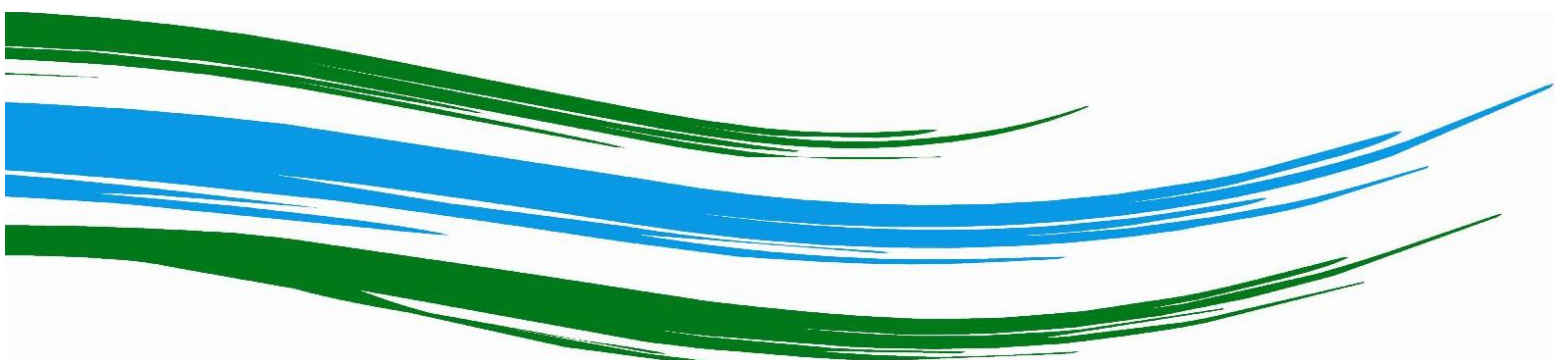


# Camden Council

## Attachments

**Ordinary Council Meeting**  
**9 November 2021**

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# ORDINARY COUNCIL

## ATTACHMENTS - ORDINARY COUNCIL

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## Attachment 1

ORD02

## APPENDIX:

Camden Council

Attachment 1

Quarterly Budget Review Statement  
for the period 01/04/21 to 30/06/21SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 JUNE 2021

Expense \$	Change In Vote		Description	Comments
	Income \$	Totals \$		
<b>1) Budget Variations</b>				
Variations to the 2020/21 Budget based on income received and expenditure payments to date are as follows:				
	193,786	193,786	Commercial Waste – Increase in Income	
	(181,996)	(181,996)	Civic Centre – Decrease in Income	Actual income for Council's commercial three bin service and commercial garbage service (1100 litre bin) for the 2020/21 financial year has exceeded budget expectations. This is a result of higher demand than anticipated which predominantly relates to growth in the sector.
	90,304	90,304	Construction & Maintenance of Infrastructure - Expense Savings	Lower income has been realised for Civic Centre events and hire when compared to budget for the 2020/21 financial year. The Civic Centre has been significantly impacted by COVID-19 restrictions and compliance with public health orders.
				This is the reimbursement of Council's costs (general fund) for project managing capital works that are fully funded from the Section 7.11.
(329,565)		(329,565)	COVID additional Facilities Costs - Expense Increase	In response to COVID an enhanced cleaning regime is in place at Council facilities to minimise the transmission of COVID. This variation also includes the maintenance costs associated with Council's second depot at Smeaton Grange. The second depot was a control measure to ensure if one depot could not be used due to a COVID related issue, Council could still provide essential services to our community. This provides for sound operational risk management in a COVID environment.
255,208		255,208	Planning and Environment - Expense Savings	Savings have been realised within the Strategic Planning area during 2020/21. These savings are primarily a result of a reduction in expected expenditure spent on external consultants and studies. The majority of studies prepared during 2020/21 have been funded by the Department of Planning, Industry and Environment to inform the LEP review.
(227,628)		(227,628)	Appearance of Public Areas - Expense Increase	Street Sweeping operations have exceeded budget projections. This increase is primarily a result of additional work required to improve appearances in key sites including CBD areas and car parks, as well as additional sweeping around high traffic locations.
200,611		200,611	Fleet Management Expense	The operating costs for Council's fleet (leaseback vehicles) were below budget expectations for 2020/21. This is primarily a result of fuel savings during COVID restrictions.
(172,759)		(172,759)	Parks & Playgrounds - Expense Increase	Council's open space maintenance budget was approximately \$10.6 million for the 2020/21 financial year. A minor variation to budget of 1.63% has been realised for additional mowing and landscaping, primarily a result of growth and new suburbs now in the care of Council.
150,816		150,816	Recreation Services & Facilities - Expense Savings	This expense saving relates to the Mount Annan Leisure Centre as the centre was closed for a period of time due to COVID.
146,630		146,630	Development Control – Expense savings	Savings in salaries realised as a result of vacancies throughout the year and the time taken to recruit the appropriate staff.

**APPENDIX:**

Camden Council

Attachment 1

Quarterly Budget Review Statement  
for the period 01/04/21 to 30/06/21**SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 JUNE 2021**

Expense \$	Change In Vote		Description	Comments
	Income \$	Totals \$		
135,016		135,016	Management of Emergency Events - Expense Increase	All Councils are required to pay a statutory contribution towards the operational costs for State Emergency Services, NSW Fire Services and Rural NSW Fire Services. This saving is the result of a part reimbursement paid to all councils by the NSW State Government for the 2020/21 Emergency Services Levy.
(124,271)		(124,271)	Community Support Services & Facilities - Expense Increase	Council's building maintenance budget was approximately \$5.4 million for the 2020/21 financial year. A minor variation to budget of 2.3% was realised for maintenance costs. The variation related to an increase in maintenance of new facilities because of new subdivisions in areas such as Gregory Hills and Gledswood Hills. The additional expenditure relates to normal cleaning and security costs.
95,025		95,025	Community Events - Expense Savings	Savings in Community Events expenditure due to events not being held as a result of COVID.
83,071		83,071	Library Services - Expense Savings	Community programs moved to online due to COVID resulting in operational expenditure savings.
71,484		71,484	Community and Cultural Development - Expense Savings	Community programs moved to online due to COVID resulting in operational expenditure savings.
(20,440)		(20,440)	Variations under \$20,000	
<b>263,198</b>	<b>102,094</b>	<b>365,292</b>	<b>Surplus / (Deficit) Budget Variations June 2020/21</b>	

\* It should be noted where net increases or reductions have been shown within the main Council Report the income and expenditure column will not reconcile, as the two are separated within this attachment.

## Attachment 1

ORD02

## APPENDIX:

Camden Council

Attachment 1

Quarterly Budget Review Statement  
for the period 01/04/21 to 30/06/21SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 JUNE 2021

Expense \$	Change In Vote		Description	Comments
	Income \$	Totals \$		
<b>2) Council Approved Budget Variations</b>				
Since adopting the 2020/21 Budget, Council has authorised the following changes to the budget:				
(4,846,112)	4,846,112	-	Acceptance Of Grant Funding - Springfield Road, Catherine Field and Dickson Road, Leppington Design Projects	Council Resolution - 55/2021
(700,000)	700,000	-	Acceptance of Funding - Leppington Town Centre Review	Council Resolution - 72/2021
(713,636)	713,636	-	Acceptance of Grant Funding - Showground Stimulus Project	Council Resolution - 73/2021
(360,000)	360,000	-	Acceptance of Grant Funding - Transport for New South Wales Safer Roads Program 2021/22	Council Resolution - 74/2021
(6,619,748)	6,619,748	-	<b>Surplus / (Deficit) - Proposed Budget Variations June 2020/21 Review</b>	
<b>3) Contra Adjustments</b>				
Contra adjustments that have a NIL impact on Council's Budget:				
	26,556,411	0	Section 7.11 Contributions - Operating & Capital Income	
(26,556,411)			Section 7.11 Developer Contributions - Transfer to Reserve	
(26,556,411)	26,556,411	-	<b>June 2020/21 Contra Adjustments</b>	

Legend:

Expense Reduction - Positive figures, Expense Increase (Negative Figure)  
Income Increase - Positive figures, Income Reduction (Negative figure)

Legend:

Expense Reduction - Positive figures, Expense Increase (Negative Figure)  
Income Increase - Positive figures, Income Reduction (Negative figure)

Section 7.11 developer contributions income continued to be above budget expectations for the second half of 2020/21. This is a result of cash payments received for a number of large developments during the final quarter of the financial year. The income is restricted to reserve for the purpose of funding future infrastructure costs within new release areas.

**APPENDIX:**

Camden Council

Attachment 1

Quarterly Budget Review Statement  
for the period 01/04/21 to 30/06/21

**SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 JUNE 2021**

Expense \$	Change In Vote		Totals \$	Description	Comments
	Income \$				
<b>Reconciliation to 'March Review of the 2020/21 Budget'</b>					
2019/20 Carried Forward Working Funds Balance		1,000,000			
2020/21 Adopted Budget Surplus		0			
Available Working Funds 01/07/20		1,000,000			
Less:					
Minimum Desired Level		(1,000,000)			
<b>Total Funds Available</b>		0		<b>Total Available Working Funds as at 01/07 /2020</b>	
<b>June Review</b>					
		365,292		Significant Budget Variations	
		0		Council Approved Variations	
		0		Budget Contra Variations	
		<b>365,292</b>		<b>Sub Total - June Review Variations</b>	
		<b>365,292</b>		<b>Total Available Working Funds as at 30/06/2021</b>	

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## Works not commenced - Draft Expenditure Revotes from 2020/21 Budget to 2021/22 Budget

Department	Project Description	Funding Sources							Proposed Revotes	Expected Completion
		Section 7.11	Grant	Revotes Reserve	Other Reserves	Other Revenue	General Revenue			
People and Learning	Intranet Review (budget Corporate Performance & Customer Service)	\$0	\$0	\$26,300	\$0	\$0	\$17,700	\$44,000	Dec-2021	Intranet project implementation delayed to July as a result of extended contract negotiations.
Technology and Information Management Solutions	DIS - Collaboration Spaces	\$0	\$0	\$0	\$0	\$0	\$30,000	\$30,000	Dec-2021	Project due for completion before the end of the calendar year.
Assets & Design Services	STORMWATER - Eld - Liz K Drive Corridor	\$475,000	\$0	\$0	\$0	\$0	\$0	\$475,000	Jun-2022	Part of multiple line items for Liz Kernohan Extension Project - Design is in Progress, project expected to be over multiple years.
Assets & Design Services	Cawdor Rd pavement reconstruction - Burrarorang to Sheathers - RMS Repair	\$0	\$80,000	\$0	\$0	\$0	\$80,000	\$160,000	Jun-2022	Design in Progress
Assets & Design Services	Fosters Lane, Bickley Vale - retaining wall replacement - Freight support	\$0	\$0	\$0	\$0	\$0	\$141,800	\$141,800	Jun-2022	Design & Construct RFQ being prepared.
Assets & Design Services	Nugget Beames Reserve upgrade playing surface + additional spectator seating	\$460,500	\$0	\$0	\$0	\$0	\$0	\$460,500	Jun-2022	Design in Progress
Assets & Design Services	Oxley Rivulet design & 2 footbridges	\$92,000	\$0	\$0	\$0	\$0	\$0	\$92,000	Jun-2022	Delayed due to adjacent developer activity. Works will commence once developer activity is resolved.
Assets & Design Services	Spring Farm Playground Subsoil Drainage Works	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,000	Jun-2022	Investigation of works in progress
Assets & Design Services	Jack Nash Reserve Car Park 02 [south]	\$0	\$0	\$0	\$0	\$0	\$17,000	\$17,000	Dec-2021	Construction Works Planned
Assets & Design Services	Jack Nash Reserve - Sealing of Informal Parking - LRC Round 2	\$0	\$62,500	\$0	\$0	\$0	\$0	\$62,500	Dec-2021	RFQ out for construction
Assets & Design Services	Catherine Fields Reserve Refurbishment (replacing W743)	\$0	\$0	\$0	\$150,000	\$0	\$0	\$150,000	Jun-2022	Design in Progress
Assets & Design Services	CSP3 - Caravan Effluent Dump Point	\$0	\$0	\$0	\$0	\$0	\$60,000	\$60,000	Jun-2022	Design in Progress
Civil Constructions and Maintenance	Kerrigan Crescent Path (Higgins Ave to Irvine St North Side) CP2011 E15 (P-100476)	\$184,000	\$0	\$0	\$0	\$0	\$0	\$184,000	Jun-2022	Project delayed due to the impact of adjacent developer works and subsequent project design delays.
Major Projects	Hilder Reserve Sportsfield - Construction	\$1,400,000	\$0	\$0	\$0	\$0	\$0	\$1,400,000	Jun-2022	Construction not commence due to delays with preparing a masterplan for the site
Open Space & Sustainability	Jack Nash Reserve - Koppers log fencing repair	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000	Jun-2022	Work indefinitely suspended. Likely later in FY22 following proposed carpark works. New funding was to applied from FY22 budget to proceed with works if they went ahead. Funds to be applied to Cascades Bollard replacement.
Traffic, Depot and Building Services	Bus Shelters (1 Remaining from S711 program to be allocated)	\$32,000	\$0	\$0	\$0	\$0	\$0	\$32,000	Jun-2022	This budget needs to be retained until Macarthur Road, Spring Farm ( north of Springs Road) is upgraded.

## Works not commenced - Draft Expenditure Revotes from 2020/21 Budget to 2021/22 Budget

Department	Project Description	Funding Sources										Expected Completion	
		Section 7.1.1	Grant	Revotes Reserve	Other Reserves	Other Revenue	General Revenue	Proposed Revotes					
Environment & Regulatory Services	Animal Care Facility Scoping & Concept	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000	Jun-2022	Scoping works for the new Animal Care Facility has commenced
Economic Development and Activation	Camden Men's Shed Avriwing Project	\$0	\$5,100	\$0	\$0	\$5,100	\$0	\$0	\$0	\$0	\$10,200	Jun-2022	An RFQ for the work has been drafted. Project end date is estimated June 2022
Economic Development and Activation	CSP3 - Camden Businesses Recovery Marketing Campaign	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,000	\$45,000	Jun-2022	Working with DTI to draft an rfq. End date estimated end of 2022.
Economic Development and Activation	CSP3 - Economic Development Strategy Implementation	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$45,000	\$45,000	Jun-2022	Proposals are going to Council first meeting next year for Council endorsement - end date June 22.
Economic Development and Activation	CSP3 - Civic Centre Upgrade and Renewal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$50,000	Jun-2022	Impacted by potential grant funding application so project has been delayed. Once grant funding decision has been determined then the project will be reviewed.
Public Affairs	CSP3 - Employment and Education Expo Camden	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$20,000	Jun-2022	This event was put on hold as a result of the COVID-19 restrictions.
Public Affairs	CSP3 - Event Program - Post COVID	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$150,000	Jun-2022	This program of events was put on hold as a result of the COVID-19 restrictions.
Sport and Community Services	CSP3 - Mental Health Awareness through sports clubs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$18,000	Jun-2022	For action in late 2021- COVID related delays impacted the rolling out of the program - to be completed by June 2022
Sport and Community Services	Concept Design Plans for the Spring Farm Sports Fields Stage 1	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$200,000	Jun-2022	Delayed and rescheduled for 2022- the project schedule has been delayed due to other priorities
Sport and Community Services	LPG: Collection - eResources	\$0	\$51,631	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$51,631	Jun-2022	State Library NSW LPG funding: Covid impacts. Increased eResources collection as part of CSP Community Support Package.
Sport and Community Services	LPG Technology - STEAM Library Programming	\$0	\$11,212	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$11,212	Jun-2022	Local Priority Grant funds to be spent on technology- COVID impacts and libraries shutdown hampered the implementation
		\$2,843,500	\$210,443	\$46,300	\$350,000	\$5,100	\$684,500	\$4,139,843					

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

**APPENDIX:**

Camden Council

**SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

Change In Vote		Totals		Description	Comments
Expense \$	Income \$	Income \$	Expense \$		
<b>1) Proposed Budget Variations</b>					
Proposed variations to the 2021/22 Budget based on income received and expenditure payments to date are as follows:					
	205,000	205,000		Rating Income	
	23,066	23,066		Library Subsidy Grant	
(184,000)			(184,000)	Water Play Splash Parks Maintenance	Supplementary rate income is received upon the re-zoning or subdivision of land. It is additional rate income to the amount levied at the beginning of the financial year. The increase in rate income realised during the first quarter of 2021/22 is primarily due to new lots created through subdivisions in the Spring Farm, Oran Park, Gregory Hills and Leppington land release areas.
				Variations under \$20,000	Council has received a higher library subsidy for 2021/22 than advised when the original budget was adopted by Council.
(184,000)	228,066	228,066	44,066	<b>Surplus / (Deficit) Proposed September Budget Variations 2021/22</b>	A maintenance review was conducted at the end of the water play season in 2020/21 of the Water Play Splash Parks at Curry Reserve and Dawson-Damer Park. The review recommended an increase to the frequency of cleaning at the sites during peak times.
* It should be noted where net increases or reductions have been shown within the main Council Report the income and expenditure column will not reconcile, as the two are separated within this attachment.					
<b>2) Council Approved Budget Variations</b>					
Since adopting the 2021/22 Budget, Council has authorised the following changes to the budget:					
(445,000)	445,000	-	-	Acceptance of Grant Funding - Greening Our City Program	Council Resolution - 94/21
(20,000)	20,000	-	-	Acceptance of Grant Funding - Stronger Communities Program - Community Centres Powered by the Sun	Council Resolution - 95/21
(5,284,384)	5,284,384	-	-	Leppington Land Acquisition	Council Resolution - 109/21
(20,000)		(20,000)		Review of Sponsorship Support to MacArthur FC	Council Resolution - 126/21
(4,500,000)	4,500,000	-	-	Acceptance of Grant Funding - Rickard Road, Leppington Design Project	Council Resolution - 142/21
(10,269,384)	10,249,384	(20,000)	(20,000)	<b>Surplus / (Deficit) - Proposed Budget Variations September 2021/22 Review</b>	

**APPENDIX:**

Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

**SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

Expense \$	Change In Vote		Totals \$	Description	Comments
	Income \$	Expenses \$			
<b>3) Contra Adjustments</b>					
Contra adjustments that have a NIL impact on Council's Budget:					
(188,150)				Sport, Community and Activation Staffing	
78,950			-	Fit for the Future Allocation	Funding for additional positions in Sport and Recreation from Section 7.1.1 and fit for the future.
	109,200			Transfer from Section 7.1.1 Reserve	
(97,400)				Review of Digital, Technology and Innovation Staffing Structure	Information Technology hardware replacement strategy brought forward to June 2020 to support staff working from home due to COVID.
97,400				Fit for the Future	
(80,520)				Additional Staffing Public Affairs	Funding for additional Public Affairs staffing from structure savings.
80,520				Corporate Salaries	
(20,000)				Volunteering Action Plan	Funding required for the Volunteering Action Plan.
20,000				Fit for the Future	
(271,496)				Additional resourcing to support and implement Council's Digital Innovation Strategy	Additional resourcing to support and implement Council's Digital Innovation Strategy funded from the Technology Reserve and Section 7.1.1.
	100,000			Transfer from Section 7.1.1 Reserve	
	171,496			Transfer from Technology Reserve	
(80,000)				Contributions Planning Resourcing	Additional resourcing to support the contributions plan amendments for Growth Areas funded from Section 7.1.1.
	80,000			Transfer from Section 7.1.1 Reserve	
(119,030)				Additional Staffing - Landscape Architect for Leppington Program	Additional Staffing to deliver the program of works for the Leppington contributions plan. Funded from Section 7.1.1.
	119,030			Transfer from Section 7.1.1 Reserve	
(100,000)				Winterfest Event cancellation	Savings from Winterfest cancellation due to COVID restrictions allocated to the Jacaranda Festival.
100,000				Jacaranda festival	

**APPENDIX:**

Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

**SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

Expense \$	Change In Vote		Description	Comments
	Income \$	Totals \$		
(44,100)			Family Day Care Project Officer	Funding for a part time Family Day Care Project Officer funded from the Family Day Care Reserve.
	44,100		Transfer from Family Day Care Reserve	
	(23,000)		Family Day Care Fees/Levies	Family Day Care Fees/Levies have reduced during COVID restrictions. Funding for the reduction in income is from the Family Day Care Reserve.
	23,000		Transfer from Family Day Care Reserve	
(14,360)			Childcare Programs	Grant funding for Childcare programs.
	14,360		Transfer from Grant Reserve	
(18,900)			Library Services - Book Capital Purchase	Transfer of library capital fund for books to operational magazine purchases.
18,900			Library Services - Magazines	
(595,500)			Plant replacement purchases	Funding for programmed Plant replacement from reserve funds.
	43,500		Plant Sales	
	552,000		Transfer from plant replacement reserve	
(146,500)			Operational upgrades of plant and equipment related to the Curry Reserve and Dawson-Damer Water Play Parks	Operational upgrades of plant and equipment related to the Curry Reserve and Dawson-Damer Water Play Parks, funded from Section 7.11.
	146,500		Transfer from Section 7.11 Reserve	
(24,000)			Design and construction of new pedestrian refuge, bus bays and footpaths - Cobbitty Road	Additional grant funding of the Design and construction of new pedestrian refuge, bus bays and footpaths Cobbitty Road.
	24,000		Increased grant income from Transport for NSW	
(20,000)			Planning Works for Alpha Park Playground renewal (Community Support Package Stage 3)	Forward funding of planning works for Alpha Park Playground renewal (Community Support Package Stage 3).
20,000			Community and Administration Building Stage 2	
(100,000)			Planning Works for Harrington Park Reserve Upgrades to Playing Surfaces and Amenities (Community Support Package Stage 3)	Forward funding for planning works for Harrington Park Reserve Upgrades to Playing Surfaces and Amenities (Community Support Package Stage 3).
100,000			Community and Administration Building Stage 2	

