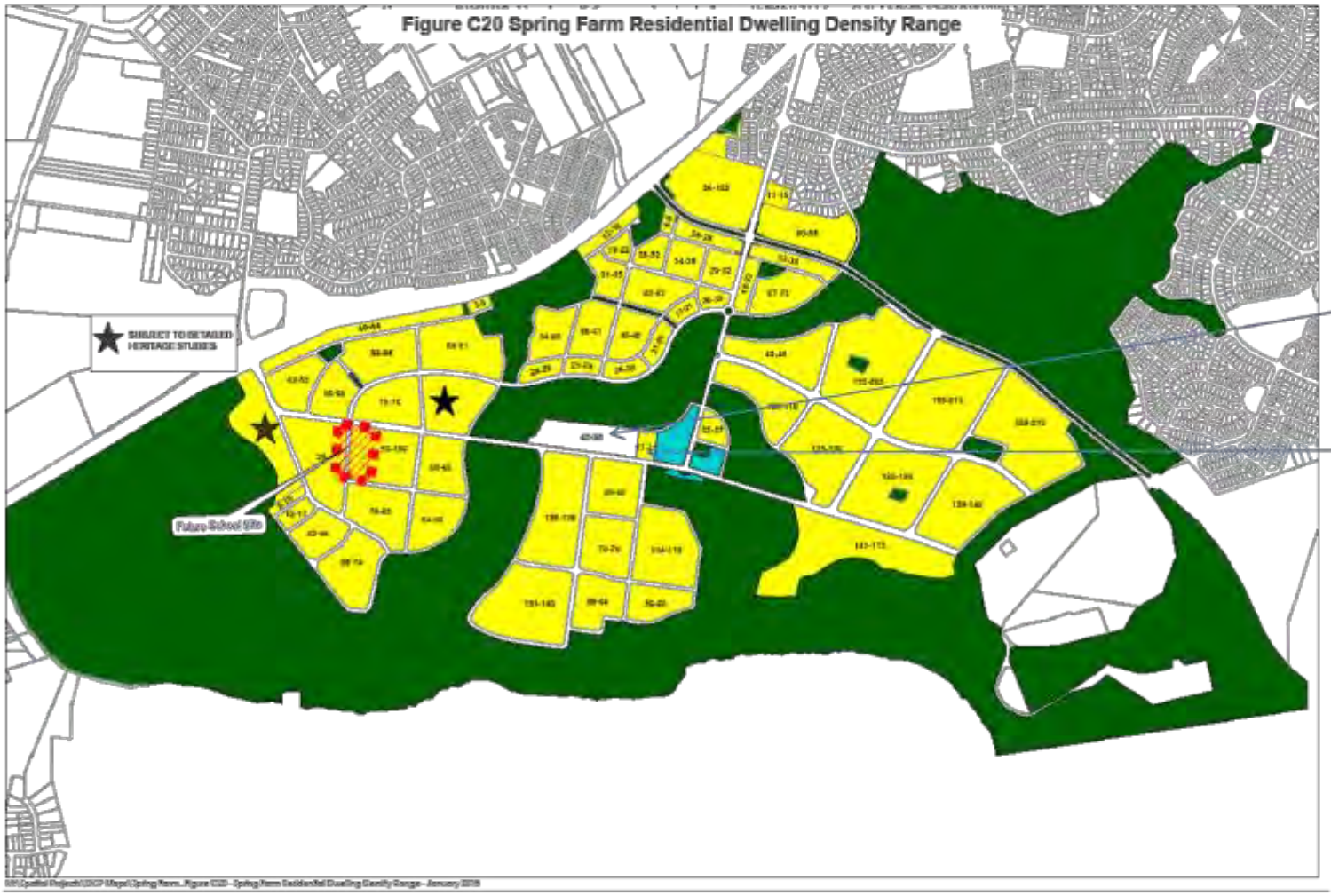
DRAFT FIGURE C18 – SPRING FARM MASTER PLAN



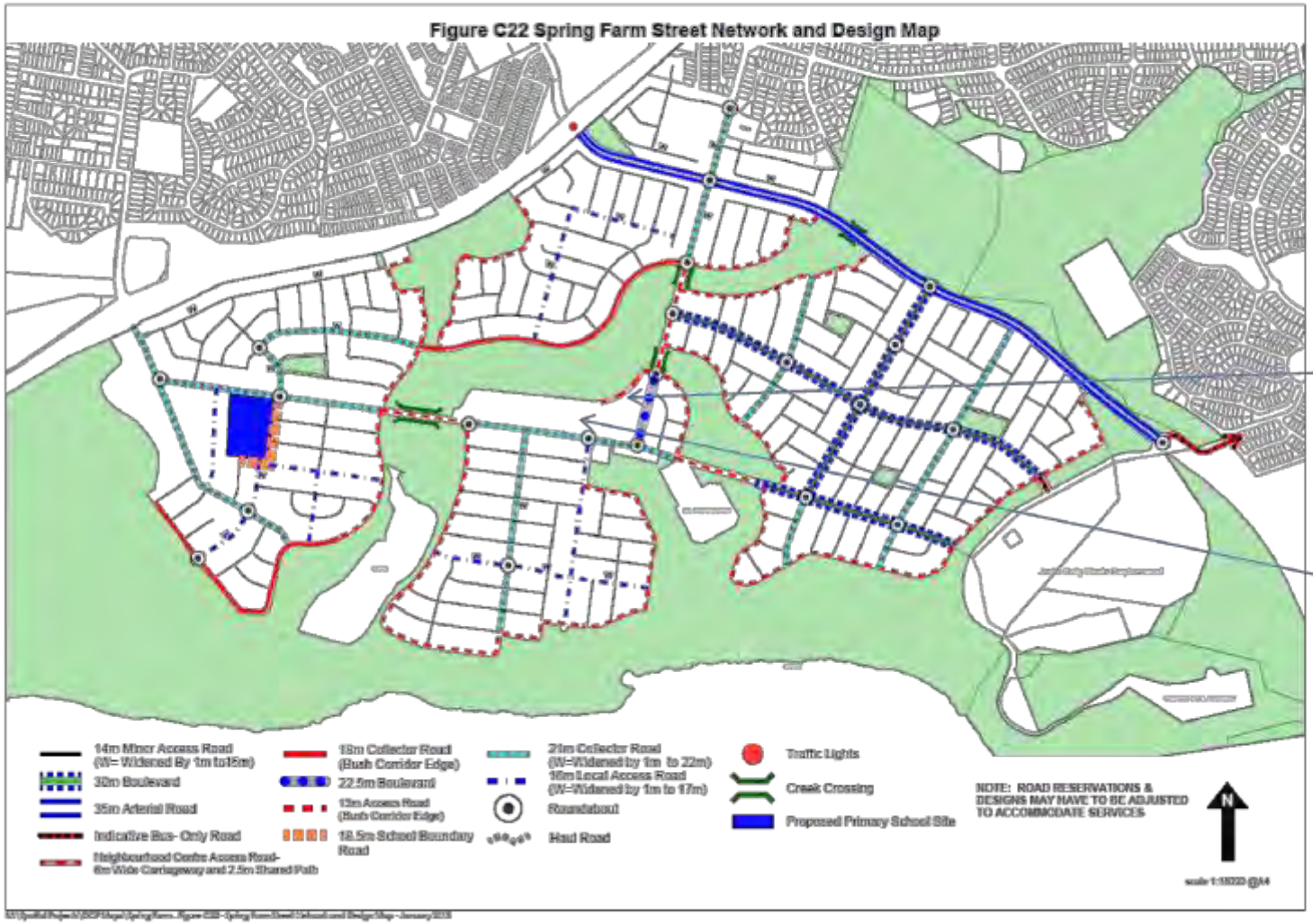
Removal of "Deferred matter"

Removal of the green space shown on Lot 2 DP 1175936. The road layout around the green space is also proposed to be removed.

DRAFT FIGURE C20 – SPRING FARM RESIDENTIAL DWELLING DENSITY RANGE



DRAFT FIGURE C22 – SPRING FARM STREET NETWORK AND DESIGN MAP



Accurately reflect approved DA541/2013 which includes the construction of a road along its northern boundary consisting of a 6m wide carriage way and a 2.5m shared path.

Remove "Deferred Matter", Green space, and road layout.

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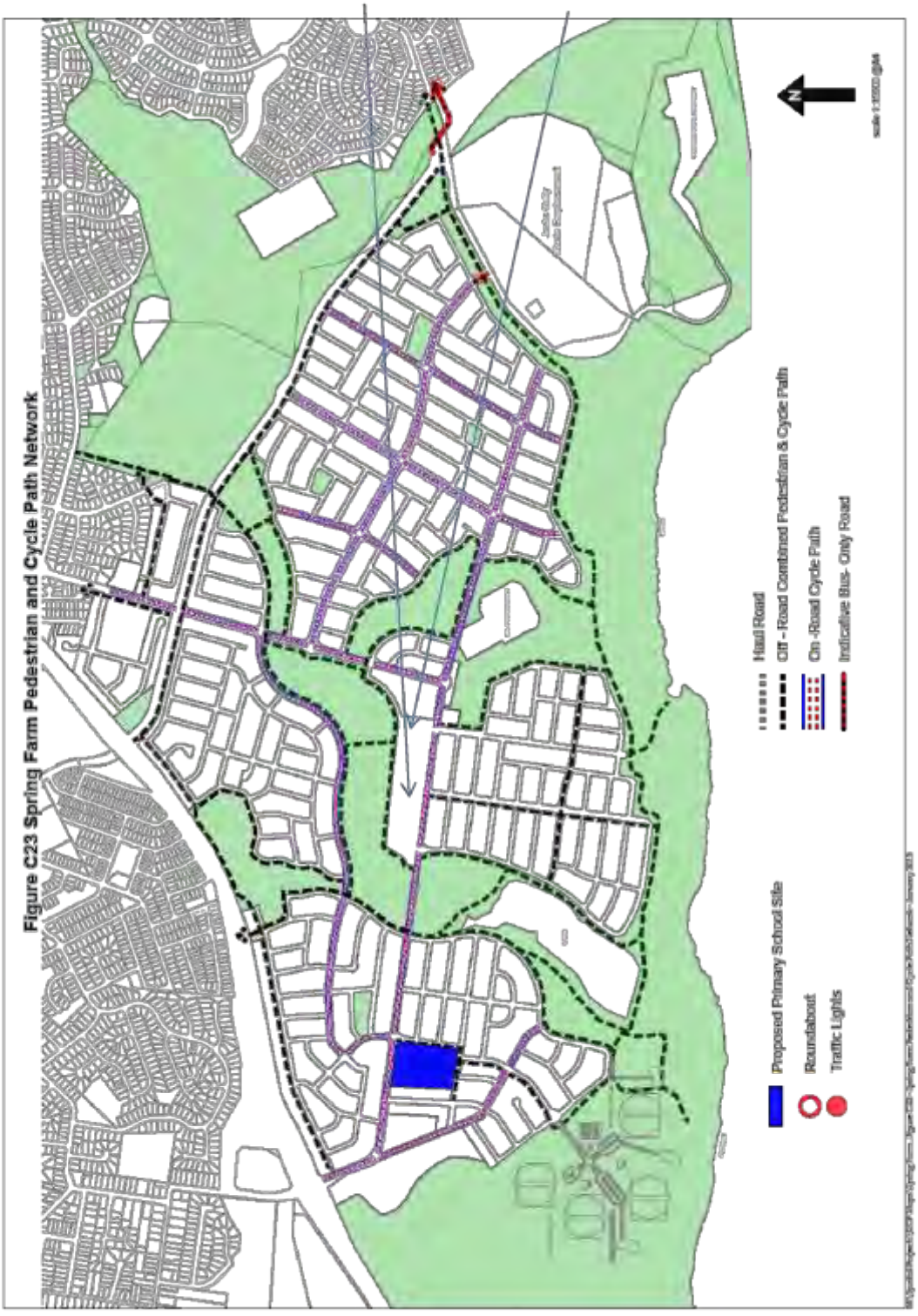
Attachment 1

DRAFT FIGURE C23 – SPRING FARM PEDESTRIAN AND CYCLE PATH NETWORK

Figure C23 Spring Farm Pedestrian and Cycle Path Network



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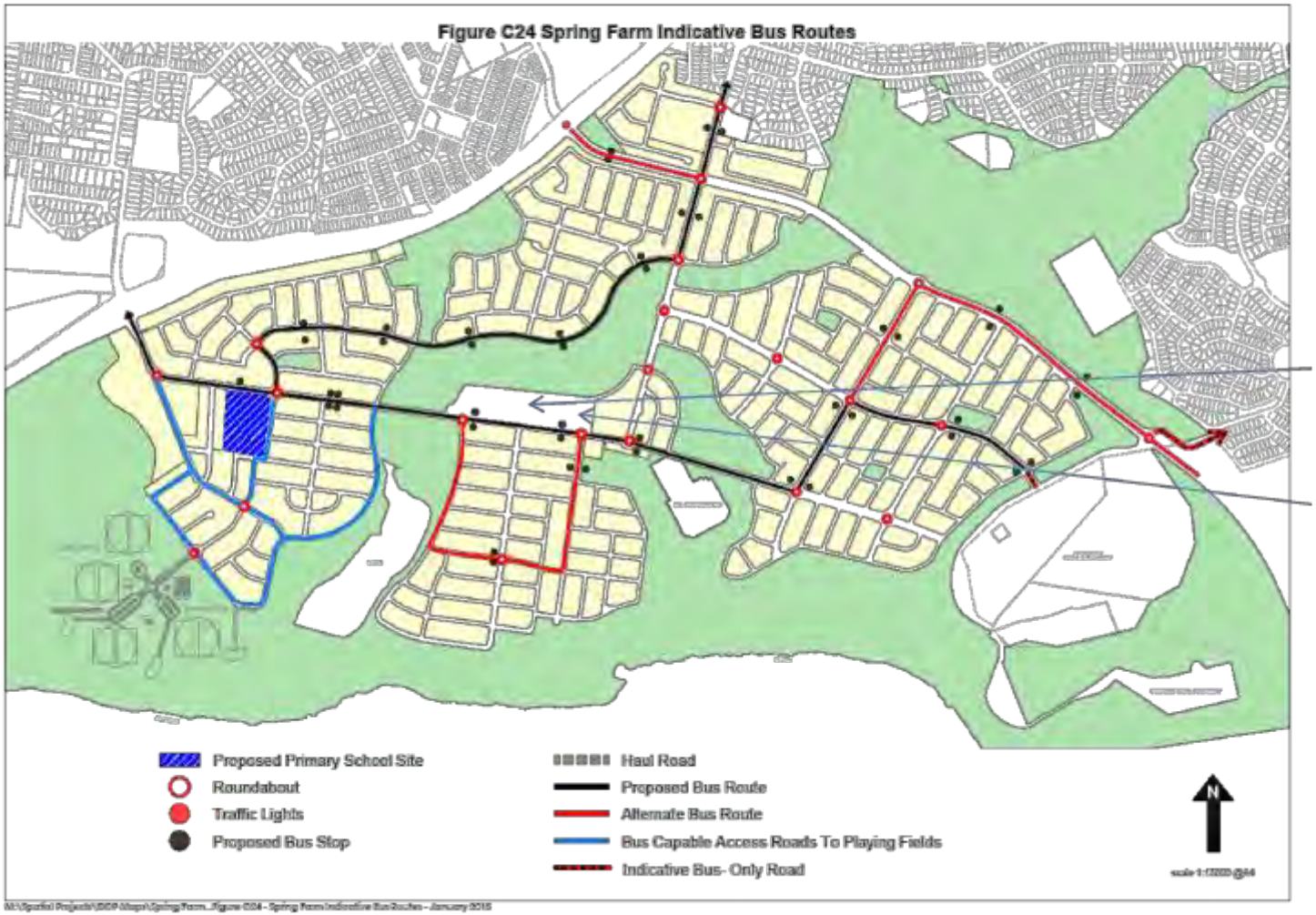
DRAFT FIGURE C24 – SPRING FARM INDICATIVE BUS ROUTES



Removal of "deferred matter"

Removal of the green space shown on Lot 2 DP 1175936. The road layout around the green space is also proposed to be removed.

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Attachment 2

C7 Spring Farm

C7.1 Introduction

The Spring Farm release area is bounded by Camden Bypass to the northwest, Narellan Vale to the northeast, Mount Annan and Macarthur Resource Recovery Park to the east, and the Nepean River to the south, as identified at Figure C18 below.

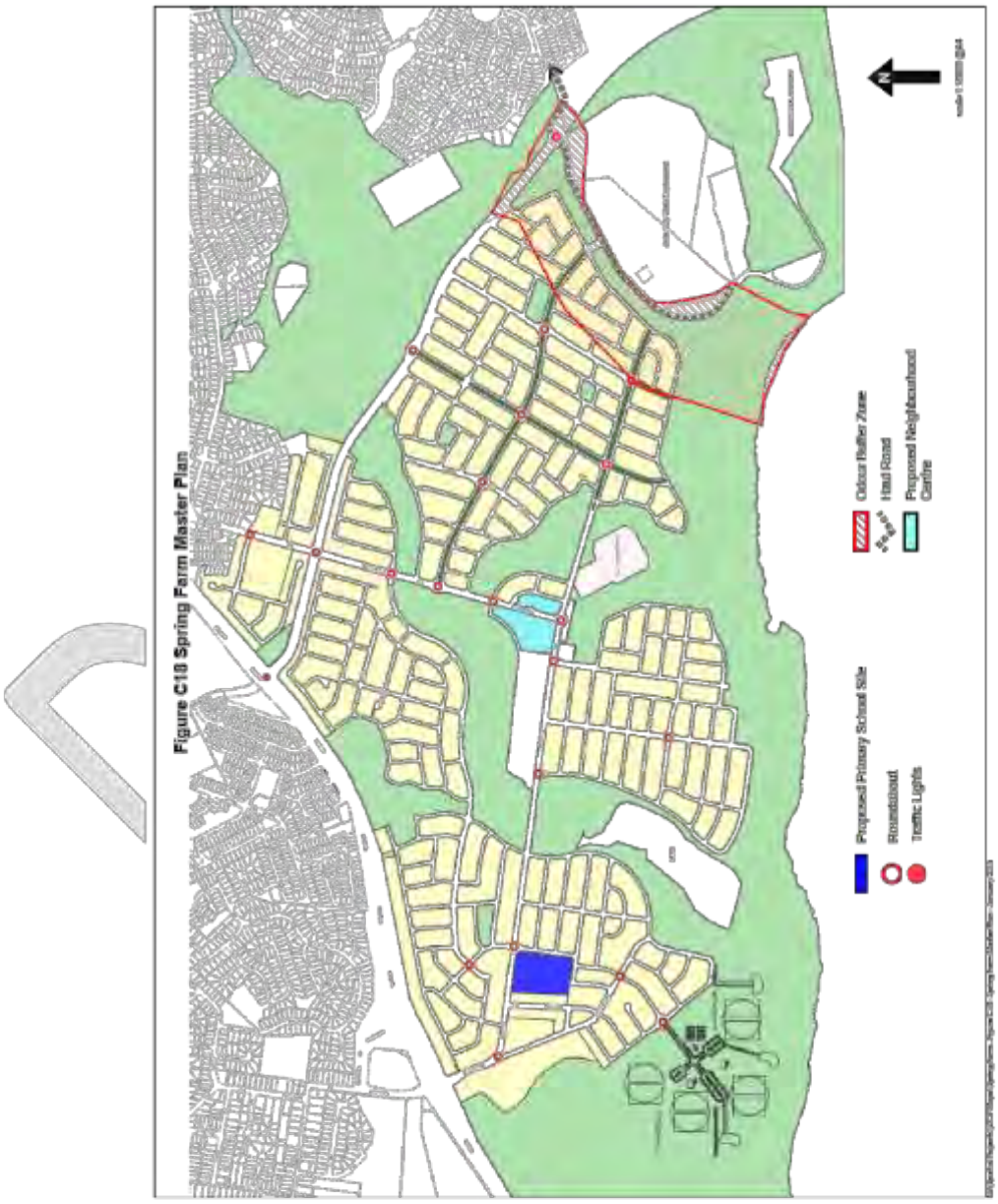

Figure C18 Spring Farm Master Plan

Spring Farm Master Plan

The Spring Farm Master Plan shown at Figure C18 identifies a broad subdivision pattern for the area. The overall master plan was prepared with consideration to the State Government's objective of achieving a target density of 15 dwellings per hectare in new subdivisions. Development applications for subdivision shall generally comply with the master plan. Figure C19 below demonstrates the basic relationship between the four villages - the Village Centre, main roads, bush corridor and river.

