

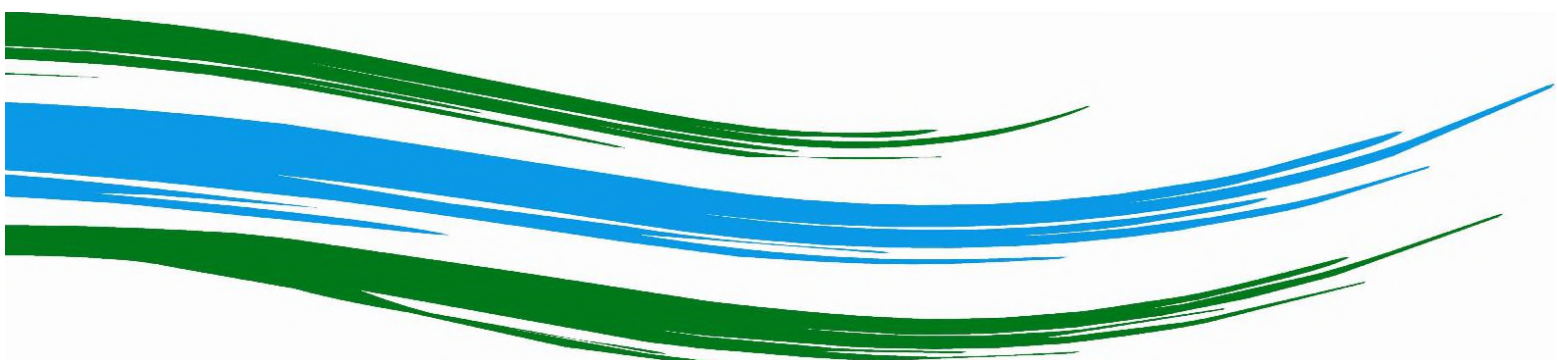


Camden Council

Attachments

Ordinary Council Meeting
12 April 2022

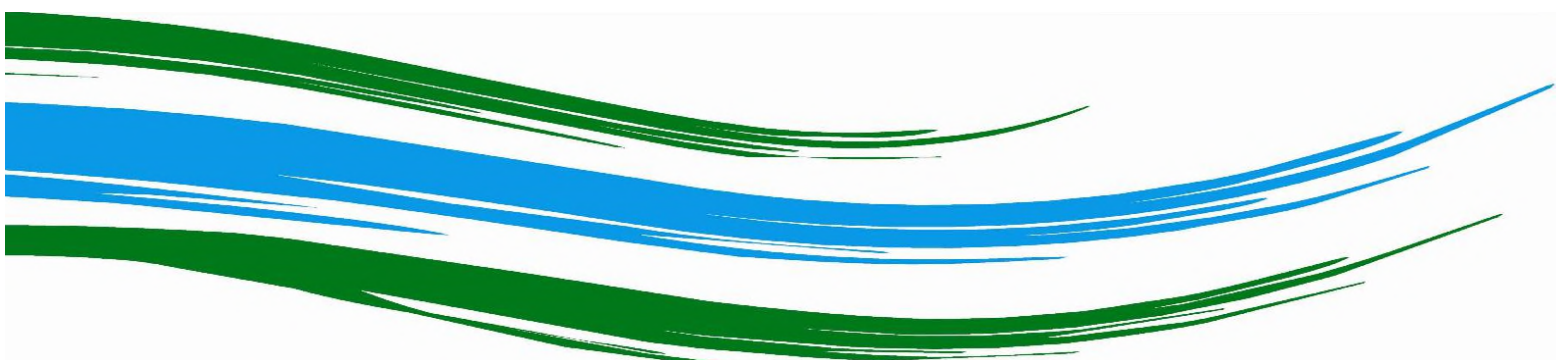
Camden Council
Administration Centre
70 Central Avenue
Oran Park



ORDINARY COUNCIL

ATTACHMENTS - ORDINARY COUNCIL

ORD01	Exhibition of the Draft Connecting Camden - Community Strategic Plan, 2022/23 - 2025/26 Draft Delivery Program and 2022/23 Operational Plan, Draft 2022/23 Budget, Draft Long Term Financial Plan and 2022/23 Draft Fees and Charges	
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CONNECTING CAMDEN

Community Strategic Plan 2036

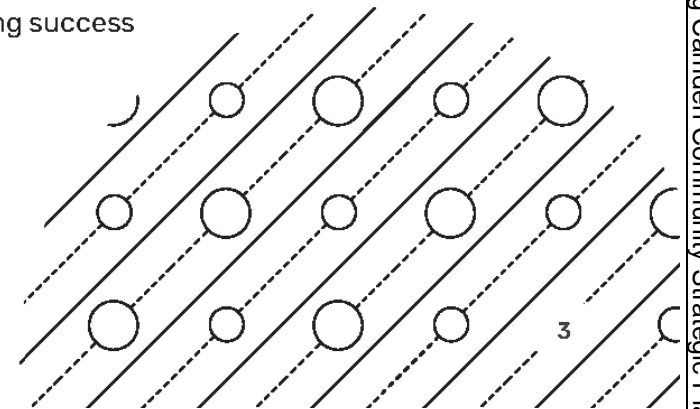
DRAFT



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ACKNOWLEDGEMENT OF COUNTRY

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

MESSAGE FROM OUR MAYOR

COUNCILLOR THERESE FEDELI

I'm incredibly proud that Camden Local Government Area (LGA) is a great place to live, work, play and visit. Its historical importance, scenic vistas and rural landscapes make it a place of regional significance, and we're going to see this amplify with the new international gateway of Western Sydney International Airport on our doorstep.

We take great pride in Camden's country-town feel and rural setting and lifestyle. We work hard to preserve local character and history and we're unapologetic about our unique identity.

Council, businesses and our community love Camden's heritage and appreciate its feel and personality. We know this identity makes Camden the place it is, but we're also ready to welcome growth and change.

Our new housing estates, premier sporting facilities, terrific parks and leisure facilities and events have shaped the community we know and love today. We welcome and celebrate diversity, culture and all sorts of traditions. Residents identify with 113 different nationalities, come from 85 different countries, speak 64 different languages and adhere to 38 different religions. Our infrastructure, facilities and amenities change as our people and their needs do, getting better and better with time.

Our Connecting Camden Community Strategic Plan is a community plan and it represents a partnership between Council, Australian and NSW government

agencies, local businesses, local community organisations and residents. We will work with all these stakeholders to embrace the new, growing population and the amazing opportunities these new residents and businesses bring. We look forward to welcoming better infrastructure and a greater scale of investment to attract regionally significant institutions to Camden.

This plan puts us in the perfect position to seize the opportunities of a growing Camden, and Council is committed to providing the leadership, resourcing and partnership to make that happen.

It also provides the chance to reflect on where we are and where we want to be in the next 10 years and beyond.

Camden LGA remains one of the fastest growing areas in Australia – this plan is the road map to balance growth with economic development, environmental management, social wellbeing and local leadership.

As the Mayor of Camden, I am proud of Council's role in facilitating this Community Strategic Plan. On behalf of Council and my fellow Councillors, we look forward to working with you and encourage you to be a part of this journey as we move towards an exciting future for our beautiful and thriving Camden.



MESSAGE FROM OUR GENERAL MANAGER

RON MOORE

Both Council and the community love Camden. We love its history, its friendly nature, its opportunities. As one of the fastest growing areas in Australia, we are preparing for a great deal of change between now and 2036. This Community Strategic Plan will guide our planning and operations over the next 14 years. It will help us to protect and strengthen the things the community values and loves. It provides a vision for the reforms the community wants to see to make Camden an even better place to live and work in.

While aligning with national, state and regional goals, the plan illustrates where Camden fits into the bigger picture. It recognises major incoming and developing projects from all levels of government including the Western Sydney International Airport, rail links and Leppington Town Centre, all of which will shape the future of Camden.

The plan supports Camden LGA as the heart of the Western Parkland City by setting objectives that will strengthen social, environmental and economic sustainability, providing strong foundations and opportunities for the next generation to call Camden home.

Without action, a plan is merely words on a page. Our Delivery Program 2022-26 shows how we will carry out this vision over the next four years, creating real-world change and improvements across the LGA.

But we can't do it without you. To help put our plan into action, we call on you, the residents of Camden, to embrace our five key directions that will - with us working together - make Camden a **Welcoming, Liveable, Prosperous, Balanced** and **Leading** place now and into the future.







A VISION FOR CAMDEN TO 2036

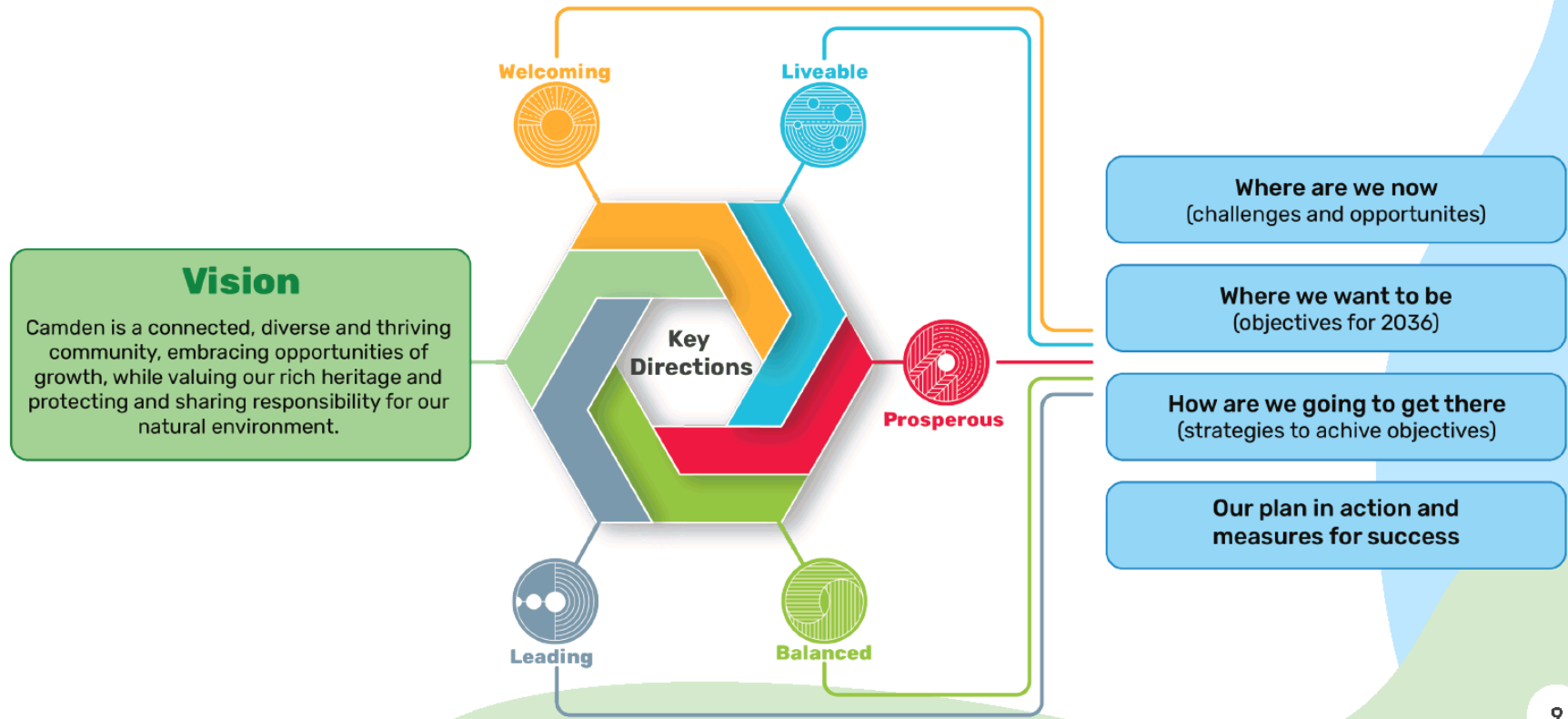
Camden is a connected, diverse, and thriving community, embracing opportunities of growth, while valuing our rich heritage and protecting and sharing responsibility for our natural environment.

This Connecting Camden Community Strategic Plan outlines how we will work as a Council, and with the community, to collaborate on this shared vision. It will guide our key planning, investment, operational and leadership decisions to 2036.

These directions, with the objectives and strategies that support them, give all community members – Council staff, residents and other partners – a shared and united approach to shaping Camden’s future.

Our vision is built on five key directions to make Camden *Welcoming, Liveable, Prosperous, Balanced and Leading*.

UNDERSTANDING OUR PLAN

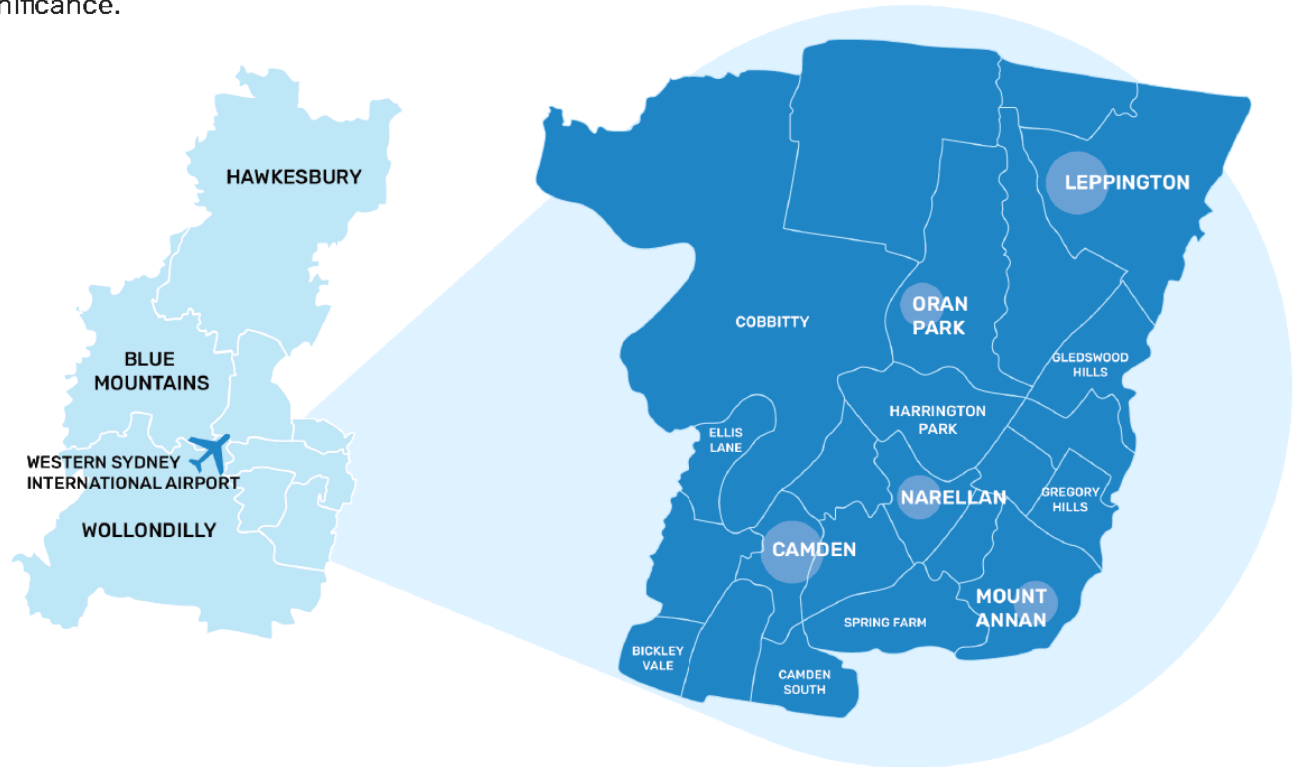


ABOUT CAMDEN





Located in Sydney's south west, Camden Local Government Area (LGA) is essential to the success of the emerging Western Parkland City. It covers approximately 200 square kilometres and is becoming a place of regional significance.



Camden is set to be home to more than a quarter of a million people by 2036, making it one of the fastest growing LGAs in Australia.

With this projected growth, and with Western Sydney International Airport on its doorstep, Camden will become a cornerstone of the thriving south-west Sydney region.