**APPENDIX:**

Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

**SUMMARY OF BUDGET REVIEW VARIATIONS GREATER THAN \$20,000  
BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

Expense \$	Change In Vote Income \$	Totals \$		Description	Comments
		Income	Totals		
(85,000)		-		Preventative Rejuvenation Program -Capital	Preventative Rejuvenation Program - Classification from capital to operating.
85,000				Preventative Rejuvenation Program -Operating	
(50,000)		-		Behind goal fencing at Catherine Park Sportsfield	Funding from Section 7.11 for behind goal fencing at Catherine Park Sportsfield.
	50,000			Transfer from Section 7.11 Reserve	
(1,454,186)	1,454,186	-		September 2021/22 Contra Adjustments	
(1,454,186)	1,454,186	-		Total Contra Variations 2021/22	
<b>Reconciliation to 'September Review of the 2021/22 Budget'</b>					
2021/22 Carried Forward Working Funds Balance			1,000,000		
2021/22 Adopted Budget Surplus			0		
Available Working Funds 01/07/21			1,000,000		
Less:					
Minimum Desired Level			(1,000,000)		
Total Funds Available			0	Total Available Working Funds as at 01/07/2021	
September Review			44,066	Significant Budget Variations	
			(20,000)	Council Approved Variations	
			0	Budget Contra Variations	
			24,066	Sub Total - September Review Variations	
			24,066	Total Available Working Funds as at 30/09/2021	



# Camden Council Quarterly Budget Review Statement

## For the period ending 30 September 2021

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Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21**INCOME & EXPENSE (BY ACTIVITY)****BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

(\$000's)	Original Budget	Approved Changes				Revised Budget	Proposed Variations this Qtr	Notes	Projected Year End Result	Actual YTD
		Revotes	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>										
Actively Managing Camden's Growth	11,567				11,567			11,567	2,466	
Healthy Urban and Natural Environment	19,598		445		20,043			20,043	17,103	
A Prosperous Economy	26				26			26	4	
Effective and Sustainable Transport	268				268			268	64	
An Enriched and Connected Community	10,659				10,659		1	10,659	2,210	
Strong Local Leadership	76,408				76,408		2	76,613	65,499	
<b>Total Income from Continuing Operations</b>	<b>118,526</b>	<b>-</b>	<b>445</b>	<b>-</b>	<b>118,971</b>	<b>205</b>		<b>119,176</b>	<b>87,346</b>	
<b>Expenses</b>										
Actively Managing Camden's Growth	13,334	288			13,622	199	3	13,821	3,011	
Healthy Urban and Natural Environment	39,251	211	445		39,907			39,907	6,030	
A Prosperous Economy	1,386	316			1,702			1,702	181	
Effective and Sustainable Transport	28,188	271			28,459	85	4	28,544	3,509	
An Enriched and Connected Community	17,100	457			17,557	390	5	17,947	3,430	
Strong Local Leadership	36,874	1,967			38,841	272	6	39,113	9,044	
<b>Total Expenses from Continuing Operations</b>	<b>136,133</b>	<b>3,510</b>	<b>445</b>	<b>-</b>	<b>140,088</b>	<b>946</b>		<b>141,034</b>	<b>25,205</b>	
<b>Net Operating Result from Continuing Operations</b>	<b>(17,607)</b>	<b>(3,510)</b>	<b>-</b>	<b>-</b>	<b>(21,117)</b>	<b>(741)</b>		<b>(21,858)</b>	<b>62,141</b>	
<b>Add:</b>										
Capital Income	135,461		9,784		145,245	38		145,283	1,483	
Non-Cash Funded Depreciation	30,000				30,000			30,000	7,500	
Funds from the Sale of Assets	306				306	43		349	154	
Loan Borrowings	7,800				7,800			7,800	-	
Transfer from Restricted Assets	52,548	72,306			124,854	1,396		126,250	11,368	
	<b>226,115</b>	<b>72,306</b>	<b>9,784</b>	<b>-</b>	<b>308,205</b>	<b>1,477</b>		<b>309,682</b>	<b>20,505</b>	
<b>Less:</b>										
Capital Purchases & Acquisitions	180,532	68,796	9,784		259,112	712		259,824	13,444	
Borrowing Expense (Principal)	2,354				2,354			2,354	588	
Transfer to Restricted Assets	25,622				25,622			25,622	6,405	
	<b>208,508</b>	<b>68,796</b>	<b>9,784</b>	<b>-</b>	<b>287,088</b>	<b>712</b>		<b>287,800</b>	<b>20,437</b>	
<b>NET BUDGET POSITION SURPLUS/(DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>24</b>		<b>24</b>	<b>62,209</b>	



Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

ORD04

**INCOME & EXPENSE (BY ACTIVITY)**

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	<b>An Enriched and Connected Community</b> Additional Library Subsidy Grant (\$23k) and a reduction in Family Day Care Levies (\$23k).
2	<b>Strong Local Leadership - Increase in income</b> Additional rating income (\$205k).
3	<b>Actively Managing Camden's Growth - Increase in Expense</b> Additional resourcing to support the contributions plan amendments for Growth Areas (\$80k) and additional Staffing to deliver the program of works for the Leppington contributions plan (\$119k).
4	<b>Effective and Sustainable Transport - Increase in Expense</b> Preventative Rejuvenation Program - Classification from capital to operating (\$85k) .
5	<b>An Enriched and Connected Community - Increase in Expense</b> Increase in Water Play Splash Parks Maintenance (\$184k), Sponsorship support to MacArthur FC (\$20k), additional positions in Sport and Recreation(\$109k), Family Day Care Staffing (\$44k) and minor variations (\$33k) .
6	<b>Strong Local Leadership - Increase in Expense</b> Additional resourcing to support and implement Council's Digital Innovation Strategy (\$272k).

Attachment 2

Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

**CAPITAL BUDGET**

**BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

(\$000's)	Original Budget	Approved Changes				Revised Budget	Proposed Variations this Qtr	Notes	Projected Year End Result	Actual YTD
		Revotes	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Capital Expenditure</b>										
New Assets										
- Transport & Road Infrastructure	22,238	35,531	4,500		62,269	24	1	62,293	4,656	
- Stormwater & Drainage	10,382	1,369			11,751			11,751	1,773	
- Parks & Playgrounds	16,220	15,369	5,284		36,873	50	2	36,923	1,921	
- Recreation & Community Facilities	13,580	6,271			19,851			19,851	2,721	
- Plant & Equipment	605				605	147	3	752	-	
- Council Properties	150	5,775			5,925	(120)	4	5,805	-	
New Assets (Works in Kind)										
- Transport & Road Infrastructure	74,322				74,322			74,322	-	
- Stormwater & Drainage	22,066				22,066			22,066	-	
- Parks & Playgrounds	9,577				9,577			9,577	-	
- Recreation & Community Facilities	-				-			-	-	
Renewal Assets (Replacement)										
- Transport & Road Infrastructure	4,998	801			5,799	(85)	5	5,714	1,372	
- Stormwater & Drainage	55				55			55	4	
- Parks & Playgrounds	1,033	808			1,841	120	6	1,961	77	
- Recreation & Community Facilities	876	330			1,206			1,206	65	
- Plant & Equipment	3,154	1,264			4,418	595	7	5,013	780	
- Council Properties	125	303			428			428	9	
- Information Technology Replacement	779	975			1,754			1,754	58	
- Other	372				372	(19)	8	353	8	
Loan Repayments (Principal)										
<b>Total Capital Expenditure</b>	<b>180,532</b>	<b>68,796</b>	<b>9,784</b>		<b>259,112</b>	<b>712</b>		<b>259,824</b>	<b>13,444</b>	

Camden Council

**Quarterly Budget Review Statement**  
for the period 01/07/21 to 30/09/21

## CAPITAL BUDGET

### BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021

(\$'000's)	Original Budget	Approved Changes				Revised Budget	Proposed Variations this Qtr	Notes	Projected Year End Result	Actual YTD
		Revotes	Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Capital Funding</b>										
Rates & Other United Funding	2,248					2,248	(104)		2,144	180
Capital Grants & Contributions	55,412	49,129	9,784			114,325	221		114,546	9,094
Reserves:										
- External Restrictions	2,928	1,204				4,132			4,132	303
- Internal Restrictions	1,412	18,463				19,875	552		20,427	3,867
New Loans	7,800					7,800			7,800	-
Receipts from Sale of Assets										
- Plant & Equipment							43		43	-
- Land & Buildings										-
S7.11 Works in Kind Income (Non Cash)	38,332					38,332			38,332	-
Infrastructure Dedicated under s80A	72,400					72,400			72,400	-
<b>Total Capital Funding</b>	<b>180,532</b>	<b>68,796</b>	<b>9,784</b>			<b>259,112</b>	<b>712</b>		<b>259,824</b>	<b>13,444</b>
<b>NET CAPITAL FUNDING - SURPLUS/(DEFICIT)</b>	-	-	-	-	-	-	-		-	-

Attachment 2

ORD04

Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

## CAPITAL BUDGET

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	<b>Transport &amp; Road Infrastructure (New Assets) - Increase in Expense</b> Additional grant funding of the Design and construction of new pedestrian refuge, bus bays and footpaths - Cobbitty Road (\$24k)
2	<b>Parks &amp; Playgrounds (New Assets) - Increase in Expense</b> Behind goal fencing at Catherine Park Sportsfield (\$50k).
3	<b>Plant &amp; Equipment (New Assets) - Increase in Expense</b> Upgrades of plant and equipment related to the Curry Reserve and Dawson-Damer Water Play Parks (\$147k).
4	<b>Council Properties (New Assets) - Decrease in Expense</b> Community and Administration Building Stage 2 (\$120k).
5	<b>Transport &amp; Road Infrastructure (Renewal) - Decrease in Expense</b> Preventative Rejuvenation Program - Classification from capital to operating. (\$85k).
6	<b>Parks &amp; Playgrounds (Renewal) - Increase in Expense</b> Planning works for Harrington Park Reserve upgrades to Playing Surfaces and Amenities (\$100k) and forward funding of planning works for Alpha Park Playground renewal (\$20k).
7	<b>Plant &amp; Equipment (Renewal) - Increase in Expense</b> Funding for programmed Plant replacement from reserve funds. (\$595k)
8	<b>Other (Renewal) -Decrease in Expense</b> Transfer of library capital fund for books to operational magazine purchases (\$19k).

Camden Council

# CASH & INVESTMENTS

BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021							Projected Year End Result
(\$'000's)	Opening Balance	Approved Changes			Revised Budget	Proposed Variations this Qtr	
		Other than by QBRS	Sep QBRS	Dec QBRS			Mar QBRS
<b>Externally Restricted<sup>(1)</sup></b>							
Section 7.11 Developer Contributions	83,058				83,058	(605)	82,453
Domestic Waste Management	11,924				11,924	-	11,924
Stormwater Management Levy	172				172	-	172
Other Restricted Contributions	131				131	-	131
<b>Total Externally Restricted</b>	<b>95,285</b>				<b>95,285</b>	<b>(605)</b>	<b>94,680</b>
(1) Funds that must be spent for a specific purpose							
<b>Internally Restricted<sup>(2)</sup></b>							
Asset Renewal Reserve*	280				280	-	280
Camden Carparking	121				121	-	121
Capital Works Reserve*	383	365			748	-	748
Cemetery Improvements	1,501				1,501	-	1,501
Commercial Waste Management	1,097				1,097	-	1,097
Employee Leave Entitlements	3,236				3,236	-	3,236
Engineering Deposits	236				236	-	236
Family Day Care Reserve	155				155	(67)	88
Plant Replacement Reserve	1,251				1,251	(552)	699
Public Appeals Reserve	14				14	-	14
Risk Management	32				32	-	32
Stormwater Works (General Fund)	117				117	-	117
Technology Improvements Reserve	124				124	-	124
Technology Replacement Reserve	520				520	(172)	348
Water Savings Action Plan	138				138	-	138
Working Funds Surplus	302				302	-	302
Work Health & Safety Reserve	52				52	-	52
Other	187				187	-	187
<b>Total Internally Restricted</b>	<b>9,746</b>	<b>365</b>			<b>10,111</b>	<b>(791)</b>	<b>9,320</b>
(2) Funds that Council has earmarked for a specific purpose							
<b>Unrestricted</b> (ie. available after the above Restrictions)							
<b>Total Cash &amp; Investments</b>	<b>105,031</b>	<b>365</b>			<b>105,396</b>	<b>(1,396)</b>	<b>104,000</b>

\* The uncommitted balance of the Capital Works Reserve will be 772,817 if Council adopt the recommendation of this report  
 \*\* The uncommitted balance of the Asset Renewal Reserve will be \$280,227 if Council adopt the recommendation of this report.

**Cash & Investments Statement**  
 Investments have been invested in accordance with Council's Investment Policy.  
 The Cash at Bank amount for this period has been reconciled to Council's physical Bank Statements. The date of completion of this bank reconciliation is 30/09/21

Camden Council

**Quarterly Budget Review Statement**  
for the period 01/07/21 to 30/09/21

**KEY PERFORMANCE INDICATORS**

**BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

(\$000's)	Current Projection		Original Budget	Actuals	
	Amounts	Indicator		Prior Periods	
	21/22	21/22	21/22	20/21	19/20

Graphs

NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance					
Operating Revenue (excl. Capital) - Operating Expenses	-	21,859	-18.34%	-25.34%	-14.31%
Operating Revenue (excl. Capital Grants & Contributions)		119,176	-14.86%		

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Benchmark: > 0.00%

2. Own Source Operating Revenue					
Operating Revenue (excl. ALL Grants & Contributions)		113,509	44.69%	38.41%	31.62%
Total Operating Revenue (incl. Capital Grants & Cont)		253,987			38.09%

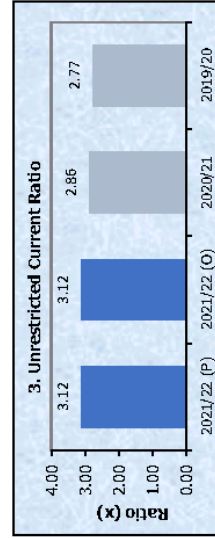
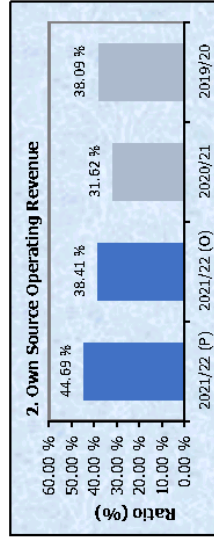
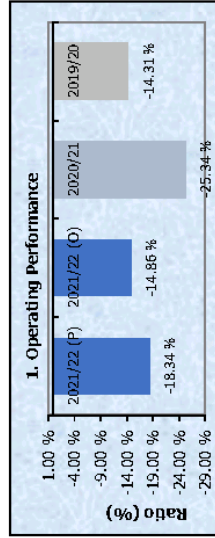
This measures the degree of reliance on external funding sources such as operating grants & contributions

Benchmark: > 60.00%

3. Unrestricted Current Ratio					
Current Assets less all External Restrictions		54,907	3.12	3.12	2.86
Current Liabilities less Specific Purpose Liabilities		17,580			2.77

The ability to meet short term financial obligations such as loans, payroll and leave entitlements.

Benchmark: > 1.5x



Camden Council

**Quarterly Budget Review Statement**  
for the period 01/07/21 to 30/09/21

**KEY PERFORMANCE INDICATORS**

**BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

(\$000's)	Current Projection		Original Budget	Actuals Prior Periods	Graphs
	Amounts	Indicator			

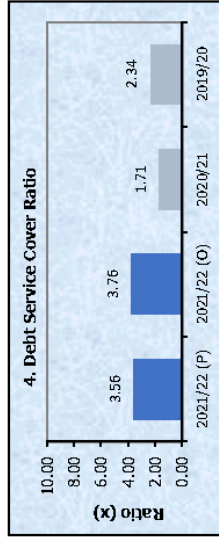
NSW Local Government Industry Key Performance Indicators (OLG):

**4. Debt Service Cover Ratio**

Operating Result before Interest & Dep. exp (EBITDA)	12,929	3.76	1.71	2.34
Principal Repayments + Borrowing Interest Costs	3,632			

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.

Benchmark: > 2x

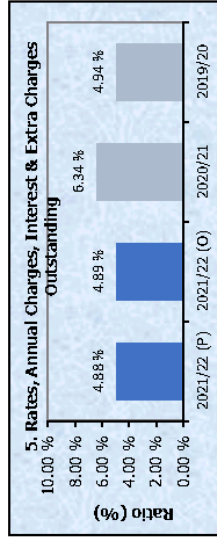


**5. Rates, Annual Charges, Interest & Extra Charges Outstanding**

Rates, Annual & Extra Charges Outstanding	3,681	4.89%	6.34%	4.94%
Rates, Annual & Extra Charges Collectible	75,480			

To assess the impact of uncollected rates and annual charges on Council's liquidity.

Benchmark: < 5% metro

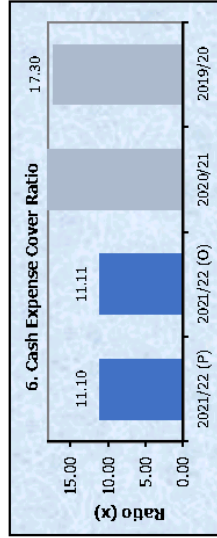


**6. Cash Expense Cover Ratio**

Current Year's Cash & Cash Equivalents (incl.Term Deposits)	109,621	11.11	23.10	17.30
Operating & financing activities Cash Flow payments	112,033			

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Benchmark: > 3 mths



Camden Council

**Quarterly Budget Review Statement**  
for the period 01/07/21 to 30/09/21

**KEY PERFORMANCE INDICATORS**

**BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

(\$'000's)	Current Projection		Original Budget	Actuals Prior Periods	Graphs
	Amounts	Indicator			

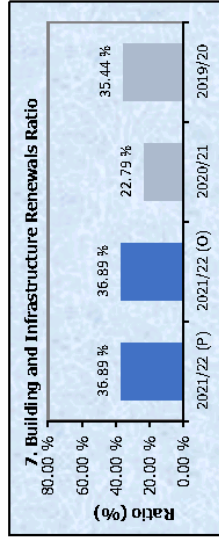
NSW Local Government Infrastructure Asset Performance Indicators (OLG):

<b>7. Building and Infrastructure Renewals Ratio</b>					
Asset Renewals (Building, Infrastructure & Other Structures)	11,067	36.89 %	36.89 %	22.79 %	35,444 %
Depreciation, Amortisation & Impairment	30,000				

To assess the rate at which these assets are being renewed relative to the rate at which they are depreciating.

Note: Depreciation is under review

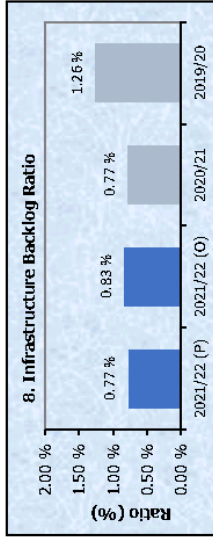
Benchmark: >= 100.00%



<b>8. Infrastructure Backlog Ratio</b>					
Estimated cost to bring Assets to a satisfactory condition	11,771	0.77 %	0.83 %	0.77 %	1.26 %
Total value of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	1,529,665				

This ratio shows what proportion the backlog is against the total value of a Council's infrastructure.

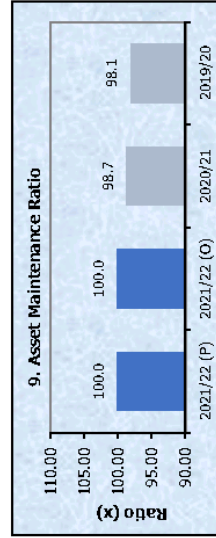
Benchmark: < 2.00%



<b>9. Asset Maintenance Ratio</b>					
Actual Asset Maintenance	5,814	100.00	100.00	98.73	98.12
Required Asset Maintenance	5,814				

Compares actual vs. required annual asset maintenance. A ratio above 1.0 indicates Council is investing enough funds to stop the Infrastructure Backlog growing.

Benchmark: > 100%





Camden Council

**Quarterly Budget Review Statement**  
for the period 01/07/21 to 30/09/21

**KEY PERFORMANCE INDICATORS**

**BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021**

(\$'000's)	Current Projection		Original Budget	Actuals	
	Amounts	Indicator		Prior Periods	Periods

NSW Local Government Infrastructure Asset Performance Indicators (OLG):

<b>10. Cost to bring assets to agreed service level</b>					
Estimated cost to bring assets to an agreed service level set by Council	17,761	0.89 %	0.89 %	0.95 %	1.02 %
Gross replacement cost	1,988,767				

*This ratio provides a snapshot of the proportion of outstanding renewal works compared to the total value of assets under Council's care and stewardship.*

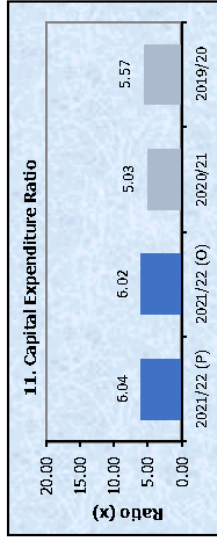
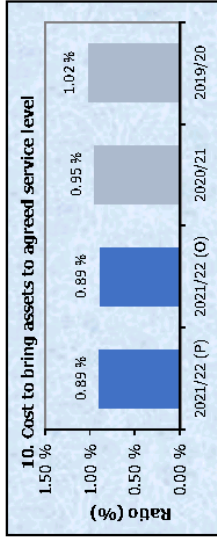
Benchmark has not been set

<b>11. Capital Expenditure Ratio</b>					
Annual Capital Expenditure	181,244	6.04	6.02	5.03	5.57
Annual Depreciation	30,000				

To assess the extent to which a Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets.

Note: Depreciation is under review

Benchmark: > 1



Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

## CONTRACTS

### BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021

Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted Y/N
The P.A People Pty Ltd	Audio Visual Upgrade at Camden Civic Centre	\$ 397,815	1/08/2021		Y
Lamond Contracting Pty Ltd	Kirkham Park BMX Facility Stage 2A	\$ 2,149,365	8/08/2021		Y

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Camden Council

Quarterly Budget Review Statement  
for the period 01/07/21 to 30/09/21

## CONSULTANCY & LEGAL EXPENSES

### BUDGET REVIEW FOR THE QUARTER ENDED 30 SEPTEMBER 2021

Expense	YTD Expenditure	Budgeted Y/N
Consultancies	412,409	Y
Legal Fees	288,288	Y

**Definition of a consultant:**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

ORD04

Attachment 2

Camden Council

Quarterly Budget Review Statement

**Annual Code of Conduct Report**

Camden Council's Code of Conduct provides a framework for minimum standards of conduct by all council officials, and is in line with the Office of Local Government's Model Code of Conduct. The current Code of Conduct incorporates provisions relating to complaint handling procedures and reporting requirements of the General Manager. The Council is to provide the Division with a report containing the statistics referred to in (below) within 3 months of the end of September each year.