Figure C19 Spring Farm Master Plan Concept Sketch

Relationship to Other Plans

This section must be read in conjunction with:

- The Spring Farm Local Environment Study (Oct 2000) by Patterson Britton and Partners Pty Ltd.
- Landscape Master Plan Report (Dec 2003) by Context Landscape Design.
- Heritage Assessment (June 2002) by Godden Mackay Logan.
- Aboriginal Archaeological Assessment (Jan 2002) by Mary Dallas and Paul Irish.
- Water Cycle Master Plan Report (Oct 2002) by J. Wyndham Prince Pty Ltd.
- Traffic and Transport Report (Oct 2002) by Masson Wilson Twiney.
- Spring Farm Conservation Strategy Documents (26 Sep 2003) by Anne Clements and Associates Pty Ltd.
- Fauna Habitat Study (Aug 2002) by Conacher Travers.
- Geotechnical Assessment: Spring Farm Release Area (including groundwater, salinity, instability,contamination) (Feb 2002) by SMEC Testing Services.
- Spring Farm Sydney: Assessment of Market Potential for a Retail Centre by Jebb Holland Dimasi.
- Spring Farm Urban Release Open Space and Social Plan (Aug 2002) by BBC Consultants.

Spring Farm Planning Principles:

1. Development of Spring Farm will comprise a series of urban villages. The form and character of these villages will be shaped by bush corridors linking William Howe Reserve and Gundungurra Reserve with the Nepean River. The villages will be located within an ecologically sustainable, mixed use environment that meets the needs of its residents and the broader community in terms of housing choice and access to shopping, community services, recreation and public transport.
2. Spring Farm's setting within the broader rural environment will be recognised through the conservation of bushland corridors, riparian areas and the continued use of land on the floodplain for agriculture. The bush corridors will be located generally along creek lines and play a role in drainage management and water quality control. They will also facilitate the conservation of endangered ecological communities which include Elderslie Banksia Scrub Forest and Cumberland Plain Woodland. Street trees will complement the bushland corridors to enhance the view corridors to and from identified cultural landscapes and Camden Park Estate.
3. Access to the land at a regional level is to be provided by a reservation for the link road from the Camden Bypass to the F5 Freeway and Menangle Road. Bus routes to the district centre at Narellan and through Mount Annan to the regional centre at Campbelltown shall also be provided. The Spring Farm Primary School, shops and open space will provide a focal point for community activity.
4. Residential accommodation will be designed to take advantage of, but minimise impact on, bush corridors, the large dam and vistas over the river corridor, ensuring a safe and pleasant environment for all residents.
5. Springs, Richardson and Macarthur Roads continue to provide evidence of the historic development of the area. Whilst land in the vicinity of these roads will undergo development and change, the alignment of the roads shall be maintained. Refer to section B3 Environmental Heritage.
6. Development of the villages will commence before the completion of the sand mining associated with the recovery of the Elderslie sand deposits. As the sand mining is completed and areas are rehabilitated, development will move towards the reconstructed Springs Road and the Nepean River.
7. The housing precincts/urban villages will be protected from the activities of the Macarthur Resource Recovery Park, heavy vehicle access to the Glenlee industrial area and remaining sand mining areas; by appropriate buffers and setbacks and restricted access provisions to the major roads. Buffer areas will also protect the housing areas from the electrical substation facilities and transmission lines will be relocated where possible to minimise impact on future urban development.

Objectives

1. Articulate the planning principles for Spring Farm.
2. Ensure the orderly, efficient and environmentally sensitive development of Spring Farm, in accordance with the Master Plan.

Residential Density Targets

Objective

1. Ensure the dwelling density target for Spring Farm is achieved.

Controls

1. Residential subdivision in Spring Farm shall provide a dwelling target range of 3717-4083 (Figure C20). In order to ensure this, subdivision applications are to demonstrate to Council that the dwelling targets shown in Figure C20 will be achieved. Subject to the agreement of Council and consultation with relevant landowners, dwelling yield may be 'traded' between development blocks as long as it meets the overall targets and objectives of the DCP and Master Plan.
2. Where variation to the block dwelling targets is proposed, the applicant is to demonstrate the proposed variation is consistent with the principles of the Spring Farm Master Plan and provisions of this DCP.

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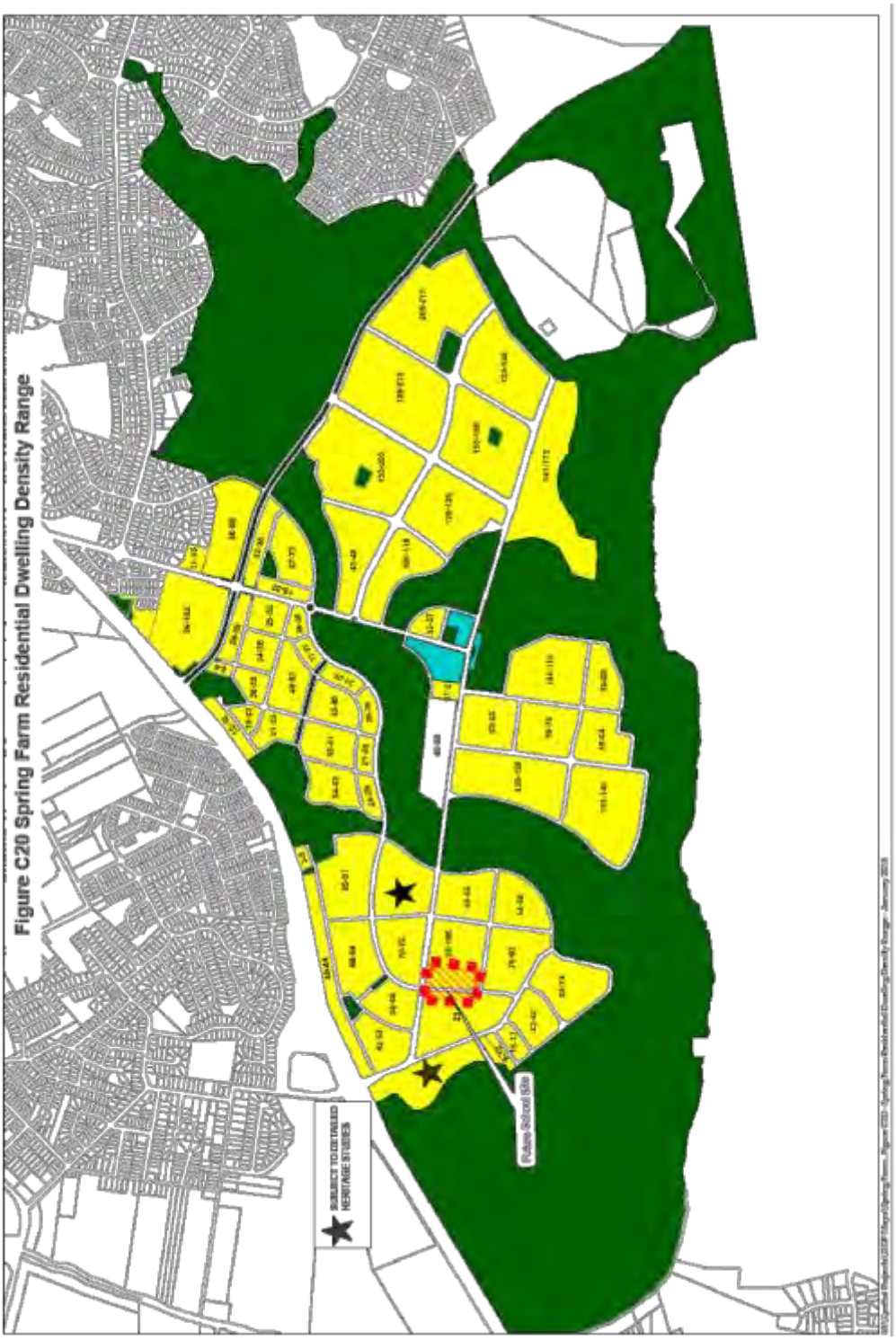

Figure C20 Spring Farm Residential Dwelling Density Range

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Attachment 2

Staging of Development

Objective

1. Ensure the orderly development of the land and assist in the coordinated programming and provision of necessary infrastructure and sequencing.
2. Ensure staging of works protects the amenity of future residents from the effects of mining, industrial and waste disposal activities.
3. Ensure services and works are carried out in logical and related stages.
4. Ensure the overall order of residential subdivision includes the putting in place of the "living" infrastructure to deal with stormwater drainage in an ecologically sensitive manner.

Controls

1. The overall stages proposed are as follows and are illustrated in the Figure C21:
    1. Bush Corridors and knoll relocation
    2. Link Road, residential subdivision stage, sewer pumping station, rebuilding dam wall.
    3. Lower Springs Road and commence regrading of sand mined areas.
    4. Residential subdivision stage
    5. Residential subdivision stage including Village Centre
    5a. Further residential subdivision after odour mitigation occurs (See LEP 2010)
    6. Residential subdivision stage
    7. Residential subdivision stage
    8. Residential subdivision stage
    8a. Further residential subdivision after sand mining rehabilitation works are completed (See LEP 2010)

Note: *One residential stage does not need to be completely built out before another can proceed. The staging may be varied where it can be demonstrated the objectives are addressed.*

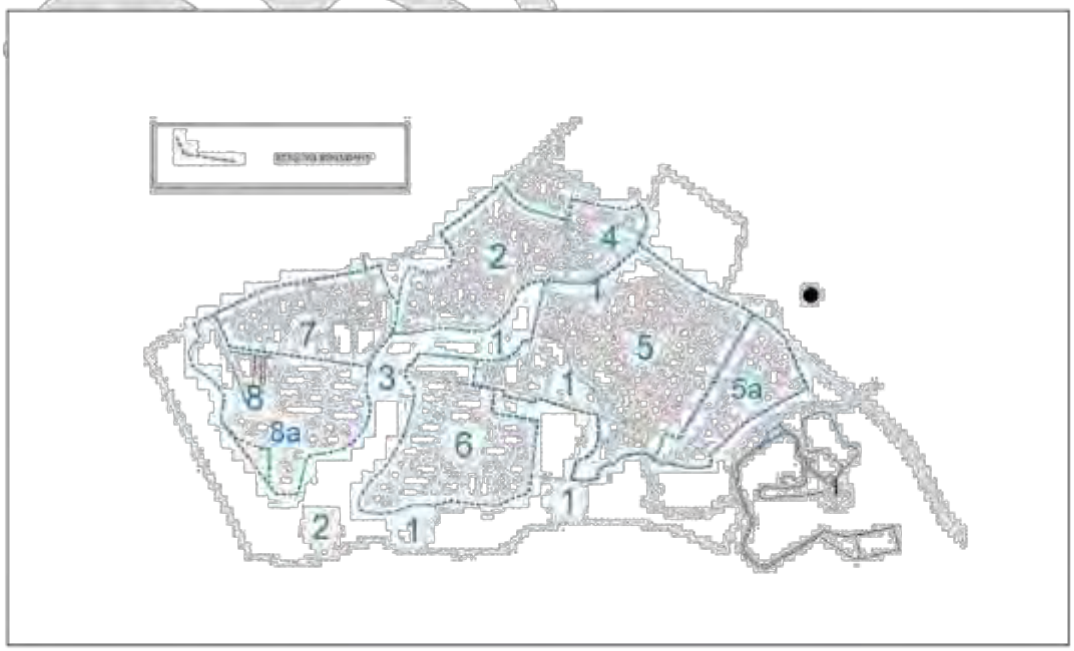

Figure C21 Spring Farm Staging Plan

Macarthur Resource Recovery Park

Background

This section relates to the odour buffer zone illustrated in Figure C18.

Objective

1. Ensure that odour impacts from the Macarthur Resource Recovery Park are mitigated prior to the undertaking of development on affected land.

Control

1. Consent must not be granted for development for the purpose of dwellings on land shown hatched on the Spring Farm Master Plan (Figure C18) unless the consent authority is satisfied that adequate works have been or will be undertaken to manage odour and any other environmental impacts associated with the Macarthur Resource Recovery Park.

Note: *Refer to Clause 6.5 of LEP 2010 for further information*

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C7.2 Neighbourhood and Subdivision Design

Controls

1. The master plan adopts a typical block depth of 60m in the traditional subdivisions areas, and 50m in the small lot and medium density areas. Typically, the block length is in the order of 150m – ranging from 75m minimum and 200m maximum. This strikes a balance between the need to achieve high accessibility by having shorter block length, with the extra cost and land consumption of having more roads. The maximum length of the block is governed by the need to make neighbourhoods accessible, as well as to provide visual breaks to add interest to the streetscape. Perimeter blocks can be longer if the street curves, as this in itself adds interest and variety.

2. No residential development is permitted below the 100 year ARI flood line. With the exception of areas affected by sand extraction, no fill will be permitted below the 100 year ARI flood line or within 40m of a waterway.

3. The two primary noise attenuation measures include the use of architectural treated buildings to block noise or the erection of acoustic barriers including mounding and fences where they will not detract from a streetscape. The master plan makes provision for a sound fence along the Camden Bypass and architectural treatment along the proposed Link Road. The report shall predict increases in road traffic noise levels for a ten year period and provide recommendation for attenuation where required.

4. At subdivision/development stage, noise attenuation measures need to be developed for sites that fall within the criteria set out below:

   (a) applicants will be required to submit an acoustic impact assessment report for development:

      (i) within any commercial or neighbourhood centre areas.

      (ii) adjacent to Camden Valley Way, Camden By-Pass and/or Liz Kernohan Drive and Springs Road.

      (iii) For any non-residential use of any part within the area that this DCP covers.

      (iv) Steep (1:10) or elevated land within 100 metres of a freeway, arterial or future arterial road.

   (b) Council will not consent to the subdivision/development of land to which this clause applies unless a program, satisfactory to the Council, has been prepared for the purpose of traffic noise attenuation devices proposed for the development. The report shall predict noise levels for a ten year period and any attenuation measures shall address these noise levels.

   (c) Noise attenuation measures must not block identified view corridors and must contribute positively to urban design outcomes of a high quality.

5. Electricity easements are to be incorporated in public road reserves and shall not burden private lots.

6. The Master Plan aims to protect significant views, and these corridors shall be protected in any subdivision application. Details such as fences, walls and tree plantings shall also respect these corridors. Subdivision that is designed around heritage items and curtilages shall be sympathetic in form, shape and lot size to the heritage places (see chapter B3).

C7.2.1 Specific controls for Spring Farm Former School Site (Lot 101 DP 1121699, Lot 200 DP1182085, and Lot 2 DP1175939)

Controls

1. Any development application for this site is required to demonstrate appropriate consideration and documentation as to the appropriate management of bushfire in accordance with RFS Planning for Bushfire requirements.

2. The block depth controls outlined in Control C7.2 (1) may be reduced where it can be demonstrated to provide a better urban and traffic outcome.

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C7.3 Street Network and Design

The street network and design in Spring Farm will provide connections to its surrounding localities. This will be fulfilled through a clear hierarchy system, which will facilitate accessibility, movement flows and visual connections in the area. The following figures (C22 and C22.1 – C22.12) illustrate the desired outcome for the road network and design within Spring Farm.

Controls:

1. Provide a road connection and pedestrian overbridge to the Elderslie release area.
2. The existing alignments of Richardson Road and Springs Road are to be retained. Ettlesdale Road is to be retained.
3. Macarthur Road is to be retained to represent the settlement pattern of the early colonial era at Spring Farm.
4. New road connections to Camden By-Pass and Liz Kernohan Drive (Spring Farm Link road) shall be consistent with the Master Plan.
5. Kerb returns of 8.5m radius for intersections between streets shall be provided.
6. Streets are ti be constructed in accordance with Figures 22.1 to 22.11
7. The school boundary road around the eastern and southern boundaries of the future school site in Spring Farm may require widening to facilitate indented bus bays.