OUR COMMUNITY

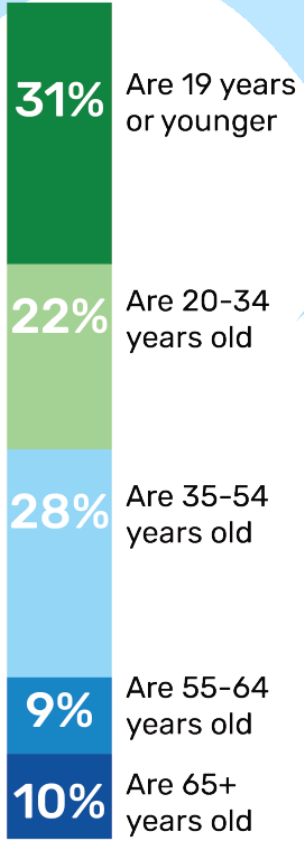
49% MALE



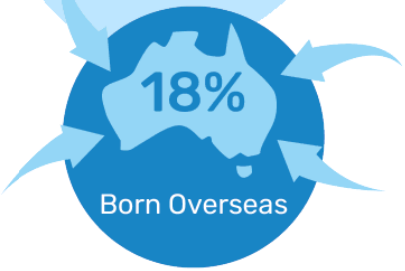
51% FEMALE

AGE PROFILE

Camden LGA has a younger age profile than the total NSW population, with high proportions of young families



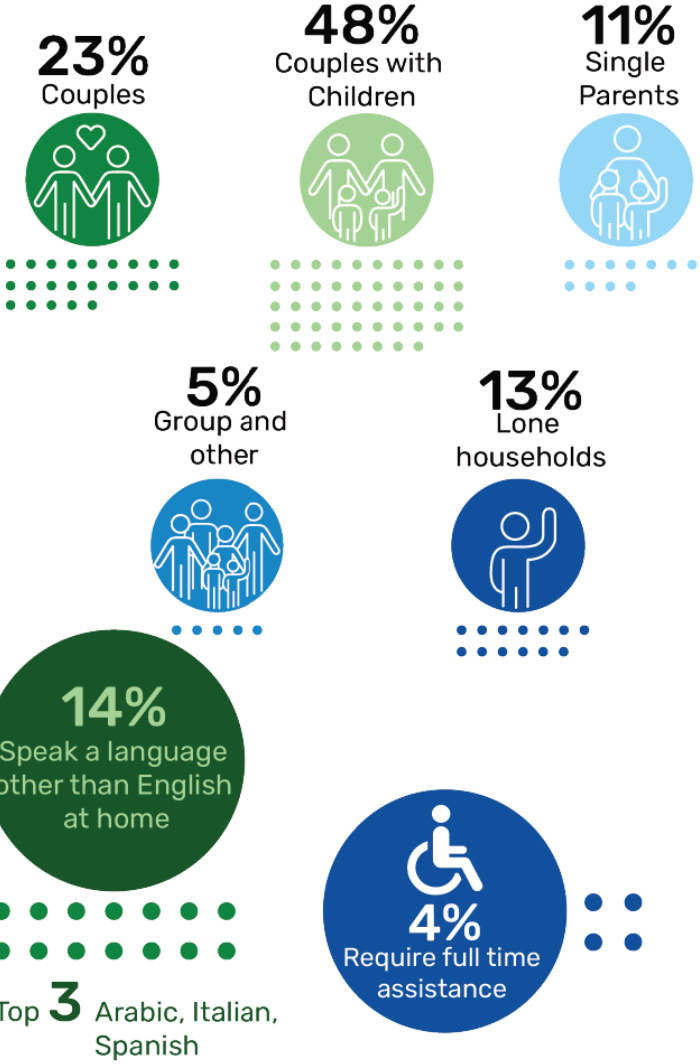
DIVERSITY

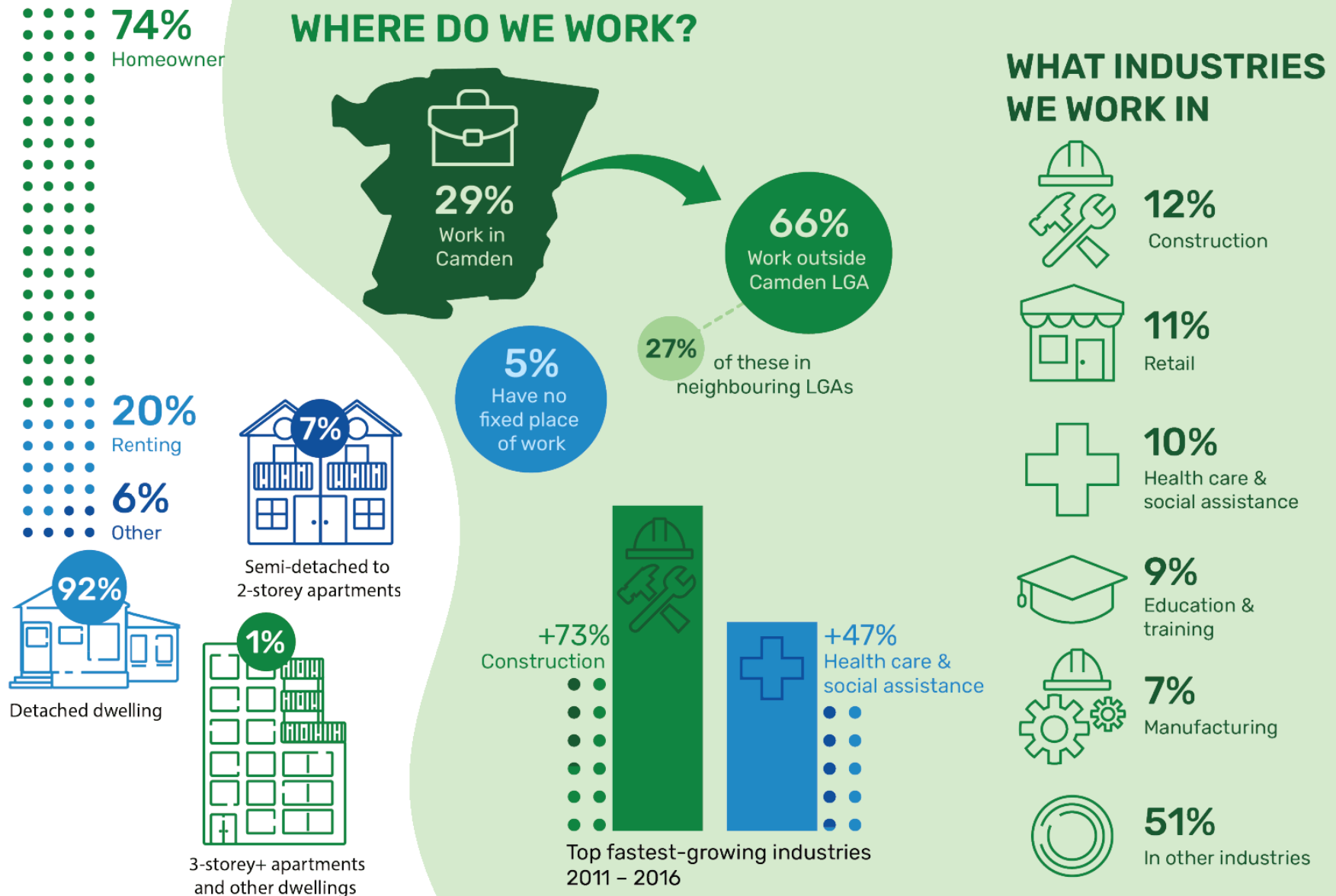


TOP COUNTRIES

1. United Kingdom
2. New Zealand
3. India
4. Philippines
5. Fiji
6. Italy
7. China
8. South Africa
9. Malta
10. Iraq

HOUSEHOLDS

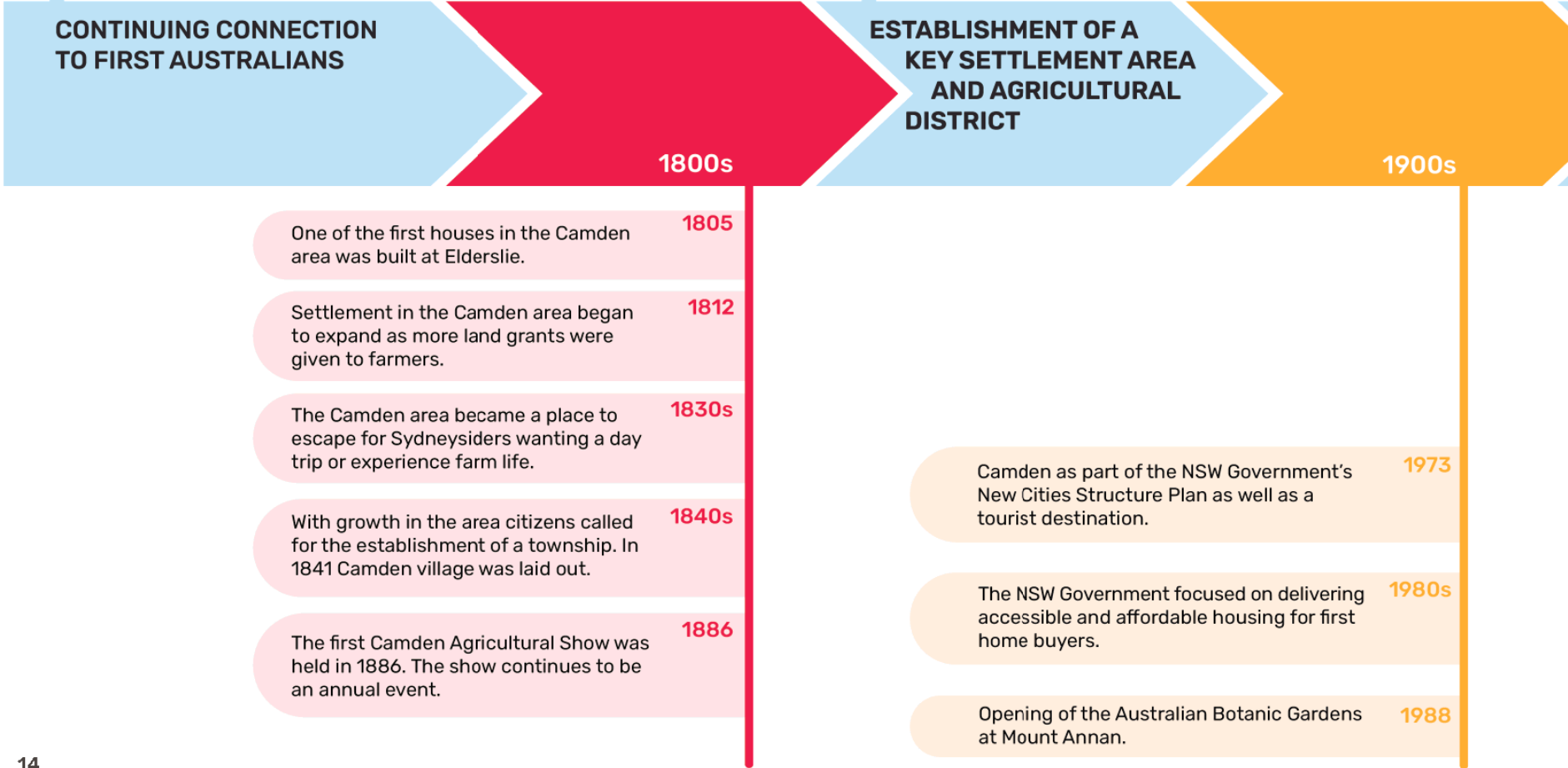


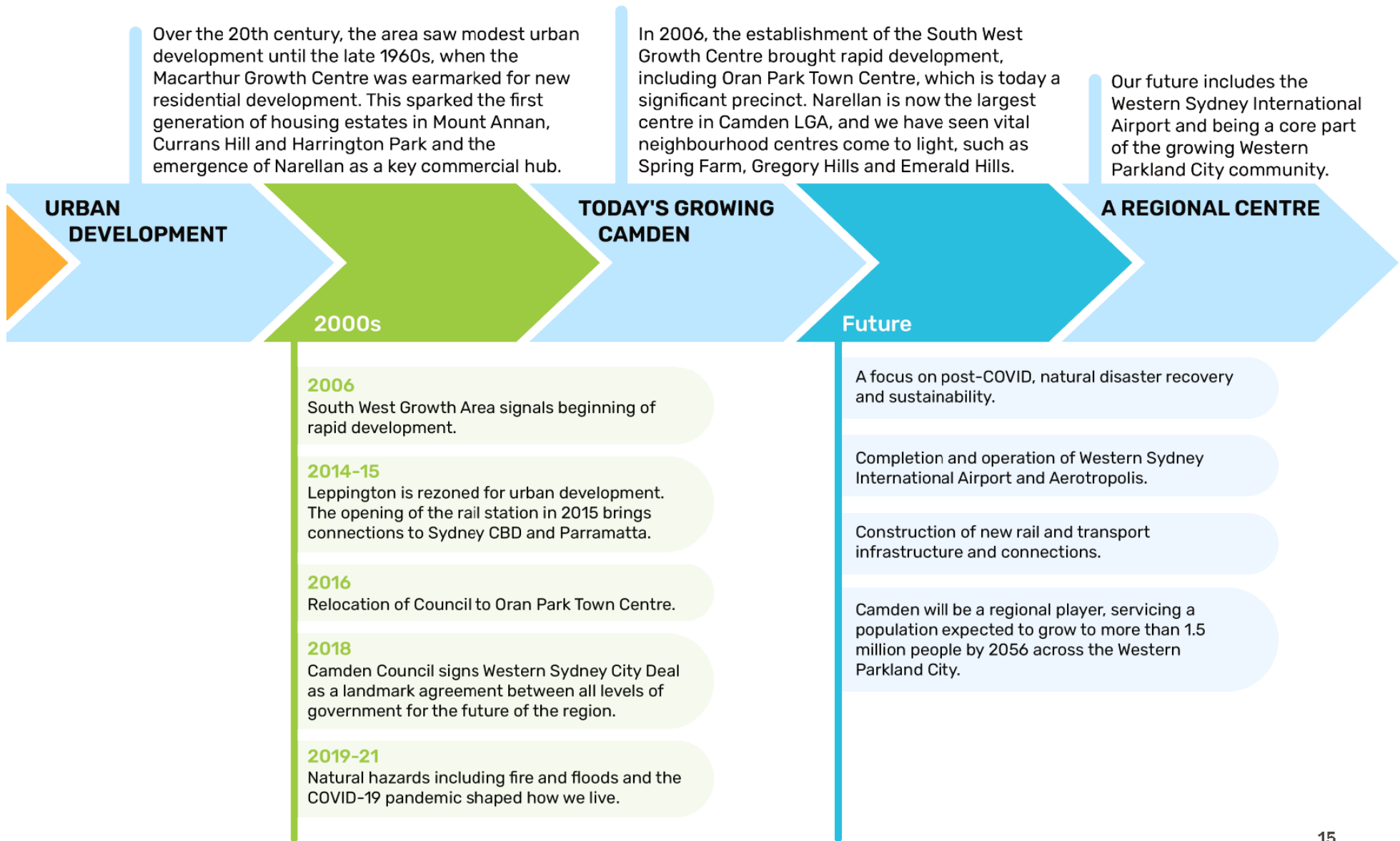


OUR STRONG AND PROUD HISTORY

Known as Benkennie (meaning dry land), today's Camden LGA sits at the intersection important to the Gundungurra, Tharawal and Dharug peoples. Today their ancestors retain a proud connection to Country.

Many colonial families settled in Camden and established agricultural industries that allowed Camden to thrive. These industries included winemakers, dairy farmers and market gardeners. By the early 20th century Camden was an important provider of goods and a place to call home in NSW.









OUR FUTURE

WE ARE GROWING FAST

Camden is experiencing a higher rate of population growth than ever before and higher than that experienced in any LGA in NSW.

Camden is transitioning from rural areas with clusters of towns and villages to thriving suburbs established alongside historic places.

As Camden is set to be a major community by 2036, we need to ensure that as the area grows, we can continue to protect and respect the area's unique character, history, heritage, rural feel and open spaces.

The community tells us they want:

- quality natural and urban environments that are cared for and maintained
- accessible and well maintained facilities and services that everyone can access
- well-designed buildings and infrastructure that respond and adapt to a changing climate, so that everyone has comfortable and safe places to live and work

As we welcome more people to Camden, we need to properly plan for infrastructure and services, while helping to create a diverse and inclusive community that can help us to make positive improvements.

Quality infrastructure and services, and a choice of housing and urban environments, will underpin Camden's attractiveness as a place to live and work, while supporting the growing population.

The new Western Sydney International Airport, associated Aerotropolis and infrastructure such as the North South Rail Line and South West Rail Link Extension will help us to position the LGA as part of the airport economy – a research and innovation precinct and a place for new business opportunities, including in freight and logistics.

We will work to encourage our government, infrastructure and service delivery partners to embrace our vision for Camden, and we'll work with our community and Council to maintain Camden as a great place to live, work and visit.

CAMDEN'S OPPORTUNITIES

This plan guides how we will work with the community and partners to realise the vision and take actions today to shape a strong and positive future.

Significant investments, infrastructure and other opportunities will not only sustain the population, but also create potential, attracting a talented workforce and innovative businesses to relocate to the LGA and to be a part of the Western Parkland City.

In the past five years, the area has welcomed more than 27,000 new residents - babies born in the LGA to Camden residents, and new families moving to Camden into a new home and lifestyle.

By 2036 Camden is projected to have close to 250,000 residents making it one of the fastest growing LGAs in Australia.

OPPORTUNITIES FOR CAMDEN

FOCUS AREAS	TIMING	DESCRIPTION
Evolution of Oran Park Town Centre	Ongoing	Oran Park is one of the closest established centres to Western Sydney International Airport, closer than established centres at Penrith and Liverpool. Council can leverage its space and presence at Oran Park to support education, training and new job opportunities that support the local community and economy.
Employment hubs at Narellan and Smeaton Grange	Ongoing	Council involvement can generate greater economic and productive outcomes from the new employment hubs.
Western Sydney International Airport	2026+	The airport will connect Camden to the global community from its own backyard.
South Creek regeneration	2026+	The South Creek regeneration provides an opportunity to integrate land use and water cycle management and create a green corridor throughout the Western Parkland City. South Creek's catchment has a large footprint in Camden LGA, which includes Lowes, Rileys and Kemps creeks. Their regeneration will improve liveability and sustainability in the LGA.
South West Rail Link extension	2031	The new public transport link between Leppington to Bradfield City Centre will enable growth.
Leppington Town Centre	2036+	Leppington will be a new centre close to the Western Sydney International Airport. The right conditions will need to be in place to attract and grow businesses that support the local community and economy.
Narellan Strategic Centre	2036+	Narellan will evolve as strategic centre, providing jobs, services and homes to support the local community and economy. Supporting this role, the centre will leverage off its direct train access to Bradfield, the Western Sydney Airport and Macarthur.
Regional health and education institutions	2036+	Attracting world-class institutions could enable local learning, reducing the number of trips out of the LGA, and attracting people to come to live, work and study in Camden. Clustering facilities, expertise and creating education and health hubs will create opportunities for the next generation of Camden residents and establish Camden's role in the Western Parkland City.
North South Rail (Sydney Metro-Western Sydney)	2036+	A new rail service will link Macarthur to Bradfield City Centre and Western Sydney International Airport. Public transport connections will strengthen Camden's links to the Airport and opportunities at Bradfield.