The complaints coordinator must arrange for the following statistics to be reported to the Council within 3 months of the end of September of each year setting out the following statistics:

- (a) the total number of code of conduct complaints made about Councillors and the General Manager under the code
- (b) the number of code of conduct complaints referred to a conduct reviewer;
- (c) the number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage
- (d) the number of code of conduct complaints investigated by a conduct reviewer;
- (e) the number of code of conduct complaints investigated by a conduct review committee;
- (f) without identifying particular matters, the outcome of code of conduct complaints investigated by a conduct
- (g) the number of matters reviewed by the Office of Local Government and, without identifying particular matters,
- (h) the total cost of dealing with code of conduct complaints made about Councillors and the General Manager in the

This information is set out in the table below:

15

No of Councillor/GM complaints	No of complaints referred to conduct reviewer	No of complaints finalised by conduct reviewer at preliminary stage and the outcome	No of complaints investigated by conduct reviewer
1	1	1*	Nil

No of complaints investigated by conduct review committee	Outcome of complaints investigated by conduct reviewer or review committee	No of matters reviewed by the OLG and the outcome	Total cost of dealing with Councillor/GM complaints to September
Nil	N/A	N/A	\$2,250 ex GST

\* The outcome of the complaint finalised by the conduct reviewer at the preliminary stage was an informal discussion between the conduct reviewer and the person complained about.



**Investment Summary Report  
September 2021**



**Camden Council**  
Executive Summary - September 2021

**Investment Holdings**

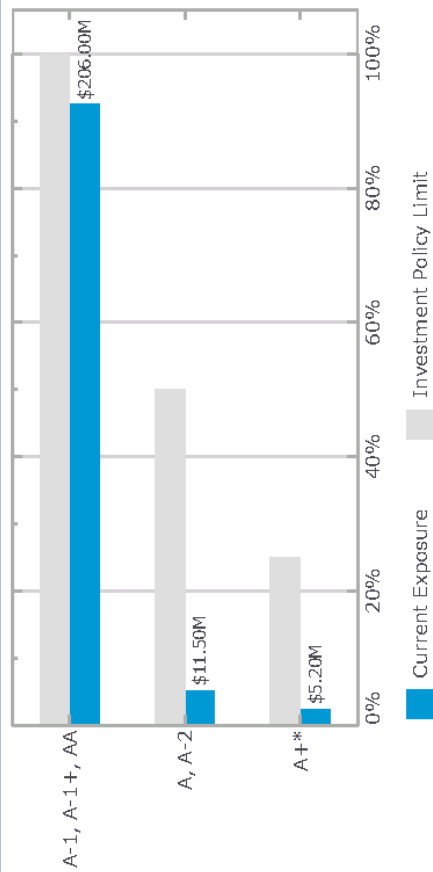
	Amount (\$)	Current Yield (%)
Cash	6,500,000.00	0.20
Term Deposit	216,200,000.00	0.77
<b>Total</b>	<b>222,700,000.00</b>	

**Term to Maturity**

	Amount (\$)	Policy Max
Between 0 and 1 Year	181,000,000	81% 100% <input type="checkbox"/>
Between 1 and 3 Years	41,200,000	19% 60% <input type="checkbox"/>
Between 3 and 5 Years	500,000	0% 30% <input type="checkbox"/>
<b>Total</b>	<b>222,700,000</b>	

*Percentages in this report may not add up to 100% due to rounding*

**Total Credit Exposure**



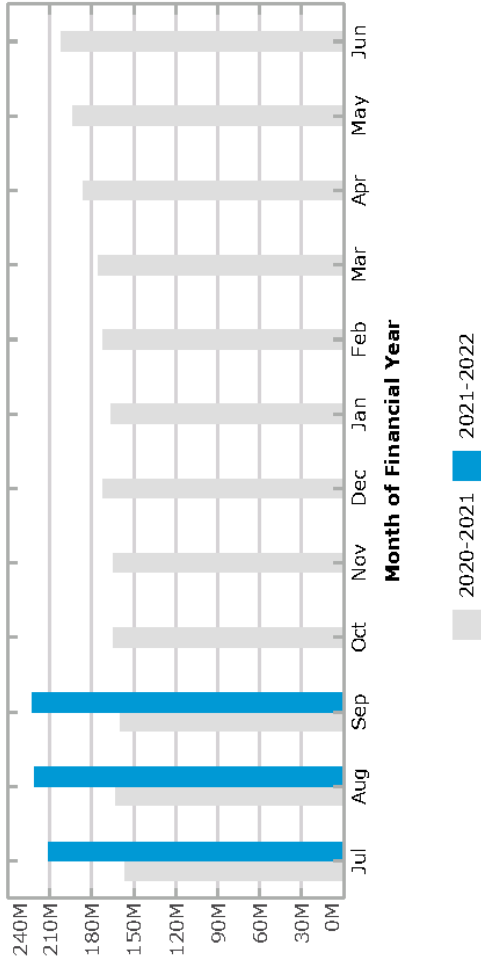
\*Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 25% of the total portfolio

**Sources of Funds**

	Amount (\$)
Section 7.11 Developer Contributions	137,474,102
Restricted Grant Income	8,739,273
Externally Restricted Reserves	14,262,126
Internally Restricted Reserves	39,922,255
General Fund	22,302,244
<b>Total Funds Invested</b>	<b>222,700,000</b>

Council's investment portfolio has increased by \$1.5m since the August reporting period. The source of funds invested are indicative only, due to Council's annual financial reports still being finalised for 30 June 2021.

**Investment Portfolio Balance**



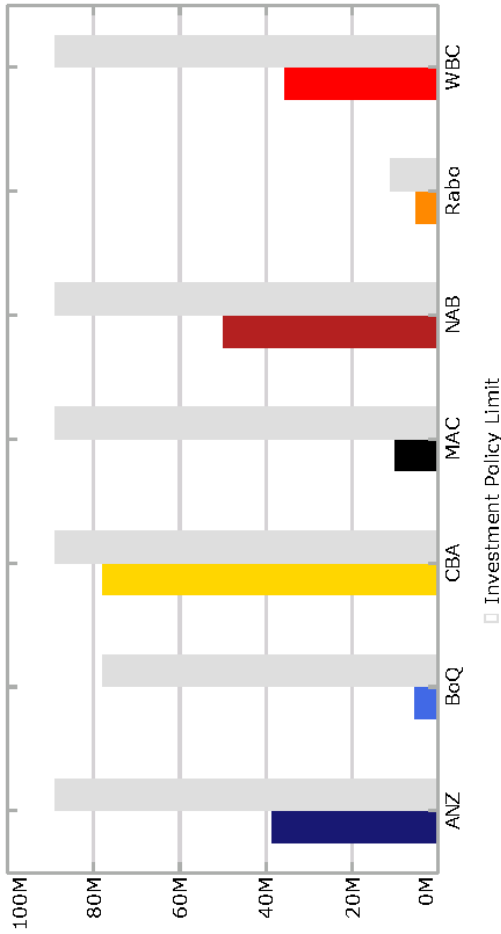


# Camden Council Individual Institutional Exposures Report - September 2021

## Individual Institutional Exposures

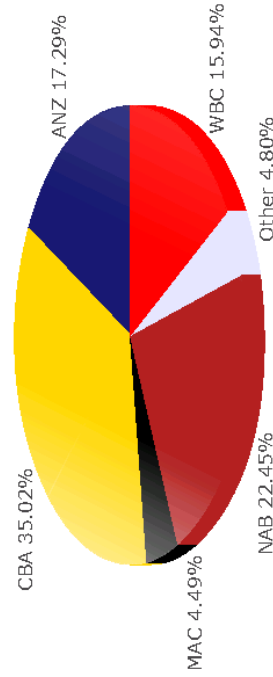
Parent Group	Exposure (\$M)	Credit Rating	Policy Limit	Actual	Capacity
ANZ Group	38.50M	A-1+, AA-	40.00%	17.29%	50.58M
Bank of Queensland	5.50M	A-2, BBB+	35.00%	2.47%	72.44M
Commonwealth Bank of Australia	78.00M	A-1+, AA-	40.00%	35.02%	11.08M
Macquarie Bank	10.00M	A-1, A+	40.00%	4.49%	79.08M
National Australia Bank	50.00M	A-1+, AA-	40.00%	22.45%	39.08M
Rabobank Aus (Foreign Sub)	5.20M	A-1*, A+*	5.00%	2.33%	5.93M
Westpac Group	35.50M	A-1+, AA-	40.00%	15.94%	53.58M
	<b>222.70M</b>				

## Individual Institutional Exposure Charts



\*Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 5% of the total portfolio in any single entity

Council's portfolio is within its individual institutional investment policy limits.  
 Council's portfolio is within its term to maturity investment policy limits.  
 Council's portfolio complies with the NSW Ministerial Investment Order.





## Camden Council Performance Summary - September 2021

### Interest Summary

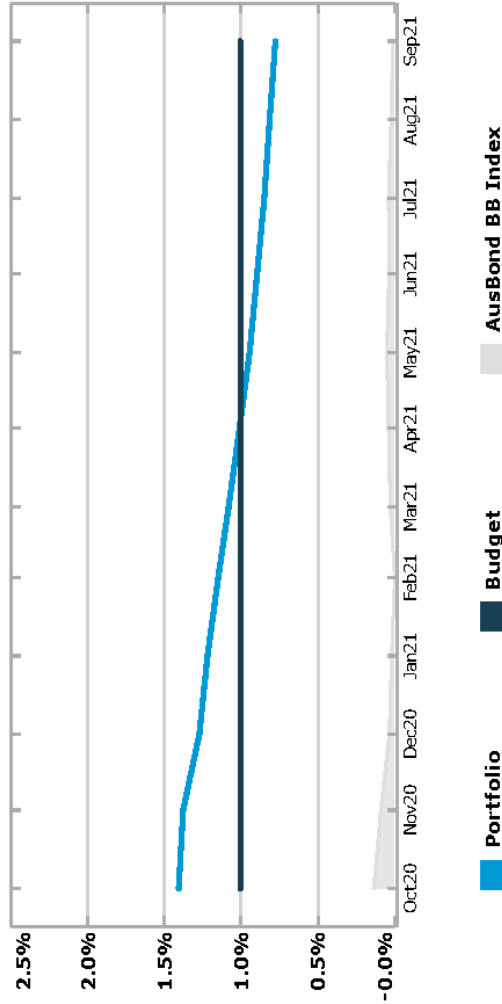
Interest Summary as of September 2021	
Number of Investments	160
Average Days to Maturity	255
Weighted Portfolio Yield	0.77%
CBA Call Account	0.20%
Highest Rate	3.80%
Lowest Rate	0.27%
Budget Rate	1.00%
Average BBSW (30 Day)	0.01%
Average BBSW (90 Day)	0.01%
Average BBSW (180 Day)	0.03%
Official Cash Rate	0.10%
AusBond Bank Bill Index	0.01%

### Interest Received During the 2021/2022 Financial Year

	September	Cumulative	Original Budget	* Revised Budget
General Fund	\$45,312	\$124,190	\$700,000	\$700,000
Restricted	\$94,500	\$305,500	\$1,750,000	\$1,750,000
<b>Total</b>	<b>\$139,812</b>	<b>\$429,690</b>	<b>\$2,450,000</b>	<b>\$2,450,000</b>

\*The Revised Budget is reviewed on a quarterly basis as part of the Budget Process

### Investment Performance



### Historical Performance Summary

	Portfolio	AusBond BB Index	Outperformance
Sep 2021	0.77%	0.01%	0.76%
Last 3 Months	0.81%	0.02%	0.79%
Last 6 Months	0.88%	0.03%	0.85%
Financial Year to Date	0.81%	0.02%	0.79%
Last 12 months	1.06%	0.04%	1.02%

### Investment Performance

Council's portfolio returned 0.77%pa on a weighted average yield basis during September. This compares favourably with the Ausbond Bank Bill Index's return of 0.01% pa for the month.





## Camden Council Investment Holdings Report - September 2021

<b>Cash Accounts</b>										
Amount (\$)	Current Yield	Institution	Credit Rating	Amount (\$)	Deal No.	Reference				
6,500,000.00	0.20%	Commonwealth Bank of Australia	A-1+	6,500,000.00	535548					
<b>6,500,000.00</b>				<b>6,500,000.00</b>						
<b>Term Deposits</b>										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
5-Oct-21	1,000,000.00	0.35%	National Australia Bank	A-1+	23-Apr-21	1,001,543.84	541283	1,543.84	At Maturity	3509
6-Oct-21	3,000,000.00	0.66%	Commonwealth Bank of Australia	A-1+	7-Oct-20	3,019,474.52	540389	19,474.52	At Maturity	3423 Green
11-Oct-21	2,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	6-Jan-21	2,005,873.97	540809	5,873.97	At Maturity	3461
13-Oct-21	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	8-Jan-21	1,002,915.07	540816	2,915.07	At Maturity	3462
18-Oct-21	1,500,000.00	0.39%	Commonwealth Bank of Australia	A-1+	13-Jan-21	1,504,183.15	540820	4,183.15	At Maturity	3463
21-Oct-21	1,000,000.00	0.60%	Commonwealth Bank of Australia	A-1+	23-Oct-20	1,005,638.36	540467	5,638.36	At Maturity	3428
25-Oct-21	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	15-Jan-21	1,504,257.53	540826	4,257.53	At Maturity	3464
27-Oct-21	1,500,000.00	0.53%	Commonwealth Bank of Australia	A-1+	26-Nov-20	1,506,730.27	540606	6,730.27	At Maturity	3437
1-Nov-21	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	18-Jan-21	1,504,208.22	540830	4,208.22	At Maturity	3465
3-Nov-21	1,500,000.00	0.37%	Westpac Group	A-1+	3-Feb-21	1,503,649.32	540920	3,649.32	At Maturity	3468
8-Nov-21	1,000,000.00	0.40%	National Australia Bank	A-1+	3-Feb-21	1,002,630.14	540919	2,630.14	At Maturity	3469
8-Nov-21	500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	5-Feb-21	501,238.90	540929	1,238.90	At Maturity	3471
10-Nov-21	2,000,000.00	0.38%	National Australia Bank	A-1+	8-Feb-21	2,004,893.15	540931	4,893.15	At Maturity	3472
15-Nov-21	1,500,000.00	0.37%	Westpac Group	A-1+	10-Feb-21	1,503,542.88	540939	3,542.88	At Maturity	3473
17-Nov-21	1,000,000.00	0.37%	Westpac Group	A-1+	15-Feb-21	1,002,311.23	540943	2,311.23	At Maturity	3474
22-Nov-21	1,000,000.00	0.37%	Westpac Group	A-1+	15-Feb-21	1,002,311.23	540944	2,311.23	At Maturity	3475
24-Nov-21	2,000,000.00	0.33%	ANZ Banking Group	A-1+	18-Feb-21	2,004,068.49	540952	4,068.49	At Maturity	3476
29-Nov-21	1,500,000.00	0.52%	Commonwealth Bank of Australia	A-1+	1-Dec-20	1,506,496.44	540633	6,496.44	At Maturity	3442 Green
1-Dec-21	500,000.00	0.32%	ANZ Banking Group	A-1+	19-Feb-21	500,981.92	540956	981.92	At Maturity	3478
1-Dec-21	1,000,000.00	0.33%	ANZ Banking Group	A-1+	22-Feb-21	1,001,998.08	540959	1,998.08	At Maturity	3479
1-Dec-21	3,000,000.00	0.31%	ANZ Banking Group	A-1+	22-Apr-21	3,004,127.67	541276	4,127.67	At Maturity	3505

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## Attachment 1



### Camden Council Investment Holdings Report - September 2021

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
6-Dec-21	1,500,000.00	0.31%	ANZ Banking Group	A-1+	24-Feb-21	1,502,790.00	540966	2,790.00	At Maturity	3480
6-Dec-21	3,000,000.00	0.27%	ANZ Banking Group	A-1+	1-Jul-21	3,002,041.64	541608	2,041.64	At Maturity	3556
8-Dec-21	1,000,000.00	0.48%	Commonwealth Bank of Australia	A-1+	8-Dec-20	1,003,905.75	540686	3,905.75	At Maturity	3448 Green
13-Dec-21	1,000,000.00	0.31%	ANZ Banking Group	A-1+	25-Feb-21	1,001,851.51	540974	1,851.51	At Maturity	3482
13-Dec-21	1,000,000.00	0.36%	ANZ Banking Group	A-1+	26-Feb-21	1,002,140.27	540975	2,140.27	At Maturity	3484
15-Dec-21	1,000,000.00	0.34%	ANZ Banking Group	A-1+	2-Mar-21	1,001,984.11	540999	1,984.11	At Maturity	3486
20-Dec-21	2,000,000.00	0.35%	ANZ Banking Group	A-1+	1-Mar-21	2,004,104.11	540990	4,104.11	At Maturity	3485
22-Dec-21	1,000,000.00	0.32%	ANZ Banking Group	A-1+	8-Mar-21	1,001,814.79	541091	1,814.79	At Maturity	3487
4-Jan-22	500,000.00	0.32%	ANZ Banking Group	A-1+	11-Mar-21	500,894.25	541159	894.25	At Maturity	3489
4-Jan-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	25-Mar-21	1,001,978.08	541223	1,978.08	At Maturity	3492
5-Jan-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	26-Mar-21	1,001,967.67	541225	1,967.67	At Maturity	3493
10-Jan-22	3,000,000.00	0.45%	Commonwealth Bank of Australia	A-1+	26-Feb-21	3,008,026.03	540976	8,026.03	At Maturity	3483
10-Jan-22	500,000.00	0.31%	ANZ Banking Group	A-1+	30-Mar-21	500,785.62	541229	785.62	At Maturity	3494
10-Jan-22	1,500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	7-Apr-21	1,502,618.63	541253	2,618.63	At Maturity	3498
12-Jan-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	24-Mar-21	1,001,988.49	541217	1,988.49	Annually	3491
17-Jan-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	31-Mar-21	1,002,016.44	541232	2,016.44	At Maturity	3495
19-Jan-22	2,000,000.00	0.37%	Commonwealth Bank of Australia	A-1+	6-Apr-21	2,003,608.77	541240	3,608.77	At Maturity	3497
24-Jan-22	1,500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	7-Apr-21	1,502,691.37	541254	2,691.37	At Maturity	3499
31-Jan-22	1,500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	8-Apr-21	1,502,748.49	541256	2,748.49	At Maturity	3500
1-Feb-22	1,000,000.00	3.60%	Westpac Group	A-1+	1-Feb-17	1,005,819.18	535538	5,819.18	Quarterly	2936
2-Feb-22	1,500,000.00	3.57%	Westpac Group	A-1+	2-Feb-17	1,508,656.03	535539	8,656.03	Quarterly	2937
7-Feb-22	500,000.00	0.38%	Westpac Group	A-1+	4-Feb-21	501,244.11	540927	1,244.11	At Maturity	3470
7-Feb-22	1,000,000.00	0.34%	ANZ Banking Group	A-1+	30-Apr-21	1,001,434.52	541297	1,434.52	At Maturity	3511
10-Feb-22	1,000,000.00	3.56%	Westpac Group	A-1+	10-Feb-17	1,005,071.78	535540	5,071.78	Quarterly	2938
14-Feb-22	1,500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	4-May-21	1,502,280.82	541304	2,280.82	At Maturity	3512
15-Feb-22	1,500,000.00	3.75%	Bank of Queensland	A-2	15-Feb-17	1,535,136.99	535547	35,136.99	Annually	2939



## Camden Council Investment Holdings Report - September 2021

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
21-Feb-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	5-May-21	1,001,306.30	541309	1,306.30	At Maturity	3514
22-Feb-22	2,000,000.00	3.64%	Westpac Group	A-1+	22-Feb-17	2,007,778.63	535541	7,778.63	Quarterly	2940
28-Feb-22	1,000,000.00	3.75%	Bank of Queensland	A-2	27-Feb-17	1,022,294.52	535483	22,294.52	Annually	2946
28-Feb-22	1,000,000.00	3.55%	Westpac Group	A-1+	28-Feb-17	1,003,112.33	535542	3,112.33	Quarterly	2950
1-Mar-22	1,000,000.00	3.58%	Westpac Group	A-1+	1-Mar-17	1,002,942.47	535543	2,942.47	Quarterly	2952
2-Mar-22	2,000,000.00	1.40%	Macquarie Bank	A-1	3-Mar-20	2,016,263.01	539519	16,263.01	Annually	3333
3-Mar-22	1,000,000.00	3.60%	Westpac Group	A-1+	3-Mar-17	1,002,761.64	535545	2,761.64	Quarterly	2954
7-Mar-22	2,000,000.00	0.35%	Macquarie Bank	A-1	18-Feb-21	2,004,315.07	540953	4,315.07	At Maturity	3477
9-Mar-22	1,000,000.00	3.61%	Westpac Group	A-1+	9-Mar-17	1,002,175.89	535546	2,175.89	Quarterly	2956
9-Mar-22	3,000,000.00	0.38%	Westpac Group	A-1+	8-Mar-21	3,000,718.36	541092	718.36	Quarterly	3488
14-Mar-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	13-May-21	1,501,854.25	541328	1,854.25	At Maturity	3516
15-Mar-22	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	22-Apr-21	1,502,663.01	541279	2,663.01	At Maturity	3508
21-Mar-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	13-May-21	1,501,854.25	541329	1,854.25	At Maturity	3517
23-Mar-22	500,000.00	3.80%	Bank of Queensland	A-2	23-Mar-17	509,994.52	535485	9,994.52	Annually	2960
23-Mar-22	500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	14-May-21	500,709.59	541333	709.59	At Maturity	3520
23-Mar-22	1,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	19-May-21	1,001,331.51	541352	1,331.51	At Maturity	3521
28-Mar-22	1,000,000.00	0.37%	Commonwealth Bank of Australia	A-1+	20-May-21	1,001,358.36	541355	1,358.36	At Maturity	3522
28-Mar-22	500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	25-May-21	500,636.16	541365	636.16	At Maturity	3524
30-Mar-22	3,000,000.00	0.36%	Westpac Group	A-1+	31-Mar-21	3,000,029.59	541235	29.59	Quarterly	3496
30-Mar-22	1,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	26-May-21	1,001,262.47	541366	1,262.47	At Maturity	3525
4-Apr-22	500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	27-May-21	500,626.30	541379	626.30	At Maturity	3526
4-Apr-22	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	9-Jun-21	1,001,343.01	541507	1,343.01	At Maturity	3535
6-Apr-22	500,000.00	0.32%	ANZ Banking Group	A-1+	9-Jun-21	500,499.73	541506	499.73	At Maturity	3534
6-Apr-22	500,000.00	0.42%	Commonwealth Bank of Australia	A-1+	10-Jun-21	500,650.14	541517	650.14	At Maturity	3536
11-Apr-22	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	12-Apr-21	1,502,827.40	541258	2,827.40	At Maturity	3502 Green
13-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,000,990.68	541518	990.68	At Maturity	3537