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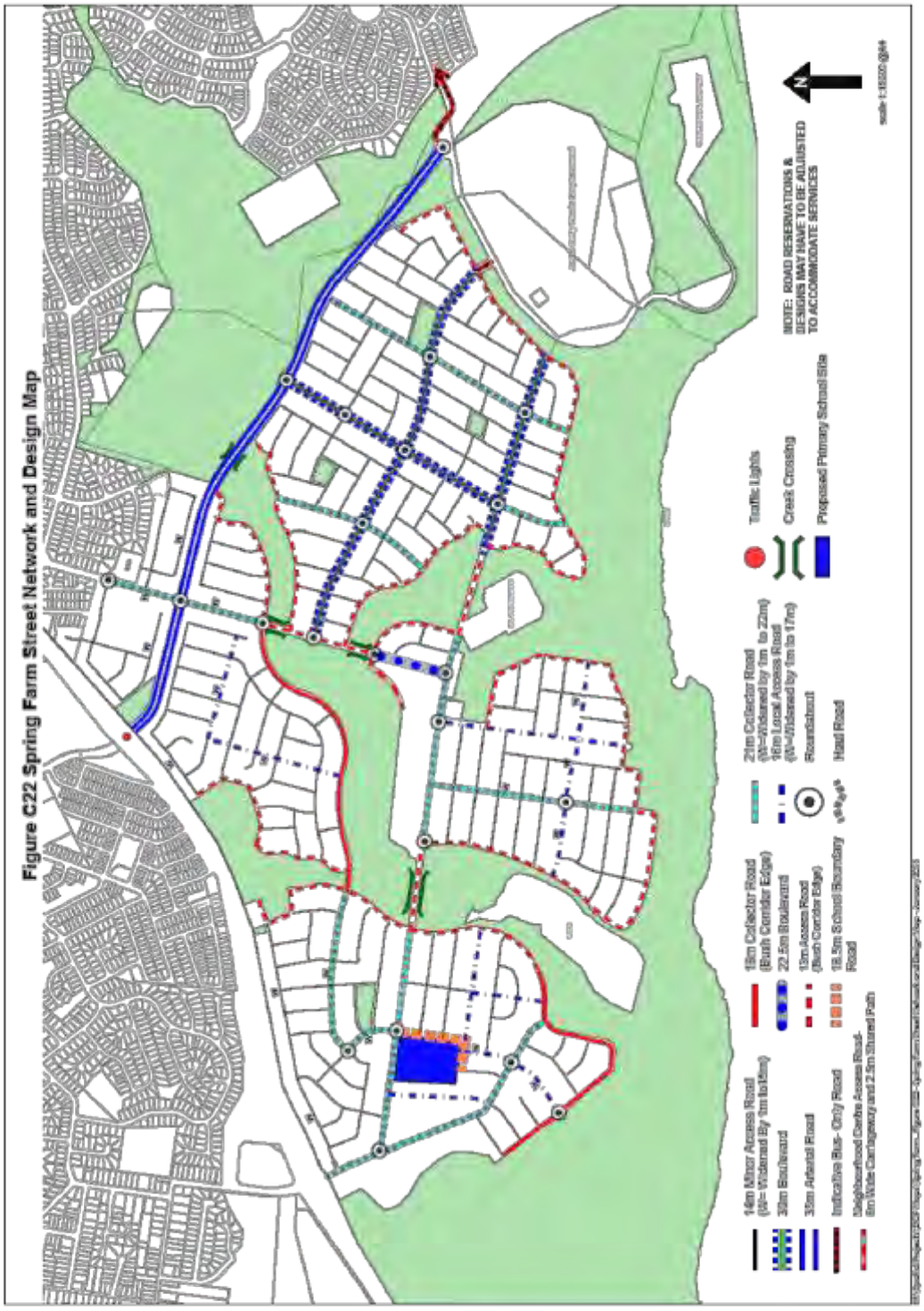

Figure C22 Spring Farm Street Network and Design Map

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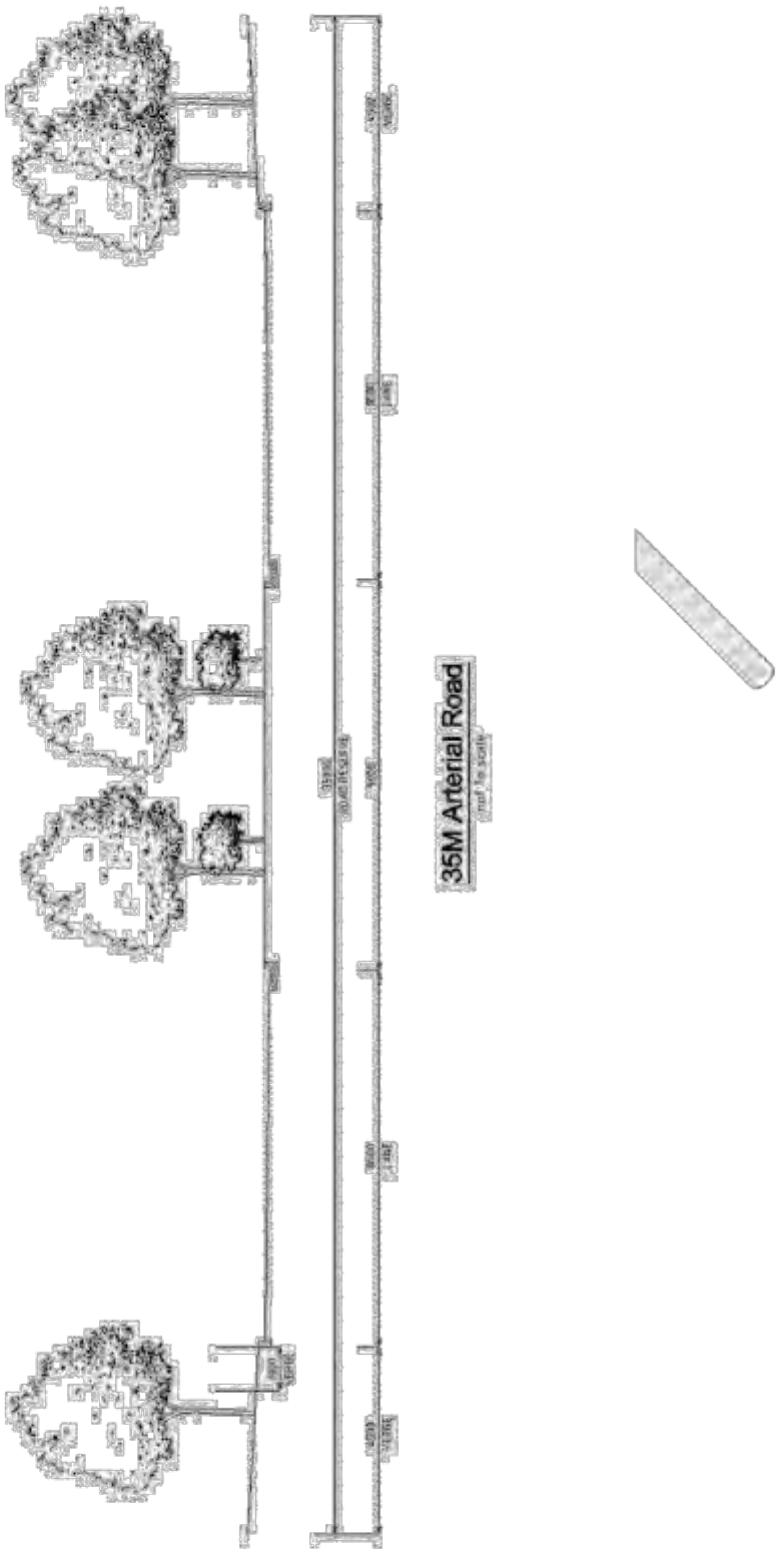

Figure C22.1 Spring Farm 35m Arterial Road

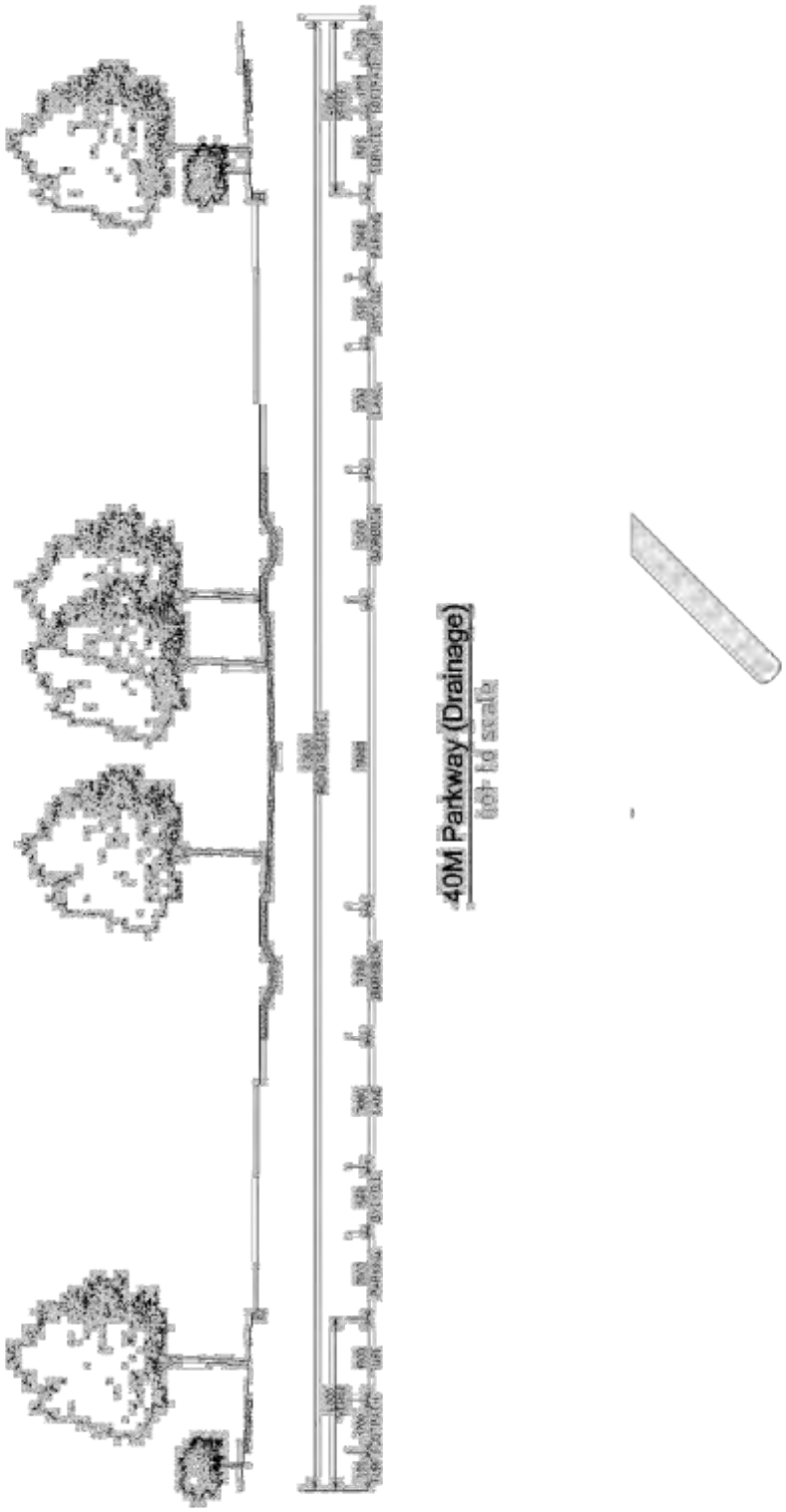

Figure C22.2 Spring Farm 40m Parkway (Drainage)

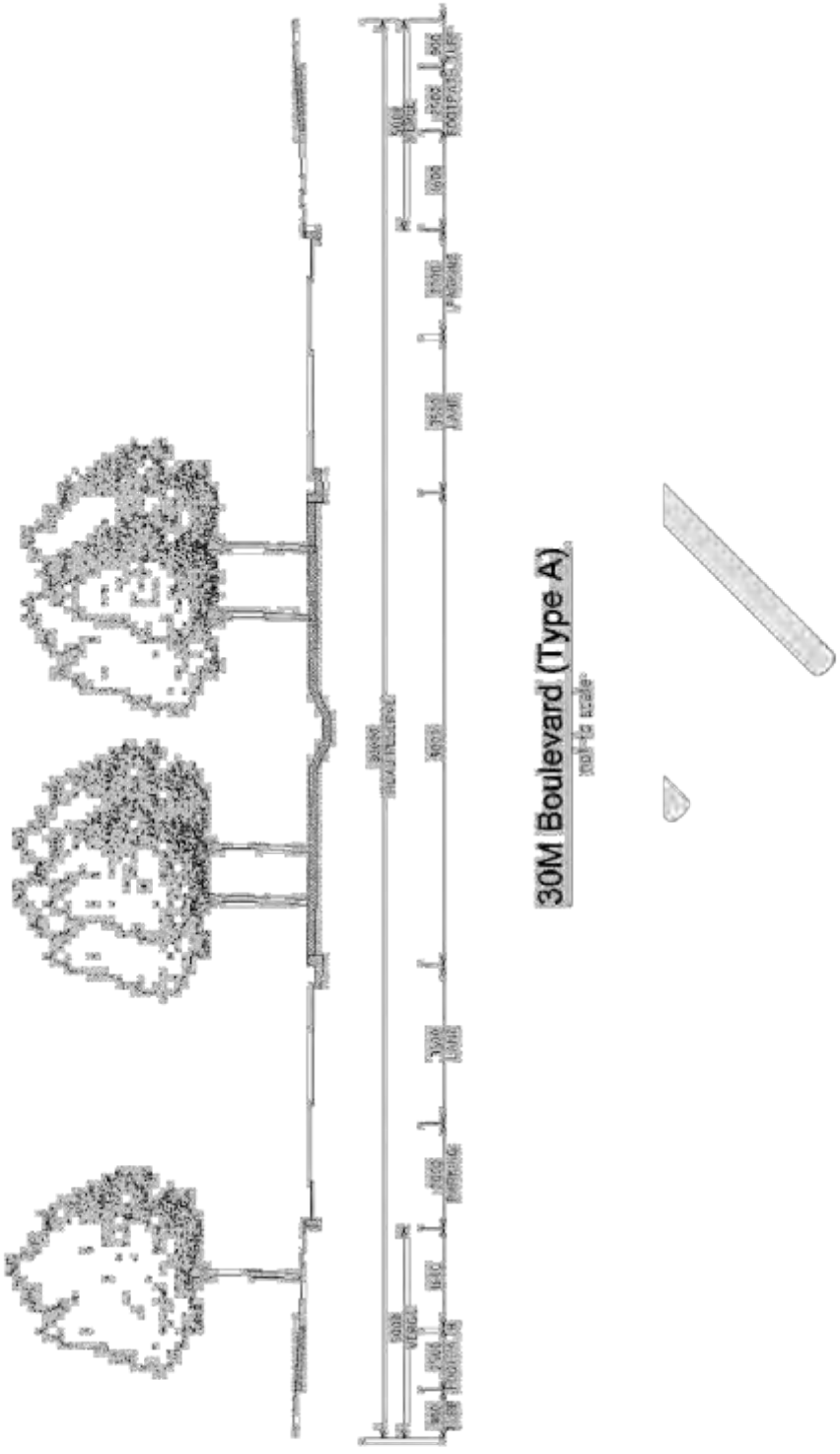

Figure C22.3 Spring Farm 30m Boulevard (Type A)

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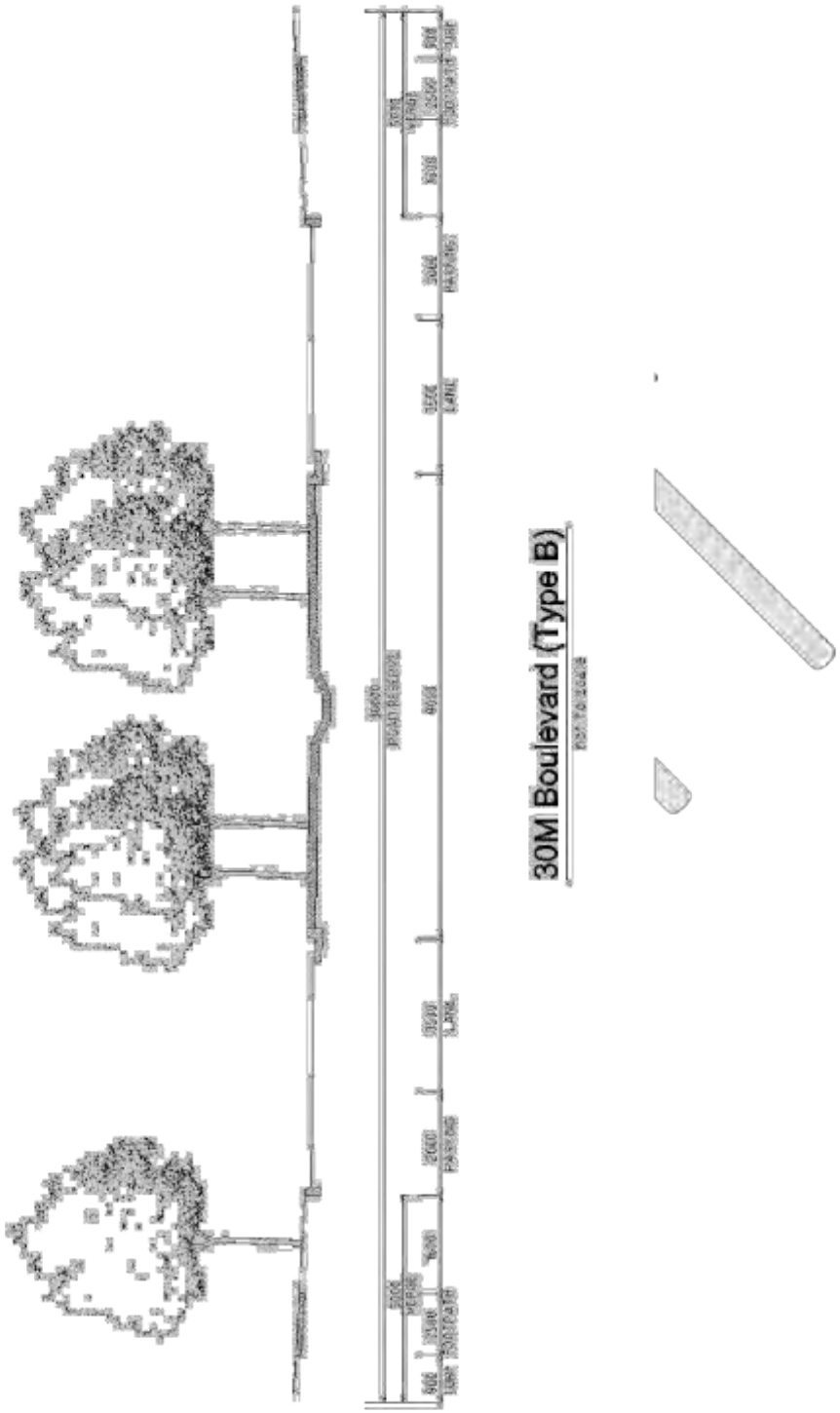

Figure C22.4 Spring Farm Boulevard (Type B)