SHAPING OUR PLAN

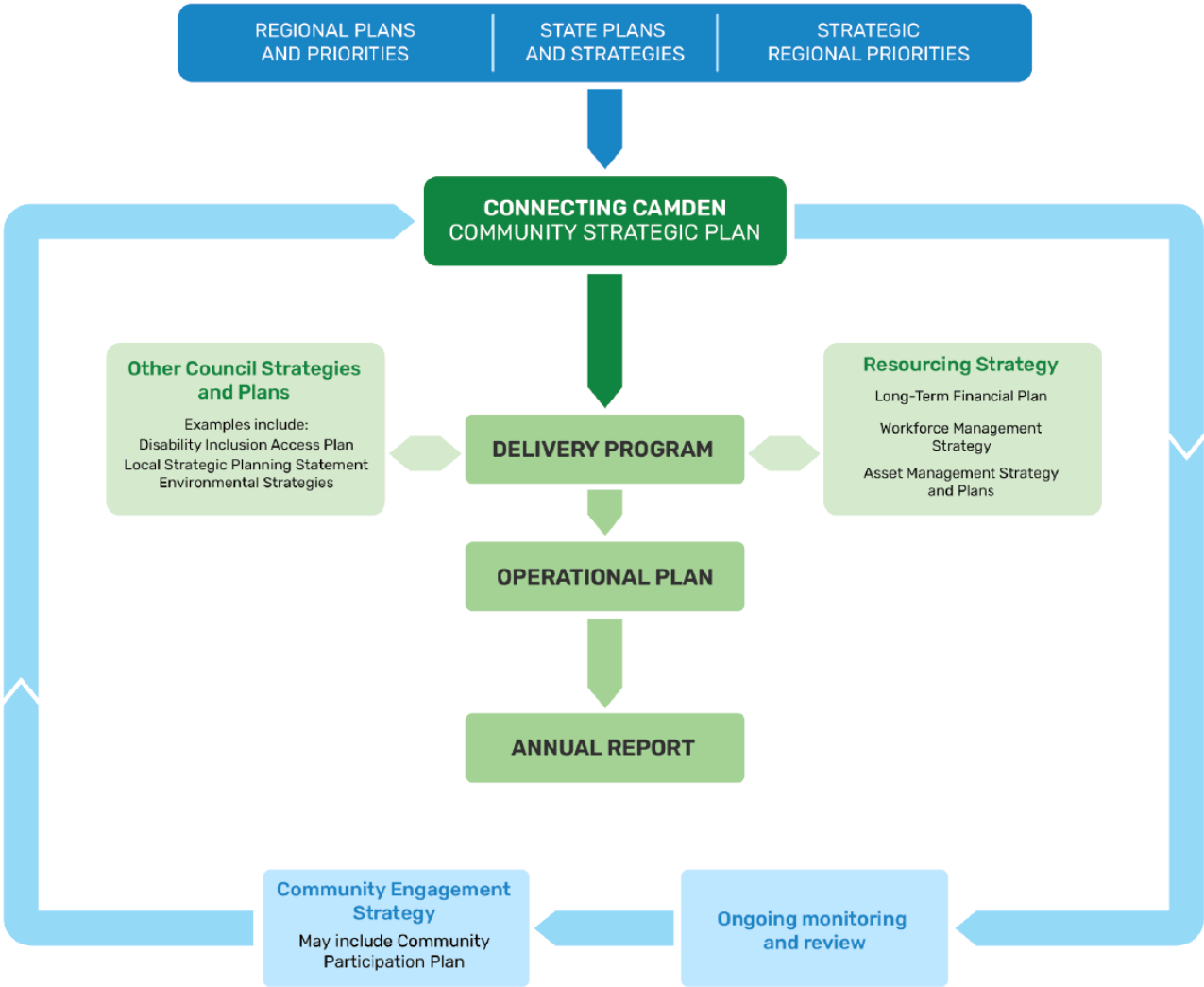
WHAT DOES OUR COMMUNITY STRATEGIC PLAN DO?

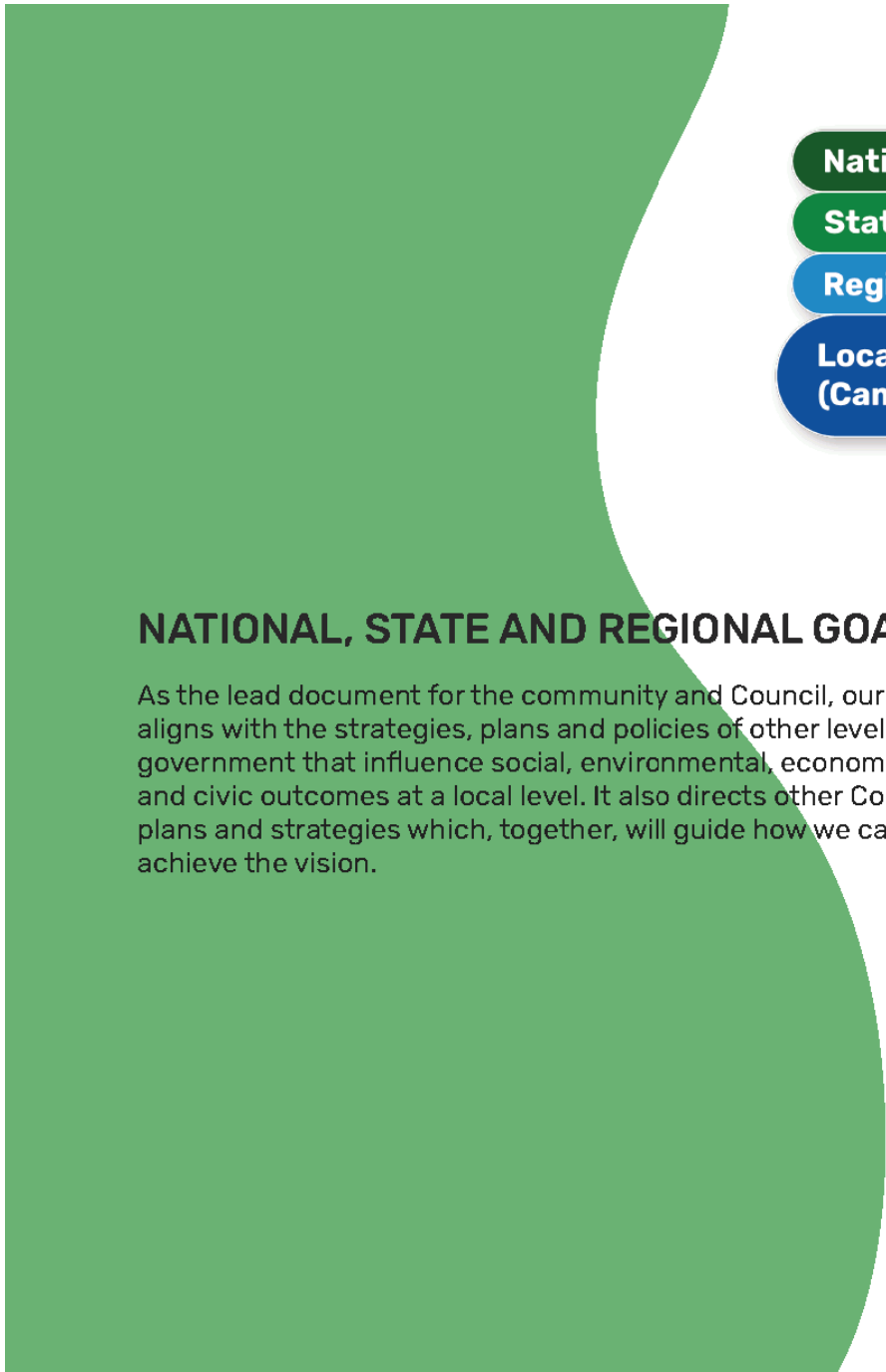
The Connecting Camden Community Strategic Plan guides decision-making by the elected Council, Council staff, the community and other partners and collaborators. It sets a vision to 2036 that draws from the community's priorities and aspirations.

This plan is part of the Integrated Planning and Reporting (IPR) Framework that all NSW councils use to plan for their LGA, based on the expectations of their local community.

- **The Community Strategic Plan** is the highest level of strategic planning, providing a vision that reflects the aspirations of the community. This Plan sets clear key directions, objectives, strategies and measures for progress on delivering the community's vision and to inform all other documents.
- **The Delivery Program** describes the Council's commitment to deliver against the Community Strategic Plan in the elected term of Council within its area of responsibility.
- **The Operational Plan** identifies annual projects and activities to deliver against the delivery plan outcomes.
- **The Resourcing Strategy** demonstrates how work identified in the Delivery Program and Operational Plan will be resourced.
- **Annual reporting** reports back to the community of the work undertaken by Council each year to deliver on the Operational Plan and Delivery Program.

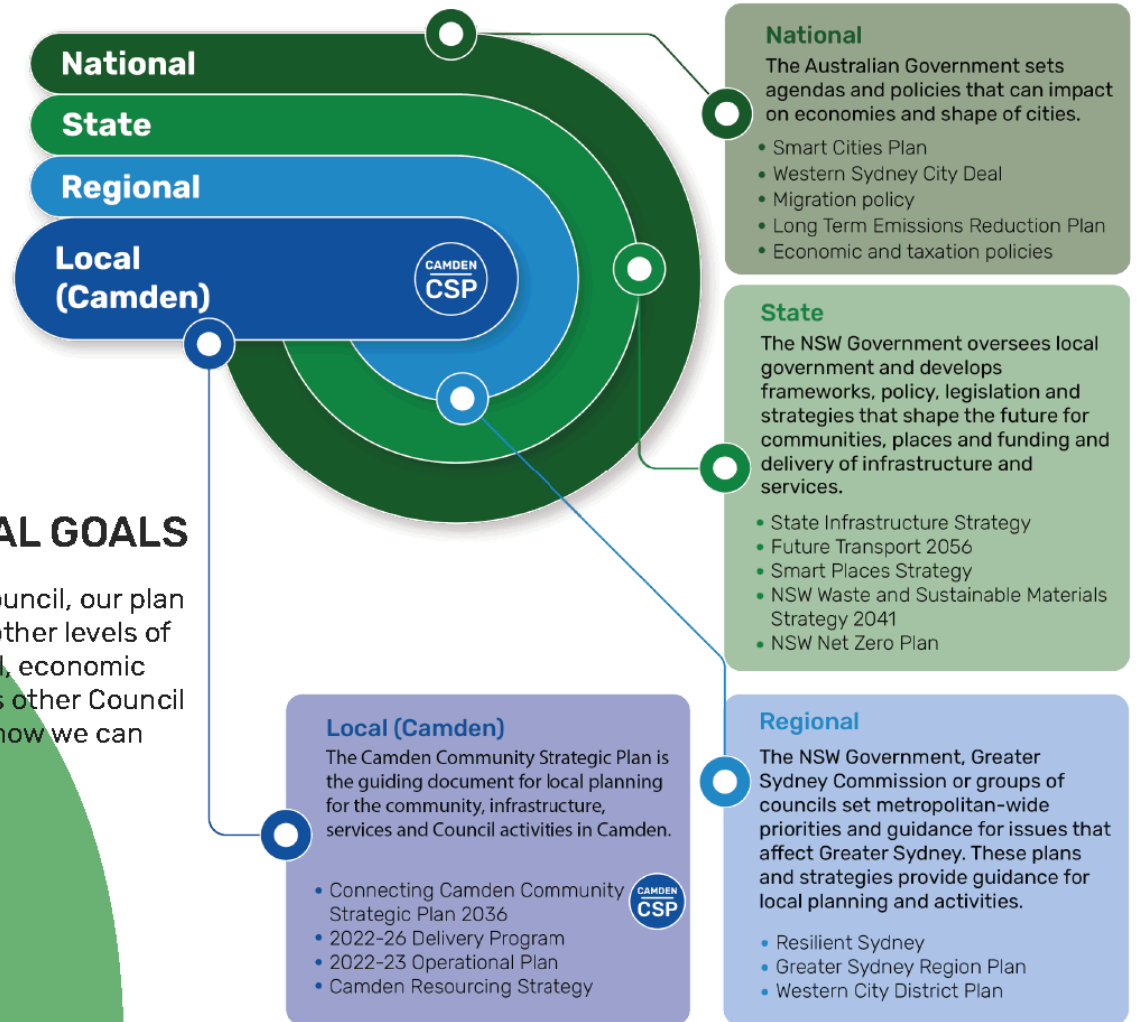
THE INTEGRATED PLANNING AND REPORTING FRAMEWORK





NATIONAL, STATE AND REGIONAL GOALS

As the lead document for the community and Council, our plan aligns with the strategies, plans and policies of other levels of government that influence social, environmental, economic and civic outcomes at a local level. It also directs other Council plans and strategies which, together, will guide how we can achieve the vision.



PRINCIPLES GUIDING OUR ACTIONS

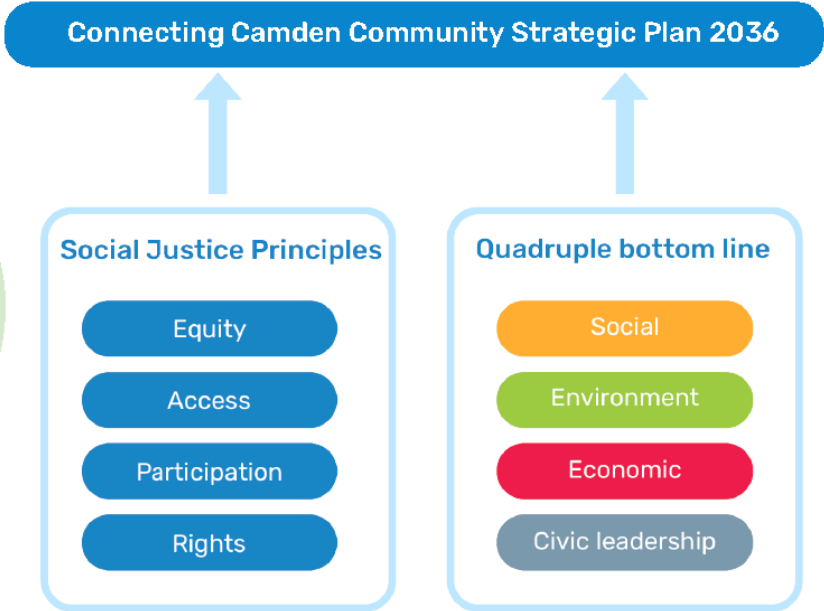
To deliver our vision, our plan is informed by guiding principles and the views of our community.

SOCIAL JUSTICE PRINCIPLES

Our plan and its delivery is grounded in the social justice principles of equity, access, participation and rights for our community.

THE QUADRUPLE BOTTOM LINE

Our plan is focussed on delivering civic leadership, social, environmental and economic outcomes. We recognise all four outcomes are equally as important and taking a multifaceted approach guides the creation of a more sustainable future.



COMMUNITY ENGAGEMENT

We've engaged with the community continuously to understand what people love, and to tackle their concerns. The community's voices will continue to direct and support how we plan for Camden.

WHAT WE LOVE AND ARE OPTIMISTIC ABOUT	WHAT WE ARE CONCERNED ABOUT
OUR COMMUNITY	
Camden is a great place to raise a family	Housing diversity and affordability could be improved
Camden is a great place to grow old	
OUR NATURAL ENVIRONMENT AND WHERE WE LIVE AND WORK	
Camden's rural setting and character is its greatest and most values asset	Traffic congestion needs to be addressed
	Planning and timing of infrastructure delivery needs to align with growth
	Moving between Camden's centres on public transport is slow
	Balancing growth and development with the preservation of Camden's rural character will be one of the greatest challenges
	Increased urban heat resulting from growth and development
OUR LOCAL ECONOMY	
Western Sydney International Airport will create opportunities within Camden's local community	
Camden's growing young and engaged population will drive growth of local businesses	


KEY DIRECTIONS

HOW TO READ THE PLAN

We've identified five key directions - our priorities to 2036 - to realise the vision. These will shape how we approach issues to meet the social justice principles, the quadruple bottom line outcomes and the community's needs.

Each direction identifies:





WHERE CAMDEN IS TODAY

Around two-thirds of employed Camden residents leave the LGA for work, and more than a third of residents work in neighbouring LGAs (2016 Census). Residents want more opportunities to work in their area.
Local jobs strengthen the local economy.

Camden is on the doorstep of a new international airport, and its centres are the closest to the airport. Narellan is the largest centre and a key commercial hub, Leppington Town Centre is being planned now and Oran Park has room for expansion. These centres can accommodate and support the future jobs needed in the LGA.