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## Camden Council Investment Holdings Report - September 2021

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
19-Apr-22	1,500,000.00	0.36%	National Australia Bank	A-1+	21-Apr-21	1,502,411.51	541274	2,411.51	At Maturity	3503
20-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,000,990.68	541519	990.68	At Maturity	3538
26-Apr-22	1,500,000.00	0.43%	Commonwealth Bank of Australia	A-1+	10-Jun-21	1,501,996.85	541521	1,996.85	At Maturity	3539
27-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	28-May-21	1,001,104.66	541416	1,104.66	At Maturity	3527
2-May-22	3,000,000.00	0.36%	Westpac Group	A-1+	22-Apr-21	3,002,100.82	541277	2,100.82	Quarterly	3506
2-May-22	1,500,000.00	0.31%	ANZ Banking Group	A-1+	11-Jun-21	1,501,426.85	541525	1,426.85	At Maturity	3540
4-May-22	1,000,000.00	3.60%	Bank of Queensland	A-2	8-May-17	1,014,202.74	535487	14,202.74	Annually	2971
9-May-22	1,500,000.00	0.32%	National Australia Bank	A-1+	15-Jun-21	1,501,420.27	541531	1,420.27	At Maturity	3541
11-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	17-Jun-21	1,001,132.60	541550	1,132.60	At Maturity	3543
16-May-22	1,500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	16-Jun-21	1,501,670.96	541540	1,670.96	At Maturity	3542
18-May-22	1,000,000.00	0.33%	ANZ Banking Group	A-1+	18-Jun-21	1,000,949.32	541554	949.32	At Maturity	3544
23-May-22	500,000.00	0.35%	Westpac Group	A-1+	21-May-21	500,186.99	541357	186.99	Quarterly	3523
23-May-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	18-Jun-21	1,001,150.68	541555	1,150.68	At Maturity	3545
25-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	28-May-21	1,001,346.30	541424	1,346.30	At Maturity	3528
30-May-22	1,000,000.00	0.34%	ANZ Banking Group	A-1+	18-Jun-21	1,000,978.08	541556	978.08	At Maturity	3546
31-May-22	500,000.00	0.35%	Westpac Group	A-1+	31-May-21	500,148.63	541442	148.63	Quarterly	3531
1-Jun-22	500,000.00	0.32%	ANZ Banking Group	A-1+	22-Jun-21	500,442.74	541562	442.74	At Maturity	3548
1-Jun-22	1,000,000.00	0.35%	ANZ Banking Group	A-1+	28-Jun-21	1,000,910.96	541588	910.96	At Maturity	3553
6-Jun-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	23-Jun-21	1,501,315.07	541566	1,315.07	At Maturity	3550
8-Jun-22	1,000,000.00	0.36%	National Australia Bank	A-1+	28-Jun-21	1,000,936.99	541589	936.99	At Maturity	3554
14-Jun-22	500,000.00	0.36%	ANZ Banking Group	A-1+	28-Jun-21	500,468.49	541590	468.49	At Maturity	3555
14-Jun-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	6-Jul-21	1,000,953.42	541631	953.42	At Maturity	3561
20-Jun-22	3,000,000.00	0.40%	National Australia Bank	A-1+	30-Apr-21	3,005,063.01	541293	5,063.01	Annually	3510
20-Jun-22	1,500,000.00	0.35%	National Australia Bank	A-1+	21-Jun-21	1,501,467.12	541560	1,467.12	At Maturity	3547
22-Jun-22	1,000,000.00	0.42%	Commonwealth Bank of Australia	A-1+	23-Jun-21	1,001,150.68	541565	1,150.68	At Maturity	3549
22-Jun-22	2,000,000.00	0.44%	Commonwealth Bank of Australia	A-1+	28-Jun-21	2,002,290.41	541587	2,290.41	At Maturity	3552 Green



## Camden Council Investment Holdings Report - September 2021

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
27-Jun-22	1,500,000.00	2.10%	Bank of Queensland	A-2	26-Jun-19	1,508,198.63	538082	8,198.63	Annually	3242
27-Jun-22	500,000.00	0.37%	National Australia Bank	A-1+	25-Jun-21	500,496.71	541586	496.71	At Maturity	3551
28-Jun-22	1,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	1,000,897.53	541623	897.53	Quarterly	3557
29-Jun-22	2,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	2,001,795.07	541624	1,795.07	Quarterly	3558
30-Jun-22	2,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	2,001,795.07	541625	1,795.07	Quarterly	3559
4-Jul-22	1,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	1,000,897.53	541626	897.53	Quarterly	3560
4-Jul-22	500,000.00	0.47%	Commonwealth Bank of Australia	A-1+	16-Jul-21	500,495.75	541661	495.75	At Maturity	3565
6-Jul-22	1,000,000.00	0.38%	National Australia Bank	A-1+	12-Jul-21	1,000,843.29	541647	843.29	At Maturity	3564
11-Jul-22	1,500,000.00	0.41%	Commonwealth Bank of Australia	A-1+	21-Jul-21	1,501,213.15	541671	1,213.15	At Maturity	3566
13-Jul-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	22-Jul-21	1,000,758.63	541672	758.63	At Maturity	3567
18-Jul-22	500,000.00	0.37%	National Australia Bank	A-1+	26-Jul-21	500,339.59	541677	339.59	At Maturity	3568
18-Jul-22	1,000,000.00	0.36%	National Australia Bank	A-1+	29-Jul-21	1,000,631.23	541687	631.23	At Maturity	3571
18-Jul-22	1,000,000.00	0.27%	ANZ Banking Group	A-1+	5-Aug-21	1,000,421.64	541705	421.64	At Maturity	3575
20-Jul-22	1,500,000.00	0.41%	Commonwealth Bank of Australia	A-1+	11-Aug-21	1,500,859.32	541740	859.32	At Maturity	3578
25-Jul-22	2,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	28-Jul-21	2,001,353.42	541681	1,353.42	At Maturity	3569
27-Jul-22	3,000,000.00	0.40%	National Australia Bank	A-1+	28-Jul-21	3,002,136.99	541683	2,136.99	At Maturity	3570
29-Jul-22	2,500,000.00	0.32%	Commonwealth Bank of Australia	A-1+	2-Aug-21	2,501,315.07	541693	1,315.07	At Maturity	3572
3-Aug-22	1,000,000.00	0.31%	Westpac Group	A-1+	3-Aug-21	1,000,501.10	541699	501.10	Quarterly	3574
8-Aug-22	2,000,000.00	0.36%	National Australia Bank	A-1+	9-Aug-21	2,001,045.48	541723	1,045.48	At Maturity	3576
10-Aug-22	1,500,000.00	0.36%	National Australia Bank	A-1+	17-Aug-21	1,500,665.75	541748	665.75	At Maturity	3579
10-Aug-22	1,500,000.00	0.35%	National Australia Bank	A-1+	18-Aug-21	1,500,632.88	541754	632.88	At Maturity	3579
16-Aug-22	1,500,000.00	0.39%	Commonwealth Bank of Australia	A-1+	20-Aug-21	1,500,673.15	541765	673.15	At Maturity	3581
23-Aug-22	1,000,000.00	0.34%	National Australia Bank	A-1+	23-Aug-21	1,000,363.29	541768	363.29	At Maturity	3582
24-Aug-22	1,000,000.00	0.35%	National Australia Bank	A-1+	25-Aug-21	1,000,354.79	541777	354.79	At Maturity	3583
29-Aug-22	1,500,000.00	0.35%	National Australia Bank	A-1+	30-Aug-21	1,500,460.27	541794	460.27	At Maturity	3586
5-Sep-22	1,000,000.00	0.41%	Commonwealth Bank of Australia	A-1+	1-Sep-21	1,000,328.90	541808	328.90	SemiAnnually	3588

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Attachment 1

ORD06

ORD06

## Attachment 1



### Camden Council Investment Holdings Report - September 2021

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
7-Sep-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	8-Sep-21	1,000,245.75	541870	245.75	At Maturity	3596
12-Sep-22	1,000,000.00	0.37%	National Australia Bank	A-1+	6-Sep-21	1,000,253.42	541854	253.42	At Maturity	3594
12-Sep-22	3,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	6-Sep-21	3,000,781.34	541853	781.34	SemiAnnually	3595
19-Sep-22	2,000,000.00	0.27%	ANZ Banking Group	A-1+	30-Aug-21	2,000,473.42	541795	473.42	At Maturity	3587
28-Sep-22	2,000,000.00	0.29%	ANZ Banking Group	A-1+	27-Aug-21	2,000,556.16	541787	556.16	Annually	3585
28-Sep-22	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	27-Aug-21	1,000,402.81	541788	402.81	SemiAnnually	3584
4-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A+	2-Sep-21	1,000,357.53	541826	357.53	Annually	3589
4-Oct-22	3,500,000.00	0.46%	Commonwealth Bank of Australia	AA-	22-Apr-21	3,503,992.98	541278	3,992.98	SemiAnnually	3507
10-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A+	13-Sep-21	1,000,221.92	541895	221.92	At Maturity	3597
17-Oct-22	1,500,000.00	0.35%	Commonwealth Bank of Australia	AA-	15-Sep-21	1,500,223.92	541902	223.92	SemiAnnually	3598
25-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A+	2-Sep-21	1,000,357.53	541827	357.53	Annually	3590
8-Nov-22	1,000,000.00	0.45%	Macquarie Bank	A+	2-Sep-21	1,000,357.53	541828	357.53	Annually	3591
14-Nov-22	500,000.00	0.47%	National Australia Bank	AA-	13-May-21	500,907.81	541331	907.81	Annually	3519
22-Nov-22	1,000,000.00	0.45%	Macquarie Bank	A+	2-Sep-21	1,000,357.53	541829	357.53	Annually	3592
30-Nov-22	2,000,000.00	0.50%	National Australia Bank	AA-	31-May-21	2,003,369.86	541441	3,369.86	Annually	3530
5-Dec-22	1,500,000.00	0.40%	Westpac Group	AA-	9-Jun-21	1,500,361.64	541511	361.64	Quarterly	3533
6-Dec-22	1,000,000.00	0.45%	Macquarie Bank	A+	2-Sep-21	1,000,357.53	541830	357.53	Annually	3593
7-Dec-22	1,000,000.00	0.50%	National Australia Bank	AA-	8-Jun-21	1,001,575.34	541501	1,575.34	Annually	3532
25-Jan-23	2,000,000.00	0.55%	National Australia Bank	AA-	27-Jan-21	2,007,443.84	540890	7,443.84	Annually	3466
8-Feb-23	1,500,000.00	0.52%	National Australia Bank	AA-	11-Aug-21	1,501,089.86	541739	1,089.86	At Maturity	3577
6-Apr-23	1,500,000.00	0.47%	Westpac Group	AA-	8-Apr-21	1,501,641.78	541257	1,641.78	Quarterly	3501
3-May-23	1,500,000.00	0.62%	National Australia Bank	AA-	5-May-21	1,503,796.44	541306	3,796.44	At Maturity	3513
8-May-23	1,500,000.00	0.60%	National Australia Bank	AA-	10-May-21	1,503,550.68	541311	3,550.68	Annually	3515
10-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	13-May-21	1,002,317.81	541330	2,317.81	Annually	3518
29-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	28-May-21	1,002,071.23	541423	2,071.23	Annually	3529
10-Jul-23	500,000.00	0.65%	National Australia Bank	AA-	8-Jul-21	500,756.85	541635	756.85	Annually	3562



## Camden Council Investment Holdings Report - September 2021

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
12-Jul-23	1,500,000.00	0.65%	National Australia Bank	AA-	12-Jul-21	1,502,163.70	541645	2,163.70	Annually	3563
2-Aug-23	1,500,000.00	0.65%	National Australia Bank	AA-	3-Aug-21	1,501,576.03	541698	1,576.03	Annually	3573
11-Dec-23	2,000,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	2,049,019.18	537431	49,019.18	Annually	3070
18-Dec-23	4,500,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	4,610,293.15	537432	110,293.15	Annually	3071
3-Jan-24	2,000,000.00	3.40%	Rabobank Australia	A+*	4-Jan-19	2,050,301.37	537443	50,301.37	Annually	3173
28-Feb-24	1,000,000.00	3.20%	Rabobank Australia	A+*	28-Feb-19	1,019,024.66	537586	19,024.66	Annually	3189
4-Mar-24	1,200,000.00	3.20%	Rabobank Australia	A+*	4-Mar-19	1,222,198.36	537601	22,198.36	Annually	3192
27-Mar-24	1,000,000.00	3.00%	Rabobank Australia	A+*	29-Mar-19	1,015,287.67	537765	15,287.67	Annually	3200
24-Feb-25	500,000.00	0.80%	Westpac Group	AA-	24-Feb-21	500,416.44	540967	416.44	Quarterly	3481
	<b>216,200,000.00</b>					<b>216,880,767.15</b>		<b>680,767.15</b>		

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### Community Grants Program 2021/2022 Summary of Recommendations

<b>Total Funds Requested</b>	<b>\$294,615</b>
<b>Funds Recommended</b>	<b>\$194,558</b>

### Community Small Grants Program

#### Applications recommended for funding

Applicant	Project	Total Requested	Recommended
Camden Community Connections trading as Big Yellow Umbrella	Yellow Hamper Food Support - COVID Response	\$6,500	\$6,500
Turning Point Camden Inc.	COVID Recovery - Food Provision Program	\$6,500	\$6,500
Rapid Relief Team (RRT) Ltd (registered charity)	RRT Family Food Box Project	\$6,375	\$6,375
Mother Hubbard's Cupboard in Camden Inc.	Cooking Up a Storm	\$6,500	\$6,500
Macarthur Art Group Inc. (MAG)	Artmaking and exhibiting for the "Camden Re(dis)covered" Art Show	\$6,500	\$6,500
Cancer Patients Foundation	Look Good Feel Better	\$5,000	\$3,250
Shining Stars Foundation	Food Vouchers (COVID Response)	\$4,000	\$4,000
The Shepherd Centre - for deaf children	Confident Kids a social skills development program for children with hearing loss in Camden	\$5,335	\$2,500
The Scouts Association of Australia NSW Branch	Locks, Lights & Smoke Alarms	\$6,013	\$5,727
Shanhe Education Inc	The Practical Australian English and Chinese Booklet	\$6,500	\$6,500
The Disability Trust	Re-Engage	\$2,976	\$2,160
Karitane	Parenting support program for fathers with young children	\$6,135	\$6,135
Rotary Club of Camden Inc	Renew lights on Camden's Rotary Mural	\$3,440	\$3,440
Hope Anglican Church Leppington	Summerfest	\$4,000	\$1,000

Attachment 1



Applicant	Project	Total Requested	Recommended
Rainbow Club Australia Inc.	Establishing a Think Sensory program at Narellan Rainbow Club	\$6,500	\$3,000
Rotary Club of Gregory Hills, Next-Gen Inc.	Rotary Serves Up Support	\$3,500	\$3,500
Camden Digital Art and Culture Centre	CDACC Camden community outreach program	\$10,000	\$3,500
Mentoring Men	Thrive Program - Empowering Young Men	\$6,260	\$3,000
Men's Shed Narellan Inc.	Precision Drilling and Machining for Timber and Metal Projects	\$3,369	\$3,369
<b>Recommended</b>		<b>\$105,403</b>	<b>\$83,456</b>

#### Applications not recommended for funding

Applicant	Project	Total Requested	Recommended
C3 Church Mount Annan	Children & Youth Mental Health & Wellbeing Workshops	\$4,500	\$0
Harrington Park Over 55's Group Inc.	Opening Doors for Seniors	\$6,500	\$0
Macarthur Australasian Native Orchid Society Inc	Online Meetings and Venue Hire	\$750	\$0
Wollondilly Support and Community Care Inc. t/as IC Care	IC Care's Entertainment Function	\$2,100	\$0
Narellan Public School P&C Association	Purchase new Creative arts and Sporting equipment	\$4,000	\$0
MyCare Channel	Post-COVID Vocational Training Seminar in Camden LGA	\$6,500	\$0
Camden Musical Society Inc	Villains and Vixens	\$6,500	\$0
Australian Foundation for Disability	Helping to Keep Camden's People with Disabilities Healthy Minded	\$5,000	\$0
Cornerstone of Hope Ministry	Helping to Keep Camden's People with Disabilities Healthy Minded	\$6,500	\$0
<b>Non recommended</b>		<b>\$42,350</b>	<b>Nil</b>
<b>COMMUNITY SMALL GRANTS PROGAM TOTAL</b>		<b>\$147,753</b>	<b>\$83,456</b>

### Community Small Grants Sport and Recreation

#### Applications recommended for funding

Applicant	Project	Total Requested	Recommended
Camden Tigers FC	Female Football Development Program	\$6,000	\$6,000
Camden Tigers FC	Indigenous Football Program (IFP)	\$6,500	\$6,500
Hamro Club Inc	Hamro Xmas Soccer	\$1,320	\$1,320
Mets Baseball Club Inc	Junior & Senior Umpire Development	\$6,422	\$6,422
Camden District Australian Football Club Incorporated	Junior Transition Academy	\$3,000	\$3,000
Camden Digital Arts and Culture Centre	NAIDOC Week Football Comp & Mentoring Day	\$8,500	\$2,500
Camden Junior Australian Football Club	Equipment & Season Launch	\$6,500	\$4,500
<b>Recommended</b>		<b>\$38,242</b>	<b>\$30,242</b>

#### Applications not recommended for funding

Applicant	Project	Total Requested	Recommended
Camden Tigers FC	Synthetic Turf for Technical Areas	\$4,650	\$0
Camden Tigers FC	South Field Fencing Improvements	\$4,050	\$0
<b>Non recommended</b>		<b>\$8,700</b>	<b>Nil</b>
<b>SPORT AND RECREATION TOTAL</b>		<b>\$46,942</b>	<b>\$30,242</b>

### Community Sponsorship Program

#### Applications recommended for funding

Applicant	Event	Total Requested	Recommended
Rotary Club of Camden Inc	75th Anniversary of the Rotary Club of Camden	\$660	\$660 in-kind
Camden Tigers FC	Tharawal Cup	\$10,000	\$10,000
Rotary Club of Gregory Hills, Next-Gen	Come Together - music and connection	\$5,000	\$5,000
The Shepherd Centre - For Deaf Children	Changing the Story - photography exhibition	\$2,000	\$2,000
C3 New Hope	Mega Easter Egg Hunt	\$2,620	\$1,000
Camden Rugby Union club Inc	Macarthur 10s Rugby Tournament	\$5,000	\$5,000
Camden & District Netball Association Inc.	Camden Rep. Netball Carnival 2022	\$4,500	\$4,500 <i>\$2,500 cash \$2,000 in-kind</i>
Camden Musical Society Inc	Villains and Vixens	\$9,000	\$9,000 <i>in-kind</i>
The Camden Show Society Inc.	Camden Show 2022	\$20,000	\$20,000 <i>\$9,000 cash \$11,000 in-kind</i>
Cobbitty and Zone 10 Pony Clubs	Jamboree	\$5,500	\$4,500
<b>Recommended</b>		<b>\$64,280</b>	<b>\$61,660</b>

#### Application not recommended for funding

Applicant	Project	Total Requested	Recommended
Camden Digital Arts and Culture Centre	Camden Community Day	\$6,500	\$0
<b>Non Recommended</b>		<b>\$6,500</b>	<b>\$0</b>
<b>COMMUNITY SPONSORSHIP PROGRAM TOTAL</b>		<b>\$70,780</b>	<b>\$61,660</b>

### CULTURAL ACTIVATION SEED GRANT

#### Applications recommended for funding

Applicant	Project	Total Requested	Recommended
Wild Heart Creatives	A Wild Showcase	\$1,500	\$1,500
Fisher's Ghost Youth Orchestra	Camden Connexions	\$3,000	\$3,000
Camden Community Band	An Introduction to Concert Band for Young People	\$1,500	\$1,500
Cobbitty Gallery	Cobbitty Creative Program	\$3,000	\$3,000
Fisher's Ghost Youth Orchestra	Seasons: Metamorphosis	\$3,000	\$1,450
Angelakikiart	Convergence of Glory	\$3,000	\$2,500
Ho Yee Wong	Introduction to the Art of Chinese Calligraphy	\$3,000	\$2,350
Wen Denaro	Sexy Mother 88	\$1,500	\$600
<b>Recommended</b>		<b>\$19,500</b>	<b>\$15,900</b>

#### Applications not recommended for funding

Applicant	Project	Total Requested	Recommended
Melody Chime	Spontaneous art therapy for teens	\$3,000	\$0
Kerri Reynolds	Cobbitty Art Program	\$1,500	\$0
<b>Non Recommended</b>		<b>\$4,500</b>	<b>Nil</b>
<b>CULTURAL ACTIVATION SEED GRANT TOTAL</b>		<b>\$24,000</b>	<b>\$15,900</b>

### CULTURAL PERFORMANCE SUBSIDY

#### Application recommended for funding

Applicant	Project	Total Requested	Recommended
<b>Camden Community Band</b>	Snippets of Camden	\$1,200	\$880 in-kind
<b>Macarthur Singers Incorporated</b>	Camden Sings	\$880	\$880 in-kind
<b>Fisher's Ghost Youth Orchestra</b>	Picture Perfect	\$1,200	\$880 in-kind
<b>Australian Decorative &amp; Fine Arts Society Camden Inc.</b>	Camden Kiddies' Concert	\$660	\$660 in-kind
<b>Recommended</b>		<b>\$3,940</b>	<b>\$3,300</b>

#### Applications not recommended for funding

Applicant	Project	Total Requested	Recommended
<b>Camden Musical Society</b>	Villains and Vixens	\$1,200	\$0
<b>Non Recommended</b>		<b>\$1,200</b>	<b>Nil</b>
<b>CULTURAL PERFORMANCE SUBSIDY TOTAL</b>		<b>\$5,140</b>	<b>\$3,300</b>

ORD10

Attachment 1



**CAMDEN**  
**ECONOMIC DEVELOPMENT STRATEGY**  
2022-2026

## ABBREVIATIONS

Council	Camden Council
CSP	Community Strategic Plan
DPIE	Department of Planning, Industry and Environment
EDA	Economic Development and Activation Branch
GRP	Gross Regional Product
GSC	Greater Sydney Commission
LGA	Local Government Area
LSPS	Local Strategic Planning Statement
RTO	Registered Training Organisation
WPCA	Western Parkland City Authority
WSIA	Western Sydney International Airport
WSIAO	Western Sydney Investment Attraction Office



### Economic Development Strategy

Published 2021

#### Acknowledgements

Council acknowledges and extends appreciation to all contributors.