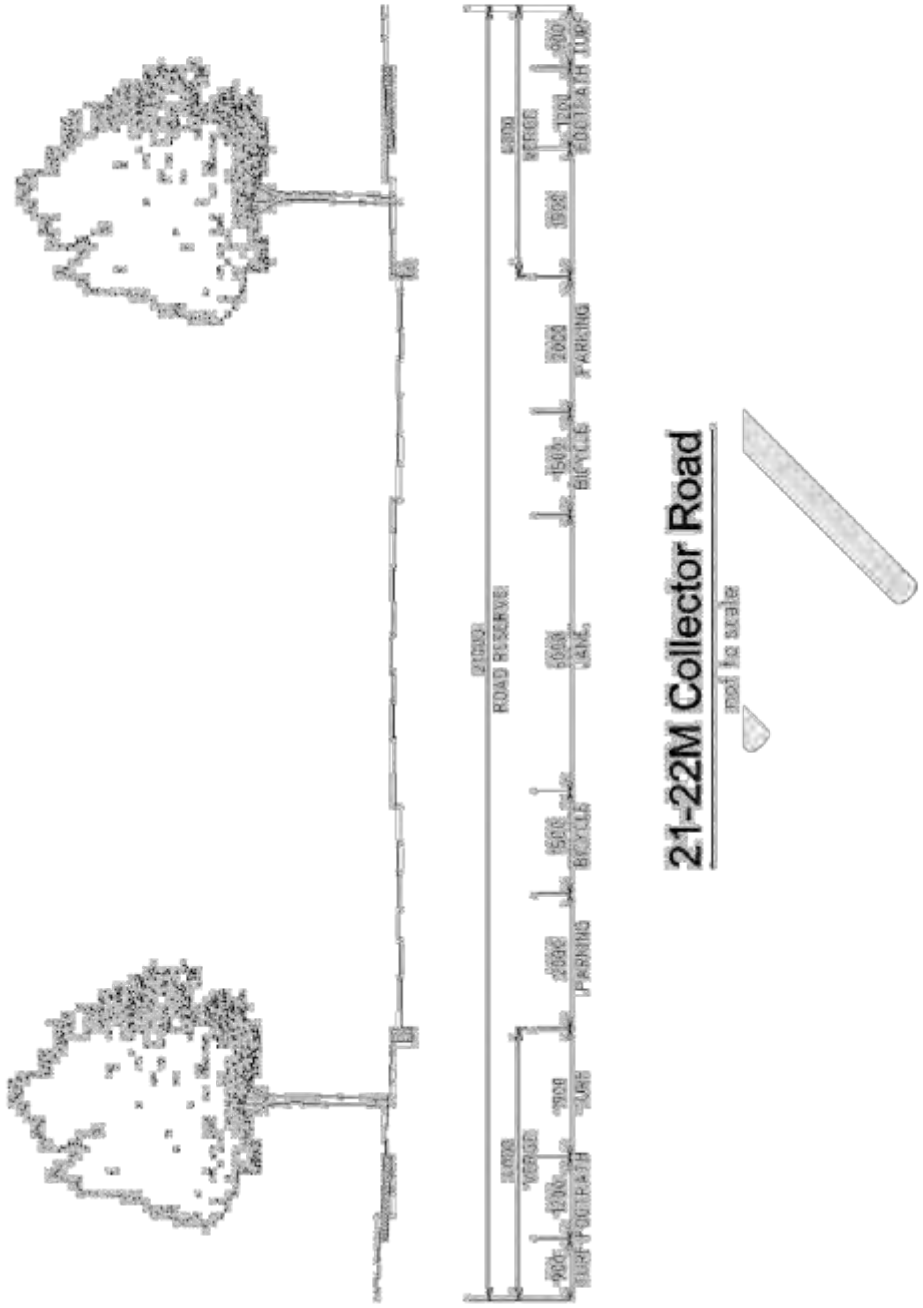

Figure C22.5 Spring Farm 21-22m Collector Road

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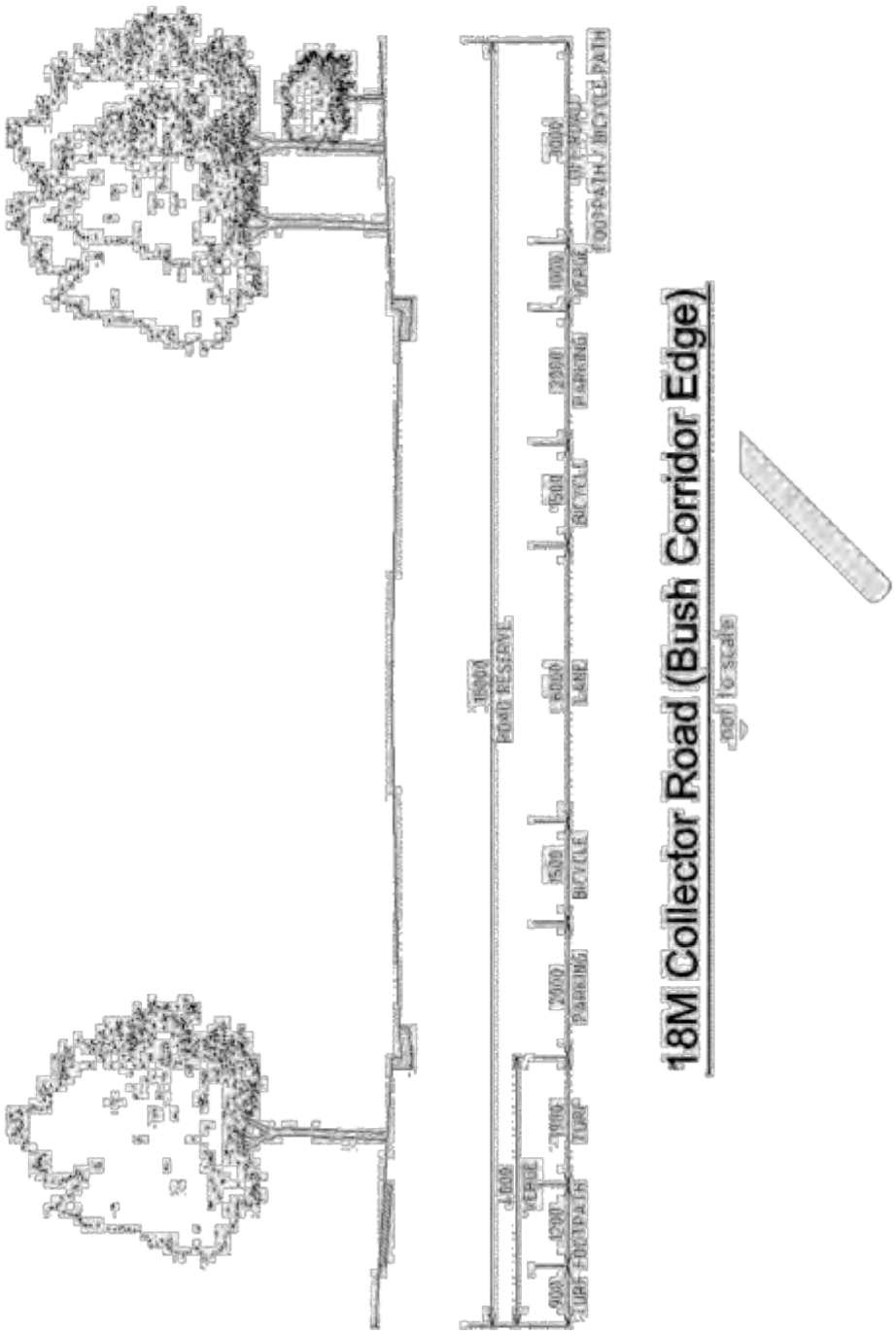

Figure C22.6 Spring Farm 18m Collector Road (Bush Corridor Edge)

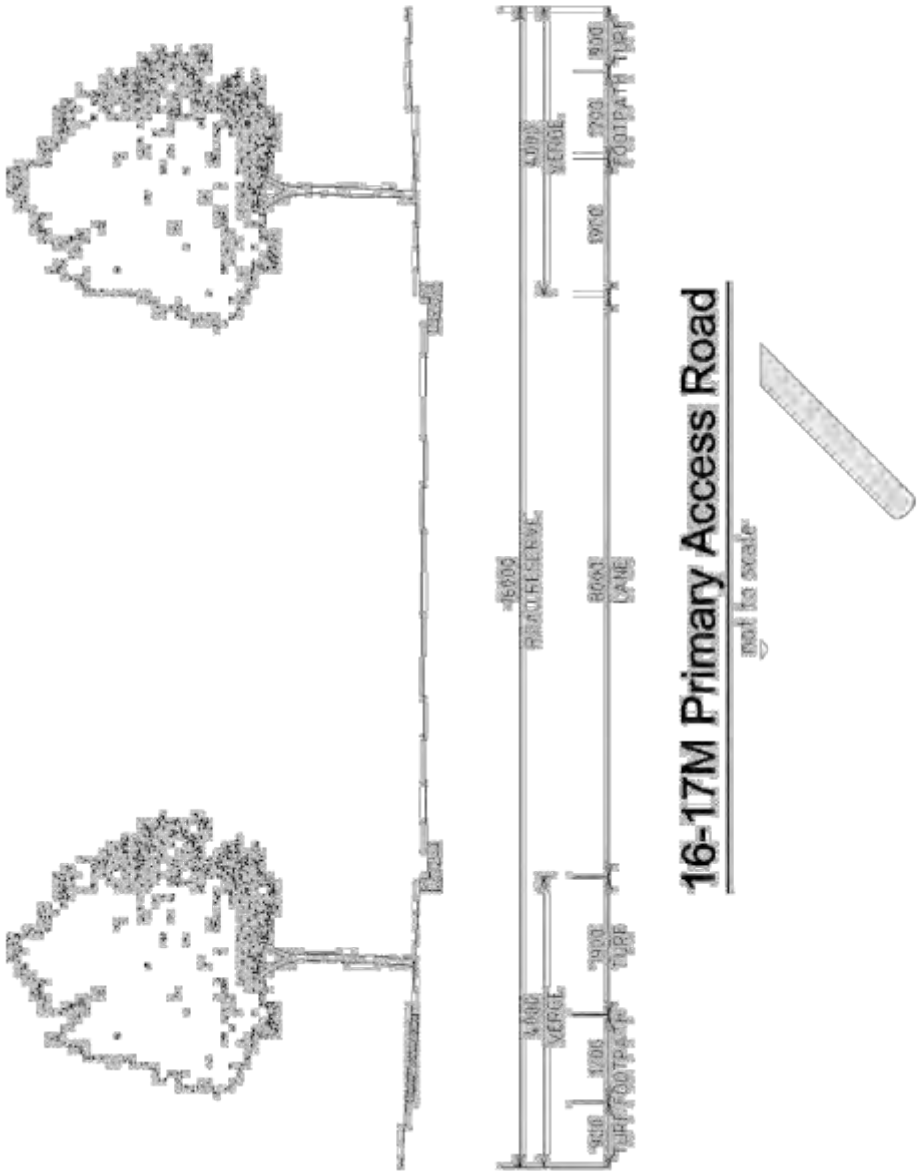

Figure C22.7 Spring Farm 16-17m Primary Access Road

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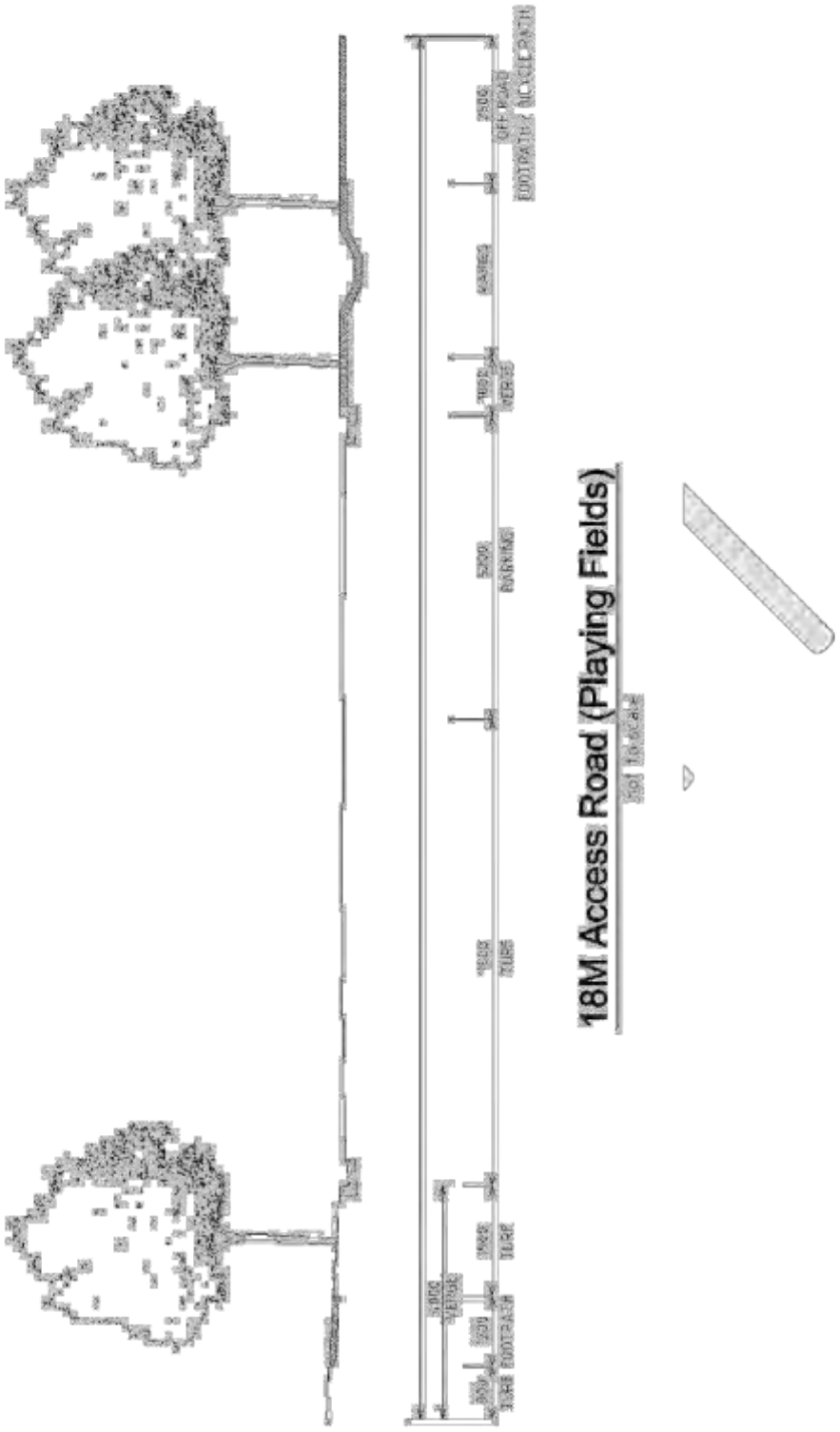

Figure C22.8 Spring Farm 18.2m Access Road (Playing Fields)

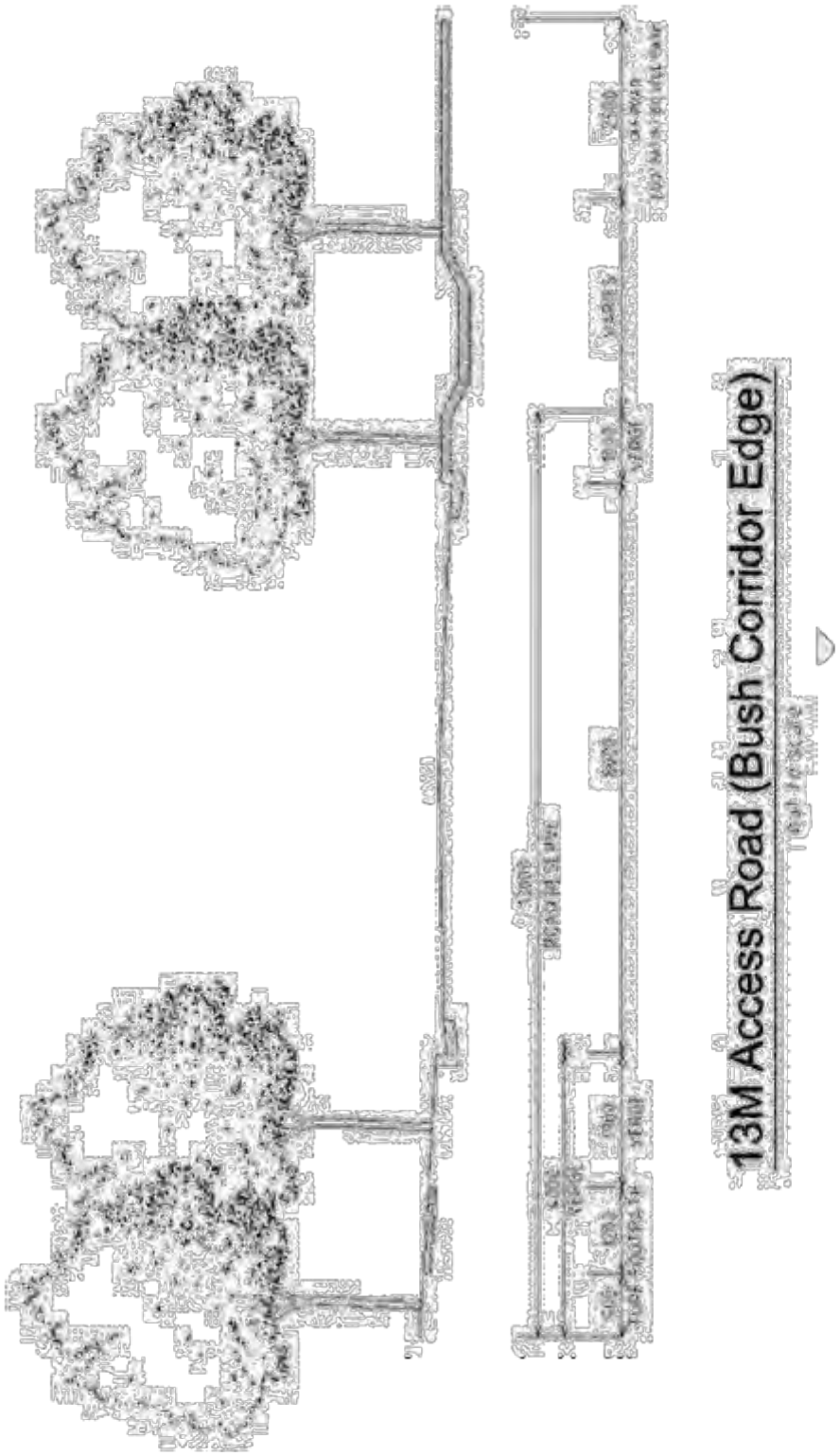

Figure C22.9 Spring Farm 13m Access Road (Bush Corridor Edge)

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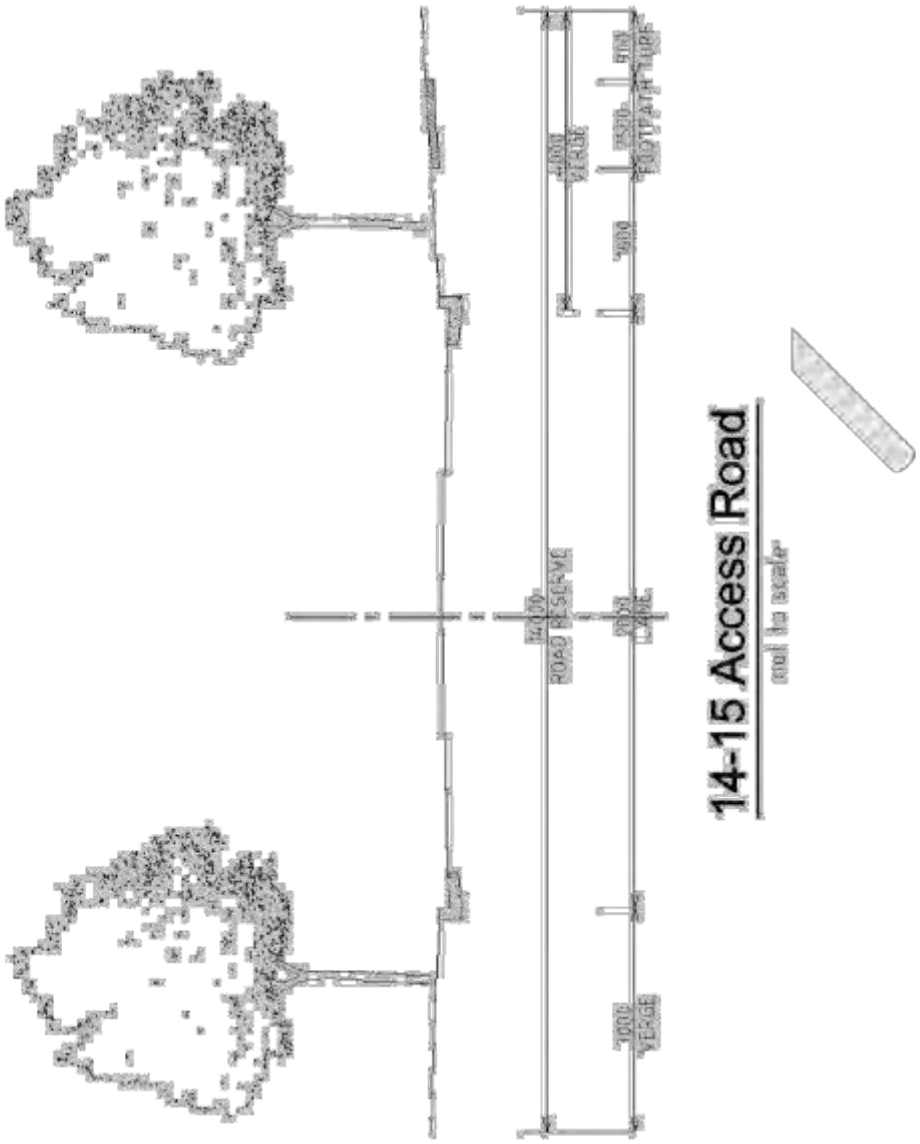