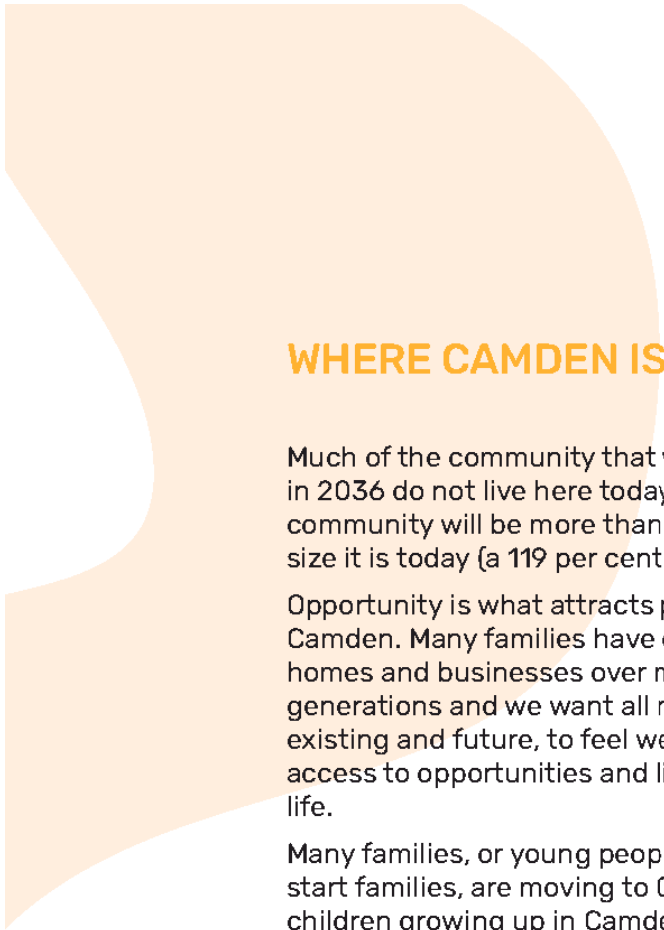
WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
W2 Our community is healthy and active with access to open space, facilities and services that support wellbeing	W2.1 Promote and facilitate programs and services that support good community health and wellbeing	Lead Partner Advocate	<ul style="list-style-type: none"> Council advisory committees School communities Local sporting groups and clubs Non-government organisations Local businesses NSW Department of Education and education and training institutions NSW Health and health institutions - Local Health Districts (LHDs) and
	W2.2 Improve access to public spaces and places for people of all ages and abilities	Lead Partner	

The Delivery Program that supports this plan provides additional detail against the objectives and strategies. How we will measure our success is included at the end of the document.





WELCOMING
EMBRACING OUR VIBRANT
AND DIVERSE COMMUNITY



WHERE CAMDEN IS TODAY

Much of the community that will live here in 2036 do not live here today. By 2036 the community will be more than double the size it is today (a 119 per cent increase).

Opportunity is what attracts people to Camden. Many families have established homes and businesses over multiple generations and we want all residents, existing and future, to feel welcome, have access to opportunities and live their best life.

Many families, or young people looking to start families, are moving to Camden. The children growing up in Camden today are a big part of Camden's future. Providing families with great support and services helps to build a sustainable, inclusive, happy and healthy community.

We saw an increase in the proportion of overseas-born people and non-English speakers between the 2011 and 2016 Census. This trend will continue as families from multicultural backgrounds move to

Camden from Liverpool, Campbelltown, Fairfield, Canterbury-Bankstown and Blacktown LGAs – areas that are home to the most multicultural communities in Greater Sydney.

This diversity will create a community with a greater range of views and aspirations, in different age groups and from different cultural and linguistic backgrounds. This will enrich the growing community.

We need to make sure everyone has the opportunity to shape the shared vision and feel a valued part of Camden's future.



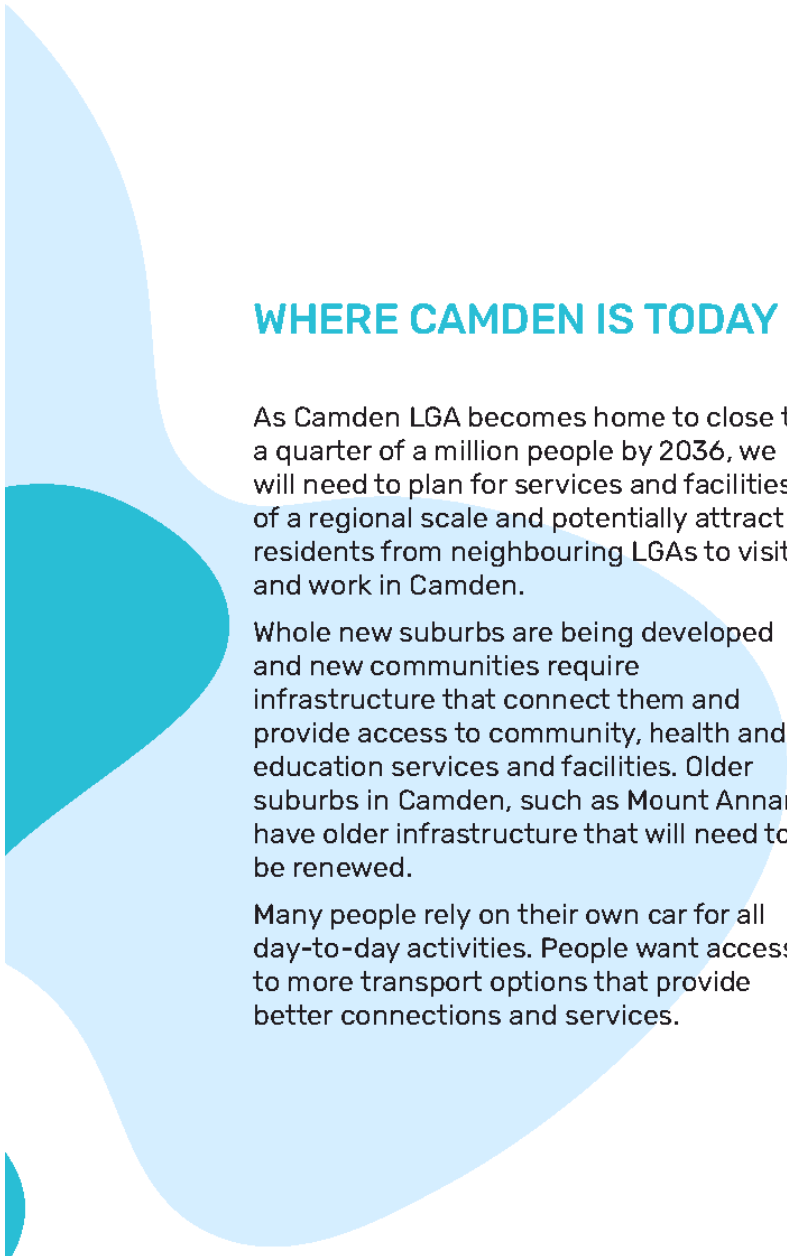
OBJECTIVES AND STRATEGIES FOR A WELCOMING CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
W1 Our community is welcoming and inclusive, everyone feels included and involved	W1.1 Support initiatives that build and foster community cohesion	Lead Partner Advocate	<ul style="list-style-type: none"> • Council advisory committees • School communities • Local volunteer and community groups
	W1.2 Celebrate creativity and growing diversity	Lead Partner	<ul style="list-style-type: none"> • Tharawal Local Aboriginal Land Council • Social service providers
	W1.3 Promote and facilitate equitable access to services, facilities and community initiatives	Lead Partner	<ul style="list-style-type: none"> • Non-government organisations • Local businesses • Arts and creative industry organisations
	W1.4 Provide opportunities for residents and groups to participate in local decision making	Lead	<ul style="list-style-type: none"> • Education and training institutions • Health institutions • Transport for NSW • NSW Department of Planning and Environment

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
W2 Our community is healthy and active with access to open space, facilities and services that support wellbeing	W2.1 Promote and facilitate programs and services that support good community health and wellbeing	Lead Partner Advocate	<ul style="list-style-type: none"> • Council advisory committees • School communities • Local sporting groups and clubs • Non-government organisations • Local businesses
	W2.2 Improve access to public spaces and places for people of all ages and abilities	Lead Partner	<ul style="list-style-type: none"> • NSW Department of Education and education and training institutions • NSW Health and health institutions – Local Health Districts (LHDs) and Primary Health Networks (PHNs) • Western Sydney Health Alliance • NSW Office of Sport
W3 Our community has opportunities to design and build safe and inviting places for all to enjoy	W3.1 Implement programs targeting key community safety concerns	Lead Partner	<ul style="list-style-type: none"> • Council advisory committees • School communities
	W3.2 Seek active partnerships to address community needs	Partner Advocate	<ul style="list-style-type: none"> • Tharawal Local Aboriginal Land Council • Non-government organisations • Local businesses
	W3.3 Address community needs through the provision of services and facilities targeting specific user groups	Lead Partner	<ul style="list-style-type: none"> • NSW Police Camden Police Area Command



LIVEABLE
STRONG AND INTEGRATED
CONNECTIONS BETWEEN OUR
PEOPLE AND OUR SERVICES



WHERE CAMDEN IS TODAY

As Camden LGA becomes home to close to a quarter of a million people by 2036, we will need to plan for services and facilities of a regional scale and potentially attract residents from neighbouring LGAs to visit and work in Camden.

Whole new suburbs are being developed and new communities require infrastructure that connect them and provide access to community, health and education services and facilities. Older suburbs in Camden, such as Mount Annan, have older infrastructure that will need to be renewed.

Many people rely on their own car for all day-to-day activities. People want access to more transport options that provide better connections and services.

We manage an increasing portfolio of infrastructure assets and a breadth of services for a growing community. Advocating for regional level health, education and multimodal transport services will support the community and attract the talent and businesses that can be part of Camden's future.

Camden's urban landscape is changing, with new homes, workplaces, public places and spaces. Alongside this, new transport, infrastructure and services are needed to support daily activities.

We need to make sure that everyone has access to quality environments that are well planned and designed, maintained and built to last for future generations.



OBJECTIVES AND STRATEGIES FOR A LIVEABLE CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
LB1 Our community harnesses local creativity, and supports new technologies and innovations	LB1.1 Embrace a Smart Community approach	Lead Partner Advocate	<ul style="list-style-type: none"> Western Sydney Planning Partnership NSW Department of Planning and Environment
	LB1.2 Use data and technology to test and adopt new technologies to improve services, customer interface and business with Council	Lead Partner	
	LB1.3 Promote and improve digital inclusion and equity across our community	Lead Partner Advocate	

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
LB2 Our public spaces and places are vibrant and accessible	LB2.1 Ensure homes, infrastructure and facilities are well planned, delivered and maintained to create high quality urban and rural environments that meet our diverse needs and respond to our climate	Lead Partner Advocate	<ul style="list-style-type: none"> • Council advisory committees • Camden Historical Society • Local businesses • Developers • Western Sydney Planning Partnership • Greater Sydney Commission
	LB2.2 Enhance town centres and public spaces	Lead	<ul style="list-style-type: none"> • NSW Department of Planning and Environment
	LB2.3 Identify and maintain city heritage and culture	Lead Partner	
LB3 Our transport network is efficient, safe and integrated – locally and regionally	LB3.1 Improve public transport links, roads, and transport options that support a growing community	Lead Partner Advocate	<ul style="list-style-type: none"> • School communities • Local businesses • Developers • Transport for NSW



PROSPEROUS
 ADVANCING LOCAL ECONOMIC
 OPPORTUNITIES AND JOB
 CREATION



WHERE CAMDEN IS TODAY

Around two-thirds of employed Camden residents leave the LGA for work, and more than a third of residents work in neighbouring LGAs (2016 Census). Residents want more opportunities to work in their area.

Local jobs strengthen the local economy, provide residents with more options, reduce the burden of travel for work and attract people to move to Camden. The opportunity for starting and growing 'future' jobs is ripe for Camden.

The people who live in Camden are educated and well qualified:

- Two out of 10 have a degree and four out of 10 have a diploma or certificate qualification.
- Seven out of eight are employed.
- Three out of 10 are managers or professionals.
- Three out of 10 are technicians, tradies or work with machines.

Camden is on the doorstep of a new international airport, and its centres are the closest to the airport. Narellan is the largest centre and a key commercial hub, Leppington Town Centre is being planned now and Oran Park has room for expansion. These centres can accommodate and support the future jobs needed in the LGA.

As the residential population grows, we should also see a trend towards a higher number of enterprise businesses and population-serving jobs in industries such as retail, health care, construction and education.

Growth and development in the Western Parkland City and the new airport and Aerotropolis provide opportunities not previously available in Camden. There will be more opportunities to sustain a strong local economy, increase local jobs and attract new businesses and global institutions. From this, Camden can be an emerging regional centre for work and education for Western Sydney residents.



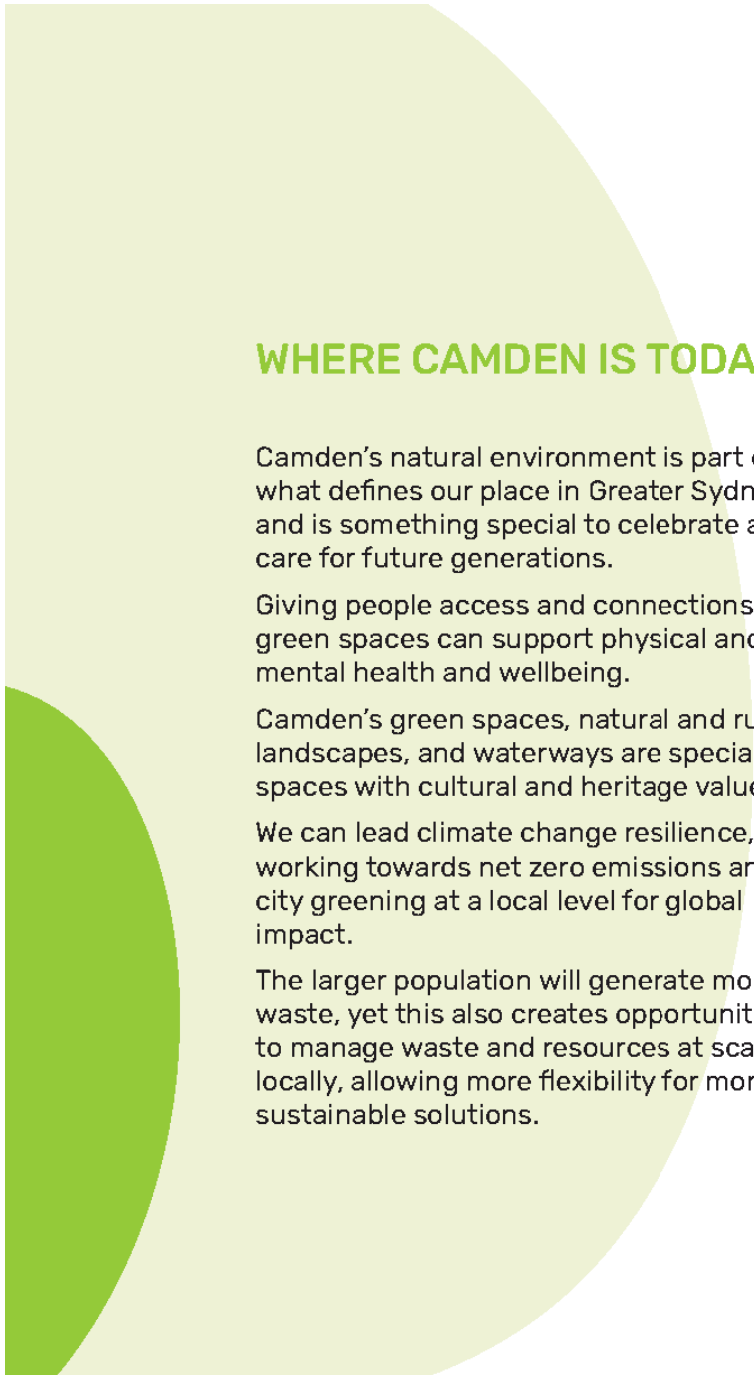
OBJECTIVES AND STRATEGIES FOR A PROSPEROUS CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
P1 Our business community is strong, thriving and connected at local, regional, national and international levels	P1.1 Create diverse environments for business and workers to grow and thrive	Lead Partner Advocate	<ul style="list-style-type: none"> Local businesses Developers Business Western Sydney
	P1.2 Attract investment into the region	Lead Advocate	<ul style="list-style-type: none"> Western Parkland City Councils Western Sydney Planning Partnership
	P1.3 Facilitate business and industry growth and support new ways of working	Lead Partner	<ul style="list-style-type: none"> Western Sydney Investment Attraction Office Western Parkland City Authority Investment NSW Service NSW

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
P2 Our LGA provides diverse local job opportunities, supported by skills and training pathways to employment	P2.1 Strengthen education, training and career pathways	Lead Partner	<ul style="list-style-type: none"> Local businesses Industry groups Western Parkland City Authority Western Sydney Investment Attraction Office
	P2.2 Partner with industry and NSW Government to build a strong and diverse local economy	Lead Advocate	<ul style="list-style-type: none"> Investment NSW Destination NSW NSW Department of Education Education and training institutions
P3 Our LGA is a desirable location for new and emerging industries, businesses and entrepreneurs	P3.1 Support small, local and start-up businesses	Lead Partner	<ul style="list-style-type: none"> Local Chambers of Commerce Business Western Sydney Education and training institutions NSW Department of Planning and Environment



BALANCED
 PROVIDING SUSTAINABLE AND
 RESPONSIBLE SOLUTIONS
 THAT ENHANCE OUR HERITAGE
 AND NATURAL ENVIRONMENT



WHERE CAMDEN IS TODAY

Camden’s natural environment is part of what defines our place in Greater Sydney and is something special to celebrate and care for future generations.

Giving people access and connections to green spaces can support physical and mental health and wellbeing.

Camden’s green spaces, natural and rural landscapes, and waterways are special spaces with cultural and heritage values.

We can lead climate change resilience, working towards net zero emissions and city greening at a local level for global impact.

The larger population will generate more waste, yet this also creates opportunities to manage waste and resources at scale, locally, allowing more flexibility for more sustainable solutions.

Camden is at risk of increasing climate impacts such as urban heat and vulnerability to bushfire and flooding. Caring for the natural environment, enhancing important natural assets such as South Creek, and carefully designing the built environment will have lasting benefits.

Local environmental actions can have regional, state and global benefits while helping to create a healthier, happier and safer LGA.