#### Availability

The Camden Economic Development Strategy is available on Council's website:  
[www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)

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 Oran Park NSW 2570

☎ 4654 7777

✉ [mail@camden.nsw.gov.au](mailto:mail@camden.nsw.gov.au)

# MESSAGE FROM THE MAYOR

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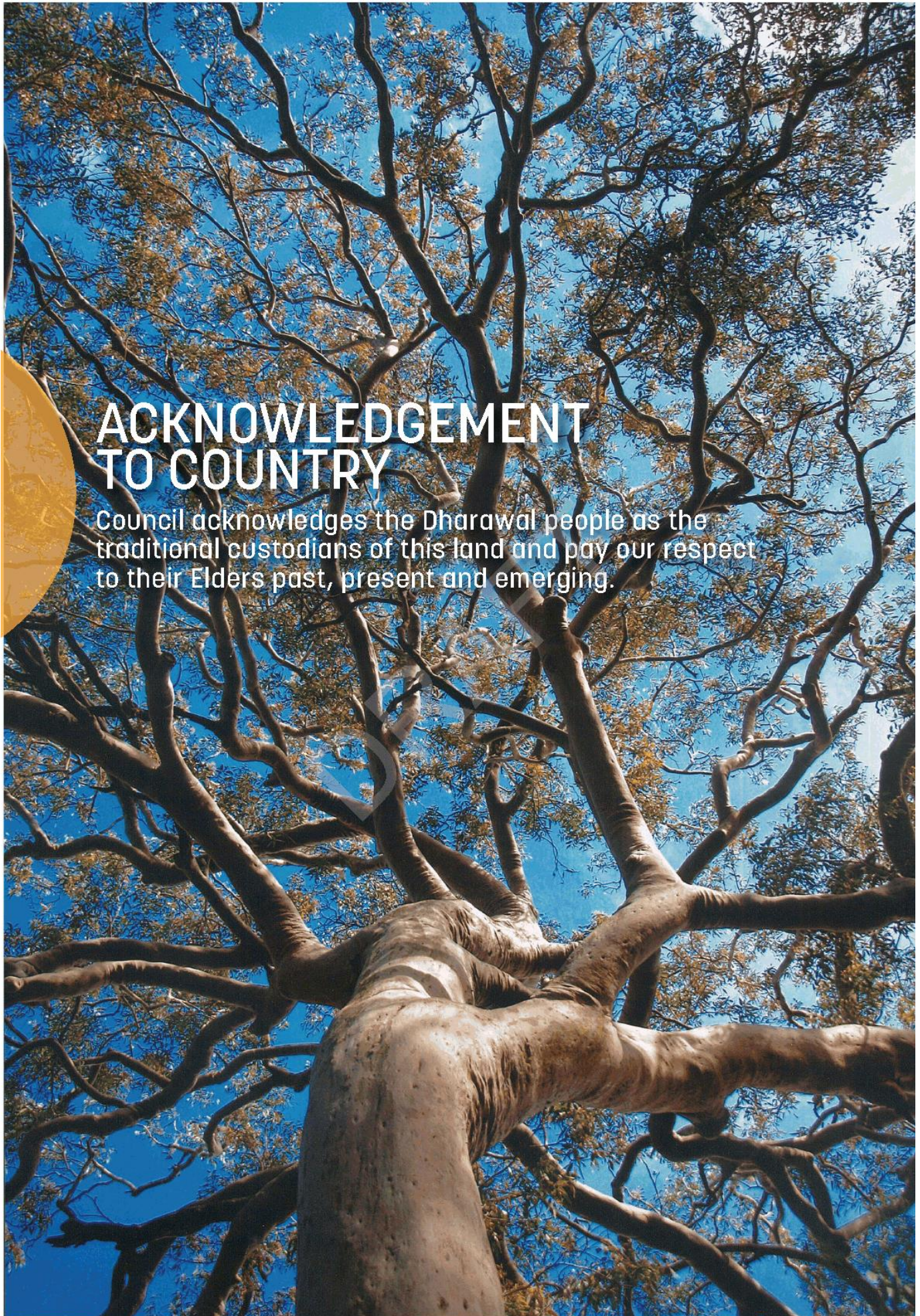
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Mayor of Camden





# ACKNOWLEDGEMENT TO COUNTRY

Council acknowledges the Dharawal people as the traditional custodians of this land and pay our respect to their Elders past, present and emerging.

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Attachment 1

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## EXECUTIVE SUMMARY

Camden will be a place of opportunity, with a well-managed approach to growth, social inclusion and economic innovation. It will capitalise on local strengths and regional advantages to access opportunities catalysed by connections to expanded industries and broader markets. Camden Council plays a key role as an enabler of economic growth and diversification in Camden and throughout the Western Parkland City. We will leverage Camden's unique position to realise the regional and global opportunities stemming from catalytic developments across a range of industries.

The Economic Development Strategy is a plan that outlines Council's priorities for stimulating economic growth and vitality throughout the Camden LGA. It will provide a framework to deliver the key directions of the Camden Community Strategic Plan and the priorities of the Camden Local Strategic Planning Statement which relate to encouraging vibrant and connected centres and promotion of a diversified and growing local economy.

As a central part of the Western Parkland City, Camden's growth is intrinsically linked to the dynamic Western Sydney region, which is experiencing unprecedented infrastructure development, including the delivery of Sydney's second international airport. Camden is one of the fastest growing LGAs in Australia, with a rapidly changing demographic and economic profile. This rapid change and continued population growth is reflected in the LGA's strong economic growth, with GRP over the last decade increasing at an average rate of 8.3% per annum (2011-2020), and population-serving industries such as Construction and Retail being Camden's strongest.

Camden is well placed to capitalise on opportunities presented by upcoming catalytic projects in the Western Parkland City including the Western Sydney International Airport and surrounding



Aerotropolis. Effectively leveraging these opportunities in a complex and competitive environment, whilst retaining the existing local strengths valued by our residents and business community, will be a challenge which is crucial to Camden’s continued economic success.

Our proximity to the Western Sydney International Airport, ample supply of greenfield sites, and strong population growth are assets which can be leveraged to expand existing and attract new businesses and industries. There is abundant potential for industry growth in a range of emerging sectors including agribusiness, food science, education and training, advanced manufacturing, and health care. These opportunities can only be realised with the delivery of key enabling infrastructure and the support of an increasingly skilled workforce.

One of Camden’s key strengths is its heritage and agricultural identity, and striking the right rural-urban balance will be key to retaining the diverse residential offering and recreational spaces that contribute to Camden’s liveability. In addition, an emerging visitor economy, anchored by Camden’s unique historic and scenic character, presents opportunities to attract visitation and further diversify the local economy.

A number of regional agencies and initiatives have been established to coordinate and connect government, industry and community to deliver outcomes during this period of growth in the Western Parkland City. By working collaboratively across the region, Council will facilitate economic activity and employment growth, support local businesses to grow and thrive, advocate for investment in the Camden LGA, and encourage the development of attractive and vibrant places in order to grow a prosperous economy and connected community.



**VISION**

To leverage Camden's local strengths and emerging regional advantages to promote attractive and liveable places, stimulate economic and employment growth, and foster a vibrant, diversified and technologically advanced economy.

**PRINCIPLES**

Support, Collaboration, Leverage, Promotion, Place and Innovation

**STRATEGIC DIRECTIONS**

1. Facilitate business and industry growth	2. Strengthen education, training and career pathways	3. Attract investment to the region	4. Support the development of vibrant places
---	--	--	---

**PRIORITIES**

1.1 Understand the make-up and characteristics of the current Camden LGA business ecosystem through effective data capture and analysis	2.1 Understand the existing landscape for education and training opportunities within the Camden LGA	3.1 Investigate and support opportunities to leverage off future industrial and commercial hubs of the Aerotropolis	4.1 Develop and deliver activations throughout Camden LGA's centres
1.2 Keep businesses informed of trends and changes in economic, industry and government landscapes	2.2 Engage with local businesses to understand education and training needs and requirements by industry segment	3.2 Promote Camden LGA as an attractive place for business, industry and government investment	4.2 Implement the Camden Town Centre Urban Design Framework and Camden Town Centre Vision
1.3 Promote Camden LGA's unique and diverse offerings to its residents, workers, students and visitors	2.3 Collaborate with stakeholders to deliver education, training and career pathway programs across a range of industries	3.3 Continue to collaborate with all three tiers of government in the delivery of economic outcomes associated with the Western Sydney City Deal	4.3 Support the development of the night time economy within Camden's existing and emerging centres
1.4 Provide opportunities for capacity building to local businesses across a range of industries	2.4 Provide opportunities to accelerate youth employment in the Camden LGA	3.4 Investigate opportunities to attract and encourage the delivery of social services and infrastructure within the Camden LGA	4.4 Support and encourage the delivery of events throughout the Camden LGA
1.5 Investigate the establishment of flexible work hubs across the Camden LGA	2.5 Advocate to expand tertiary education and training options across the Camden LGA	3.5 Investigate the appropriate types of visitor accommodation for Camden and identify appropriate locations for future accommodation	4.5 Collaborate across Council to support a place-based approach to the development of Camden's strategic and local centres



## 1.1 A FOCUS ON ECONOMIC DEVELOPMENT

The Camden LGA is transforming from being on the fringe of Sydney to occupying the geographic centre of one of Sydney's three cities – the new Western Parkland City (WPC). Camden has an emerging regional role to play in the future of the WPC, as it is set to benefit from the development of new communities in the South West Growth Area, catalytic infrastructure projects such as the South West Rail Link, North South Rail Line, M9 Outer Sydney Orbital, and notably, proximity to the Western Sydney International Airport (WSIA) and Aerotropolis.

Core to responding to this change is recognising and taking advantage of Camden's strategic regional position. As one of the fastest growing LGAs in Australia, with a population forecast of 233,300 by 2036, Camden is well-placed to provide the talent needed to build and service new industries that can leverage access to Australia's gateway to the world. A vast and diverse mix of employment lands – including agricultural and industrial lands, greenfields, towns and villages, and established and emerging centres – positions Camden well to attract investment that will benefit from proximity to major infrastructure and transit hubs, a highly-skilled workforce and strong liveability offerings.

Capitalising on Camden's existing strengths in entrepreneurship and small business, Camden Council (Council) will target economic growth that attracts and enables innovation. Council is a convener, supporting the conditions to create employment opportunities that can be scaled – from new ideas and start-ups, to established businesses that serve domestic and international markets.

Targeting entrepreneurship, talent and industry involves leveraging the existing strengths of each centre in Camden. Creating a supportive environment for these opportunities in the established manufacturing





and population-serving employment bases at Narellan and Smeaton Grange will help to retain and attract talented people. The growth potential of Oran Park and Leppington presents significant potential for different types of industry attraction. Greenfield land in the north of the LGA also presents opportunities to organise industries differently, with access to global markets on Camden’s doorstep through the WSIA and Aerotropolis.

Council can also leverage Camden’s existing and future talent pool and help to catalyse more local job opportunities. Providing employment opportunities and a skills platform that fosters lifelong learning will be key to enable more flexible and adaptive working lives and increase the diversity of local jobs.

A strong liveability offering is also central to targeting talent. Camden’s appealing built and natural environment sets it apart in the WPC, with vibrant and activated centres and ample open and recreational spaces. Camden’s heritage and rural values, unique cultural assets, and boutique local food and retail offerings contribute to its appeal to new residents and visitors, enabling the strengthening of a local visitor economy.

It is essential that Camden continues growing into its identity as a central player in the WPC to effectively leverage existing and emerging opportunities. The Economic Development Strategy 2022 - 2026 (the Strategy) will set the framework for Council as an enabler of economic growth and diversification in Camden and throughout the WPC. It will outline actions which build on Camden’s solid foundations to take advantage of the opportunities, and address the challenges, which come with rapid growth and change.

DRAFT





## 1.2 THE ROLE OF COUNCIL

Camden Council plays a major role in local and regional economic development for the LGA, determining, encouraging and responding to a wide range of variables to stimulate economic growth for the benefit of our community.

To drive economic development in the Camden LGA, Council's role is three-fold:

1

### FACILITATE economic growth through:

- *Enabling* activities which attract investment, create employment opportunities, and encourage the growth of innovative and future-focussed industries;
- *Strategy development*, to articulate Council's plans to support and encourage investment, jobs growth and vibrant centres;
- *Partnerships* with diverse stakeholders to help deliver infrastructure, facilities and services that will benefit our communities and generate economic activity;
- *The provision of local infrastructure and assets* that are fundamental for business operations and place vitality, such as roads and streets, amenities, public domain assets, and community facilities;
- *Land use planning* to develop existing and future centres and employment lands that will help to build employment diversity and develop Camden as an attractive investment option; and
- *Delivery of events and activations* to activate public spaces, attract visitors, promote the Camden LGA, and boost the local economy.

2

### SUPPORT economic growth through:

- *Business support*, including information sharing, communication between businesses and Council, and assisting businesses through crises;
- *Capacity building* by providing opportunities for businesses to learn and develop, and connect and collaborate in order to grow their businesses and the broader business community;
- *Encouraging the development of vibrant places* which enhance and diversify Camden's liveability offering; and
- *Collaboration* with agencies and organisations to deliver a range of economic development activities, including investment attraction, business support, capacity building, networking, and education and training opportunities.

3

### INFLUENCE economic growth through:

- *Advocacy* to State and Federal Governments, organisations and industry for a range of population-serving, employment-generating infrastructure, growth and place outcomes that will enhance the Camden LGA's economic viability;
- *Investment attraction* activities that will promote the strategic advantages of doing business in Camden;
- *Promotion* of the Camden LGA as a great place to live, work, study and visit; and
- *Research and data gathering* to understand a range of factors that will support and enhance economic activity in Camden.

ORD10

Attachment 1



## 2. REGIONAL CONTEXT

As a central part of the Western Parkland City, Camden sits within a broad and multifaceted regional context which plays a significant role in how the LGA will grow and develop over the coming decades. Cooperation and collaboration with our stakeholders, partners and peers will be crucial to positioning Camden to take full advantage of the opportunities, and address the challenges, arising from increased investment and population growth in the region.

### 2.1 STRATEGIC CONTEXT

Camden is a changing place, defined by established and emerging centres. Each has a vital role to play in the future of Camden as a productive, liveable and sustainable place.

The Strategy aligns with key Council and regional strategies, including the:

- Greater Sydney Region Plan – a Metropolis of Three Cities, 2018
- Western City District Plan, 2018
- Western Sydney City Deal, 2018
- Camden Community Strategic Plan
- Camden Local Strategic Planning Statement, 2020

The Strategy builds on the principles outlined in these key documents and takes a place-based approach to economic development which seeks to encourage and support the growth of places and precincts which are people and community centred. It will deliver a holistic approach to economic development which prioritises innovation, community wellbeing, celebration of our unique rural and urban assets, and maximising opportunities to leverage growth from the WSIA and Aerotropolis.



STRATEGIC DOCUMENT	LEAD AGENCY	KEY CONSIDERATIONS FOR CAMDEN
Greater Sydney Region Plan – a Metropolis of Three Cities, 2018	Greater Sydney Commission	<p>The vision of the GSC is to achieve a metropolis of three cities, enabling people to live and commute within 30-minute cities. The Region Plan aims to rebalance economic and social opportunities to deliver a more equitable Greater Sydney based on four themes: Infrastructure and Collaboration, Liveability, Productivity, and Sustainability. Under the themes are ten established Directions to guide future planning across Sydney. Directions relating to economic development in Camden are:</p> <ul style="list-style-type: none"> <li>• A city for people</li> <li>• A city of great places</li> <li>• A well-connected city</li> <li>• Jobs and skills for the future</li> <li>• A city in its landscape</li> </ul>
Western City District Plan, 2018	Greater Sydney Commission	<p>The District Plan follows the themes of the Region Plan and builds on its Directions, setting priorities and actions for achieving the strategic direction for the Western Parkland City. Planning Priorities relating to economic development in Camden are:</p> <ul style="list-style-type: none"> <li>• W3: Providing services and social infrastructure to meet people’s changing needs</li> <li>• W6: Creating and renewing great places and local centres, and respect the District’s heritage</li> <li>• W8: Leveraging industry opportunities from the Western Sydney Airport and Badgerys Creek Aerotropolis</li> <li>• W11: Growing investment, business opportunities and jobs in strategic centres (Narellan and Leppington)</li> </ul>
Western Sydney City Deal, 2018	<ul style="list-style-type: none"> <li>• Federal Government</li> <li>• NSW Government</li> <li>• Western Parkland City Councils</li> </ul>	<p>The City Deal, signed on 4 March 2018, brings together three tiers of government to work collaboratively and contribute resources to deliver the 38 commitments within the City Deal and create quality outcomes and transformative change for the region. Its vision is for ‘A thriving future-focused city that is highly connected, innovative and liveable’ within 20 years. The City Deal’s commitments relating to economic development in Camden are:</p> <ul style="list-style-type: none"> <li>• Jobs for the future: creating 200,000 new jobs across a wide range of industries</li> <li>• Skills and education: residents of the WPC will have access to the best in education and skills training opportunities</li> <li>• Liveability and environment: the WPC’s future neighbourhoods will be more liveable and sustainable</li> </ul>

STRATEGIC DOCUMENT	LEAD AGENCY	KEY CONSIDERATIONS FOR CAMDEN
Camden Community Strategic Plan	Camden Council	<p>The Camden CSP outlines how Council will work to meet the community's needs. It includes a road map that balances economic development, environmental management, social wellbeing, local leadership, and incorporates key directions on how these priorities will be achieved, measured and monitored.</p>
Camden Local Strategic Planning Statement, 2020	Camden Council	<p>The LSPS is a 20-year planning vision, emphasising land use, transport and sustainability objectives to demonstrate how Camden LGA will change to meet the community's needs. The LSPS is made up of four themes which mirror those of the Sydney Region Plan and Western District Plan. These themes are implemented through 21 local priorities to be undertaken by Council. The local priorities relating to economic development in Camden are:</p> <ul style="list-style-type: none"> <li>• I4: Working in partnership to deliver a more liveable, productive and sustainable Camden</li> <li>• L2: Celebrating and respecting Camden's proud heritage</li> <li>• L4: Encouraging vibrant and connected centres which reflect Camden's evolving character</li> <li>• P1: Increasing the quantity and diversity of local jobs, and improving access to jobs across the Western City District</li> <li>• P2: Creating a network of successful centres</li> <li>• P3: Strengthening the Strategic Centres of Narellan and Leppington</li> <li>• P5: Leveraging industry opportunities created by Camden's proximity to the Western Sydney Airport and Aerotropolis</li> <li>• P6: Leveraging Camden's natural and cultural assets to promote local agricultural production and increase tourism</li> </ul>

The development of the Strategy was also informed by the following key documents:

**NSW Government**

- Turning Ideas into Jobs: Accelerating Research and Development in NSW, 2021
- Visitor Economy Strategy, 2021
- Western Sydney Aerotropolis Plan, 2020
- Sydney 24-hour Economy Strategy, 2020
- NSW 2040 Economic Blueprint, 2019

**Camden Council**

- Centres and Employment Land Strategy, 2021
- Rural Lands Strategy, 2018
- Camden Town Centre Urban Design Framework, 2018
- Camden Destination Management Plan, 2016
- Camden Town Centre Vision, 2014



## 2.2 KEY AGENCIES AND ORGANISATIONS

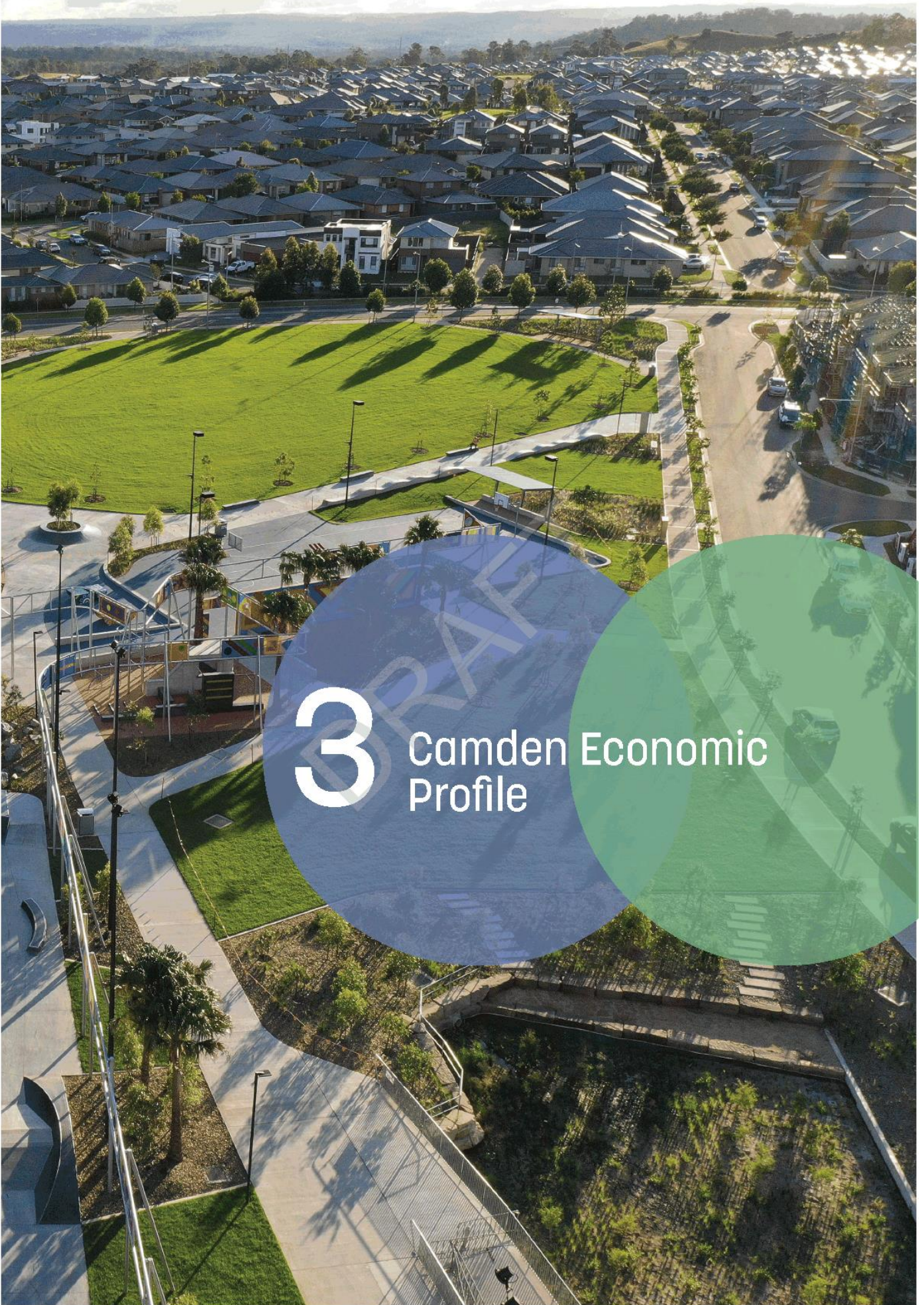
The delivery of the Strategy will be aided through ongoing engagement and collaboration with a number of organisations and government agencies. These include, but are not limited to:

- Greater Sydney Commission
- NSW Department of Planning, Infrastructure and Environment
- Investment NSW
  - Destination NSW
  - The Office of the 24-hour Economy Commissioner
- Office of the Small Business Commissioner
- Western Parkland City Authority
- Western Sydney Investment Attraction Office
- Western Parkland Councils
- Service NSW for Business
- Business Western Sydney
- Night Time Economy Councils' Committee
- Local Government NSW
- Eight councils of the Western Parkland City



ORD10

Attachment 1





### 3.1 LOCAL ECONOMY

Camden LGA has a strong and diverse local economy, which has, in the last 10 years, grown at an average rate of 8.3% per annum (2011-2020).