Figure C22.10 Spring Farm 14-15m Access Road

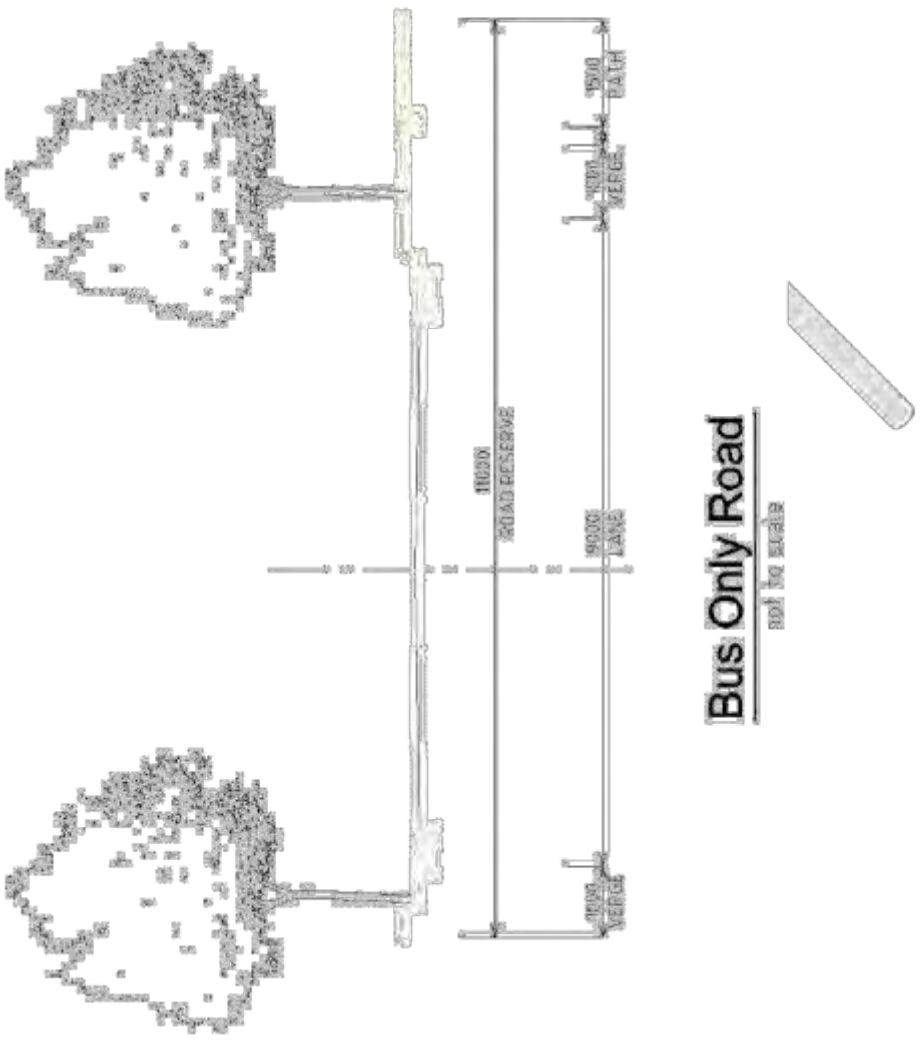

Figure C22.11 Spring Farm Bus-only Road

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Attachment 2

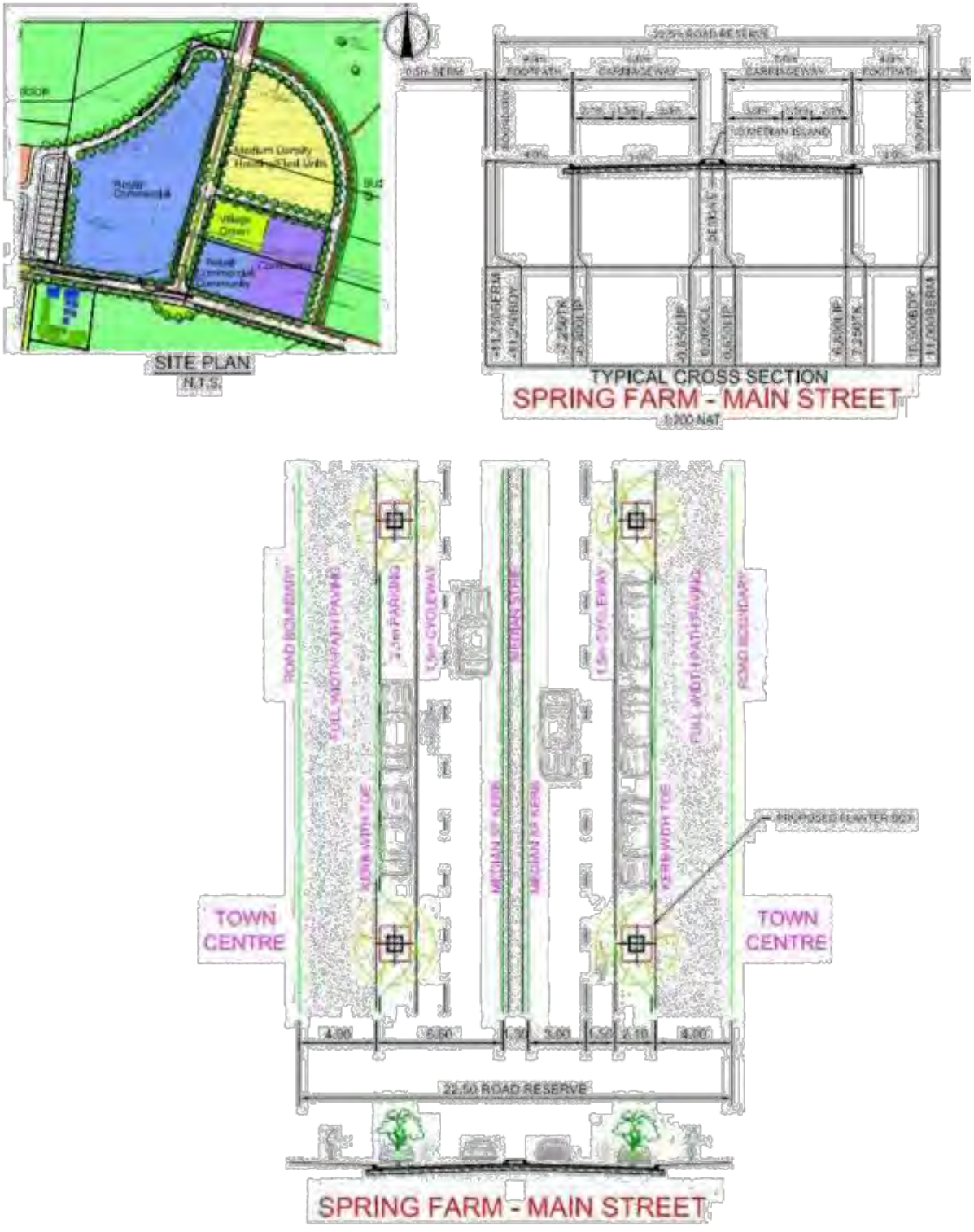

Figure C22.12 Spring Farm Main Street

C7.4 Pedestrian and Cycle Network

Controls

1. The pedestrian and cycle path network for Spring Farm is to be constructed to comply Figure C23.
2. Cycle and pedestrian bridges shall be located above the 20 year ARI flood level.

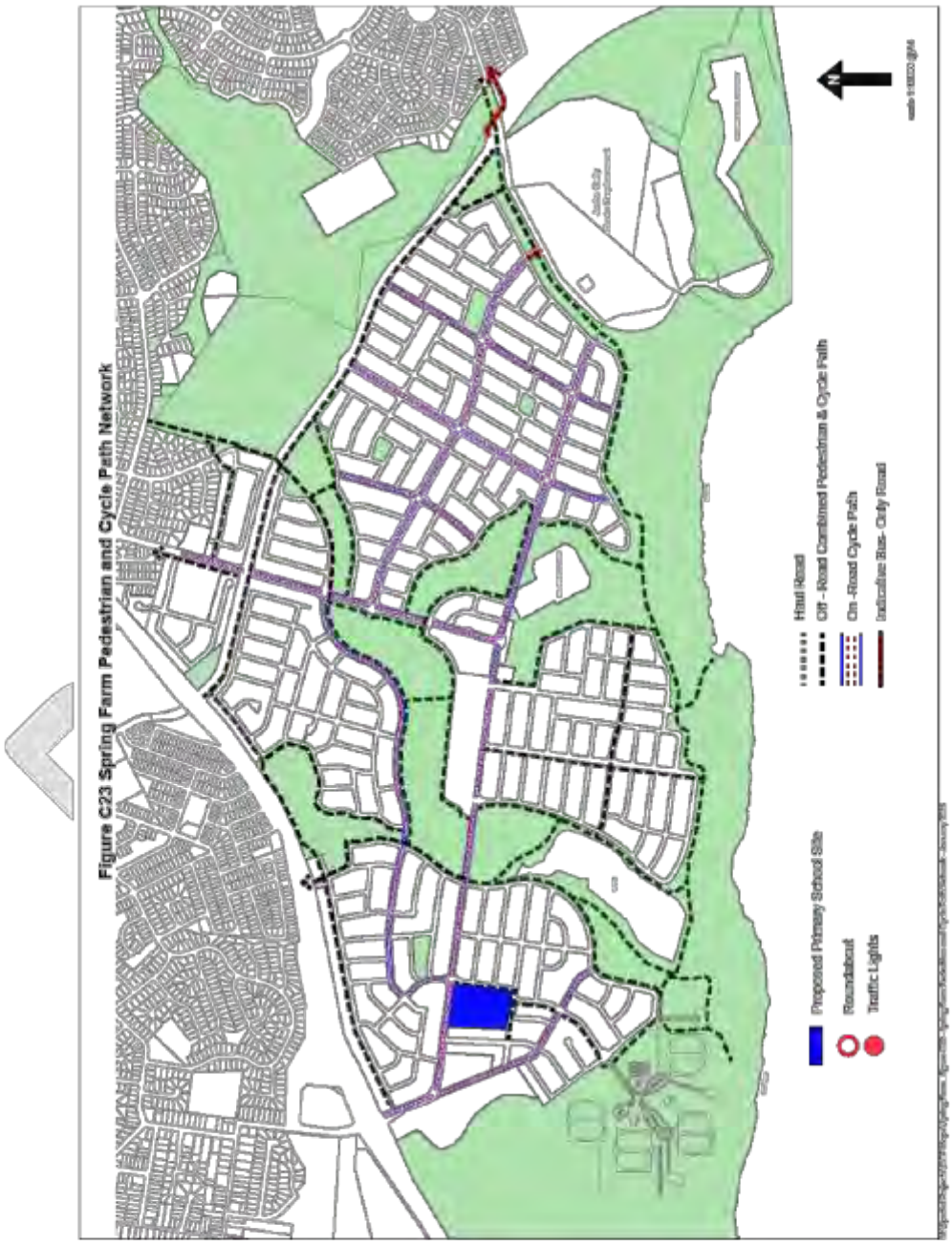

Figure C23 Spring Farm Pedestrian and Cycle Path Network

ORD04

Attachment 2

C7.5 Public Transport Network

Controls

1. Figure C24 illustrates the proposed bus routes through Spring Farm and the connections to the surrounding areas.
2. A bus only link is to be created to Mount Annan as shown below.

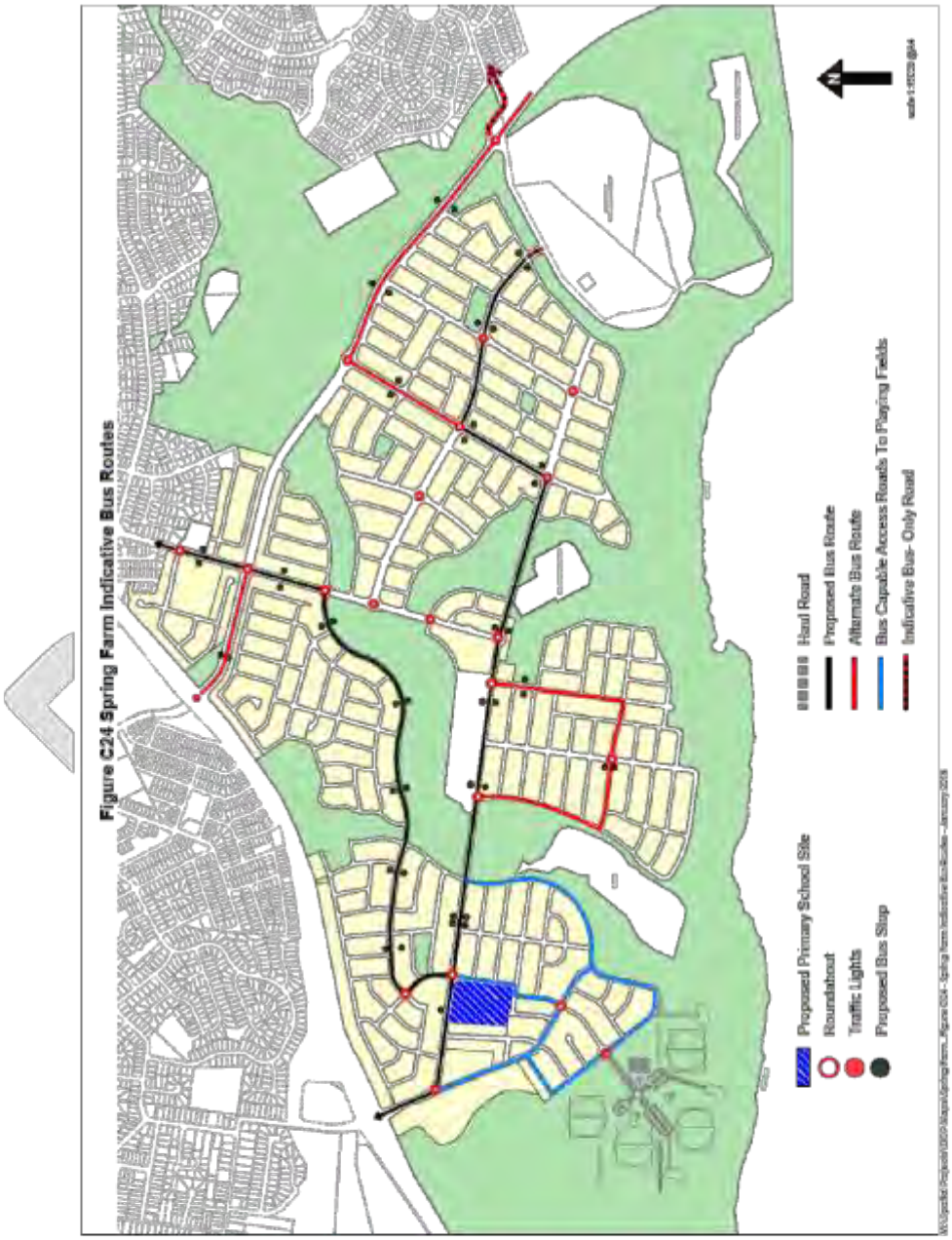

Figure C24 Spring Farm Indicative Bus Routes

C7.6 Parks and Open Space

Controls

1. The provision of parks and open space within the Spring Farm release area is to comply with the open space shown on the Landscape Master Plan Report (December 2003) by Context Landscape Design.
2. Landscaping of village greens and local parks for Spring Farm must be in accordance with the Landscape Master Plan Report by Context Landscape Design.
3. Pedestrian and cycle paths are to be located to the perimeter of village greens to provide central open space for activities.
4. Pedestrian and cycle paths are to be located on desire lines and integrated with landscaping.
5. Provide shade trees or shade structure to play and seating areas.
6. Reference must be made to the Water Cycle Master Plan prepared by J.Wyndam Prince in park design.
7. Generally, no disturbance to existing ground levels are permitted within the drip line of existing significant trees to be retained, unless advised otherwise by a qualified arborist. Utilise physical barriers where necessary to prevent unauthorised vehicular access.
8. The location and detailed design of parks is to be consistent with the Spring Farm Conservation Strategy and Spring Farm Bush Corridor and Riparian land use provisions following.
9. Eight sports grounds are to be provided on land at the southern end of Spring Farm. The location and detailed design of sports grounds is to be consistent with the Spring Farm Conservation Strategy and Spring Farm Riparian and Bush Corridor Land Uses provisions which follow.

Note: *Council will give consideration to the provision of a district athletics facility in this location*

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ORD04

Attachment 2

C7.7 Bush and Riparian Corridors in Spring Farm

Background

The Spring Farm Bush Corridor is a significant environmental corridor that serves biodiversity conservation, fauna movements and natural drainage through bushland restoration, enhancement and reinstatement.

Figure C25 Spring Farm Riparian And Bush Corridor Land Uses

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Objectives

1. Ensure protection and management of environmentally sensitive land for the principal purpose of biodiversity conservation, where this land has been identified for this purpose on the Riparian Area and Bush Corridor Land Uses Map shown at Figure C25.
2. Conserve, restore and enhance native flora and fauna habitat and the ecological viability of land identified for biodiversity protection purposes.
3. Provide a buffer around areas identified for biodiversity protection purposes.
4. Provide for development in locations identified on Figure C25 that will not destroy, damage or compromise:
   (a) the extent, quality or integrity of the ecological attributes of the land or watercourses.
   (b) the potential for restoration and enhancement of native fauna and flora habitat on the land identified for biodiversity protection.
5. Provide links with other natural areas, as part of an open space and bush corridor network.
6. Ensure viable management, long-term survival and enhancement of the bush corridor through the preparation and implementation of plans of management.
7. Facilitate passive recreation, pedestrian and cyclist access within the bush corridor, to link the urban villages and beyond, with minimal impact on the bushland.

Controls

1. Remnant vegetation shall be protected and management plans shall be established in accordance with the Spring Farm Conservation Strategy Documents (Anne Clements & Associates, December 2003).
2. The bush corridor shall be designed to accommodate stormwater flows and natural functions for Spring Farm.
3. Crossings of the bush corridors shall be minimised and limited only to critical locations to minimise disturbance to existing vegetation. Bush corridor/creek crossings and service corridors must be co-located.
4. Pedestrian and cycle paths must be located on desire lines and integrated with existing vegetation, landform and landscaping.
5. Screen planting and landscape structures shall be used to screen the Integral Energy substation compound.
6. Acoustic barriers and screen planting shall be used to minimise acoustic and visual impact on nearby dwellings.
7. When designing bush and riparian corridors, reference must be made to the Water Cycle Master Plan prepared by Wyndham Prince as shown at Figure C26.
8. A riparian zone of 20m on either side of a minor stream bank and 40m from a major stream bank shall be preserved, or as negotiated with the Department of Environment, Climate Change and Water (DECCW).
9. Bio-retention swales are to be located adjacent to public reserves/bush corridor and/or within central medians of wide roads.
10. Off-line bio-retention basins are to be located within public reserves, public roads, or adjacent to bush corridors.