OBJECTIVES AND STRATEGIES FOR A BALANCED CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
B1 Our natural environment and waterways are protected, well maintained and enhanced for community enjoyment	B1.1 Invest in environmental protection, restoration and urban greening	Lead Partner	<ul style="list-style-type: none"> • School communities • Local volunteer and community groups • Developers • Local businesses • NSW Department of Planning and Environment • Transport for NSW
	B1.2 Maintain, protect and increase Camden's tree canopy	Lead Partner	
	B1.3 Manage the impact and integration of population growth responsibly within our natural environment	Lead Partner	
	B1.4 Facilitate community education and citizen science programs to foster appreciation and understanding of the natural environment	Lead	
	B1.5 Maintain and enhance the natural environment	Lead	

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
B2 Our environment is integrated into the design of our towns, villages, suburbs and places	B2.1 Preserve and enhance the natural assets of the city	Lead	<ul style="list-style-type: none"> Home and landowners Local volunteer and community groups
	B2.2 Embed sustainability principles in the design, construction and maintenance of our buildings and places	Lead Advocate	<ul style="list-style-type: none"> Developers NSW Department of Planning, Industry and Environment Transport for NSW
B3 Climate impacts and risks in Camden are well managed	B3.1 Build community resilience to climate change impacts	Lead Partner	<ul style="list-style-type: none"> Home and landowners School communities Local volunteer and community groups Local businesses Developers Resilience NSW
	B3.2 Deliver effective climate mitigation and adaption measures	Lead Partner	<ul style="list-style-type: none"> NSW Department of Planning, Industry and Environment Transport for NSW Western Sydney Planning Partnership Greater Sydney Commission
B4 Our community is resourced, efficient and able to meet our vision and objectives	B4.1 Develop a pathway to net zero carbon	Lead Partner	<ul style="list-style-type: none"> Home and landowners Local businesses
	B4.2 Collect and manage waste effectively and efficiently	Lead Partner	<ul style="list-style-type: none"> Western Sydney Planning Partnership Greater Sydney Commission
	B4.3 Encourage energy and resource efficiency opportunities	Lead Partner	<ul style="list-style-type: none"> NSW Department of Planning, Industry and Environment





WHERE CAMDEN IS TODAY

With big changes happening across the region, Council can be a strong and forward-thinking leader to tackle global challenges and create opportunities for the Camden community. Leadership is essential to the other four key directions.

Western Sydney International Airport, North South Rail Line, South West Rail Link Extension and the Aerotropolis will change south-west Sydney, and Camden has a key role here. This investment will direct a new growth path that will develop innovative next-generation centres and develop Camden's significance on a national scale.

With one of the largest expected populations (by LGA) in NSW – and the largest in south-west Sydney – Camden will require the services that a growing community needs as it expands into new areas.

Council cannot do this alone and will continue to advocate and partner with government and industry to provide infrastructure and services for Camden and the broader Western Parkland City.

We can create more opportunities through long-term strategic thinking to manage issues such as climate change, working towards net zero, creating resilient communities, building sustainable places and creating jobs for the future.

We will take a forward-looking approach to lead sustainable operations and innovate with our partners to create positive outcomes for the current community and future generations.

OBJECTIVES AND STRATEGIES FOR A LEADING CAMDEN

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
L1 Our Council is a leading council in the Western Parkland City, influencing metropolitan planning and decision-making	L1.1 Advocate to realise our vision for Camden's future	Advocate	<ul style="list-style-type: none"> Local businesses Business Western Sydney
	L1.2 Build and strengthen partnerships across Government and Industry	Partner Advocate	<ul style="list-style-type: none"> Western Sydney Planning Partnership NSW Government Agencies
	L1.3 Conduct business on behalf of Council in an open, transparent and consistent manner	Lead Partner Advocate	

WHERE DO WE WANT TO BE?	HOW WILL WE GET THERE?	COUNCIL'S ROLE	OUR PARTNERS
L2 Our Council is forward thinking and building value for our community	L2.1 Council effectively manages and develops its staff	Lead	<ul style="list-style-type: none"> NSW Office of Local Government Professional industry peak bodies
	L2.2 Council builds opportunities for continuous improvement through service delivery, reflective of need	Lead Partner	
	L2.3 Champion a responsive customer experience	Lead	
L3 Our Council decisions are informed, accountable and transparent	L3.1 Manage resources to meet the needs of the city	Lead	
	L3.2 Communicate effectively with the community and stakeholders to promote opportunities	Lead	
	L3.3 Integrate long-term financial planning, safety, risk and strong governance across all Council operations	Lead	

PUTTING OUR PLAN INTO ACTION



Planning allows us to understand the range of challenges and opportunities ahead. Our Connecting Camden Community Strategic Plan defines how Council, the community and our partners can address these challenges and optimise the opportunities.

ADVOCATING FOR OUR COMMUNITY

Camden Council will be a partner of choice and will support great outcomes for the community.

While the NSW Government and its partners lead the planning, funding and provision of projects that will shape the Western Parkland City, our role is to advocate for the right local outcomes as these projects are planned, designed and built.

The community can also be a champion and advocate and support us in communicating the needs and aspirations of the people who live and work in Camden.

WORKING TOGETHER

We will work with the community and partners to shape a positive future. This acknowledges that we cannot achieve everything for the community on our own.

Establishing a clear vision for Camden will help our partners across government, business and industry to understand the needs of the growing population and the fantastic range of opportunities that come with Camden's growth potential.

FUTURE-FOCUSED

A forward-looking, innovative and resilient approach will build Council's and the community's ability to recover, respond and adapt to change and to thrive in the face of unforeseen challenges and events. This will ensure:

- success in an environment of change, where city-shaping investments are being planned and built in Camden and on our doorstep
- we recover, reflect and learn from challenging events such as natural disasters
- greater resilience in the face of climate change, including heat resilience and working towards net zero
- the right adaptive behaviours to realise and embrace opportunities from growth, future jobs and new development.

We can shape Camden to be at the forefront of a place for health, safety and sustainability. We have the opportunity to design new developments, facilities and services - to be adaptive to change or unexpected disasters and be the exemplar of a forward-looking city.

BE PART OF THE COMMUNITY AND SUPPORT OUR SHARED VISION

BE PROUD OF CAMDEN

Everybody can support our shared vision and be an advocate for our community





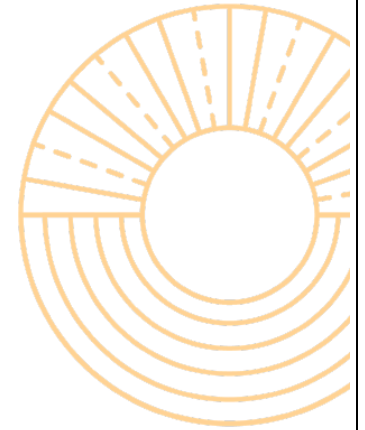
The community plays a key role in being a champion and advocate – helping us communicate what the community needs and aspires to.

CONTRIBUTE TO A WELCOMING CAMDEN:

- Say hello to your neighbours
- Respect and celebrate each other's differences
- Participate in community events
- Enrol in a Council program
- Provide constructive feedback on issues that affect your community
- Be a responsible driver and drive safely around the LGA
- Be the eyes and ears in your area to help enhance local safety and help others feel safe

CONTRIBUTE TO A LIVEABLE CAMDEN:

- Visit and play in your local open space areas and appreciate our local heritage
- Visit your local library
- Choose a local community hall to host your next gathering
- Report to Council problems and where maintenance is needed when you see it
- Report incidents of graffiti and vandalism
- Choose public and active transport options to travel around - use our local and regional cycleways and bike paths
- Tell council about transport issues that affect you



CONTRIBUTE TO A PROSPEROUS CAMDEN:

- Shop at our local businesses and retailers
- Enjoy a night out in one of the many food and dining options in our area
- Choose to open your business in Camden
- Hire staff that are local when you can
- Take your friends and family on a day trip around Camden's local tourism destinations
- Keep an eye out for opportunities to participate in local skills and training programs



CONTRIBUTE TO A BALANCED CAMDEN:

- Install energy and water saving options in your home
- Take up Council initiatives to reduce waste
- Participate in councils sustainability education programs
- Recycle and compost waste items where you can
- Find ways you can reduce waste in your household
- Use recycle bags and say no to plastics



CONTRIBUTE TO A LEADING CAMDEN:

- Be a champion and advocate for Camden Council
- Vote in your local council elections
- Read our delivery program progress reports and annual reports
- Talk to your local Councillor
- Provide feedback to Council programs, projects or initiatives
- Attend a council meeting or watch a council meeting online
- Visit Council's website and stay in touch with what is happening across the LGA and how you can be involved – like us on Facebook, Instagram, LinkedIn and Twitter





MEASURING SUCCESS

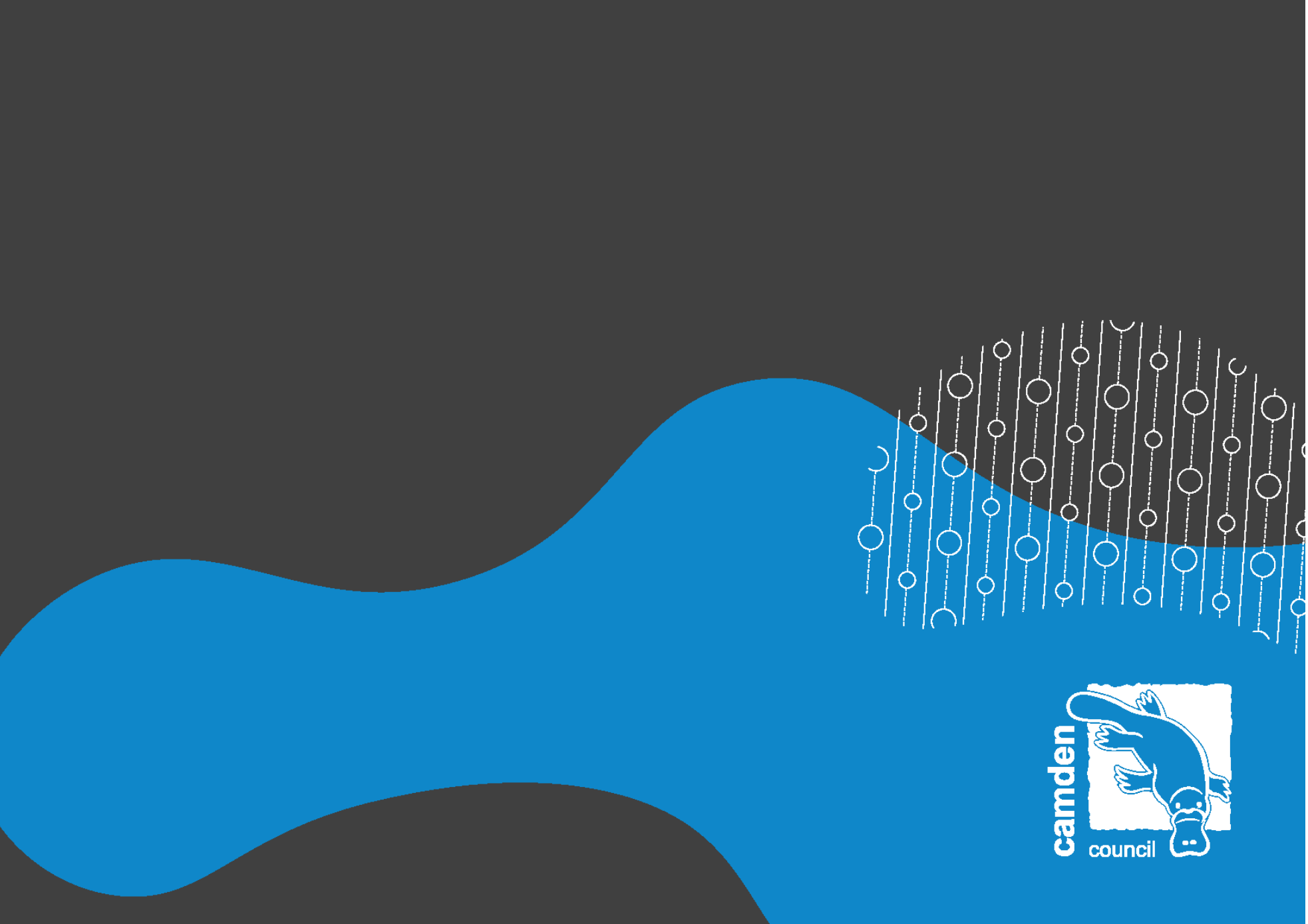
Tracking and reporting on change helps us know when we're starting to achieve the vision and goals of this plan, or where we may need to take action.

The Delivery Program and Operational Plan detail the actions Council will take. These will be tracked and reported on every year.





How Will We Track Progress?	Welcoming	Liveable	Prosperous	Balanced	Leading
Community satisfaction in Council services is increasing <i>Source: Customer satisfaction feedback to Council</i>	Orange	Blue	Light Pink	Light Green	Blue-Gray
Community wellbeing continues to reflect the average Australian wellbeing score <i>Source: HealthStats NSW</i>	Orange	Light Blue	Red	Green	Blue-Gray
Community event attendance is stable or increasing <i>Source: Council information on events</i>	Orange	Blue	Light Pink	Light Green	Blue-Gray
Number of vehicle and pedestrian road crashes decreases <i>Source: NSW Centre for Road Safety, Crash statistics</i>	Orange	Blue	Light Pink	Light Green	Blue-Gray
Number of new local businesses increases <i>Source: .id Profile and ABS</i>	Light Orange	Light Blue	Red	Light Green	Blue-Gray
Employment rate is increasing <i>Source: .id Profile</i>	Light Orange	Light Blue	Red	Light Green	Blue-Gray
Number of visitors is increasing <i>Source: .id Profile</i>	Orange	Blue	Red	Light Green	Blue-Gray
Volume of domestic waste diverted from landfill is increasing <i>Source: Council information</i>	Light Orange	Light Blue	Light Pink	Green	Blue-Gray
Tree canopy cover is increasing <i>Source: Council access to Kinesis (Resilient Sydney data platform)</i>	Light Orange	Light Blue	Light Pink	Green	Blue-Gray
Emissions per capita in Camden is decreasing <i>Source: Council access to Kinesis (Resilient Sydney data platform)</i>	Light Orange	Light Blue	Light Pink	Green	Blue-Gray
The health of priority waterways is stable or increasing <i>Source: Council access to Kinesis (Resilient Sydney data platform)</i>	Light Orange	Light Blue	Light Pink	Green	Blue-Gray





DRAFT

Camden Council

Delivery Program 2022-26
Operational Plan 2022-23





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ACKNOWLEDGEMENT OF COUNTRY

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



MESSAGE FROM THE MAYOR

COUNCILLOR THERESE FEDELI

I am pleased to present Council's Delivery Program for 2022-26.

While the Connecting Camden Community Strategic Plan sets up a vision for what Camden will look and feel like in 2036, this Delivery Program is Council's commitment to delivering what has been laid out in the Connecting Camden Community Strategic Plan over the next four years. The Delivery Program underscores our commitment to our community, under five Key Directions. Each Key Direction has a number of principal activities and actions assigned to them in this Program.

I, along with my fellow Councillors and Council staff, am committed to positioning Camden Council as a leader in the region. We want to continue to create a Camden that is connected, diverse and thriving; a place where we embrace opportunities for growth, value our rich heritage and protect and share responsibility for our natural environment.

This Delivery Program paves the way for Council to be prepared for this growth and development.

Throughout the duration of our four-year Delivery Program, we will continue to report and update the community on the progress of these initiatives and more, through our six-monthly Delivery Program progress reports and annual reports.

I am proud to lead a Council that has continued to demonstrate long term planning, responsible financial management, and importantly, as can be seen from this Program, the ability to achieve great practical results.



MESSAGE FROM THE GENERAL MANAGER

RON MOORE

It is my great pleasure to share Council's four-year Delivery Program (2022-26), in response to the Connecting Camden Community Strategic Plan. Our organisational Delivery Program initiatives are focused on continuing to enhance the Camden LGA's unique advantages and capitalising on our rapid growth, while also protecting what we love about the area.

Through our last Delivery Program (2017-2021), we were able to achieve outcomes which I am proud to say have made the Camden LGA an even better place to live, work, visit and play in. Among many other things, we delivered water play spaces in Elderslie and Oran Park, a new library in Oran Park, a synthetic football field in Narellan and a skate park and youth facility in Oran Park. We also started work on a premier cricket facility in Camden and the Oran Park Leisure Centre, and I look forward to seeing work progress on those exciting projects.

Something we couldn't account for when developing the last Delivery Program in 2017 was the COVID-19 pandemic. However, we were able to show how innovative, adaptable and agile we can be as a Council when we started delivering a combined \$130.6 million COVID-19 Support and Recovery Package. It's estimated the package will boost Camden's economy by up to \$221.7 million and generate up to 507 new jobs.

I look forward to seeing the projects in this Delivery Program come to life over the next four years. Just some of the projects you'll see throughout this document include an upgrade to the Camden Civic Centre, a no-kill animal care facility in Smeaton Grange and upgrades to many other facilities and roads.

Thank you to the Mayor and Councillors for their support and leadership in setting the direction of the Delivery Program. We look forward to reporting progress of the Delivery Program over the next four years.