In the year ending June 2020, Camden's gross regional product (GRP) was \$5.74 billion, which accounts for 3.8% of the Western Sydney Region's GRP. In that same period, the LGA's top employers were the Retail Trade, Construction, and Accommodation and Food Services industries, demonstrating that the local economy is largely population-serving. This trend is likely to continue given Camden's rapidly growing population.

Employment self-sufficiency in Camden LGA is relatively high, with a large proportion of local jobs being filled by residents. However, overall, there are less jobs in Camden proportionate to the number of resident workers, with a jobs-to-residents ratio of 0.66. In this way, employment self-containment is low, meaning that the majority of resident workers leave the Camden LGA to access employment<sup>1</sup>.

#### Drivers and Demands

Camden's population growth has outpaced other LGAs in the WPC, recording an estimated resident population of 107,806 by mid-2020, which is a 6.3% growth in comparison to 1.0% growth in Greater Sydney and 1.53% in the Greater Western District over the previous year (2019). Per ABS estimates, Camden's rate of growth has been one of the fastest amongst LGAs across Australia and is a significant driver of economic growth for Camden.

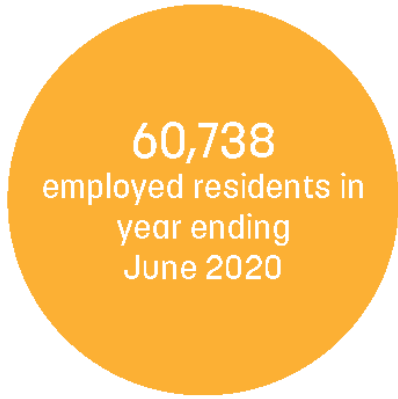
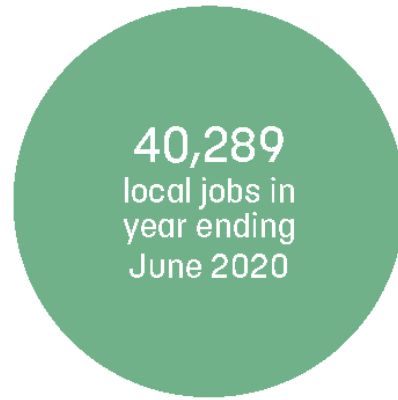
Population growth generates demand for construction (commercial and residential) and other population-serving industries and services, which are currently Camden's strongest. The Camden LGA has been proactive in providing and planning for the demands of its resident community, as well as catering to the needs of the business community to support generation of jobs and growth in the region.

Significant infrastructure investment and ongoing residential development place the LGA on a new trajectory of growth not seen to date. The opportunity to leverage Camden's strategic location and ample supply of greenfield sites will facilitate the transition towards more industrial and employment lands and ultimately grow Camden's local economy<sup>2</sup>.

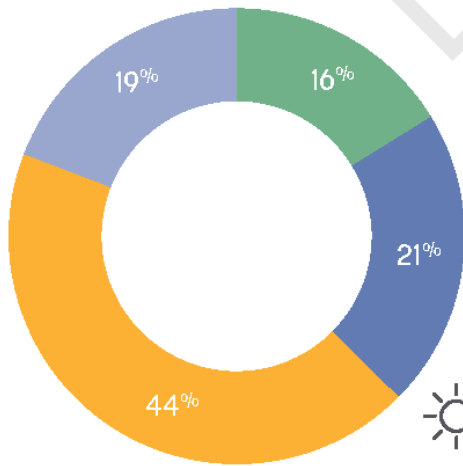
<sup>1</sup>idCommunity, *Camden Council Economic Profile: Jobs to Workers Ratio*, <https://economy.id.com.au/camden/Employment-capacity> Accessed July 2021

<sup>2</sup> *Camden Industrial and Employment Lands Study*, Camden Council, 2020





The types of jobs in the Camden LGA are distributed across the following industries:

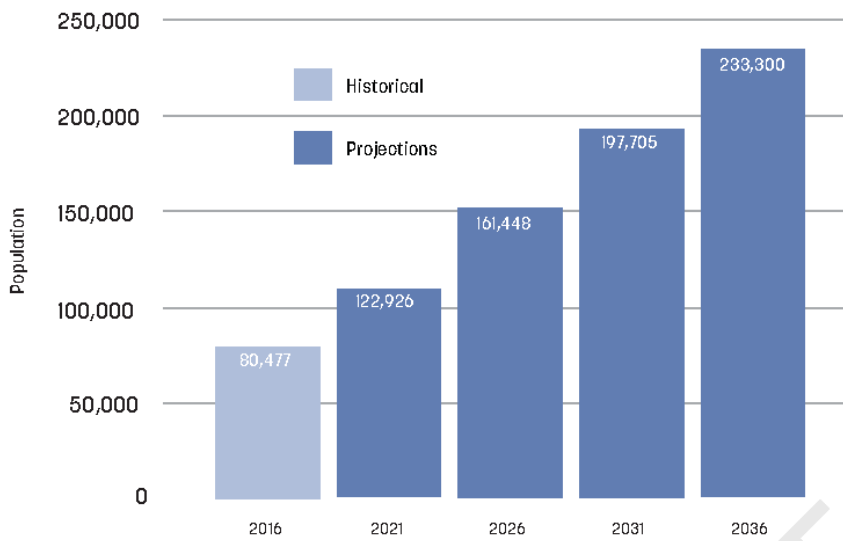


Population Serving	44%
Health and Education	21%
Industrial	19%
Knowledge Intensive	16%



# DEMOGRAPHICS

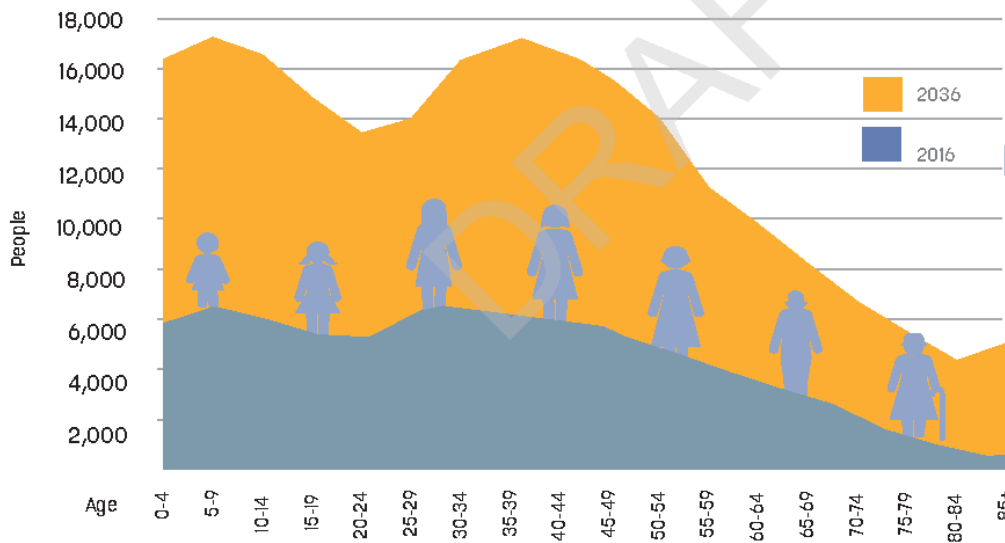
## POPULATION GROWTH (2006 to 2036)



**199%**  
increase  
(2016 - 2036)

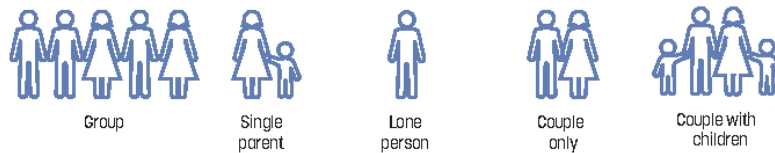
**5.63%**  
forecast average  
annual growth  
rate to 2036

## AGE PROFILE (2016 & 2036)



In 2036 there will be an increased percentage of Mature Adults (45 - 65) and Retirees (65+)

## PROJECTED HOUSEHOLD STRUCTURE (2016 & 2036)

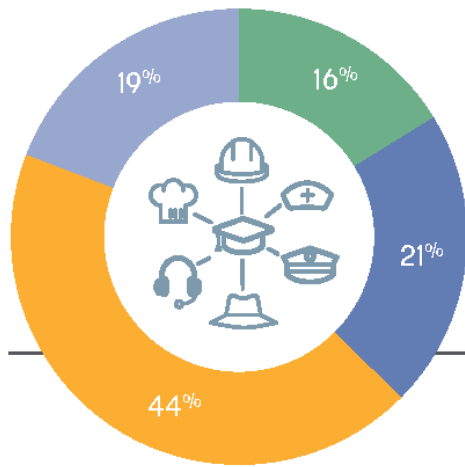


2016 %	5.90%	10.60%	13.70%	23.50%	46.20%
2036 project % change	↓	↑	↑	↑	↓

2016  
**24,019**  
households

2036  
**77,350**  
projected  
households

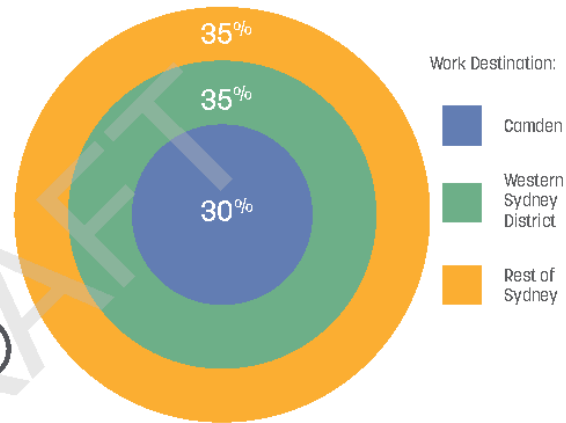
### EMPLOYMENT BY SECTOR



	Camden	Camden Trend*	Western City District
Population Serving	44%	↑	34%
Health and Education	21%	↑	25%
Industrial	19%	↓	24%
Knowledge Intensive	16%	↑	17%

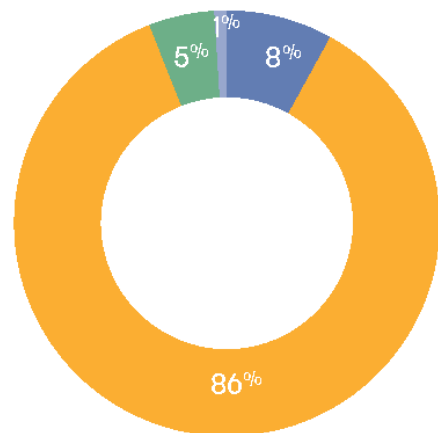
### RESIDENT WORK DESTINATION (2016)

A majority of workers within Knowledge Intensive industries leave the LGA for work



### METHOD OF TRAVEL TO WORK (2016)

	Camden	Camden Trend*	Western City District
Private Vehicle	86%	↓	80%
Public Transport	8%	↑	14%
Work at Home or Other	5%	↑	4%
Active Transport	1%	↓	2%



\*Camden Trend = 2011-2016

### NEW RESIDENTS (NET 2011-2016)



### 3.2 IMPACTS OF COVID-19

COVID-19 has had a significant impact on economies worldwide, and whilst businesses and residents of Camden have been affected by the pandemic, the COVID-19 lockdown of 2020 saw the LGA being relatively less impacted upon across all economic indicators in comparison to the rest of Greater Sydney and NSW.

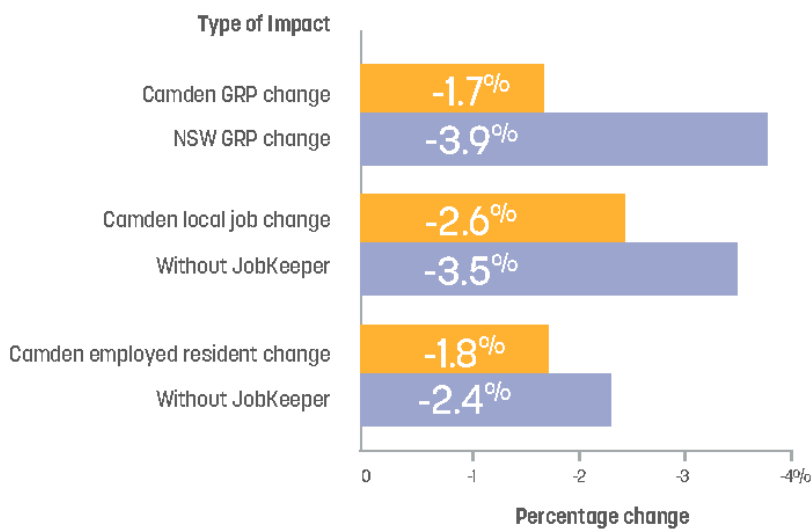
Some possible reasons for Camden’s relatively low COVID-19 impact in 2020 include:

1. A strong Construction industry that was largely unaffected due to strong existing housing growth resulting from population growth, a relatively unscathed Australian housing market, Federal Government stimulus to the industry, and a rising trend for people to relocate to outer suburbs as COVID-19 increased opportunities for flexible working arrangements.
2. Reallocation of workers from central business districts to their home suburbs. As people increasingly worked from home, the retail and hospitality activity largely associated with workers shifted from central business districts to suburbs like those in the Camden LGA.
3. Manufacturers and local producers filled the gaps caused by supply chain disruptions, as consumers and suppliers shifted to higher dependency on local goods and services.

#### Camden Council's COVID-19 Community Support Package

Council plays a key role in facilitating economic growth of the region through the provision of community infrastructure and services that stimulate local expenditure, investment and employment. In response to the pandemic, Council implemented a comprehensive and robust Community Support Package to assist in minimising the impact of COVID-19 to the community. Stages One and Two of the package were announced in April 2020, and included \$17 million of support for businesses and residents, and acceleration of infrastructure and capital projects. Its output impact has been calculated within the range of \$23.5 million to \$26.7 million, while its estimated contribution to Camden GRP is between \$11.3 million to \$13.3 million. Stage Three of the package was announced in March 2021 as a \$113.85 million direct economic stimulus which is expected to have an output impact worth between \$173.6 million to \$195.1 million and a contribution to GRP between \$76 million to \$89 million<sup>3</sup>.

#### COVID-19 IMPACT\*



\*September 2020 quarter

<sup>3</sup>SGS Economics and Planning, *Economic Impact of Camden Council’s Covid-19 Community Support Package*, February 2021

### 3.3 CAMDEN'S KEY SECTORS AND INDUSTRIES

Camden's robust economic growth has been underpinned by its local strengths. Like many emerging urban areas, Camden's strongest industries are population-serving, catering to the needs of local residents. As Camden's population continues to grow, these sectors will expand in step, along with opportunities from regional growth and catalytic infrastructure development.

#### Construction

Construction is Camden LGA's largest industry, with a value addition of \$1,005 million (23.1%) in the year ending June 2020, which is substantially higher than its 8.7% contribution to the economy at the NSW state level. Construction contributes significantly to local employment with 16.1% of local jobs (6,494) being in this industry, which indicates that Camden is well positioned to support construction in the growing WPC.

#### Retail Trade

Retail Trade was the second largest industry with the second highest value-added contribution of \$412 million (9.5%) to the Camden economy during the year ending June 2020. This contribution rate is about two times higher than that for the NSW economy at 4.9%. Retail Trade was also the largest employer in Camden, employing 6,630 people (16.5%). Camden's strength in Retail Trade will likely be enhanced through leverage benefits from ongoing population and infrastructure growth.

#### Rental, Hiring and Real Estate Services

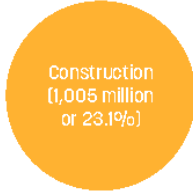
Rental, Hiring and Real Estate Services made the third highest contribution to Camden's economy, with \$336.4 million value-added contribution (7.7%) in the year ending June 2020, which is again higher in comparison to the NSW contribution level of 4.4% by this industry. This sector has a strong foundation from which to grow, as Camden's commercial and residential construction continues with population growth and associated demand for housing.

#### Visitor Economy

Camden is strategically positioned between Canberra and Sydney, and has a range of cultural, heritage, natural, community, retail and rural assets which support a vibrant local visitor economy. The strengthening of these existing assets and transport infrastructure delivery, combined with Camden's proximity to the WSIA, will position Camden as a key visitor destination and boost its visitor economy.



### LARGEST VALUE ADDED INDUSTRIES



### TOP THREE INDUSTRIES FOR LOCAL EMPLOYMENT



### TOP THREE INDUSTRIES BY REGISTERED BUSINESSES



\*All statistics for the year ending June 2020



## 3.4 SECTORS AND INDUSTRIES OF THE FUTURE

Camden is uniquely positioned as a rapidly growing economy during a period of transformation in the Western Parkland City. There is an opportunity for Camden to play a key role in this transformation, building off emerging industries in the LGA in step with a rapidly changing WPC, driven by increasing investment in the region. Growing these emerging industries will continue to strengthen Camden's position and overall contribution to the regional economy.

### Agribusiness and Horticulture

Camden has a range of established institutions and organisations which are well-placed to accelerate the region's growth in the diverse agribusiness and horticulture industries. These include Sydney University's Centre for Carbon, Water and Food, The Australian Plant Bank, and the adjacent Elizabeth Macarthur Agricultural Institute. The proposed Western Sydney Innovation Corridor seeks to connect key agtech assets in the WPC, including the University of Sydney's Camden farms. This reflects the opportunity for high tech growth in this area which capitalises on Camden's proximity to the WSIA and resulting connections to domestic and international markets.

### Food Science and Food Technology

Camden's strength in agribusiness and horticulture, and availability of suitable land for agricultural food production, can benefit from growth in food science and food technology. Food security concerns brought about by a range of environmental and social factors present an opportunity for growth in these sectors, noting that this would need to be supported by the provision of relevant higher education and training opportunities.

### Education and Training

Education and training are the core elements of a skilled workforce required for business and economic growth of the region. Population growth in the Camden region requires education and training facilities closer to home. Camden is therefore well-positioned to host a modern education and training facility which targets school leavers and those seeking to up-skill to match changing labour markets and industry requirements.

**Camden has a strategic advantage in growing advanced manufacturing initiatives in key industries**

### Transport Infrastructure

Transport infrastructure is a core driver of connectivity within the WSIA and other regions of Greater Sydney. Delivery of key infrastructure, including the planned North South Rail Line from St. Marys to Macarthur, which runs through Oran Park, the extension of the South West Rail Link from Leppington to WSIA, The Northern Road upgrade, and the M9 Outer Sydney Orbital will untap growth opportunities for Camden, boosting business and industry in a range of sectors.

### Advanced Manufacturing

The benefits of adopting new technologies and processes in manufacturing can apply across the WPC's large existing manufacturing base. This aligns with the Federal and NSW Governments' priorities for more resilient supply chains and sovereign manufacturing, especially in response to restrictions on pharmaceutical imports during the pandemic. With leverage benefits from proximity to the WSIA and a large supply of greenfield sites, Camden has a strategic advantage in growing advanced manufacturing

initiatives in key sectors such as pharmaceuticals, health care tools and equipment, defence equipment, and food processing.