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ORD04

Attachment 2

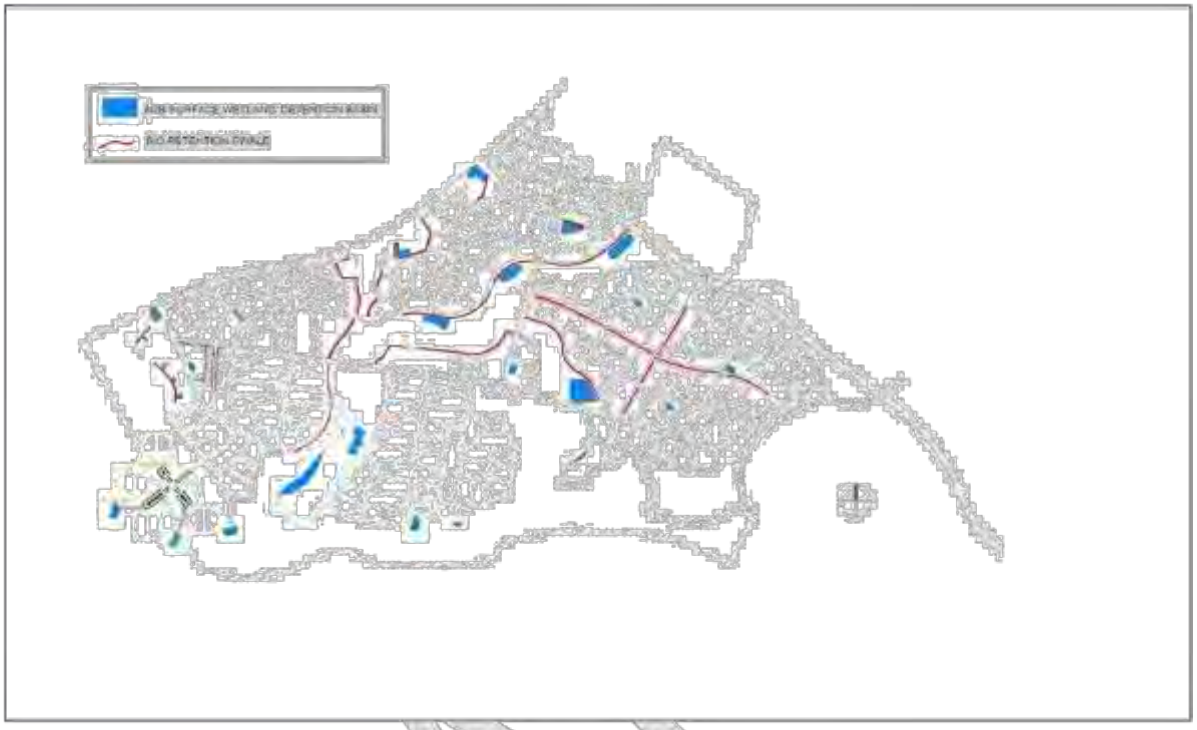

Figure C26 Spring Farm Hush Corridor Water Management Features

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Strengthening local government

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PROMOTING BETTER PRACTICE PROGRAM

CAMDEN COUNCIL

OCTOBER 2014

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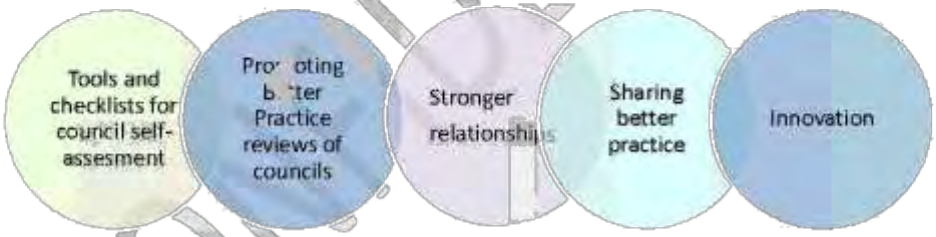
1. PROMOTING BETTER PRACTICE

The Program

By promoting better practice, the Office of Local Government aims to assist in strengthening the local government sector by assessing performance and promoting continuous improvement.

The Program includes:

- working with councils to identify, share and promote better practice in key areas
- working cooperatively with councils to promote strong relationships within the sector.
- providing councils with feedback on areas requiring improvement or further development, and assisting them in developing solutions.
- identifying trends and issues arising from council reviews to support policy and legislative changes for the local government sector.
- encouraging and facilitating innovation within the NSW local government sector.



Promoting Better Practice reviews

Reviews of individual councils are designed to act as a 'health check' to examine the extent to which there are appropriate strategies, policies, systems and procedures in place at the strategic and operational levels.

The reviews are conducted by a team from the Office of Local Government in collaboration with councils. During a visit to council key strategic areas are examined together. A key outcome is a report which reflects the findings of the review but most importantly contains a Review Action Plan with strategies to facilitate better practice and increase council's overall capacity to deliver appropriate services to its community.

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Key strategic areas considered

Civic leadership and organisational governance examines how the elected body and the council organisation provide leadership within the local community, and considers all the means by which a council is directed and controlled to ensure effective decision making and ensure the organisation is meeting its legal and ethical obligations. The council's regulatory and enforcement framework is also considered.

Strategic community planning focuses on the council's role in planning for the future in collaboration with its community. It considers how well the council engages its community in planning, and how well the Community Strategic Plan; Delivery Program, and Operational Plan capture the community's aspirations and goals. It also examines how strategic land-use planning matters are integrated into the council's implementation of the Integrated Planning and Reporting framework.

Resourcing the plans to achieve financial sustainability considers the current and future financial capacity of a council to maintain its operations and deliver appropriate services to the community. The council's financial and asset management position and practices are considered. The quality and utility of the council's long-term financial planning, asset management, and workforce planning is a key part of this assessment.

Delivering services to the community relates primarily to the extent to which the council translates the strategies and initiatives within its Community Strategic Plan, Delivery Program and Operations Plan into action. This includes how the council informs the community of its performance in delivering services and facilities according to plan, and how it measures customer satisfaction or receives community feedback to inform ongoing planning.

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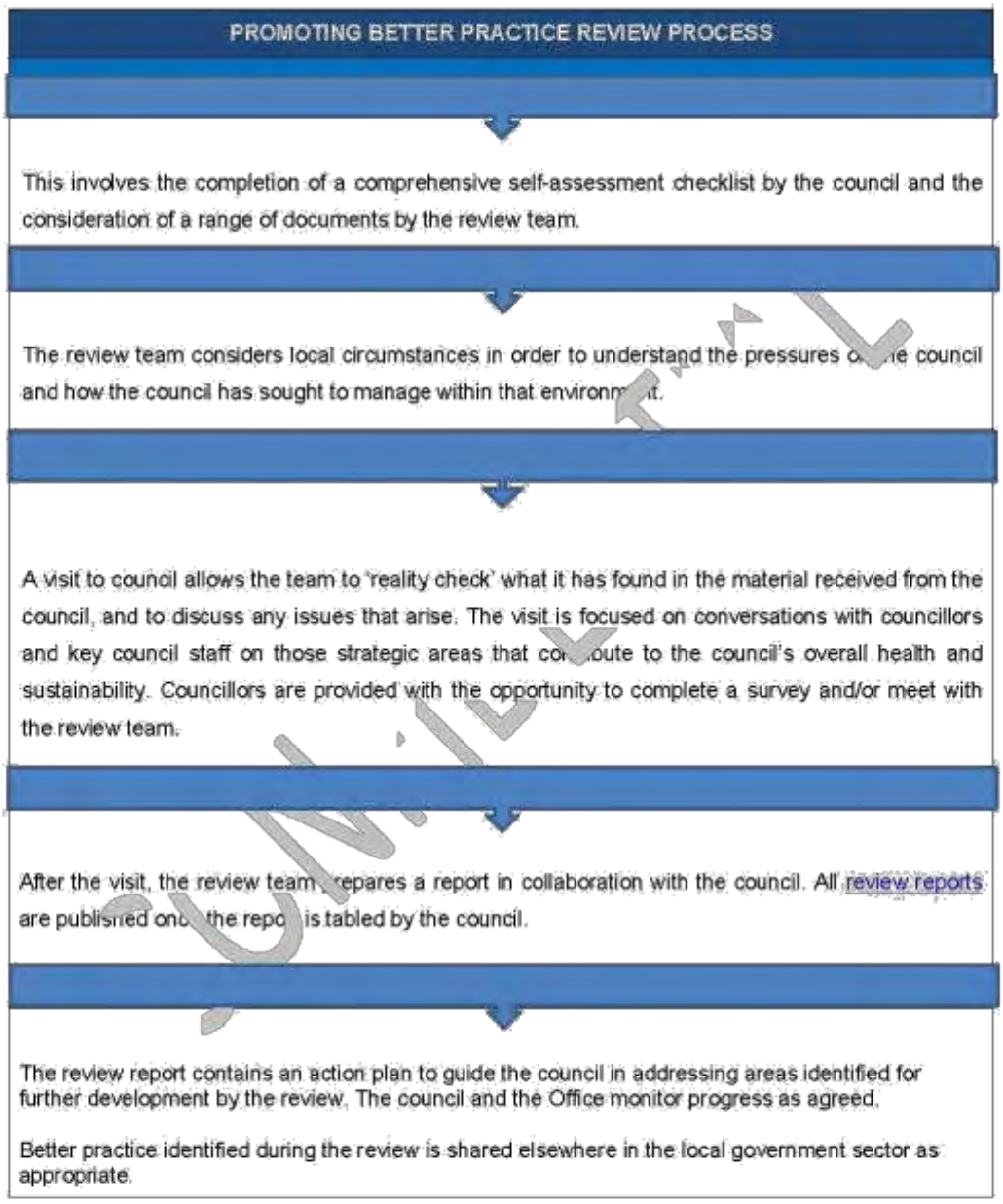
ORD05

Attachment 1

The review process



The Promoting Better Practice Review of Camden Council was undertaken in May 2014. The Council completed a self-assessment checklist prior to an on-site visit by Office of Local Government staff on 20 and 23 May 2014. The response to the checklist and supporting material provided by the Council was taken into account as part of the review.

Following the visit, the review team examined a range of information and assessed this material in line with applicable legislation, policy and guidelines where possible. The review team also called on the resources of a number of other agencies while drafting this report.

The review team would like to thank Camden Council's Mayor, Clr Lara Symkowiak and General Manager, Ron Moore, as well as the Directors and staff who participated in the review and provided valuable assistance.

About this report

The Promoting Better Practice Review report is structured in the following way:

- Section 2 provides an overview of Camden Council and the local area, including a snap-shot of the key strategic challenges faced by the Council.
- Section 3 sets out the key findings of the Review, including an analysis of examples of better practice and areas for further development focussing on:
  - Strategic capacity, direction and service delivery
  - Financial sustainability
  - Governance.
- Section 4 summarises what is considered to be better practice by the Council.
- Section 5 summarises the areas for further development. This is set out in an Action Plan developed in consultation with the Council, which contains recommendations to assist the Council to increase its overall strategic capacity and its ability to deliver appropriate services to its community in the longer-term.

ORD05

Attachment 1

2. ABOUT CAMDEN COUNCIL

Camden local government area is situated in the south-western suburbs of Sydney, approximately 60km from Sydney's CBD. The Camden area has a population of approximately 60,500 (NSW Planning & Environment).

The local government area has a total land area of approximately 201 km^2, which includes established towns such as Camden and Narellan, green-field residential land release areas such as Oran Park and Gregory Hills, and tracts of semi-rural farmland.

NSW Planning & Environment has projected a population increase to 162,350 (168%) by 2031. Over this period the local government area's population is expected to increase at a rate of approximately 5% per year. The number of dwellings in the area will rise from approximately 25,000 in 2014 to approximately 58,500 in 2031.

The Council employs 304 full-time equivalent staff, including the General Manager and three Directors. This is projected to increase to more than 800 by 2031, in line with the expansion of Council services to meet the needs of the growing community.

A summary about the Council is provided on the following pages:

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Camden Council

Camden has an area of approximately 201.3 km2 with a population of 60,546. Located in the heart of Macarthur region, Camden is a semi-rural area with wool and cattle farming. The area is home to the Australian Botanic Gardens at Mount Annan. It is an area steeped in heritage, arts and culture, and sports and recreation.

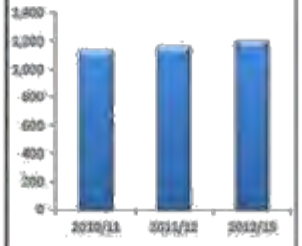
Your Local Population	LGA	Group Avg
Five year population change (%)	16.0	9.6
Population aged 19 or less (%)	31.1	29.8
Population aged between 20 & 59 (%)	54.3	54.0
Population aged above 60 (%)	14.6	16.2
Aboriginal & Torres Strait Islanders (%)	2.0	2.3
Language Spoken Other than English (%)	8.4	6.5
Socio-Economic Index Rank (1 low, 152 high)	133	n/a

Your Local Economy	LGA	Group Avg
SALM Unemployment Rate (%)	3.4	3.8
Avg Taxable Income ($)	47,896	45,916
Avg Household Family Size (No.)	3.3	3.2
Largest Industry Employer	Manufacturing	
Value of DAs determined ($'000)	483,096	231,964
Active Businesses in LGA (No.)	4,712	5,132

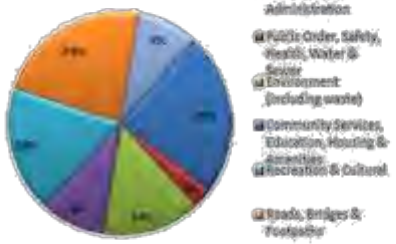
Your Council	LGA	Group Avg
Councillors (No.)	9	10
Population per Councillor (No.)	6,727	5,715
Equivalent Full Time Staff (EFT) (No.)	304	282
2012/13 Revenue ($'000)	129,517	83,811
2012/13 Expenses ($'000)	71,414	60,347
Residential Pensioner Rebates (%)	12	14
Population Density (residents per km²)	300.77	113.92

Your Public Facilities	LGA	Group Avg
Public Swimming Pool Complexes (incl rock pools) (No.)	2	2
Public Halls (No.)	14	18
Public Libraries (No.)	2	2
Open Public Space (ha)	419	392
Total Road Length (km)	480.5	782.9
Access to Internet at Home (%)	81.3	78.1

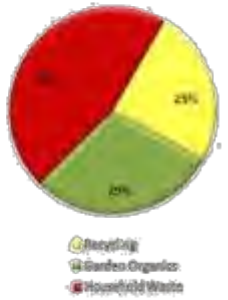
Average Residential Ordinary Rates



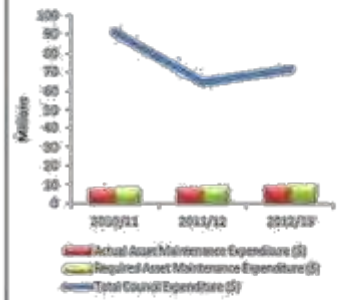
Expenditure on Services



Council's Waste Services



Council's Spending on Assets



In 2013 TCorp assessed your Council's current Financial Sustainability Rating as Moderate with a Neutral outlook.

In 2013 the Infrastructure Audit assessed Council's infrastructure management to be Strong.

Attachment 1 ORD05

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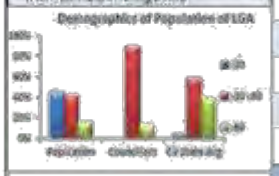

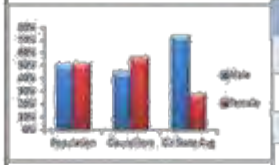

Your Council's Finances	LGA	Group Avg
Avg Ordinary Residential Rate ($)	1,191.22	1,102.36
Avg Ordinary Business Rate ($)	4,490.30	2,603.25
Avg Ordinary Farmland Rate ($)	2,414.23	2,324.66
Avg Ordinary Mining Rate ($)	n/a	19,808.51
Total Land Value / Total Rate Revenue ($)	222.23	265.3[illegible]
Typical Residential Water and Sewer Bill (including usage) ($)	n/a	570
Avg Domestic Waste Charge ($)	290.08	330.54
Own Source Revenue (%) (TCorp Benchmark 60%)	39	65
Grants & Contributions Revenue (%)	67	38
Operating Performance Ratio (%) (TCorp Benchmark >4.0%)	[illegible]8	-10.5
Unrestricted Current Ratio	2.9	3.4
Outstanding Rates & Annual Charges (%)	6.1	6.7
Debt Service Cover Ratio (TCorp Benchmark [illegible])	2.4	9.3
Cash Expense Cover Ratio (Mths) (TCorp Benchmark > 3 mths)	[illegible]	1.0

Your Council's Community Leadership		
Development Applications determined by Councillors (%)	2	1
Audited Financial Reports submitted by due date (Y/N)	Y	n/a
Code of Conduct Complaints (No.)	5	7
Complaints investigated requiring action (No.)	0	0
Cost of dealing with Code of Conduct Complaints ($)	6,919	12,660
Population per EFT Staff (No.)	199	216

See Appendix 1 for definitions, calculations & benchmarks; See Appendix 3 for Council Groups

Your Council's Services	LGA	Group Avg
Governance & Administration Expenditure per capita ($)	271.69	152.17
Environmental Expenditure (including waste) per capita ($)	166.77	106.73
Water & Sewer Services Expenditure per capita ($)	n/a	113.84
Community Services, Education, Housing, Amenities Expenditure per capita ($)	111.06	156.65
Recreational & Culture Expenditure per capita ($)	218.81	209.69
Public Order, Safety & Health Expenditure per capita ($)	36.24	56.87
Other Services Expenditure per capita ($)	105.41	81.57
Library Services Expenditure per capita ($)	36.55	34.76
Library Circulation per capita (Items)	4	4
Domestic waste not going to land fill (%)	69	54
Development Applications (mean gross days)	49	80
Development Applications determined (No.)	1,102	783
Companion Animals microchipped (No.)	23,287	28,355
Companion Animals microchipped and registered (%)	68	64

Your Council's Assets		
Roads, Bridges and Footpath expenditure per capita ($)	269.63	255.80
Building & Infrastructure Renewal Ratio (%)	31.7	60.1
Infrastructure Backlog Ratio (%) (TCorp Benchmark <20%)	2.2	10.7
Road Length per '000 capita (metre)	7.9	14.1
Asset Maintenance Ratio (TCorp Benchmark >1.5)	0.9	0.9

Comparative Information on NSW Local Government

Office of Local Government

Challenges facing Camden Council

The most significant challenge the Council faces over the coming decade is the population growth and associated development forecast for the local government area, which places pressure on it to:

- ensure that the needs and priorities of a rapidly growing and increasingly diverse population are adequately identified through the Community Strategic Plan process, by way of comprehensive community engagement.
- reflect the expectations of external stakeholders, including developers and State Government agencies, in long-term strategic and land-use planning processes, and balance these against the priorities of the community.
- ensure that agreed development application approval targets are met, including by employing a sufficient number of appropriately qualified staff.
- ensure that land developers appropriately contribute to the construction and maintenance of infrastructure for local communities, within regulatory constraints.
- ensure that the Council itself grows in a sustainable manner, to meet increased demand for services from a larger population, including addressing staff accommodation issues.

Like many councils in NSW, achieving long-term financial sustainability is also major challenge for Camden Council. These challenges are amplified by the abovementioned growth pressures. However, growth also presents an opportunity to improve the Council's financial sustainability through:

- increased revenue raising options, including a larger rate base for residential and commercial land, and increased use of user charges and fees.
- increased efficiencies associated with economies of scale in certain operations, such as the purchase of plant and equipment.
- the funding of vital community infrastructure through developer contributions.

Camden Council has benefited from a number of detailed reviews of its strategic capacity in recent years. In 2012, the Council was subject to a comprehensive audit of its asset management systems by consultants Morrison Low, as part of the State-wide Local

Government Infrastructure Audit program. This concluded that the Council had a 'Core' level of competence in asset management, and identified key areas for improvement.

In 2013, the NSW Treasury Corporation (TCorp) undertook an assessment of the Council's financial capacity and its future sustainability. Based on the review of the information provided by the Council, TCorp assessed it to be in a moderate financially sustainable position. However, TCorp forecasted that this position would deteriorate if careful management of internal organisational growth and the Council's rapidly expanding asset base was not prioritised.

In early 2014, the Council commissioned Elton Consulting to develop an *Organisational Development/Business Improvement Plan* (OD/BIP) to guide organisational change and growth in Camden Council, and to support the implementation of its Integrated Planning and Reporting suite of documents. The Plan contains 57 recommendations for implementation over the short- to medium-term, including an organisational restructure.