PART 1: INTRODUCTION

OUR DELIVERY PLAN

ABOUT THIS PLAN

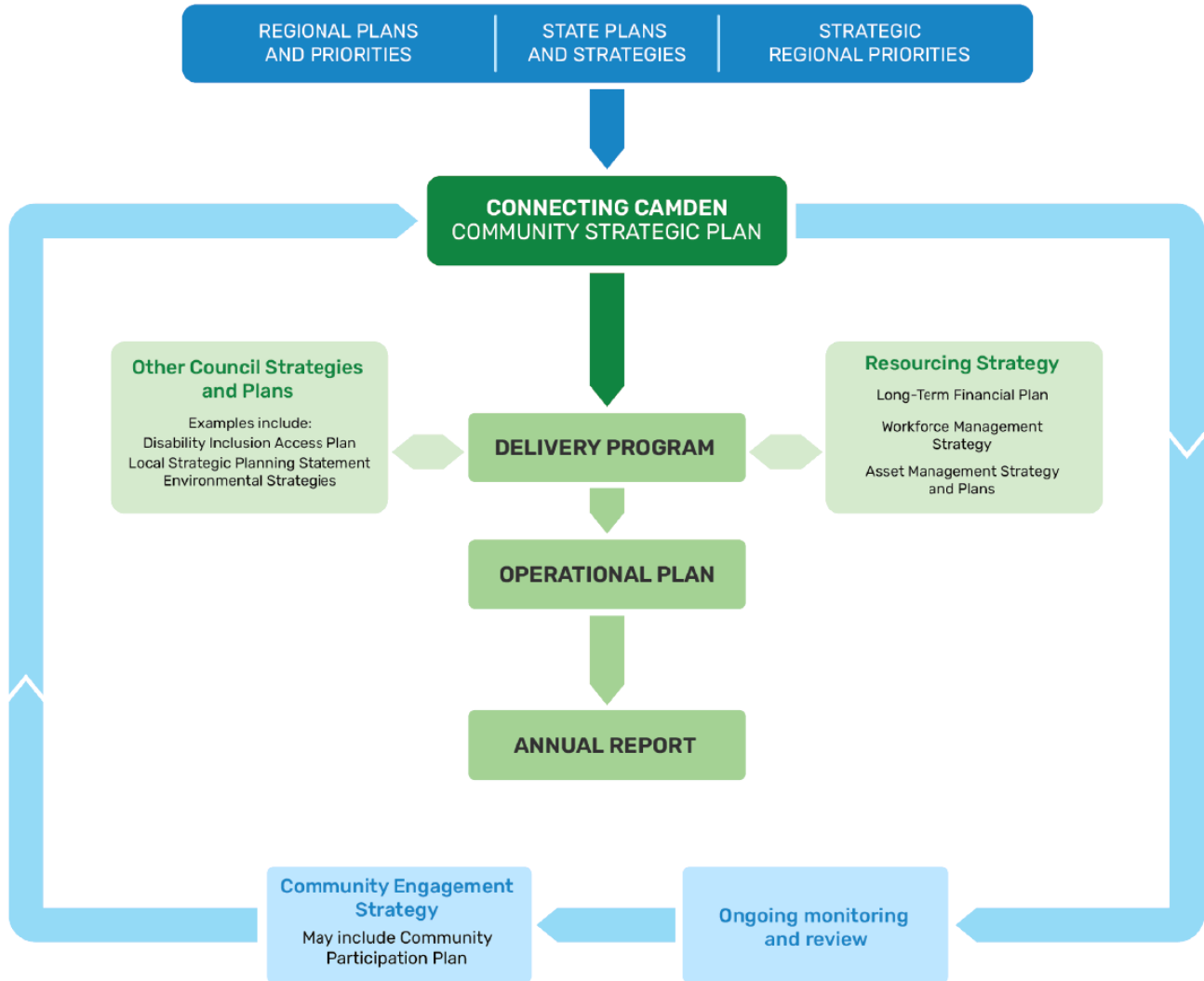
This combined Delivery Program and Operational Plan outlines Camden Council's plan for delivering the shared community vision in the **Connecting Camden Community Strategic Plan**:

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

This Delivery Program and Operational Plan is informed by priorities of the elected Council and the community and shaped by decision-making on resource allocation, set out in the **Resourcing Strategy**.

This Delivery Program and Operational Plan is part of the Integrated Planning and Reporting (IPR) Framework that all NSW councils must use to plan for their area, based on the expectations of their local community.

THE INTEGRATED PLANNING AND REPORTING FRAMEWORK



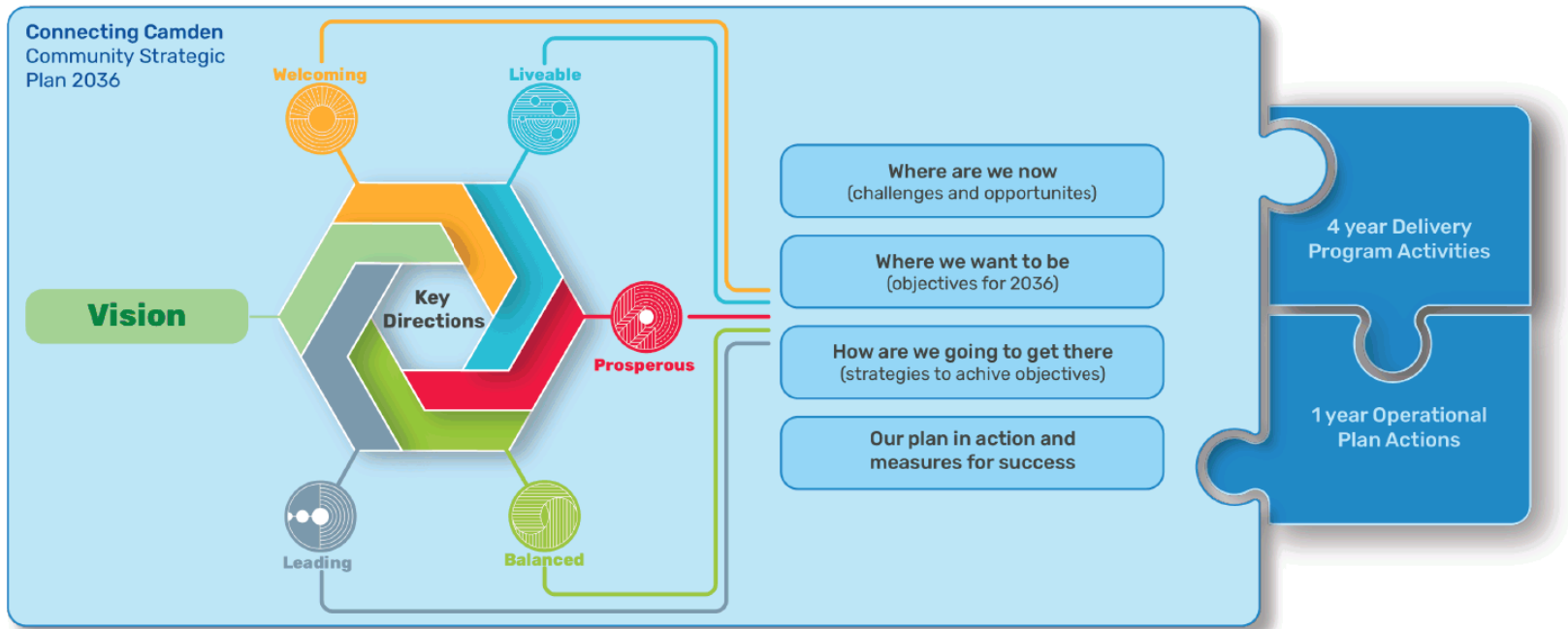
The **Community Strategic Plan** is the highest level of planning within the IPR framework. It provides a vision that reflects the aspirations of the community, and sets clear directions, objectives, strategies and measures for progress on achieving the community’s vision. It informs all other documents.

The **Delivery Program** describes Council’s commitment to achieve the Community Strategic Plan in the elected term of Council. It sets Council’s four-year commitment from 2022 to 2026 and references all activities to be undertaken, setting priorities and scheduling programs.

The **Operational Plan** identifies annual projects and activities against the delivery plan principal activities. Operational Plan components are updated annually to reflect the Council actions for each year and progress against the Delivery Program.

The **Resourcing Strategy** demonstrates how work in the Delivery Program and Operational Plan will be resourced.

Annual reporting reports back to the community of the work undertaken by Council each year to deliver on the Operational Plan and Delivery Program.



CAMDEN RESOURCING STRATEGY

The Camden Council Resourcing Strategy outlines Council's allocation of money, assets and people to deliver the Delivery Program and Operational Plan. It reflects the community's objectives of where we want to be in 2036 and strategies on how are we going to get there as described in the Connecting Camden Community Strategic Plan and this Delivery Program and Operational Plan.

Council's **Long Term Financial Plan** outlines Council's financial position and describes the financial implications of asset management and workforce planning. The Long Term Financial Plan is a 10-year rolling plan and demonstrates the financial sustainability of Council.

The **Workforce Management Strategy 2022-2026** guides Council planning for current and future workforce needs to deliver the priorities set in the Connecting Camden Community Strategic Plan and commitments in the Delivery Program and Operational Plan.

The **Asset Management Policy, Strategy and Plan** provide guidance to make sure that assets, the infrastructure that support Council delivery of services, are managed and accounted for by Council in an efficient and sustainable way. Asset management planning enables Council to provide for the required level of service for the community in relation to the priorities in the Connecting Camden Community Strategic Plan and commitments in the Delivery Program and Operational Plan.



READING THIS PLAN

This Plan has four parts:

PART 1: Introduction

PART 2: About Camden

PART 3: Delivery Program Principal Activities and Operational Plan Actions

PART 4: Financial Management

The combined Delivery Program and Operational Plan enables the community to see Council's objectives from 2022 to 2026 and the discrete actions for the upcoming year (2022/23).

Council will update Part 3 and Part 4 of this document annually to provide clarity on Council's budget, capital and maintenance programs, and actions for each year.

COMMUNITY ENGAGEMENT

Many in the community have participated in engagement activities to help Council understand what people love, and to tackle their concerns. The community's voices will continue to direct and support how we plan for Camden.

This Delivery Program responds to the community vision, objectives and strategies of the **Connecting Camden Community Strategic Plan 2036** which focus on protecting and enhancing what the community loves and what people feel optimistic about for Camden's future. It acts on challenges and aims to optimise the improvements Council can address.

WHAT WE LOVE AND ARE OPTIMISTIC ABOUT

WHAT WE ARE CONCERNED ABOUT

OUR COMMUNITY

Camden is a great place to raise a family

Housing diversity and affordability could be improved

Camden is a great place to grow old

OUR NATURAL ENVIRONMENT AND WHERE WE LIVE AND WORK

Camden's rural setting and character is its greatest and most valued asset

Traffic congestion needs to be addressed

Planning and timing of infrastructure delivery needs to align with growth

Moving between Camden's centres on public transport is slow

Balancing growth and development with the preservation of Camden's rural character will be one of the greatest challenges

Increased urban heat resulting from growth and development

OUR LOCAL ECONOMY

Western Sydney International Airport will create opportunities for Camden's local community

Camden's growing young and engaged population will drive growth of local businesses

NATIONAL, STATE AND REGIONAL GOALS

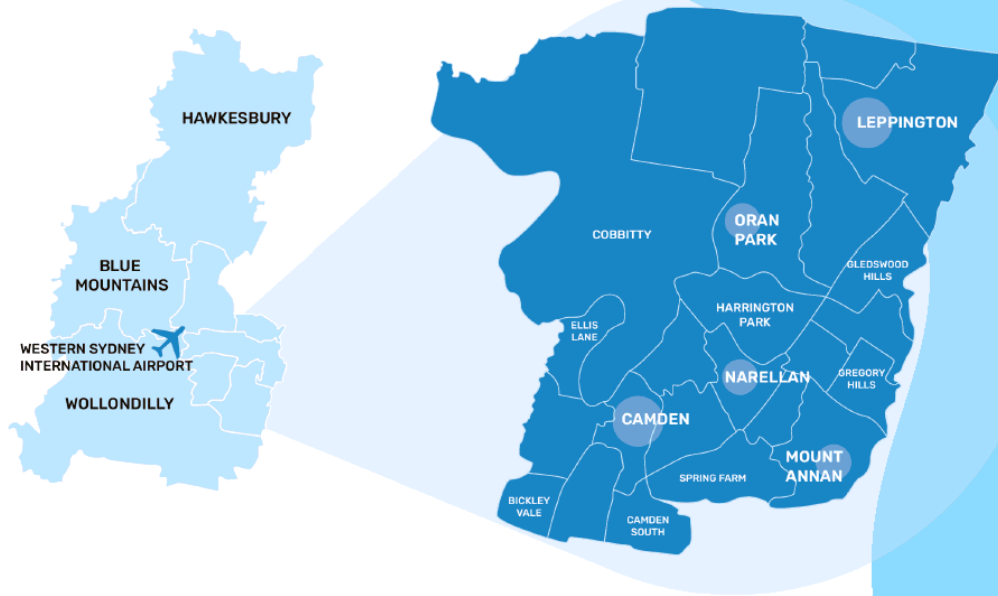
Camden is integral to several shared national, state and regional initiatives for Western Sydney. The Delivery Program and Operational Plan contributes to these initiatives and will allow council to advocate on strong local outcomes for Camden within the regional context.

The shared strategies, plans and policies developed by other levels of government that impact Camden are supported through projects and activities within this Delivery Program and Operational Plan.



PART 2: ABOUT CAMDEN

Located in Sydney's south west, Camden Local Government Area (LGA) is essential to the success of the emerging Western Parkland City. It covers approximately 200 square kilometres and is becoming a place of regional significance.



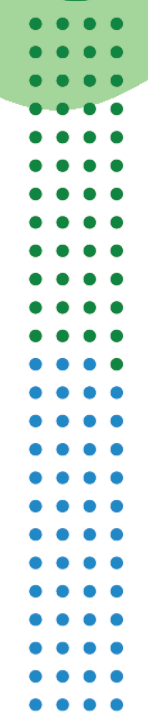
Camden is set to be home to more than a quarter of a million people by 2036, making it one of the fastest growing LGAs in Australia.

With this projected growth, and with Western Sydney International Airport on its doorstep, Camden will become a cornerstone of the thriving south-west Sydney region.



THE COMMUNITY

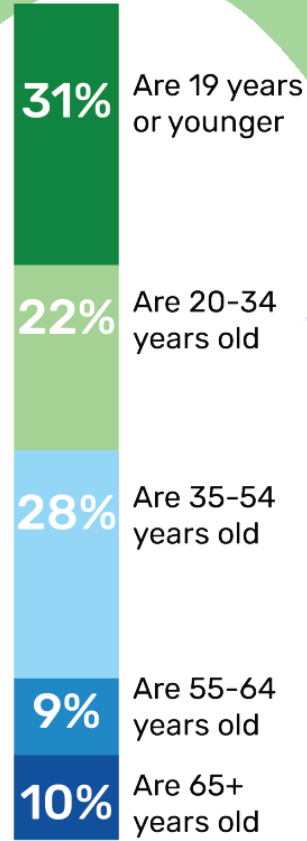
49% MALE



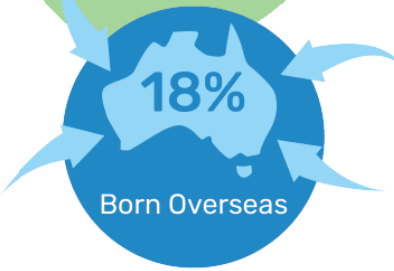
51% FEMALE

AGE PROFILE

Camden LGA has a younger age profile than the total NSW population, with high proportions of young families



DIVERSITY



TOP COUNTRIES

1. United Kingdom
2. New Zealand
3. India
4. Philippines
5. Fiji
6. Italy
7. China
8. South Africa
9. Malta
10. Iraq

HOUSEHOLDS

23% Couples



48% Couples with Children



11% Single Parents



5% Group and other



13% Lone households



14% Speak a language other than English at home



Top 3 Arabic, Italian, Spanish

4% Require full time assistance



WHERE DO WE WORK?

74% Homeowner

20% Renting

6% Other



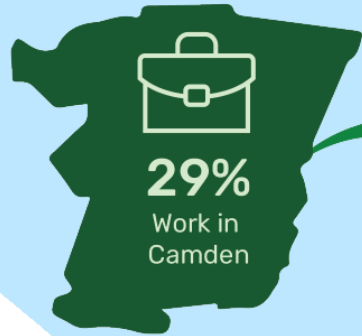
Detached dwelling



Semi-detached to 2-storey apartments



3-storey+ apartments and other dwellings



29% Work in Camden

66% Work outside Camden LGA

27% of these in neighbouring LGAs

5% Have no fixed place of work

+73% Construction



Top fastest-growing industries 2011 - 2016

+47% Health care & social assistance



WHAT INDUSTRIES WE WORK IN



12% Construction



11% Retail



10% Health care & social assistance



9% Education & training



7% Manufacturing



51% In other industries

CAMDEN'S FUTURE

Camden is experiencing a higher rate of population growth than ever before and higher than that experienced in any other LGA in NSW.

Camden is transitioning from rural areas with clusters of towns and villages to thriving suburbs established alongside historic places.

As Camden is set to be a major community by 2036, we need to ensure that as the area grows, we can continue to protect and respect the area's unique character, history, heritage, rural feel and open spaces.

The community tells us they want:

- quality natural and urban environments to be cared for and maintained
- accessible and well-maintained facilities and services that everyone can access
- well-designed buildings and infrastructure that respond and adapt to a changing climate, so that everyone has comfortable and safe places to live and work.

The opening of Western Sydney International Airport, the associated development of the Western Sydney Aerotropolis, the new city of Bradfield, and the provision of significant infrastructure will trigger further opportunities for Camden. This will reposition the LGA as a city on the doorstep of an international airport and a new freight and logistics, research and innovation precinct for Sydney.

In the past five years, the area has welcomed more than 27,000 new residents - babies born in the LGA to Camden residents, and new families moving to Camden into a new home and lifestyle.

By 2036 Camden is projected to have close to 250,000 residents making it the fastest growing LGA in Australia.

DELIVERY APPROACH

LEADING

A SUCCESSFUL ADVOCATE FOR OUR PEOPLE AND PLACES

The NSW Government and its partners lead the planning, funding and delivery of many transformational projects to support the Western Parkland City. These will shape and generate opportunities for Camden.

As Camden becomes a place of regional significance, Council will work with its partners and advocate for funding; timely delivery of infrastructure and services; integrated planning and coordination for better urban and environmental outcomes; and creating positive local outcomes through the design and delivery of projects for the current community and future generations.