**Health and Aged Care**

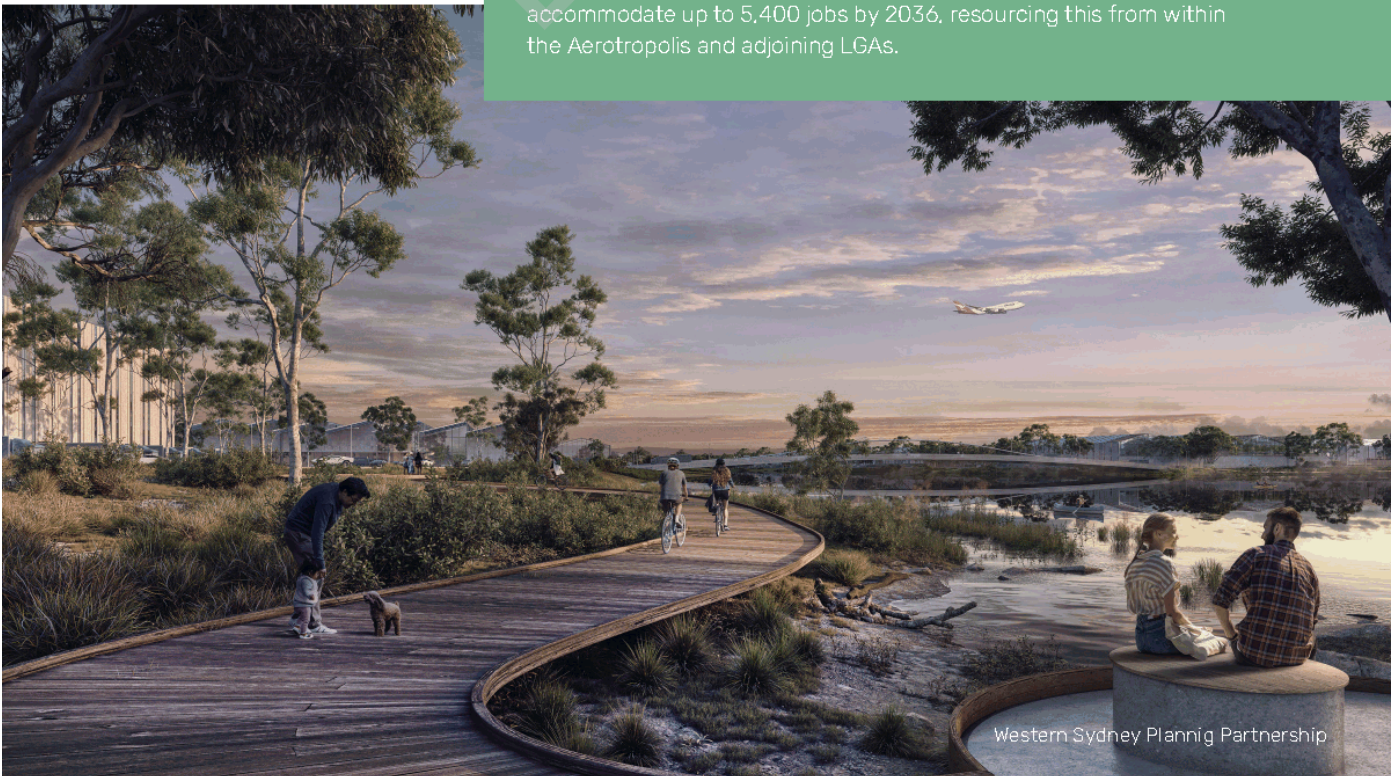
As Camden’s population continues to grow, particularly its aging population, the demand for health and aged care services will increase. Council is committed to establishing planning settings that enable the viability of medical and health care land uses which will generate knowledge-intensive jobs in Camden’s established and emerging centres. This will encourage public and private investment in a health and aged care industry that provides a diversity of care options for an increasingly diverse population and workforce.

**Circular Economy**

Circular economy refers to the disposal or reuse and management of waste in an environmentally sustainable manner, which will add value to the economy while supporting jobs growth and liveability. New technologies are driving this emerging sector forward, and Camden is well-positioned to support the establishment and growth of initiatives that harness innovative technologies and practices in recycling waste, as well as support business-to-business connections which limit waste generation.

**The Agribusiness Precinct**

A world-leading Agribusiness Precinct is currently in development for the Aerotropolis. The Precinct will support the production and value-adding of sustainable, high quality fresh produce and pre-prepared consumer foods. The Agribusiness Precinct is anticipated to accommodate up to 5,400 jobs by 2036, resourcing this from within the Aerotropolis and adjoining LGAs.



Western Sydney Plannig Partnership

### 3.5 CHALLENGES AND OPPORTUNITIES FOR CAMDEN

Camden LGA has a range of local strengths on which Council can build to capitalise on opportunities presented by upcoming catalytic projects such as the WSIA, surrounding Aerotropolis, development of Leppington as a strategic centre, and identified transport connections including the M9 Outer Sydney Orbital, North South Rail Line and South West Rail Link.

Camden is known as an historic, rural area with an identity embedded in its agricultural roots, but there is more to the Camden LGA. Camden is home to expansive greenfield sites in the north of the LGA, agricultural lands, emerging and established industrial centres, research centres, world class community and sporting facilities, and a range of open space and natural assets including the Nepean River, Camden Town Farm and Camden Bicentennial Equestrian Park.

The heritage nature of Camden is valued and striking the right rural-urban balance will be key for retaining the diverse residential offering and recreational spaces that contribute to Camden's liveability. Developing our emerging spaces and supporting new place identities to encourage economic growth and cultural vibrancy are key opportunities that will facilitate the creation of new community connections and ongoing local loyalty that the Camden business ecosystem values.

The local rural economy is poised to leverage from opportunities to support produce and promote fresh local food production. Opportunities exist to further expand and support agricultural enterprise, agritourism and research in this field, and to leverage Camden's proximity to the WSIA by accessing overseas markets and improving the visitor offering to attract visitation to Western Sydney.

As Camden's population continues to grow in size and diversity, ensuring that there is adequate skills provision for this growing population is essential, not only for economic growth, but also for the continued social prosperity that Camden enjoys. The current jobs deficit will grow without adequate opportunity for our population to access education opportunities with a view to supporting the jobs of the future. This presents a challenge for Camden moving forward, but also an opportunity to proactively seek partnerships and advocate for the provision of tertiary education and training services and to further investigate innovative solutions in conjunction with the sector.

#### The timely provision of transport infrastructure is essential for the region to fully realise the potential of government investment in the Western Sydney International Airport

Camden contains two Strategic Centres identified by the GSC's Region Plan – Narellan and Leppington. Narellan has become a significant centre, servicing a regional catchment with a mix of co-located uses, including shopping centre-based retail, residential dwellings and commercial offices. On the other hand, Leppington is in the early stages of its development and is well-positioned to leverage off a range of

opportunities presented by its location adjacent to the Aerotropolis. Rezoning of its largely undeveloped land will deliver a high-functioning and vibrant town centre with opportunities for mixed and commercial developments, the location of services, and the delivery of a mix of dwellings which are all well-connected by a train station. While fragmented land ownership in Leppington represents a barrier to development,

Council is collaborating with stakeholders to address this, and other challenges, to facilitate planned and staged development of the Leppington Precinct that will encourage investment and growth.

There is the opportunity to continue to leverage our proximity to the WSIA. However, effectively leveraging these opportunities in a complex and competitive environment will present a challenge, not only for Camden, but for all areas adjacent to the WSIA and beyond. The timely provision of key transport infrastructure is essential for the region to fully realise the potential of government investment in the WSIA. Essential interim transport solutions, including rapid bus services, will ensure that the community and business environment can effectively access domestic and international markets through the WSIA. Securing timeframes for key infrastructure in the Camden LGA to create certainty for investors, business and the community is essential.

As development reaches the northern boundaries of the LGA, supporting existing business to grow into new industries and attracting investment to the region will be a key opportunity for Council. This can be achieved by seeking partnerships with organisations wanting to capitalise on the opportunities presented not only by Camden's proximity to the airport but also by our unique economic landscape.

### Leppington Town Centre

Leppington is located within the South West Growth Area and will be a thriving and liveable city attracting high quality investment. As a strategic centre in the Western Parkland City, the Leppington Town Centre will provide homes, local jobs, retail, services, civic and cultural functions, and transport connectivity to the Western Sydney International Airport and Greater Sydney.

Leppington Town Centre will be a smart and walkable city with architecturally designed, sustainable and diverse buildings that open to vibrant and high amenity public domain. Its public, retail, cultural and commercial spaces, supported by active transport and open space connectivity, will be highly utilised by residents, workers, students and visitors, and it will continue to buzz after working hours with an activated night time economy





# 4 Consultation Summary

### 4. CONSULTATION SUMMARY

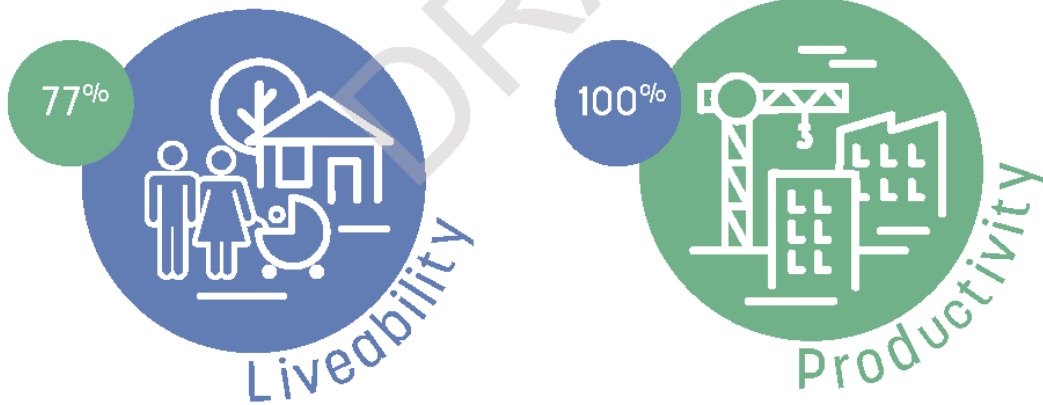
Council utilised a range of source materials and consultation methods to inform the development of the Strategy. This included a thorough literature review, review of the regional context, and review of the robust and comprehensive community consultation outcomes derived from the recent development of the Camden LSPS. In addition, Council undertook an internal and external consultation process to further inform the development of the Strategy.

#### Consultation Process

The Strategy’s consultation process was undertaken through a range of formats, including:

- Targeted online survey to business and industry groups – 22 responses received;
- Online community survey regarding place initiatives that would encourage visitation – 191 responses received, with 88.5% of respondents being Camden LGA residents;
- A webinar targeting business owners and stakeholders in the Camden LGA – 4 attendees;
- Workshops targeting business owners and stakeholders in the Camden LGA – 24 attendees; and
- Consultation with internal stakeholders.

### CAMDEN – THE PLACE TO BE!



77% of Place Survey respondents indicated that they feel a part of the Camden LGA community

100% of Business Survey respondents identified the Camden local community as a key opportunity for business

## Key Themes

The outcomes of the consultation process were considered along with past consultations, a literature review and review of the regional context. Four key themes emerged from this process.

### **1. Business engagement and capacity building**

Small businesses in the Camden LGA have shown a keen interest in accessing opportunities to grow. This could come in the form of capacity-building programs, training and education programs, and networking opportunities. Furthermore, local businesses were interested in understanding and leveraging off the opportunities that will come from the WSIA and Aerotropolis across a range of sectors, including construction, tourism and hospitality.

### **2. Employment pathways**

Small to medium businesses in Camden have reported difficulty in finding and securing apprentices and trained workers. As such, a range and diversity of education and training options need to be available to Camden's growing local workforce and student population, as well as clear career pathways. In particular, consideration of what future generations and businesses will need, by way of technology, services and skills, is crucial to establishing training programs and pathways that will grow and adapt as the local economy and region do the same.

### **3. Investment attraction**

Consultations with local businesses identified a range of challenges and opportunities to attract investment to the Camden LGA. Availability and affordability of commercial, retail and industrial real estate is a common challenge for businesses. Spaces for start-ups, creative enterprises and office hubs would assist in diversifying Camden's economic environment. Camden's significant supply of greenfield sites, along with opportunities to shape new centres, are some of the LGA's key advantages to meet the growing demand for commercial, retail and industrial space. The establishment of precincts and catalyst developments in the growth areas are seen as incentives to attract major tenants and businesses to the region.

### **4. Vibrant centres and precincts**

One of Camden's key strengths is the vibrancy of its established and emerging communities and pride in its rural and heritage assets. Respondents to the surveys overwhelmingly recognised Camden's local community as one of its assets and agreed that the Camden LGA is both a great place to live and visit, with many listing its café and restaurant culture, heritage and rural character as key attractors. There is a growing appreciation for the opportunities that come from having a range and diversity of centres throughout the LGA. Indeed, Camden is in the unique position to establish individual identities for new centres and reinforce the well-loved characteristics of its existing centres.

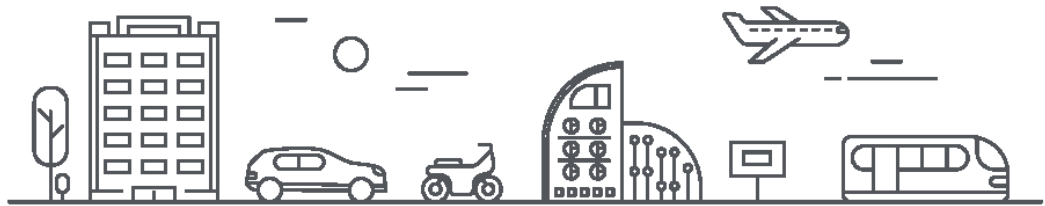


Between 2013 and 2018 the number of workers living in Western Sydney grew at an average of 2.9% per year, well above the region's 15-years average of 1.9% per year<sup>4</sup>.

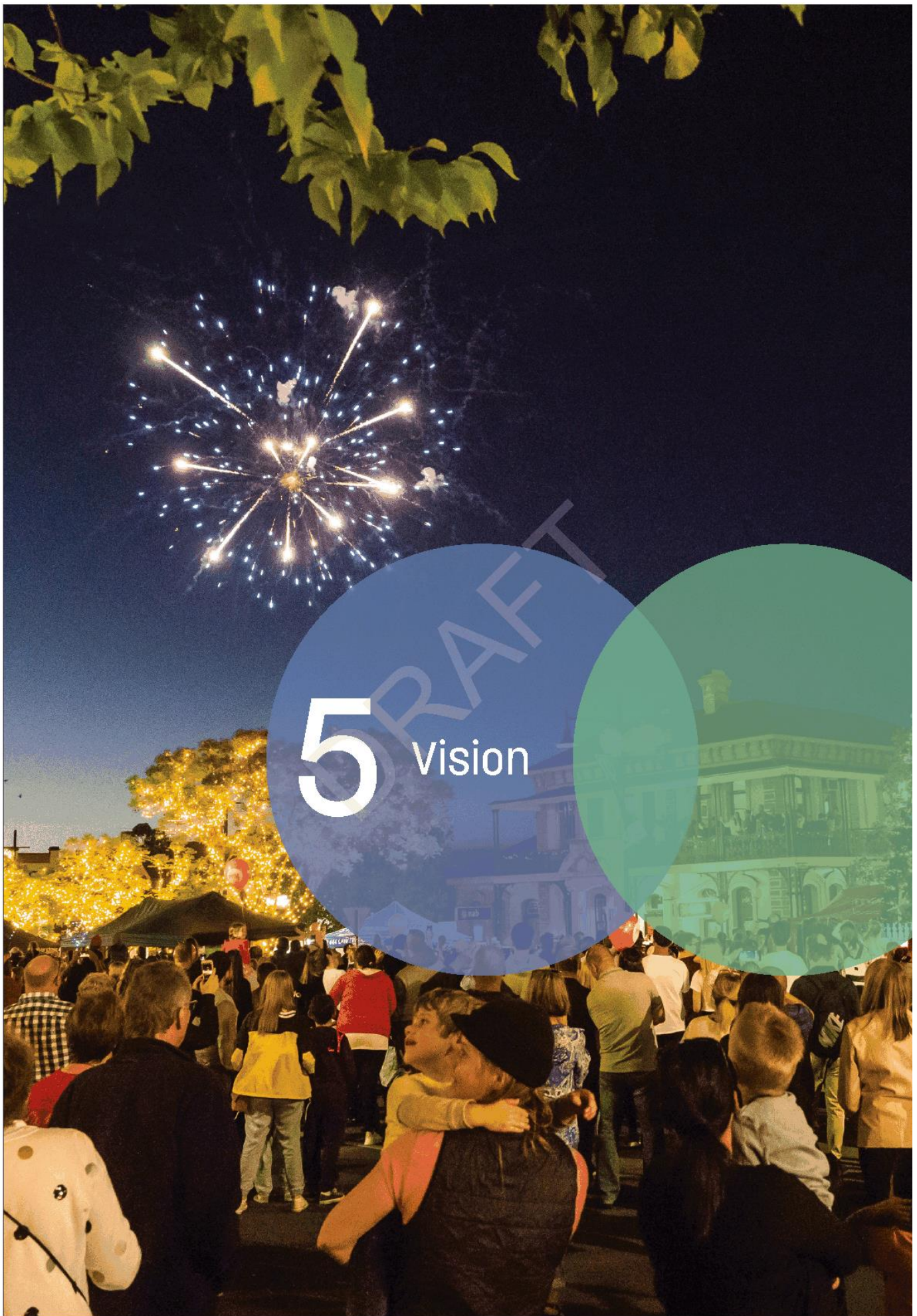
<sup>4</sup>Western Sydney University, *Where are the Jobs Report Part 1*, p. 10, stat from calculation by id from ABS Census of Population and Housing 2016



Planning Priority W8 of the Greater Sydney Commission's Western City District is "Leveraging industry opportunities from the Western Sydney Airport and Badgerys Creek Aerotropolis."







ORD10

Attachment 1

## To leverage Camden's local strengths and emerging regional advantages to promote attractive and liveable places, stimulate economic and employment growth, and foster a vibrant, diversified and technologically advanced economy.

Camden will be a place of opportunity, with a well-managed approach to growth, environmental sustainability, social inclusion and economic innovation. As a central part of the Western Parkland City, Camden will capitalise on its local strengths and regional advantages to access opportunities catalysed by connections to expanded industries and broader markets.

Camden will be an integral part of the 30-minute Western Parkland City, effectively leveraging its population growth to advocate for government investment, infrastructure and transit development, and build a highly-skilled and diversified workforce. Camden's residents and workers will benefit from a variety and diversity of employment opportunities, connectivity options, and entertainment and recreational offerings. Its talented and diverse pool of workers will have access to education, training and employment across a range of sectors which service the young and growing population, the emerging industries of the future, and developments from the adjacent Western Sydney International Airport and Aerotropolis.

The local rural economy will have leveraged opportunities to expand best practice agribusiness operations, export produce and promote fresh local food production. Ample supply of greenfield sites, as well as a robust network of centres and employment lands, will be attractive pull-factors for business and investment to expand on the region's key and emerging industries such as manufacturing, health care and the circular economy.

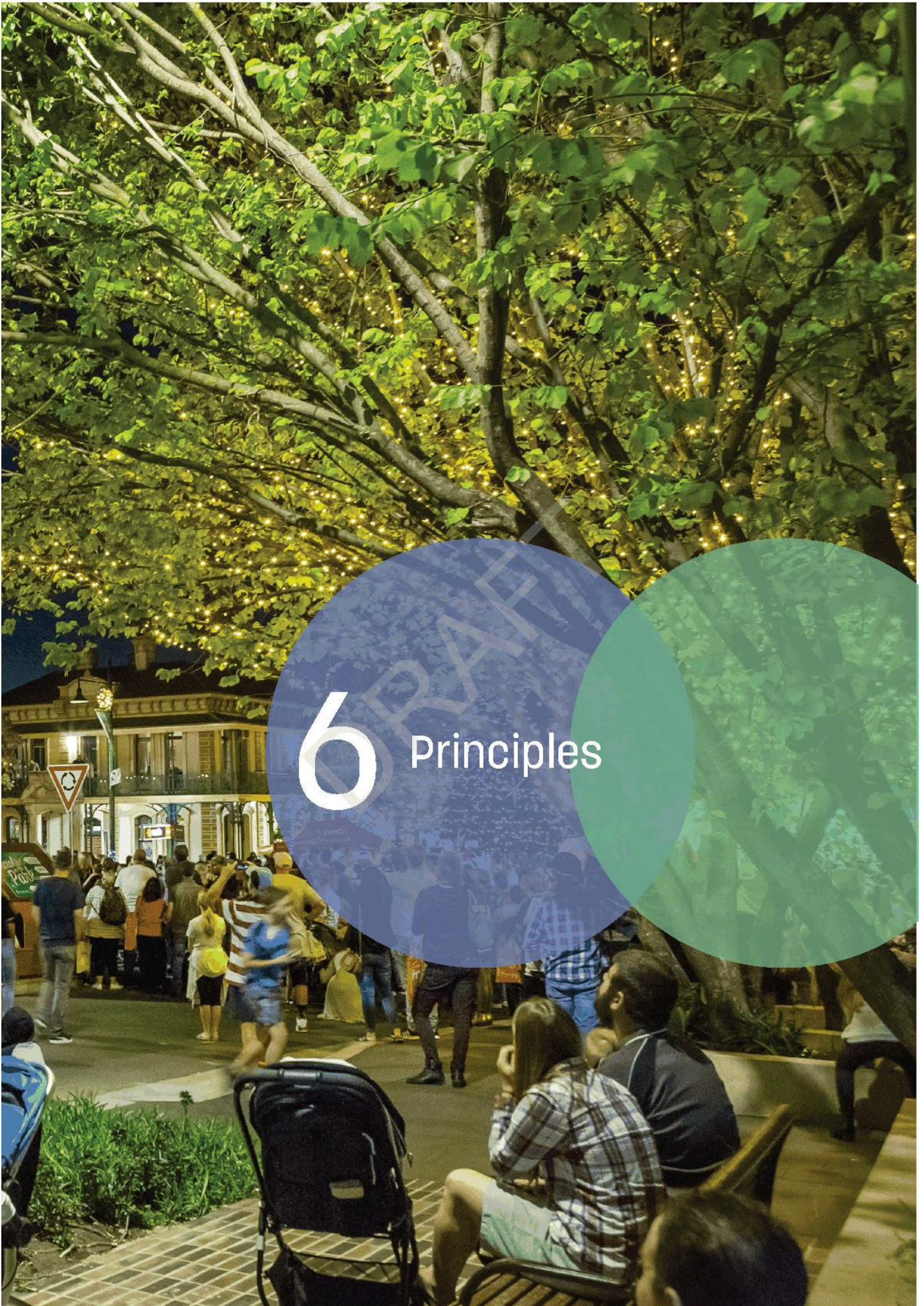
Strong community connection and pride will be bolstered by new and diverse demographics who will be attracted to Camden's abundant liveability offerings, including vibrant and activated centres and ample open and recreational spaces. The visitor economy will be thriving, with Camden capitalising on its heritage and rural values, and offering a strong local food scene, cultural festivals, activations and events. Camden's unique heritage and cultural assets will provide a strong foundation to further enhance and celebrate our rich local history and expand its creative industries.