These documents, which are discussed in detail later in this report, and the Community Strategic Planning process, have provided the Council with a solid foundation to inform its strategic development over the coming decades. It is evident that the Council has embraced the findings of these reviews and is progressing with addressing many of the issues they have raised.

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3. KEY FINDINGS

STRATEGIC CAPACITY, DIRECTION AND SERVICE DELIVERY

The Integrated Planning and Reporting (IP&R) framework is designed to guide how a council, in conjunction with its community, undertakes long-term strategic planning.

Camden Council has been operating under the IP&R framework since 2010 and updated its suite of documents in 2013, in-line with statutory requirements.

The Council utilised a cross-organisational working group to develop and review its IP&R documents. The Council continues to use this group to reinforce understanding of the integrated and ongoing nature of planning and reporting across the organisation.

A desktop review of the Council's IP&R documents found that the legislative requirements of the framework are being met. The Council has displayed good practice in certain areas of IP&R, including ongoing reporting to the elected council.

While most aspects of the Council's IP&R activities are of a high standard, some require further development, including in the areas of community engagement, asset management planning, performance measurement and workforce planning. It is acknowledged that the Council has identified many of these issues, and defined clear actions to address them, through the recently completed organisational development/business improvement process, described in further detail in the Governance section of this report.

Community Engagement

Camden Council undertook wide-ranging community engagement in the development of its initial IP&R documents in 2009 -10. It built on this during the review of its IP&R documents in 2012, engaging with over 1,300 community members through a variety of mediums including: phone surveys, written and face to face surveys (including a survey of local high school students), focus groups, open sessions at local libraries, and postcards encouraging written feedback. This was supported by advertising in local newspapers, and at various local events and Council service points (eg: front counter).

The Council's IP&R-related community engagement activities were informed by a Community Engagement Strategy adopted in August 2009. This set out key principles for engagement and identified a variety of engagement mechanisms and processes. During both rounds of IP&R, the Council prepared a report on community consultation to inform councillors and the community of the outcomes of the engagement undertaken.

An initial action of the Community Engagement Strategy was the development of the *Camden 2040* website. This stands apart from the Council's main website and provides a centralised location for all of the Council's IP&R-related documentation and key supporting data, including interactive demographic data and sustainability indicators.

The review team acknowledges that the Council has undertaken its community engagement in an environment of limited resources, coordinated in-house by staff. This appears to have been effective from a strategic planning perspective and has also helped entrench a strong culture of community engagement across the organisation.

The Council advised that its staff have developed productive relationships with local developers, evidence of which can be seen in the favourable outcomes for the Council in negotiated Voluntary Planning Agreements. Staff also reported strong relationships with key NSW Government agencies, including the Department of Planning and Environment, and Roads and Maritime Services. Anecdotal evidence also suggests that the Council has strong relationships with local State and Federal MPs at a political level.

Other examples of the Council's commitment to ongoing community engagement include the development of exit strategies for the Camden and Narellan centres which aim to lessen the impact on the local business community arising from the Council's planned transition to a new administration building in Oran Park Town Centre. In November 2013, the Council also resolved to establish a Business Alliance/Economic Development Taskforce to improve opportunities and diversity in employment within the local government area.

Action item #1

The Council should build on its successful approach to community engagement by expanding the use of engagement mechanisms to ensure that more members of the community are able to contribute to discussions about community priorities. This could include the development of interactive tools providing high impact visuals about future trends in development and population growth, similar to those used in the Oran Park Town website

.

Communications framework

Better Practice

The Council's draft Communications Framework articulates its communications priorities in a clear and accessible manner for staff, and aims to embed a culture of community engagement across the organisation.

Coinciding with the recent organisational review process, the Council is in the process of finalising a framework to guide staff in their communications both internally and with the community and other external stakeholders, which includes:

- *Council Communications Strategy*, which identifies the communication objectives of the Council, defines key audiences and identifies key messages based on the themes of the Community Strategic Plan.
- *External Communications Policy*, which is a sub-set of the broader Communications Strategy and sets out requirements in relation to communicating effectively with external stakeholders.
- *Communications toolkit*, which provides detailed information about the nature and use of specific methods of communication (brochures, fact sheets etc).

At the time of the Promoting Better Practice Review, these documents were in draft form. However, the Council advises that they will be finalised in the near future.

Planning and reporting

Better Practice

The Council's ongoing six-monthly reporting on the Delivery Program/Operational Plan supports effective decision-making by councillors and informs the community of progress in a clear and effective manner.

The quality of the Council's Integrated Planning and Reporting (IP&R) documents is generally very good, with clear integration between the Community Strategic Plan, Delivery Program and Operational Plan, and between the Delivery Program/Operational Plan and the Resourcing Strategy. However, as discussed later in this section, the Council needs to undertake further work in relation to integrating its Asset Management Plans with its Long-Term Financial Plan.

The Delivery Program and Operational Plan contain clear performance indicators. Since the Council adopted its IP&R documents in 2010, the data sources on which these indicators are based has improved substantially. This has greatly enhanced the reliability of the Council's reporting against performance indicators.

However, the Council acknowledges that more work can be done on making performance indicators more relevant and easier to measure. When doing so, the Council is encouraged to take into consideration the Office of Local Government's forthcoming Performance Measurement Framework.

The ongoing six-monthly reporting to the elected council on the implementation of the Delivery Program/Operational Plan is of a very high quality. This reflects the high quality of general reporting to council meetings, which is discussed in further detail in the Governance section of this report.

Particular areas of strength in the six-monthly Delivery Program/Operational Plan reporting include:

- the use of plain English to explain the intent of IP&R, and the Council's progress on implementing key activities within the timeframe.
- The use of a traffic light system to reflect achievement of specific targets, as well as a summary of key movements in indicators (both those that have moved towards and away from targets).

The Council advises that it intends to further refine the process of compiling these reports, by way of the implementation of a corporate planning software platform, which has commenced.

Resourcing Strategy

Better practice

The Council's Resourcing Strategy document provides a sound foundation for the Council to undertake community engagement in relation to priorities and expected service levels. The Council is encouraged to use this document when reviewing its approach to community engagement, particularly in relation to asset service levels.

Under the Integrated Planning and Reporting framework of the *Local Government Act 1993*, the Resourcing Strategy contains three essential elements: long-term financial planning, asset management planning and workforce planning.

Camden Council's Resourcing Strategy document acts as an overarching summary document, linked to the three individual component parts of the Strategy. It contains very clear information about:

- the manner in which the Council intends to deliver the community's priorities over the four-year period of the Delivery Program, by way of a summary table.
- the key challenges facing the Council over the course of the Delivery Program period, with commentary on the impact of these challenges on the Council's resources
- the Council's projected budget over the ten years of the Long-Term Financial Plan.

Long-term financial planning and asset management planning

The Council's Long-Term Financial Plan meets legislative requirements and integrates well with the Delivery Program and Operational Plan. In separate reviews, the NSW Treasury Corporation (TCorp) and the Independent Pricing and Regulatory Tribunal (IPART) have assessed the financial assumptions contained in the Long-Term Financial Plan as realistic. However, TCorp notes that even the conservative financial modelling outlined in the Plan is based primarily on the achievement of forecast population growth.

The Council acknowledges that the information contained in its Long-Term Financial Plan in relation to asset valuations requires further development. This is critical to the Council having a fully accurate picture of its financial sustainability position.

Comprehensive asset management planning is a key challenge facing the Council both in relation to delivering essential infrastructure for the expanding community and in managing the costs of depreciation and asset maintenance in a financially sustainable manner.

The Council has developed an overarching Asset Management Strategy and stand-alone asset management plans for its buildings, open space, roads and transport, and stormwater asset classes. The plans link clearly to the Community Strategic Plan with financial summaries in each category.

While the Council's existing asset management framework meets legislative requirements, it has expressed a desire to progress from this core level of planning, including by engaging the community and other stakeholders on agreed levels of service for its assets. However, no specific timeframe for this process is provided.

The Council's approach to asset management planning is discussed in further detail in the Financial Sustainability section of this report.

Action item #2

The Council should engage the community and other stakeholders to define agreed asset service levels and reflect these in asset management plans, to progress from the basic core level of planning. This should be prioritised to ensure the best estimates of costs for asset maintenance and replacement is reflected in the Long-Term Financial Plan.

Workforce Planning

The Council's existing Workforce Plan complies with legislative requirements and clearly outlines how it intends to address its workforce challenges over the course of the Delivery Program. The Council recognises that its people are its largest and most important asset, and recognises that through them it will achieve its goals and meet the challenges that come with the magnitude of population growth occurring now and in the future.

The Council has demonstrated a strong commitment to the ongoing development of its employees, which is particularly important in a growing organisation facing significant structural change. Key initiatives include:

- a traineeship program for up to 15 participants per year, available to staff in a range of Council functional areas.
- the provision of education assistance for staff (including financial assistance of up to 60% of course fees in some cases).
- participation in the Local Government Research and Practice Development Consortium through the University of Wollongong. Under this program the Council contributes $10,000 per year with a number of other local councils, to fund masters and doctorate level studies for staff members in local government related fields.

In 2009, the Council went through a process of developing a set of organisational values in conjunction with the development of its first round of Integrated Planning and Reporting documents. These values are embedded across the organisation through a performance management framework, where staff members are assessed on their ability to demonstrate the values. Staff are also rewarded for their demonstration of organisational values, primarily through the use of incentives such as gift vouchers.

The Council also uses a cash bonus system to reward high performing staff as part of their annual performance reviews. This assists the Council to attract and retain high performing staff within the salary limitations imposed by the Local Government Award.

The Council has recently developed an Organisational Development/Business Improvement Plan (OD/BIP) to guide organisational change and growth in support of the implementation of the Community Strategic Plan, *Camden 2040*, and accompanying plans and programs, which is discussed in further detail in the Governance section of this report.

A report is provided to the Council annually which discusses the progress in implementing the Workforce Plan.

Action item #3

The Workforce Plan should be updated in the next cycle of IP&R to reflect the actions outlined in the recent OD/BIP, as these build on those included in the Workforce Plan. This will ensure that the Workforce Plan more thoroughly documents the Council's strategies to address the significant organisational growth and human resource demands it will face in responding to increasing community needs in the coming decade.

The Council's response – Strategic Capacity, Planning and Service Delivery

Council has no additional comments for this section.

FINANCIAL SUSTAINABILITY

This section examines Camden Council's overall financial position and how it is managing its finances and assets in order to deliver the outcomes of the Community Strategic Plan.

The NSW Treasury Corporation (TCorp) has noted that local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community.

TCorp rating for Camden Council – Moderate
TCorp assessment outlook – Neutral
OLG Infrastructure Audit/TCorp Infrastructure Management Assessment – Strong

Key observations

- *The Council has recorded operating deficits before capital grants and contributions in four out of the last five financial years.*
- *The Council's Long-Term Financial Plan is forecasting deficits for the next ten years.*
- *The Council's depreciation charges increased by more than 75% between 2008/09 and 2012/13 (to $14.3m), due largely to asset revaluations and growth in the asset base.*
- *The Council reported a small infrastructure backlog of $13.130 million in 2012/13, which is 1.5% of its total Infrastructure value ($860.412 million).*
- *In 2012/13, the Council's asset renewal ratio was 31.7%, which is well below the benchmark of 100%.*
- *A large portion of the Council's income is sourced from developer contributions, due to the substantial rate of residential development in the local government area. This is forecast to continue into the foreseeable future.*
- *The Council's employer costs are set to rise significantly due to substantial increases in staff numbers.*

Overall financial performance and outlook

The 2013 TCorp review of Camden Council's financial sustainability found that the Council is currently financially sustainable and is likely to continue to be, with careful management. However, the TCorp report also highlighted a number of significant pressures on the Council's long-term financial sustainability outlook, primarily relating to the Council's ability to control and respond to forecast ongoing operating deficits.

While the Council currently has a small infrastructure backlog, this will be compounded as a large number of new assets are transferred to the Council from land developers in the coming decades. The Council's proactive response to asset management planning is discussed in further detail later in this section.

The Council has advised that it considers income security to be the main challenge for it to manage over the coming decades, including the prudent management of 'windfall revenue' (ie: from higher than budgeted rating income on completed properties or developer contributions to infrastructure projects).

Grant funding forms a substantial portion of the Council's current and projected income (approximately 58% of total revenue in 2012/13). However, a large portion of this comprises developer contributions made by way of Voluntary Planning Agreements (VPAs) and section 94 contributions. Due to the substantial growth in residential land development, the Council has been proactive in maximising both section 94 contributions and VPA income, as discussed in a separate section of this report.

All forms of grant funding can be variable, meaning a council that is reliant on such funding can be highly susceptible to external shocks. However, the Council advises that, in undertaking long-term financial planning, it routinely underestimates revenue from variable factors such as Financial Assistance Grant funding, as a means to reduce the potential impact of unexpected shortfalls.

The Council will also face pressure in relation to rising expenditure costs over the coming decades. Primarily, these will relate to a substantial increase in demand for services from the rapidly expanding community, and the funding of infrastructure maintenance and renewal. This will also be reflected in significant increases in employee-related costs, as Council full-time equivalent staff numbers are forecast to more than triple in size by 2031.

Another major cost arising from the expansion of the Council is the need to accommodate staff in appropriate facilities. To address this, the Council has begun the process of transitioning to a new administration building at Oran Park Town Centre. The new building will house staff currently located in the Council's existing administration buildings in Camden and Narellan, with accommodation for up to 1,000 staff. It will also include a civic centre and library, which will incorporate multi-function design principles, to improve usability and increase usage by members of the public.

The Council plans to complete the project by 2016 at an expected cost of approximately $35 million. The Council will fund the new building through a combination of asset sales, loans and general income. However, the project's reliance on loan funding has lessened due to establishment of the Central Administration Building Reserve within the Council's budget, to which General Fund surpluses have been directed in consecutive quarters.

Financial systems and staff capacity

Better practice

The Council has strong financial planning, analysis and reporting practices which exceed minimum requirements and support effective decision-making.

There is evidence of strong financial management and planning expertise and processes at Camden Council. The cross-section of staff who met with the review team displayed an understanding of how initiatives they are responsible for fit with the Council's overall vision, Community Strategic Plan and Long-Term Financial Plan.

This is reflected in the quality of the Long-Term Financial Plan and:

- the detailed financial analysis and forecasting undertaken by the Council, including monthly budget reviews to ensure that budgeted income accurately reflects what is being generated. Staff advised that the budget and forecasts are continually updated as part of this process to reflect fluctuations in income and expenditure. Monthly reviews feed into the quarterly budget review process. Council annually adopts and maintains a balanced budget position and does not spend beyond its means.

- Council has a 10 year Long Term Financial Plan (LTFP) which is updated quarterly. The LTFP is critical to Council's planning and monitoring of its immediate and future financial sustainability. It is central to correcting the reported operating deficit in the Income Statement by containing expenditure and allowing natural growth in Council's income base to achieve a balanced or reported operating surplus. It allows Council to make informed decisions about sustainable levels of debt and reserves (liquidity) it also forms part of a suite of resourcing plans that support Council's Integrated Planning and Reporting Package.

- the use of internally restricted reserves to put aside money for key strategic challenges (eg: Information Technology Reserve, Asset Renewal Reserve, and Central Administration Building Reserve).

- strong financial reporting practices, as evidenced in the clear Quarterly Budget Review statements provided to the elected council. These reports guide councillor decision-making through clear, plain English explanations of key financial concepts, summaries of key performance indicators, and by linking movements in income and expenditure directly with the Community Strategic Plan goals to which they refer.

The Council's better practice in relation to business paper reporting is discussed in further detail in the Governance section of this report.

While long-term financial management and planning appears to be appropriately resourced from a staffing perspective, it has been given increased focus as a result of the recent organisational restructure, with the establishment of a Finance and Corporate Planning team. Responsibility for financial management previously lay with the broader Corporate Services team, whose other responsibilities included corporate governance. As part of demonstrating Council is "fit for the future" an organisational improvement plan has been implemented that addresses all areas of the organisation both financially and non-financial that will allow Council to demonstrate a modern contemporary organisation that is financially sound and able to service its community now and into the future.

Addressing the infrastructure backlog

Better practice

The Community Infrastructure Renewal Program is a comprehensive and innovatively funded approach to addressing the Council's infrastructure backlog.

In 2009, the Council established a $6 million Community Infrastructure Renewal Program (CIRP). This is a six-year program of infrastructure renewal works across a range of asset classes including road reconstruction, buildings, bridges, kerb and gutter, parks and reserves, and footpath and cycle-ways.

$4 million of the CIRP was funded through internal reserves and a 4.5% over three years Special Rate Variation (SRV) obtained in 2011/12. In developing the SRV application, the Council undertook research which determined that an 11% increase would be necessary to fund community expectations across all Council services. However, the elected council resolved that 4.5% was more acceptable to community.

The remaining $2 million cost of the CIRP was funded by a 10 year loan. However, in 2012 the Council was successful in applying to the NSW Government for a $2 million interest subsidy through the Local Infrastructure Renewal Scheme (LIRS) to reduce the cost of servicing this loan. Under the arrangement, the LIRS funded component was to be used specifically for road reconstruction and resealing projects.

In 2012/13, the Council was successful in obtaining a further one-off SRV of 1.1% to continue to fund the CIRP (meaning a total rate rise for the 2012/13 of 4.5%, including the rate peg amount of 3.4%, to be retained in its rating base for 6 years).

In December 2013, the Council made a further application to LIRS Round 3 to subsidise a $2.25 million loan to part fund a total infrastructure works package of $4.7 million over two years. This application was successful and is expected to save the Council approximately $382,000 in interest payments over the life of the loan. This is being directed back into an Asset Renewal Reserve established by the Council to put aside funds to specifically address its infrastructure backlog.

The Council also intends to engage the community about potential asset rationalisation following the completion of its asset management planning program update and the transition to the new administration centre in Oran Park.

This is considered a positive step, as asset sales can generate much-needed income to address community priorities. However, the Council's building asset portfolio is limited and the income generated from the sale of such assets alone will not substantially address its infrastructure backlog.

As part of Council's recently adopted organisational framework and Organisational Improvement Plan a new asset management section has been created dedicated to understanding the financing and resourcing needs of our current and future asset base. This will enhance Council's decision making and longer term forecasting.

Management of developer contributions

Better practice

The Council effectively uses developer contributions to fund community infrastructure needs.

Under the *Environmental Planning and Assessment Act 1979 (EP&A Act)* a council has the power to require a developer to make contributions towards the cost of providing services and facilities to meet demand generated by the development. For Camden Council, such funds are critical, given the scale of residential development planned for the local government area, and the associated infrastructure requirements arising from development in new land release areas.

The majority of Camden Council's new land release areas are covered by the *Oran Park and Turner Road Precincts Section 94 Contributions Plan*. The Council has also adopted a *Works in Kind Policy* which guides agreements with developers in relation to works-in-kind in lieu of monetary contributions. These documents form the Council's overarching developer contributions policy framework.

Councils may also require a development levy on individual property owners under section 94A of the EP&A, Act through the development approval process. However, there is a $30,000 cap on such levies for each property in new land release areas. The section 94A process is also resource-intensive in terms of administration, particularly in large-scale land release areas such as those in the Camden local government area.

To streamline the developer contribution process and to maximise benefit for the local community, Camden Council has prioritised the use of large-scale Voluntary Planning Agreements (VPAs). While VPAs are also established under the EP&A Act, they allow councils and developers greater flexibility in relation to the value and scope of agreements.