Council's Delivery Program key partners for the four-year period include:

- Western Sydney City Deal member partners
- Western Parkland City Authority
- NSW Department of Planning and Environment
- Transport for NSW and Sydney Metro
- NSW Health
- NSW Department of Education and School Infrastructure NSW

SHAPING OPPORTUNITIES

Significant investments, infrastructure and other opportunities will not only sustain the population, but also create potential, attracting a talented workforce and innovative businesses to relocate to the LGA to be a part of the Western Parkland City.

Council will advocate for the planning, design and delivery of key transformational projects in Camden to reflect local needs and ambitions.

OPPORTUNITIES FOR CAMDEN

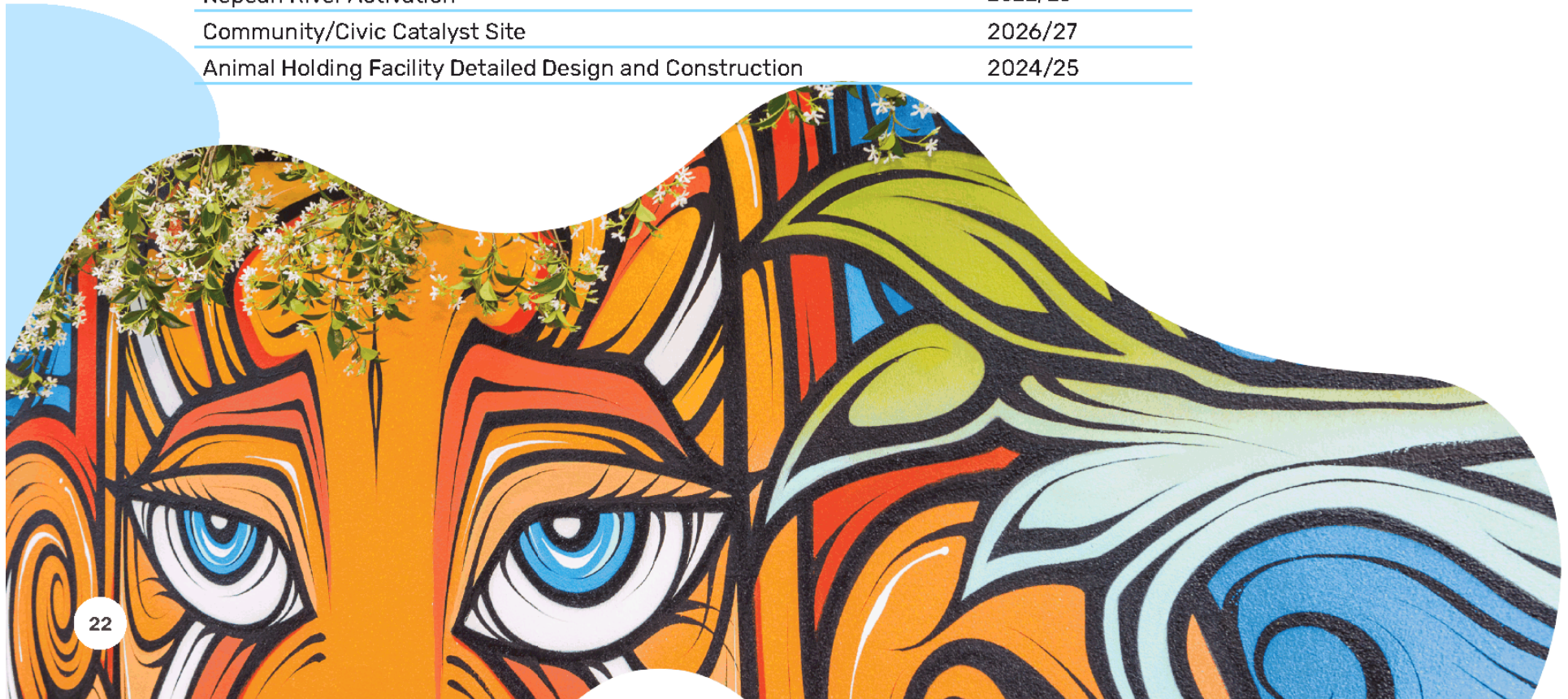
FOCUS AREAS	TIMING	DESCRIPTION
Evolution of Oran Park Town Centre	Ongoing	<p>Oran Park is one of the closest established centres to Western Sydney International Airport, closer than established centres at Penrith and Liverpool.</p> <p>Council can leverage its space and presence at Oran Park to support education, training and new job opportunities that support the local community and economy.</p> <p><i>Council has a delivery role, including in partnership with others</i></p>
Employment hubs at Narellan and Smeaton Grange	Ongoing	<p>Council involvement can generate greater economic and productive outcomes from the new employment hubs.</p> <p><i>Council has a delivery and advocacy role</i></p>
Western Sydney International Airport	2026+	<p>The airport will connect Camden to the global community from its own backyard.</p> <p><i>Council has an advocacy role</i></p>
South Creek regeneration	2026+	<p>The South Creek regeneration provides an opportunity to integrate land use and water cycle management and create a green spine throughout the Western Parkland City.</p> <p>South Creek's catchment has a large footprint in the Camden LGA, which includes Lowes, Rileys and Kemps creeks. Their regeneration will improve liveability and sustainability in the LGA.</p> <p><i>Council has an advocacy and a delivery role, including in partnership with others</i></p>

FOCUS AREAS	TIMING	DESCRIPTION
South West Rail Link extension	2031	The new public transport link between Leppington to Bradfield City Centre will enable growth. <i>Council has an advocacy role</i>
Leppington Town Centre	2036+	Leppington will be a new centre close to the Western Sydney International Airport. The right conditions will need to be in place to attract and grow businesses that support the local community and economy. <i>Council has a delivery role, including in partnership with others</i>
Narellan Strategic Centre	2036+	Narellan will evolve as strategic centre, providing jobs, services and homes to support the local community and economy. Supporting this role, the centre will leverage off its direct train access to Bradfield, the Western Sydney Airport and Macarthur. <i>Council has a delivery role, including in partnership with others</i>
Regional health and education institutions	2036+	Attracting world-class institutions could enable local learning, reducing the number of trips out of the LGA, and attracting people to come to live, work and study in Camden. Clustering facilities, expertise and creating education and health hubs will create opportunities for the next generation of Camden residents and establish Camden's role in the Western Parkland City. <i>Council has an advocacy and partnership role</i>
North South Rail (Sydney Metro-Western Sydney)	2036+	A new rail service will link Macarthur to Bradfield City Centre and Western Sydney International Airport. Public transport connections will strengthen Camden's links to the Airport and opportunities at Bradfield. <i>Council has an advocacy role</i>

TRANSFORMATIONAL PROJECTS

To support this advocacy work, Council will deliver transformational projects that will help to make a Camden a great place to live, work and play. The list below includes priority projects and major works projects for the four years from 2022/23 to 2026/27.

PROJECTS	TIMING
Oran Park Leisure Centre	2023/24
Civic Centre Upgrade and Renewal	2023/24
Nepean River Activation	2022/23
Community/Civic Catalyst Site	2026/27
Animal Holding Facility Detailed Design and Construction	2024/25



ABOUT COUNCIL

COUNCIL'S ROLE

Council delivers for the local community by providing community services, programs and infrastructure that impact on the health and wellbeing of residents. Its activities support local economic growth and support care and management of the local environment. Council is the community's advocate in regional and city-wide discussions with other tiers of government service and infrastructure providers.

ELECTED COUNCIL

The elected Council is the community's elected representatives. Councillors:

- facilitate communication between the community and Council
- represent the community and make decisions in the best interest of the public and the environment
- participate in the review of where Council's resources are allocated
- provide leadership and guidance to the community.

The Mayor performs additional roles to Councillors, including:

- presiding at meetings of Council
- exercising and carrying out urgent policy-making functions, where necessary
- carry out civic and ceremonial functions of the Mayoral office.

Council is composed of nine councillors across three wards (Central, South and North Ward).

CENTRAL



Mayor, Cr Therese Fedeli



Cr Ashleigh Cagney



Cr Peter McLean

SOUTH



Deputy Mayor, Cr Paul Farrow



Cr Eva Campbell



Cr Russell Zammit

NORTH



Cr Cindy Cagney



Cr Usha Dommaraju

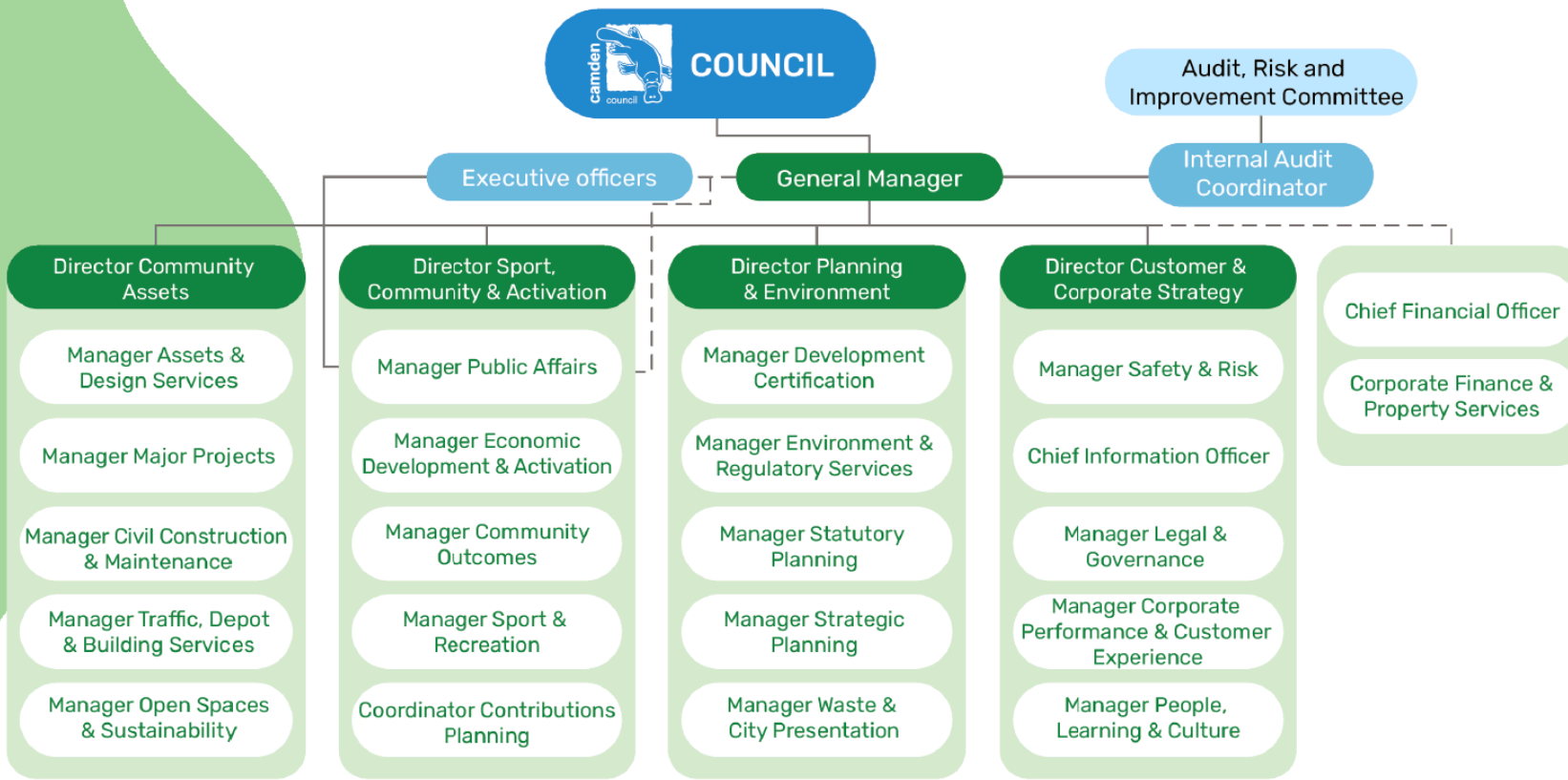


Cr Lara Symkowiak

OUR COUNCIL ADMINISTRATION

Council administers services, programs and infrastructure for the Camden LGA. It serves the people who live and work in Camden.

The administration is overseen by the General Manager and organised by directorates that work together to serve the community.



OUR VISION AND VALUES

Council is guided by its organisational vision and corporate values. These encapsulate the approach to everything Council does – working together and with partners to deliver services for the community.

OUR ORGANISATIONAL VISION

At Camden Council we **think big, work hard and get results.**

The community relies on us to deliver **outstanding customer service**, well managed growth and quality services.

Our **pride** for our area and **respect** for each other is shown in everything we do.

We work in **partnership to service the community safely** and be a leading council.

OUR CORPORATE VALUES



LEADERSHIP

“Empower others”

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



INNOVATION

“Dream, Create, Inspire”

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



PARTNERSHIP

“Together we Can”

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



COMMITMENT

“Dedication Drives Results”

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



CUSTOMER FOCUS

“Our People, Our Community”

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



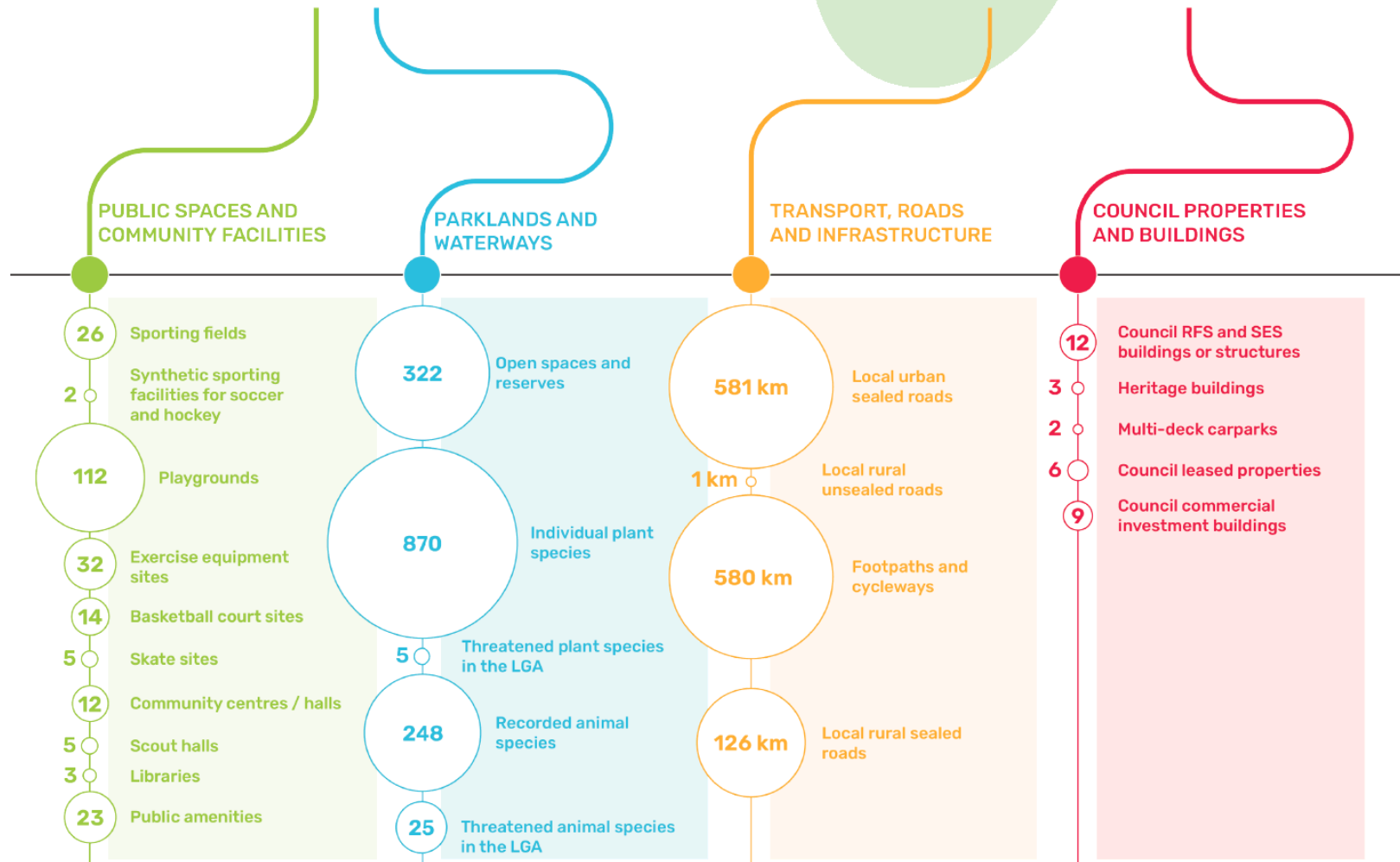
SAFETY

“Safety is everyone’s job”

We put safety and wellbeing of people at the centre of everything we do.

OUR ENVIRONMENT AND PLACES

Council is responsible for the planning, management and care of a large range of public spaces, community facilities, parks and places of environmental value, roads and infrastructure.



OUR SERVICES AND PROGRAMS

Our range of services and programs that benefit our local residents and businesses.

USE OF PUBLIC SPACES AND COMMUNITY FACILITIES

- Regulating the use of public areas
 - Parks and playgrounds
- Appearance of public spaces
 - Tourism
- Management of significant places
- Recreation services and facilities
 - Library services

MANAGEMENT AND PROTECTION OF PARKLANDS AND WATERWAYS

- Protection of the natural environment
 - Environmental activities

DELIVERY AND CARE OF PUBLIC INFRASTRUCTURE AND SERVICES

- Development control
 - Waste services
- Construction and maintenance of infrastructure
 - Transport options
 - Road safety
 - Local traffic management
 - Public health
- Management of emergency events

COMMUNITY SERVICES AND ADMINISTRATION

- Community support services
 - Community safety
 - Community events
 - Support services
- Strong Local Democracy
 - Community Engagement
 - Heritage protection
 - Urban and rural planning
- Community planning and development
 - Community Information
 - Economic development
- Enforcement of legislation and policies
- Stewardship of community resources

PART 3: DELIVERY PROGRAM PRINCIPAL ACTIVITIES AND OPERATIONAL PLAN ACTIONS

The **2022-26 Delivery Program and 2022-23 Operational Plan** will guide how Council implements the **Connecting Camden Community Strategic Plan 2036**.