Council plays a key role as an enabler of economic growth and diversification in Camden and throughout the Western Parkland City. We work collaboratively with government and industry partners to capitalise on Camden's unique position to leverage off regional and global opportunities stemming from catalytic developments in the region. Camden will attract a diverse range of technologically advanced, enabled and future-focussed businesses and enterprises who are drawn by our proximity to major infrastructure and transit hubs, our large and highly-skilled workforce, and our strong liveability offerings.



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Attachment 1



## 6. PRINCIPLES

The Strategy is underpinned by a set of principles that provide the framework to both develop and implement its identified Priorities and Deliverables. Each of the Strategy's Priorities is linked to one or more of the below principles, which will guide their delivery through the course of implementation.

### Support

Growth and vitality are achieved through ongoing engagement with those who contribute to a region's economy. Key to this is support of local businesses and social enterprises to grow and thrive at all stages of their business cycle, and through the challenges and opportunities that the economic landscape presents, from the establishment of an international airport to the impacts of a global pandemic. Council will continue to support local business as a key function of our economic development activities.

### Collaboration

The Western Parkland City is a dynamic and complex region made up of a range of public and private stakeholders and interest groups dedicated to driving the region's prosperity. As a key component within this dynamic ecosystem, Council will collaborate with our peers and stakeholders to deliver investment and jobs growth, and a liveable 30-minute city, for the residents and businesses of Camden and the broader region.

### Leverage

Infrastructure, industry and catalytic developments planned throughout the WPC present a range of leverage opportunities to grow the Camden economy. Council will build a robust evidence base from which to advocate for infrastructure development, industry growth, and public and private investment to Camden.



Promotion

Camden has a large and diverse range of natural, rural, heritage, retail, cultural, business and industrial assets which should be highlighted and celebrated. Council will promote Camden’s strategic locational and sector advantages, and its many natural, built and cultural assets, in order to attract investment, businesses, jobs and visitors to the region.

Place

Vibrant places enable their users to easily move through space, encourage connections between people and their environment, and provide ways to engage actively and passively. Council will continue to deliver and support events and activations which bring our centres to life. In addition, Council will continue to encourage the development of places that are vibrant and activated in order to improve safety, bring life to the streets and, importantly, create a sense of place and identity for our communities.

Innovation

In a rapidly changing environment, innovation and creativity are key to being able to adapt and thrive across a range of industries, landscapes and scenarios. Council will be innovative by considering creative, place-based and tailored solutions to its approaches to developing vibrant centres, attracting investment and growing the local economy.

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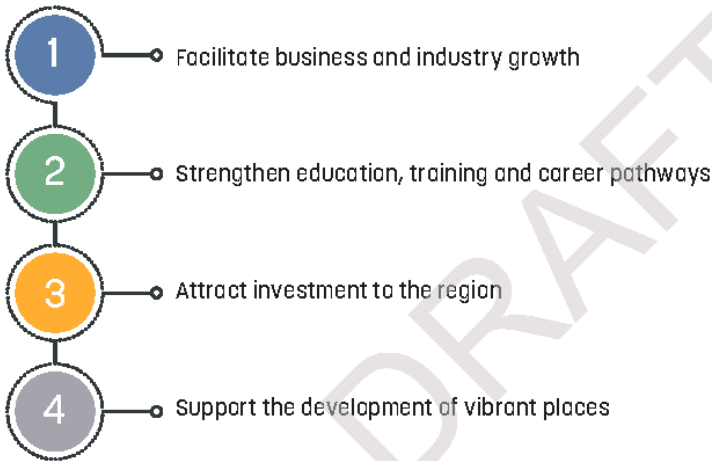
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## 7. STRATEGIC DIRECTIONS AND PRIORITIES

Council will capitalise and build upon Camden LGA’s existing strengths as well as support and promote growth in emerging industries, leveraging off opportunities arising from our rapid population growth, catalytic regional development and the expansion of key sectors throughout the Western Parkland City.

The Economic Development Strategy identifies four Strategic Directions which will support and enhance the Camden economy over the short to medium term, providing the framework for Council to achieve its vision for economic growth. The Strategic Directions expand into Priorities and Deliverables which outline Council’s approach to implementing the Strategy.

### STRATEGIC DIRECTIONS





## 1. FACILITATE BUSINESS AND INDUSTRY GROWTH

Council will collaborate with relevant stakeholders, including local businesses, to support and deliver initiatives to facilitate the growth of established, emerging and future businesses and industries. Priorities in this direction will deliver that network of support through facilitating information sharing, capacity building, collaboration opportunities, networking initiatives, business promotion, and innovative ways of working that enable businesses to connect with each other and strengthen the local business community. In addition, Council will work with key stakeholders to assist businesses and industry to expand their markets, particularly in response to opportunities derived from the Western Sydney International Airport and Aerotropolis.

PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
1.1 Understand the make-up and characteristics of the current Camden LGA business ecosystem through effective data capture and analysis	Leverage Support	<ul style="list-style-type: none"> <li>(a) Investigate mechanisms to undertake a Camden Business Census</li> <li>(b) Develop and maintain a Camden Business Customer Relations Management system</li> <li>(c) Investigate methods for data capture and analysis of Camden's current and future business landscape</li> <li>(d) Investigate data capture of pedestrian movements in Camden's centres and adjacent open spaces to better understand people movements and associated opportunities</li> <li>(e) Develop data reports as required to ensure key economic trends and impacts for Camden are understood, e.g. COVID-19</li> </ul>	Internal: <ul style="list-style-type: none"> <li>• EDA Branch</li> <li>• Corporate Performance and Customer Experience</li> <li>• Digital, Technology and Innovation</li> </ul>
1.2 Keep businesses informed of trends and changes in economic, industry and government landscapes	Leverage Support Collaboration	<ul style="list-style-type: none"> <li>(a) Continue to deliver the Camden Business E-news</li> <li>(b) Investigate an improved system for delivering news to businesses that enables more tailored content delivery</li> <li>(c) Collaborate with stakeholders to provide relevant support and information to businesses, including in a range of languages</li> <li>(d) Collaborate with stakeholders to communicate opportunities for market expansion and industry development to businesses</li> </ul>	Internal: <ul style="list-style-type: none"> <li>• EDA Branch</li> <li>• Relevant branches across Council</li> </ul> External: <ul style="list-style-type: none"> <li>• Service NSW for Business</li> <li>• WSIAO</li> <li>• Other relevant agencies</li> </ul>



The Western Sydney Business Chamber canvassed the leading organisations of Western Sydney and found consensus for the need for a 'touch down' space for employees. This is a small office near where employees live, which provides access to hardware and software of working life, without the familiar long commutes that Western Sydney workers face<sup>5</sup>.

<sup>5</sup>Western Sydney Business Chamber, *Closer to Home Report*, March 2021, p.11

PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
1.3 Promote Camden LGA's unique and diverse offerings to its residents, workers, students and visitors	Promotion Place Support	(a) Develop and deliver a City Marketing Plan (b) Deliver a Camden Visitor Guide (c) Update the Camden Destination Management Plan (d) Develop and maintain the Camden Business Directory	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> <li>Public Affairs</li> </ul> External: <ul style="list-style-type: none"> <li>Destination NSW</li> </ul>
1.4 Provide opportunities for capacity building to local businesses across a range of industries	Support Collaboration	(a) Develop a program of engagement with local businesses to understand their requirements with relation to capacity building, collaboration and networking opportunities (b) Develop and deliver capacity building programs, collaboration initiatives, and networking opportunities to local businesses (c) Inform businesses of capacity building opportunities delivered by other agencies and businesses where appropriate	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> </ul> External: <ul style="list-style-type: none"> <li>RTOs</li> <li>Relevant agencies</li> </ul>
1.5 Investigate the establishment of flexible work hubs across the Camden LGA	Innovation Support Collaboration	(a) Investigate opportunities for a trial of flexible work hubs within Council's existing and future assets (b) Investigate the repurposing of underutilised private spaces into flexible work hubs (c) Encourage the establishment of flexible work hubs in new developments	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> <li>Property Services</li> <li>Strategic Planning</li> <li>Statutory Planning</li> </ul> External: <ul style="list-style-type: none"> <li>Building owners</li> <li>Developers</li> <li>Business owners</li> </ul>

## 2. STRENGTHEN EDUCATION, TRAINING AND CAREER PATHWAYS

The development, diversification and growth of a skilled workforce are vital to the economic vibrancy of a region. As a rapidly growing LGA with a population that is increasingly becoming younger, Camden has a significant need for effective, diverse and inclusive education, training and employment pathways for its workers and citizens. Council will seek to understand the workforce demands of local businesses, the skills requirements for local workers, and the existing provisions for education and training in the Camden LGA. Developing this understanding will facilitate targeted strategic partnerships to support and/or deliver diverse training and pathway options, and advocate for further provision of training and education facilities to match the LGA's population growth and the requirements of a rapidly changing workforce.

A common challenge for businesses who were consulted is access to a technically skilled workforce. As construction, trade, tourism and hospitality are major industries in the Camden LGA, having a healthy supply of technically skilled workers is crucial to sustain the increasing demands on these industries as the region grows.



PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
2.1 Understand the existing landscape for education and training opportunities within the Camden LGA	Leverage	(a) Audit of existing high school training programs, registered training organisations, tertiary education institutions, and employment agencies within the Camden LGA  (b) Audit of opportunities available to Camden LGA residents from remote and adjacent providers	Internal: • EDA Branch External: • High Schools • Tertiary institutions • RTOs • Employment agencies
2.2 Engage with local businesses to understand education and training needs and requirements by industry segment	Leverage Support	(a) Survey of businesses and workers to understand demands and gaps for skills improvement in their industries  (b) Analyse identified skills gaps and investigate mechanisms to respond and support where suitable through partnerships, program delivery and advocacy	Internal: • EDA Branch External: • Local businesses • Local workers • RTOs • Employment agencies
2.3 Collaborate with stakeholders to deliver education, training and career pathway programs across a range of industries	Collaboration Innovation	(a) Engage in State and Federal Government initiatives to deliver skills training and education in the WPC  (b) Engage with relevant stakeholders to promote, develop and deliver education, training and career pathway programs based on the results of audits and business engagement	Internal: • EDA Branch External: • Department of Education • WPCA
2.4 Provide opportunities to accelerate youth employment in the Camden LGA	Support Collaboration	(a) Deliver Career Expos targeted at local schools, featuring local employment opportunities  (b) Engage with relevant stakeholders to promote, develop and deliver programs to accelerate youth employment, including employment matching programs	Internal: • EDA Branch • Sport and Community Services External: • High Schools • RTOs • Employment agencies
2.5 Advocate to expand tertiary education and training options across the Camden LGA	Leverage	(a) Undertake advocacy activities to encourage State and Federal Governments, universities, TAFE, international education providers and the private sector to expand and/or locate tertiary education and training options within the Camden LGA	Internal: • EDA Branch • Strategic Planning

### 3. ATTRACT INVESTMENT TO THE REGION

Camden has established and potential strengths in a range of key sectors which can be expanded in line with the development and opening of the WSIA and Aerotropolis. Investigation and understanding of the opportunities presented to local business and investors through emerging projects and precincts including the Advanced Manufacturing Research Facility, New Education and Training Model and The Agribusiness Precinct will enable Council to support the growth of a diversified and vibrant economy, particularly in the emerging Leppington Town Centre and adjacent Aerotropolis.

Camden's rapid population growth, its ample supply of greenfield sites, and an increasingly skilled workforce enable us to grow emerging industries locally, and therefore strengthen our position and contribution to the economic ecosystem that the WPC will cultivate. By developing and maintaining strategic partnerships, Council aims to capitalise and build upon our LGA's existing strengths, and support and promote growth in sectors which would be complementary to the key strength areas of neighbouring LGAs, in order to attract public and private investment, jobs growth and innovative enterprises to the Camden region.



PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
3.1 Investigate and support opportunities to leverage off future industrial and commercial hubs of the Aerotropolis	Leverage Innovation	(a) Investigate opportunities for growing Camden's key and emerging sectors, with particular focus on opportunities stemming from the WSIA and Aerotropolis  (b) Investigate opportunities for growing and attracting investment to Camden's strategic centres of Leppington and Narellan	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> <li>Strategic Planning</li> </ul> External: <ul style="list-style-type: none"> <li>WSIAO</li> </ul>
3.2 Promote Camden LGA as an attractive place for business, industry and government investment	Promote Leverage	(a) Develop key positioning statements to articulate the strategic advantages derived from investment in the Camden LGA  (b) Develop and maintain a suite of investment attraction collateral  (c) Deliver a program of business events to showcase Camden LGA's economic landscape and investment attraction proposition  (d) Advocate for public and private sector investment in critical infrastructure development and upgrades throughout Camden LGA, including transport and orbital links	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> <li>Public Affairs</li> <li>Strategic Planning</li> </ul> External: <ul style="list-style-type: none"> <li>WPCA</li> <li>WSIAO</li> </ul>
3.3 Continue to collaborate with all three tiers of government in the delivery of economic outcomes associated with the Western Sydney City Deal	Collaborate Leverage	(a) Participate in the development and delivery of economic development initiatives and advocacy activities from key stakeholders  (b) Develop a proactive referrals process to facilitate engagement with State Government and industry-based investment bodies	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> <li>Strategic Planning</li> </ul> External: <ul style="list-style-type: none"> <li>WSIAO</li> <li>WPCA</li> <li>Western Parkland Councils</li> <li>Other relevant agencies</li> </ul>
3.4 Investigate opportunities to attract and encourage the delivery of social services and infrastructure within the Camden LGA	Leverage Collaboration Innovation	(a) Develop a Social and Cultural Infrastructure Strategy	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> <li>Sport and Community Services</li> <li>Strategic Planning</li> </ul>
3.5 Investigate the appropriate types of visitor accommodation for Camden and identify appropriate locations for future accommodation	Leverage	(a) Undertake an Accommodation Study of Camden LGA	Internal: <ul style="list-style-type: none"> <li>EDA Branch</li> </ul>

#### 4. SUPPORT THE DEVELOPMENT OF VIBRANT PLACES

Council is committed to the creation and development of sustainable and viable places which enhance and diversify Camden's liveability. Indeed, Camden's strong liveability offerings, including strong local communities, award-winning community assets, and ample rural, heritage and natural attractions position us well to attract and retain the workers of the WPC as residents, and help to achieve the GSC's vision of a 30-minute city. Activated, diverse and high amenity centres generate local retail, office, cultural and recreational activities, bringing jobs and services closer to where people live to support thriving local economies and vibrant communities. Council will continue to work with businesses, creatives, developers and the community to deliver places that are attractive, accessible, lively and interesting.

As part of its COVID-19 Stage 3 Community Support Package, Council allocated \$300,000 towards major events and a program of activations aimed at getting people out and about in our open spaces and retail centres, in order to generate local economic activity and reconnect the community.

Place Survey respondents on the night-time economy:

- 35% would like to have better access to things to do in the evening
- *More of a night life would be great*
- *I think Camden could benefit from having more of a night life, with things to do at night other than just go out to dinner*



PRIORITY	PRINCIPLE(S)	DELIVERABLES	PARTNERS AND STAKEHOLDERS
4.1 Develop and deliver activations throughout Camden LGA's centres	Place Support Innovation	(a) Develop and deliver programs of activation throughout Camden LGA's centres, with consideration for business engagement, cultural activation, and activating the night time economy (b) Support the review and investigation of planning controls that encourage the activation of public spaces for civic, community and cultural uses	Internal: • EDA Branch • Strategic Planning External: • WSAIO
4.2 Implement the Camden Town Centre Urban Design Framework and Camden Town Centre Vision	Place Support Innovation	(a) Investigate ways to reimagine Larkin Place as a future town square (b) Improve the pedestrian experience and economic opportunities on Murray Street (c) Collaborate with landowners to investigate ways to activate laneways and arcades (d) Identify opportunity areas for adaptive reuse of back of house spaces (e) Investigate adaptive reuse and activation of buildings, with consideration for use by local creative enterprises (f) Develop a Camden Town Centre Marketing Plan	Internal: • EDA Branch • Strategic Planning • Traffic, Depot and Building Services • Assets and Design Services • Major Projects • Public Affairs
4.3 Support the development of the night time economy within Camden's existing and emerging centres	Place Innovation Collaboration	(a) Actively participate as a member of the NSW Night Time Economy Councils' Committee (NTECC) (b) Identify key actions within the Sydney 24-Hour Economy Strategy relevant to the Camden LGA and liaise with stakeholders on their delivery (c) Support the review of planning controls which encourage a night time economy within Camden's centres (d) Collaborate with businesses to explore opportunities to expand the night time economy	Internal: • EDA Branch • Strategic Planning External: • NTECC • Office of the 24-Hour Economy Commissioner • Local businesses
4.4 Support and encourage the delivery of events throughout the Camden LGA	Innovation Support	(a) Explore options for Council to support external events (b) Promote streamlined and simplified mechanisms for small and medium scale event approval (c) Investigate, and implement if possible, the creation of a Global DA to attract new major events to the region (d) Support businesses to engage with Council-run events	Internal: • EDA Branch • Public Affairs • Sport and Community Services • Statutory Planning
4.5 Collaborate across Council to support a place-based approach to the development of Camden's strategic and local centres	Innovation Leverage Place	(a) Collaborate on planning, place and activation initiatives associated with the development of Leppington Town Centre and Precinct (b) Support the review of planning controls and master planning initiatives across Camden's centres with a view to achieving best practice place outcomes (c) Investigate the development of a DA referral mechanism to encourage consideration of vibrant economic and place outcomes in new developments	Internal: • EDA Branch • Strategic Planning • Statutory Planning • Assets and Design Services





## 8. IMPLEMENTATION, MONITORING AND REPORTING

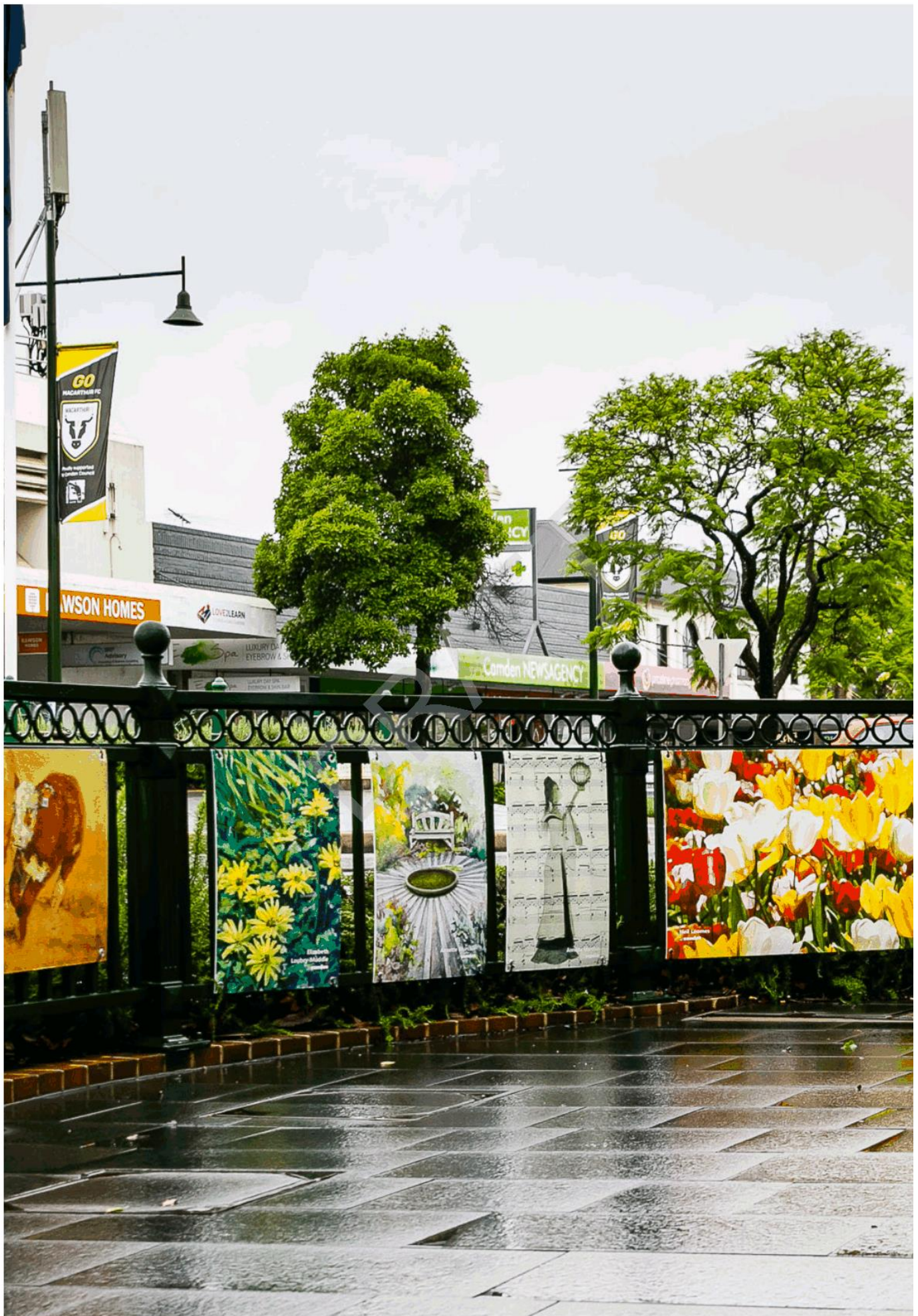
The Strategy will be implemented from 2022 to 2026 via annual Action Plans that detail how deliverables will be achieved. The Strategy's progress will be monitored at the completion of each Action Plan, with outcomes to be considered in the development of subsequent plans.

Council will review the Strategy at the end of the reporting period, with outcomes and recommendations to be considered in the preparation of Council's next Economic Development Strategy.

### Image Acknowledgements

Many thanks to the following Camden-based businesses that appear in the Strategy, in order of appearance:

- Oran Park Podium
- Narellan Town Centre
- Balloons Aloft
- Pantree
- OzDetect
- Symphony's on Argyle
- Nepean Engineering and Innovation
- Crème Della Crème Café



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