The Council advises that approximately 60 to 70% of its total new infrastructure works are funded through developer agreements of varying types. In its 2012/13 Annual Report, the Council reported that six VPAs were in the process of being implemented in the local government area.

An example of the scope of such agreements in Camden is the Gregory Hills VPA, which is valued at approximately $64 million. It comprises various works, land dedication and monetary contributions. Gregory Hills will eventually be home to about 7,000 people, and will include 2,375 dwellings, a local shopping centre, and community and recreation facilities. The works covered under the VPA include sports fields, a multi-purpose community centre, a bridge, parks and playgrounds.

The Council has trained its staff in developer contributions legislative requirements and has also implemented a Development Contributions Management Committee to review and endorse or reject developer agreements prior to them going to Council for adoption. This process aims to ensure that the best outcomes are generated for the Council and the community through developer agreements.

SUPREMIA

In the recent organisational restructure, the Council has also improved the strategic capacity of the team responsible for the management of developer contributions (as discussed in further detail in the Governance section of this report).

Asset management systems and practices

A detailed review of the Council's Asset Management Systems was undertaken in 2012 as part of the Local Government Infrastructure Audit program. This review found that the Council had a 'Core' level asset management framework, and noted that the Council had reasonably good quality asset data, a well-functioning asset management software system and a well-documented asset valuation process.

However, the review also expressed concerns about the:

- limited understanding of some staff about the Council's asset systems.
- lack of information in the Council's Asset Management Plans in relation to lifecycle analysis and performance measures.
- lack of community consultation about the cost of asset maintenance and renewal and its impact on service delivery outcomes.

These findings were reiterated in the Council's recent Organisational Development/Business Improvement Plan (OD/BIP), which highlights that infrastructure planning and management was frequently identified by staff as an area for improvement in terms of systems and processes. The OD/BIP observes that the Council's Asset Management Strategy includes a "proposed asset management improvement program" which, to date, has not been implemented.

The OD/BIP sets a clear strategy to address these issues. It recommends the Council establish a specific team, a new manager-level position and a cross-organisational Infrastructure Coordination Group (ICG) to oversee asset management planning. All of these initiatives have commenced.

The OD/BIP also recommends that the ICG play a stronger role in relation to the management of developer-generated assets which are ultimately handed over to the Council.

At present there is limited oversight of such assets within the organisation, meaning that their management over the long-term has not been well coordinated. This can lead to

inefficiencies in the longer-term, such as the increased likelihood of unexpected costs arising from unplanned maintenance and renewal.

Action item #4

Given the significant financial sustainability risk the Council faces in relation to the funding of maintenance of assets dedicated to council under Developer Agreements the Council should prioritise the finalisation of its asset management life-cycle tracking processes prior to the next round of IP&R in 2016/17.

The Council's response – Financial Sustainability

Please note: Council's comments have been included in the text above.

GOVERNANCE

This section examines the effectiveness of Camden Council's decision-making processes, as well as the key structures, systems and processes involved in administering its strategic operations.

Organisational structure review and Organisational Development/Business Improvement Plan

Better practice

The Organisational Development/Business Improvement Plan highlights the Council's strong culture of self-reflection and commitment to continuous improvement. It has also provided the Council with a wide-ranging review of its broader governance and service delivery systems and a clear plan to prioritise areas for development.

In May 2014, Camden Council adopted an Organisation Development/Business Improvement Plan (OD/BIP). The primary driver for this was to provide a framework for the Council to manage its expected significant organisational growth and to guide the evolution of a flexible and collaborative, high-performance work culture.

The OD/BIP contains 57 recommendations across seven key strategic areas and proposed a revised organisational structure to deliver these strategic recommendations, which was adopted by the Council in May 2014. The OD/BIP contains three levels of prioritisation for these recommendations: immediate-term (completion within one year), short-term (two years) and medium-term (five years), reflecting the key strategic pressures facing the Council, as well as the goals and actions of its Integrated Planning and Reporting documents.

A key feature of the OD/BIP development process was a strong commitment to collaboration with staff, which included the use of a respected external contractor to engage employees on key organisational priorities. Approximately 120 staff (or one-third of the then workforce) had direct input into the development of the OD/BIP through a variety of mechanisms including interviews, discussion groups and workshops.

The Council's commitment to communicate clearly and effectively with staff is also evident in the Executive Team's approach of providing updates to all staff on the implementation of the OD/BIP, once every two weeks in its first 100 days.

A key outcome of the OD/BIP was the fast-tracking of planned recruitment to address shortages in key service areas. The Council advises that it plans to increase its workforce by approximately 12 staff per year to meet increased demand for services. However, coinciding with the organisational restructure in May 2014, 24 positions across a range of levels were advertised for recruitment. These positions were based in a variety of functional areas, including team leader positions in organisational development and communications, as well as a Business Assurance Officer position.

Notably however, positions in the Council's Development Team were not included in the 2014 round of recruitment, as this team had been sufficiently resourced as a result of a specific review undertaken in 2012/2013. This was driven by the need for the Council to improve its systems to ensure that it was able to meet development application processing targets crucial to supporting rapid growth in the local government area.

To fund the necessary growth in relevant positions, the Council sourced development assessment funding from the then NSW Department of Planning and Infrastructure for 12 town planner positions. This was managed in such a way as to ensure that when the funding expired, the Council could afford to keep the town planners employed through expanded income derived from rates from newly developed properties.

As part of the Development Team review process, the Council also strengthened its developer contribution management processes. This included transferring relevant staff to the Strategic Planning Team, and providing professional development opportunities to up-skill officers to negotiate better financial outcomes for the community through Voluntary Planning Agreements with developers. This process has been consolidated in the recent organisational restructure arising from the OD/BIP, which moved the Strategic Planning Team from the Governance directorate to the Planning and Environmental Services directorate.

The review of the Development Team also appears to have informed the development of the OD/BIP, particularly in terms of staff engagement practices.

Business assurance and risk management

Council has not had an internal audit program. However, key recommendations of the OD/BIP were the establishment of a Business Assurance Officer position and a Business Assurance & Risk Committee to which the Business Assurance Officer would be responsible. This has now been implemented.

This is considered to be a positive action as it will support sound internal governance, improve the effectiveness of risk management and control processes, and help instil public confidence in the Council's ability to operate effectively.

The Council advises that it has commenced work in identifying key areas for review as part of the business assurance process. The self-assessment checklist completed by the Council as part of the Promoting Better Practice Review indicates that the Council does not currently have documented policies and procedures in the following key governance areas:

- Risk Management
- Fraud control
- Reporting on legislative compliance and regulatory obligations
- Disposal of assets
- Monitoring of contractor performance.

Action item #5

The Council should review the key governance areas identified above as a matter of priority when the business assurance process commences.

Effective council decision making

Better practice

The Council has strong policies and processes in place to ensure effective decision-making by the elected Council.

The knowledge and skills of councillors has a significant impact on the organisation's capacity to make sound and transparent decisions. Similarly, consistent and proper meeting practices contribute to good public decision-making and increase a council's accountability to the community.

Camden Council has in place a number of practices to encourage effective councillor decision making, including:

- A comprehensive councillor induction program, which includes a Councillor Induction Manual covering the roles and responsibilities of councillors, local contextual information and detailed information about the Council's policies and processes.
- Holding workshops on upcoming issues on which councillors will be required to vote. These normally include presentations by Council staff. Council staff report that these workshops are well received by councillors, with all councillors normally attending sessions. They ascribe this to the workshops being limited to one or two hours (depending on the topic) and held immediately after ordinary council meetings.
- High quality meeting business paper reporting, including:
    - very clearly written financial reporting (in plain English language, demonstrating clear links between recommendations and Delivery Program actions)
    - clear progress reporting on the implementation of the suite of Integrated Planning and Reporting documents. Business papers are supported by a comprehensive internal review and development process, which ensures consistency.
- The relatively short length of Camden Council meetings (typically two to three hours maximum) indicates effective decision-making. The Council also advises that the frequency of its meetings (every two weeks) allows for rapid turnaround on key decisions, which is viewed positively by the community.

- Effective use of delegations, which allows councillors to focus on key strategic issues. For example, the Council has two section 355 committees, which have delegated decision-making powers.
    - The Council has developed a comprehensive user manual for section 355 committee members and provides members with relevant training (eg: procurement processes). This develops the understanding of committee members about their roles.
    - The Council also employs a specific coordinator to manage these committees.
    - Committee activities are audited by the Council on a quarterly basis.

The Council's response – Governance

It is noted that Council does have a Complaint Management Policy currently in place.

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4. BETTER PRACTICE EXAMPLES

The Office of Local Government defines Better Practice as that which:

- Is beyond or above minimum compliance requirements, published guidelines or in some way better than standard industry practice.
- Is innovative and/or very effective.
- Contributes to continuous improvement within the local government sector.

BETTER PRACTICE EXAMPLES	DESCRIBE THE INITIATIVE AND WHY IT IS CONSIDERED BETTER PRACTICE	IS THE COUNCIL WILLING TO SHARE INFORMATION ABOUT THE INITIATIVE WITH OTHER COUNCILS?
1 Draft Communications Framework.	The Council's draft Communications Framework articulates its communications priorities in a clear and accessible manner for staff, and aims to embed a culture of community engagement across the organisation. The framework includes: a. Council Communications Strategy. b. External Communications Policy. c. Communications toolkit.	Yes
2 Six-monthly reporting on the implementation of the Delivery Program/Operational Plan.	The Council's ongoing six-monthly reporting on the DP/OP supports effective decision-making by councillors and informs the community of progress in a clear and effective manner	Yes

3 Resourcing Strategy document.	The Council's Resourcing Strategy document provides a sound foundation for the Council to undertake community engagement in relation to priorities and expected service levels. The Council is encouraged to use this document when reviewing its approach to community engagement, particularly in relation to asset service levels.	Yes
4 Financial planning, analysis and reporting practices.	The Council has strong financial planning, analysis and reporting practices, which exceed minimum requirements and support effective decision making. These include: • Monthly budget reviews that allow for proposed vote variations and feed into the quarterly budget review process. • Use of internally restricted reserves to put aside money for key strategic challenges. • Quarterly Budget Review reports to the elected council include plain English explanations of key financial concepts, summaries of key performance indicators, and link movements in income and expenditure directly with CSP goals.	Yes

5	The Community Infrastructure Renewal Program.	The CIRP is a comprehensive and innovatively funded approach to addressing the Council's infrastructure backlog. The CIRP is: • a six year, $6 million program of infrastructure renewal works across a range of asset classes. • funded by a combination of Special Rate Variations and loan borrowings (partly funded by LIRS interest reduced loan) • Supported by the creation of an internally restricted Asset Renewal Reserve.	Yes
6	Use of developer contributions to fund community infrastructure needs.	The Council effectively uses developer contributions to fund essential community infrastructure. Approximately 60 - 70% of the Council's new infrastructure works are funded through Developer Agreements. The Council ensures the best outcomes are generated for the community through relevant staff being provided developer contributions training and have implemented a Development Contributions Management Committee..	Yes

COUNCIL DRAFT

7	The Organisational Development/ Business Improvement Plan.	The Council's OD/BIP: • Highlights the Council's strong culture of self-reflection and commitment to continuous improvement. • Used a collaborative approach founded on good communication with staff. • Provides a clear plan for future expansion, allowing flexibility to fast-track recruitment in-line with service delivery demands. • Built on the previous review of the Council's Development Team.	Yes
8	Policies and processes to ensure effective councillor decision making.	The Council has strong policies and processes to ensure effective decision making by the elected council, including: • Comprehensive councillor induction material and ongoing use of councillor workshops to inform them of key strategic issues. • High quality reporting to council, including strong links to IP&R and very clear financial reporting. • Streamlined meeting practices, including the effective use of delegations to allow councillors to focus on strategic issues.	Yes

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5. ACTION PLAN

The following Action Plan to guide the implementation and monitoring of the recommendations of the Review was prepared by the Office of Local Government in cooperation with Council.

AGREED ACTION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
1. Expand the use of engagement mechanisms to ensure that more members of the community are able to contribute to discussions about community priorities (eg: through the development of high-impact, interactive visual engagement methods about future trends in development and population growth, similar to those used in the Oran Park Town website).	*Medium*	Development of Communications Strategy. Development of Social Media Strategy. Research options for interactive and visual engagement methods. Develop workshops on community engagement for staff across Council.	End of 2014 March 2015 April 2015 July 2015	Team Leader Community Engagement	Work has commenced and expected to be completed by July 2015.

AGREED ACTION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
2. Engage the community and other stakeholders to define agreed asset service levels and reflect these in asset management plans, to progress from the basic core level of planning. This should be prioritised to ensure the best estimates of costs for asset maintenance and replacement is reflected in the Long-Term Financial Plan.	*High*	As part of its Business Improvement Plan, Council has allocated additional resources into a dedicated Asset Team to progress the development of new Asset Management Plans, including better identification of current service levels, in order to engage with the Community on agreed service levels.	Dec 2015	Manager Infrastructure Planning	New team has been established with 3 staff and a further staff member currently being engaged. Gap analysis of systems and data completed, while new inventory and condition data is being progressed. Asset Management Plans to be reformatted into the NAMS PLUS (IPWEA) standard to improve cost analysis.

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AGREED ACTION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
3. Update the Workforce Plan in the next round of Integrated Planning and Reporting to reflect the actions of the Organisational Development /Business Improvement Plan. This will ensure that the WP addresses the significant organisational growth and human resource demands it will face in responding to increasing community needs in the coming decade.	*Medium*	Review Councils Work Force Plan (WFP) and incorporate actions within the Business Improvement Plan (BIP) including:			
		• Implementation of change management processes including organisational development & improvement and supporting staff through organisational change.	June 2015	Manager Employee Services & Community Engagement	Oran Park Administration Centre Change Management Strategy finalised, being implemented. Change Management strategies being incorporated into BIP projects.
		• Review and development of Leadership program to ensure currency of skills including identification of skill gap.	March 2015	Manager Employee Services & Community Engagement	Leadership Program has been approved and implementation started March 2015.

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AGREED ACTION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
		• Review of staff levels and structures in consultation with Manager and Team Leaders to ensure identification of key positions and appropriate planning to ensure Council is fit for the future.	May 2015	Manager Employee Services and Community Engagement	Included in review and update actions and strategies in workforce plan.
		• Develop succession planning strategy to ensure current skill base is meeting future needs.	Sept 2015	Manager Employee Services & Community Engagement	Critical positions for succession planning to be identified early in the new year.
		• Develop and implement Council's visions statement and Core Values and further incorporate vision and values into WFP	Sept 2015	Manager Employee Services & Community Engagement	Council vision and values communicated to staff and place on Intranet home page Staff competition to create logo and tagline representing Council's vision conducted.

AGREED ACTION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
		• Implement a six monthly reporting cycle on the strategies and actions within the WFP to monitor and ensure goals are being met	June 2015	Manager Employee Services and Community Engagement.	WFP actions have been updated. Workforce plan review has been initiated.

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AGREED ACTION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
4. Given the significant financial sustainability risk the Council faces in relation to the funding of maintenance of assets dedicated to council under Developer Agreements the Council should prioritise the finalisation of its asset management life-cycle tracking processes prior to the next round of IP&R in 2016/17.	*High*	An internal Asset Coordination Group has been established to provide cross organisational input into the asset management process.	Done	Manager Infrastructure Planning	Completed – Asset Coordination Group established.
		Further, it is proposed to engage an external consultant to assist council in reviewing the S94 and VPA agreements process, including responsibilities, decision points and handover.	June 2015	Business Improvement Officer	Quotation process in progress

CNF DRAFT

AGREED ACTION	PRIORITY	ACTION PROPOSED	TIME FRAME	RESPONSIBILITY	PROGRESS REPORT
5. Review the following key governance areas as a matter of priority when the business assurance process commences: • Risk Management • Fraud control • Reporting on legislative compliance and regulatory obligations • Disposal of assets • Monitoring of contractor performance. • Complaint handling	High	• As part of Council's ODIBP, a cross organisational working group is to be established to set the vision and action plan for enterprise risk management framework across the organisation, in consultation with Council's Risk Management Officer and Business Assurance Officer.	Done	Executive Leadership group responsible for establishing the cross organisational working groups.	Cross organisational working group established. External members (2) recently appointed to Council's new Business Assurance and Risk Committee.
		• As part of the work arising from the risk management cross organisational working group, policies and procedures relating to fraud control are to be implemented.	November 2015	Manager Customer Service and Governance.	Included in the Terms of Reference for the cross organisational working group. Fraud & Corruption Prevention Policy being drafted by Governance.
		• Research options for reporting on legislative compliance and regulatory obligations.	November 2015	Manager Customer Service and Governance.	To be completed as part of the Policy Review process.
		• Implementation of a disposal of assets policy and procedure.	November 2015	Manager Customer Service and Governance.	Policy being drafted by Governance in consultation with Asset Team.
		• Implementation of Tendering Guidelines (currently drafted), Tender Compliance Panel and contractor management training.	May 2015	Manager Customer Service and Governance.	Cross organisational Panel established as part of the BIP in relation to Purchasing, Procurement and Tender Guidelines. Draft policy and procedures currently under review.
		• Review of Council's Complaint Management Policy and systems.	May 2015	Manager Customer Service and Governance.	To be completed as part of the Policy Review process.

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Attachment 1

Attachment 1 – Proposed and existing documents

Attachment	Document	Purpose	Current Status
2	**Draft Communications and Community Engagement Strategy**	To provide a framework for all communications and community engagement activities between Camden Council and its many audiences. Includes a Communications and Community Engagement Action Plan	DRAFT NEW DOCUMENT
3	**Draft Community Engagement Policy**	Identify Council's community engagement processes, Council's commitment to effective community engagement and provides a framework for a coordinated approach to community engagement across the organisation	DRAFT NEW DOCUMENT
4	**Draft Special Events Management Policy**	To provide event organisers with a framework for events organised in the Camden LGA held on public land	DRAFT NEW DOCUMENT
5	**Draft Civic and Ceremonial Functions and Representation Policy**	To provide protocol and procedures that surround civic and ceremonial functions and events hosted by Camden Council	DRAFT NEW DOCUMENT
6	**Draft Media Policy**	To provide a policy position on the expectations of Council's representatives when engaging with the media, management of Council's media processes and to clarify media spokespersons	DRAFT NEW DOCUMENT to replace the existing 'Dealing with the Media' Policy which has not been reviewed by Council in 21 years
7	**Existing Council Dealing with the Media Policy (Policy 5.22)**	An outdated policy which was developed in 1994 and not reviewed by Council since then. It was developed to provide a position on the principles of Council staff interacting with the media	ADOPTED 14 November 1994. Endorsement is sought for this document to be replaced with the new Media Policy listed in this table. Upon adoption of the new policy, a more contemporary and integrated approach to communications will be in place
8	**Communications and Community Engagement Toolkit**	Provides staff with the understanding and resources to empower them to communicate and engage in a consistent and effective manner. Provides guidelines for use of Council's communications methods	NEW DOCUMENT. Incorporates elements from the Community Consultation and Resource Kit and is developed to provide Council with a more contemporary, relevant and integrated approach to communications and community engagement
9	**Existing Community Consultation Policy and Resource Kit (Policy 4.30)**	An outdated policy which was developed in 2005 and not reviewed by Council since. The Policy outlines Council's commitment to provide efficient, effective and equitable community consultation. Includes a kit with tools and resources	ADOPTED 8 August 2005. Upon adoption of the new policy and notation of the Community Engagement Toolkit, a more contemporary and integrated approach to communications and community engagement will be in place