The Delivery Program details Council-led activities for the next four years (2022-23 to 2025-26) and nominates responsible directorates and branch leads, as well as one-year Operational Plan actions that will contribute to Delivery Program principal activities.

The Operational Plan identifies actions funded and resourced for 2022-23; these will be updated and reported on each year. Several Council strategies and plans support these activities and actions.

Activities and actions are organised under the five key directions of the Community Strategic Plan:



Council will assess and report on progress of this Delivery Program and Operational Plan every six months.



CAMDEN IS A CONNECTED, DIVERSE, AND THRIVING COMMUNITY, EMBRACING OPPORTUNITIES OF GROWTH, WHILE VALUING OUR RICH HERITAGE AND PROTECTING AND SHARING RESPONSIBILITY FOR OUR NATURAL ENVIRONMENT

KEY DIRECTIONS

WELCOMING
Embracing our vibrant and diverse community



LIVEABLE
Strong and integrated connections between our people and our services




PROSPEROUS
Advancing local economic opportunities and job creation



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



LEADING
A successful advocate for our people and places



Where do we want to be?
Connecting Camden objectives

How are we going to get there?
Connecting Camden strategies

Camden Council Delivery Program and Operational Plan

Council supporting plans and strategies

- Cultural Activation Strategy
- Active Ageing Strategy
- Children and Families Strategy
- Communication and Community Engagement Strategy
- Disability Inclusion Action Plan
- Community Participation Plan
- Camden Libraries Strategy

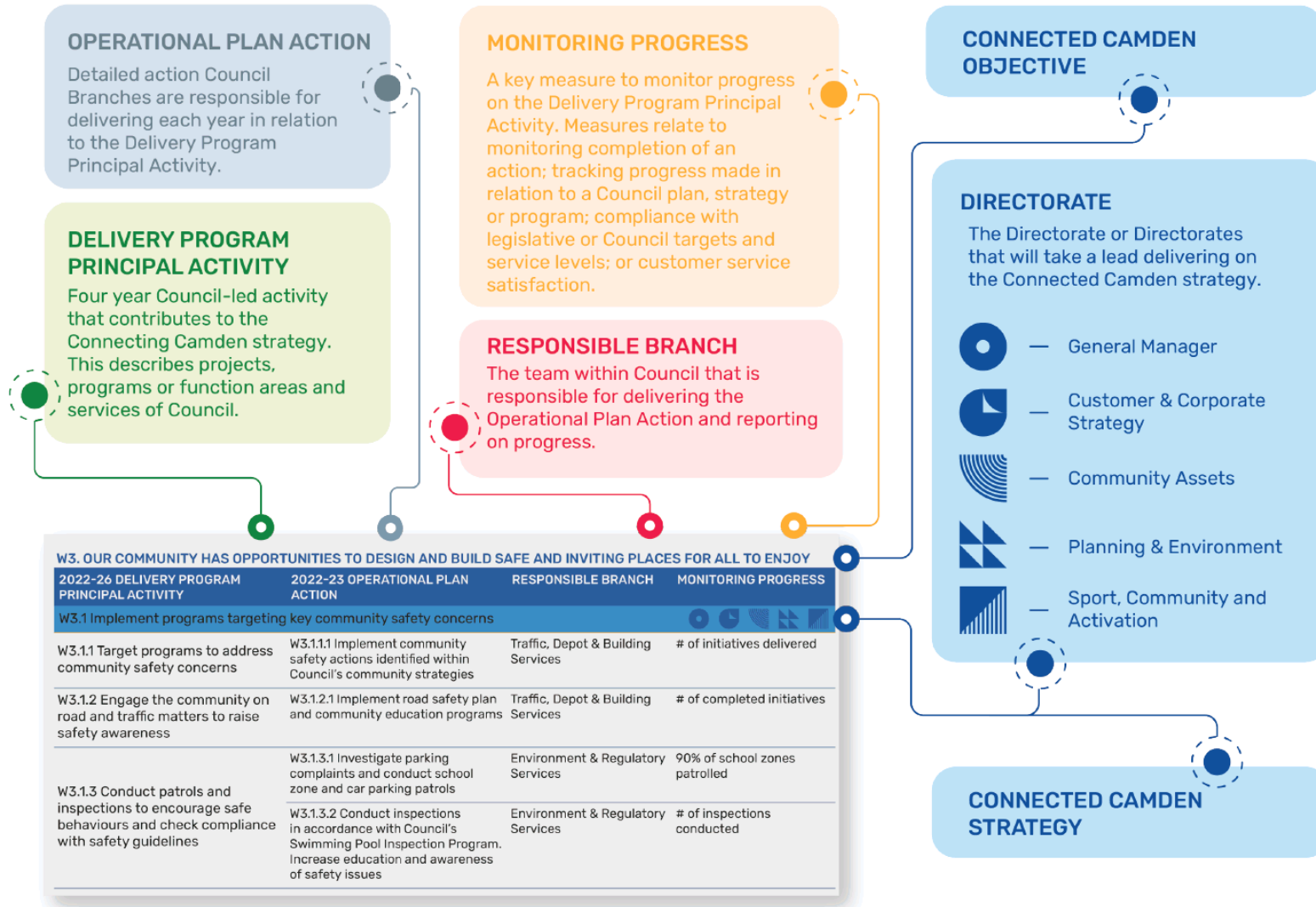
- Local Strategic Planning Statement
- Camden Libraries Strategy
- Camden Places and Spaces Strategy
- Camden Sportsground Strategy
- Camden Town Centre Framework
- Rural Lands Strategy

- Economic Development Strategy
- Camden Destination Management Plan
- Cultural Activation Strategy

- Sustainability Strategy
- Local Biodiversity Strategy
- Pesticide Notification Plan
- Tree Management Strategy

- Asset Management Strategy
- Communications and Community Engagement Strategy

HOW TO READ OUR DELIVERY PROGRAM









WELCOMING EMBRACING OUR VIBRANT AND DIVERSE COMMUNITY

The Camden community is becoming increasingly diverse, with people representing a greater range of views and aspirations in age groups and cultural backgrounds that will enrich the community. Everyone must have an opportunity to contribute to the shared vision and feel they are a valued part of Camden's future.

W1. OUR COMMUNITY IS WELCOMING AND INCLUSIVE, EVERYONE FEELS INCLUDED AND INVOLVED

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
W1.1 Support initiatives that build and foster community cohesion 			
W1.1.1 Implement strategies that support community inclusion for all community groups	W1.1.1.1 Review Active Ageing Strategy 2016-2026	Community Outcomes	# of completed actions
	W1.1.1.2 Update Disability Inclusion Action Plan 2017-2021	Community Outcomes	# of completed actions
	W1.1.1.3 Update Children & Family Strategy 2018-2021	Community Outcomes	# of completed actions
	W1.1.1.4 Deliver Community Financial Assistance programs	Community Outcomes	# of completed actions
	W1.1.1.5 Develop and deliver a program of cultural subsidies and grants	Economic Development & Activation	# of completed actions
W1.1.2 Implement an events strategy for a range of community events	W1.1.2.1 Conduct events review	Public Affairs	% of program delivered
W1.1.3 Create public communications and marketing campaigns to increase public awareness and interest in activities across Camden	W1.1.3.1 Publish regular, accurate and up-to-date Council information through digital and print platforms	Public Affairs	% of program delivered
	W1.1.3.2 Develop and implement promotional campaigns for high profile events in Camden	Public Affairs	# of campaigns conducted

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
W1.1 Support initiatives that build and foster community cohesion (Cont.)			
W1.1.4 Support and facilitate cultural development and networking opportunities	W1.1.4.1 Develop and deliver an annual program of cultural development and networking opportunities	Economic Development & Activation	% of program delivered
W1.2 Celebrate creativity and growing diversity			
W1.2.1 Facilitate, support and promote programs and initiatives that celebrate the diverse community, groups and spaces across Camden	W1.2.1.1 Develop and deliver an annual program of community initiatives that celebrate diversity	Community Outcomes	% of program delivered
	W1.2.1.2 Develop and deliver an annual program of activations and placemaking activities	Economic Development & Activation	% of program delivered
W1.3 Promote and facilitate equitable access to services, facilities and community initiatives			
W1.3.1 Ensure Council's sport and recreation facilities planning has community support and facilitates equitable and affordable access	W1.3.1.1 Implement upgrades and renewals to sports and recreation facilities that adhere to Council's Design Guide	Sport & Recreation	% of program delivered
	W1.3.1.2 Implement the Sportsground Strategy	Sport & Recreation	# of initiatives delivered
W1.3.2 Provide broader library services to support access and inclusion across the community	W1.3.2.1 Implement the Library Strategy 2021-2025	Community Outcomes	% of program delivered




2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
W1.3 Promote and facilitate equitable access to services, facilities and community initiatives (Cont.) 			
W1.3.3 Optimise community use of Council-owned facilities and spaces	W1.3.3.1 Promote the activation of Council community facilities	Sport & Recreation	% of program delivered
	W1.3.3.2 Negotiate licence agreements for Julia Reserve, Wanneroo Offices and other community spaces	Community Outcomes	# of licence agreements initiated / renewed / maintained
	W1.3.3.3 Improve utilisation of libraries by activating indoor and outdoor library spaces to accommodate a variety of uses and activities	Community Outcomes	# of initiatives delivered
	W1.3.3.4 Optimise existing library spaces and layouts, and improve wayfinding to and within libraries to support a variety of users and their experience	Community Outcomes	# of initiatives delivered
	W1.3.3.5 Monitor community needs to inform the planning and delivery of library space	Community Outcomes	# of community engagement initiatives implemented to assess community needs
W1.4 Provide opportunities for residents and groups to participate in local decision-making  			
W1.4.1 Employ stakeholder engagement practices and projects that incorporate traditional and innovative engagement methods	W1.4.1.1 Review Council's Community Engagement Strategy	Public Affairs	# of engagement initiatives delivered

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
W1.4 Provide opportunities for residents and groups to participate in local decision-making (Cont.)  			
	W1.4.2.1 Maintain sound Council meeting governance	Legal & Governance	# of Council Meetings held and minuted
W1.4.2 Maintain open and transparent Council processes and channels for public access to information	W1.4.2.2 Process <i>Government Information (Public Access) Act 2009 (GIPA)</i> applications within statutory timeframes	Legal & Governance	% of applications processed within statutory timeframes
	W1.4.2.3 Regularly monitor Council's policies and procedures	Legal & Governance	# of reviews completed

W2. OUR COMMUNITY IS HEALTHY AND ACTIVE WITH ACCESS TO OPEN SPACE, FACILITIES AND SERVICES THAT SUPPORT WELLBEING

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
W2.1 Promote and facilitate programs and services that support good community health and wellbeing			
W2.1.1 Deliver educational programs and regulate activities to ensure the health, safety and amenity of the Camden area and community	W2.1.1.1 Undertake companion animal education programs to increase awareness of Council's animal microchipping and desexing services at events, online and while interacting with customers	Environment & Regulatory Services	Participation in animal microchipping and desexing program is increasing
	W2.1.1.2 Conduct public health inspections in accordance with Council's inspection programs and legislation. Provide educational materials and workshops where appropriate	Environment & Regulatory Services	# of inspections conducted
	W2.1.1.3 Conduct illegal dumping investigations, take regulatory action where appropriate and use education campaigns to increase community awareness	Environment & Regulatory Services	80% of illegal dumping incidents investigated within required timeframe
W2.2 Improve access to public spaces and places for people of all ages and abilities			
W2.2.1 Implement a strategy for Camden's spaces and places	W2.2.1.1 Implement the Spaces and Places Strategy 2020	Sport & Recreation	# of initiatives delivered
W2.2.2 Increase Council-managed multipurpose spaces and visitation to these spaces	W2.2.2.1 Develop the Civic Centre renewal and upgrade project	Economic Development & Activation	% of program delivered
	W2.2.2.2 Develop the Civic Centre rebranding project	Economic Development & Activation	% of program delivered

W3. OUR COMMUNITY HAS OPPORTUNITIES TO DESIGN AND BUILD SAFE AND INVITING PLACES FOR ALL TO ENJOY

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
W3.1 Implement programs targeting key community safety concerns 			
W3.1.1 Target programs to address community safety concerns	W3.1.1.1 Implement community safety actions identified within Council's community strategies	Traffic, Depot & Building Services	# of initiatives delivered
W3.1.2 Engage the community on road and traffic matters to raise safety awareness	W3.1.2.1 Implement road safety plan and community education programs	Traffic, Depot & Building Services	# of completed initiatives
W3.1.3 Conduct patrols and inspections to encourage safe behaviours and check compliance with safety guidelines	W3.1.3.1 Investigate parking complaints and conduct school zone and car parking patrols	Environment & Regulatory Services	90% of school zones patrolled
	W3.1.3.2 Conduct inspections in accordance with Council's Swimming Pool Inspection Program. Increase education and awareness of safety issues	Environment & Regulatory Services	# of inspections conducted
W3.2 Seek active partnerships to address community needs 			
W3.2.1 Seek partnerships with users and external agencies to support frameworks that addresses community needs	W3.2.1.1 Investigate and establish partnerships for new service delivery models	Community Outcomes	# of MoUs and partnership agreements
W3.3 Address community needs through provision of services and facilities targeting specific user groups 			
W3.3.1 Encourage service provision for a variety of needs and target groups	W3.3.1.1 Establish and facilitate interagency networks to identify and address community needs	Community Outcomes	Diversity and membership of interagency network members






LIVEABLE


STRONG AND INTEGRATED LINKS BETWEEN OUR PEOPLE AND OUR SERVICES

Camden is changing to accommodate the growing community. This includes the homes, workplaces, public places and spaces where people go every day and the transport, infrastructure and services needed to support daily activities.


Everyone should have access to quality environments that are well planned, designed and maintained and built to last for future generations.


LB1. OUR COMMUNITY HARNESSSES LOCAL CREATIVITY, AND SUPPORTS NEW TECHNOLOGIES AND INNOVATIONS

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB1.1 Embrace a Smart Community approach 			
LB1.1.1 Invest in and deliver smart infrastructure across Camden	LB1.1.1.1 Develop a Camden smart community framework that identifies policies and infrastructure investment required	Digital Technology & Innovation	# of completed initiatives
LB1.2 Use data and technology to test and adopt new technologies to improve services, customer interface and business with Council  			
LB1.2.1 Execute Council's Digital Innovation Strategy to focus on legacy modernisation, data and insights, digital workplace, customer focus and smart city workstreams	LB1.2.1.1 Implement transformation-related initiatives that enhance/support Council's digital business capability and review their effectiveness	Digital Technology & Innovation	# of initiatives delivered
LB1.2.2 Promote innovative and technology-driven models for operating and managing Council's sport and recreation facilities	LB1.2.2.1 Implement online booking for Council sport and recreation facilities	Sport & Recreation	# of initiatives delivered
	LB1.2.2.2 Develop an implementation program for the upgrade of the court lighting systems	Sport & Recreation	% of programs delivered

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB1.3 Promote and improve digital inclusion and equity across the community 			
LB1.3.1 Implement strategies that enhance digital inclusion	LB1.3.1.1 Implement the Camden Library Strategy actions that promote digital inclusion	Community Outcomes	# of actions delivered

LB2. OUR PUBLIC SPACES AND PLACES ARE VIBRANT AND ACCESSIBLE

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB2.1 Ensure homes. Instructure and facilities are well planned, delivered and maintained to create high quality urban and rural environments that meet our diverse needs and respond to the climate   			
LB.2.1.1 Administer contributions plans to support the funding and delivery of infrastructure	LB2.1.1.1 Administer, monitor, review and report on contribution plans	Contributions Planning	Bi-annual reports delivered
	LB2.1.1.2 Procure software to automate the processes associated with contributions planning and agreements	Contributions Planning	Initiative delivered
LB2.1.2 Ensure infrastructure is well planned, funded and delivered in urban development areas	LB2.1.2.1 Develop an implementation plan for adopted precincts for sport and recreation needs	Sport & Recreation	Implementation plans completed 12 months after rezoning
	LB2.1.2.2 Develop contribution plans for Leppington Town Centre, Lowes Creek Maryland and South Creek West	Contributions Planning	# of new Contributions Plans completed


2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB2.1 Ensure homes, infrastructure and facilities are planned, delivered and maintained to create high quality urban and rural environments that meet diverse needs and respond to the climate (Cont.) 			
LB2.1.3 Assess and certify development and construction processes in accordance with relevant policies in a timely manner to support high quality urban and rural environments	LB2.1.3.1 Implement and continuously review processes, procedures to ensure efficient development certification services in accordance with legislation	Development Certification	80% of Development Certificates are determined within the legislative timeframes
	LB2.1.3.2 Implement efficient processes to assess Development (and related) Applications in accordance with relevant legislation	Statutory Planning	60% of Development Applications (DA) to be determined in 40 days; 80% of DAs to be determined in 60 days Mean DA assessment time of 40 days, median DA assessment time of 40 days.
LB2.1.4 Ensure sufficient housing capacity and diversity to meet local community need	LB2.1.4.1 Implement the Camden Local Housing Strategy	Strategic Planning	# of completed actions
LB2.1.5 Lead strategic planning projects, prepare policy and guidance, and assess planning proposals	LB2.1.5.1 Review Camden’s planning controls (Local Environmental Plan, Development Control Plan, State Environmental Planning Policy)	Strategic Planning	Relevant plans reviewed
	LB2.1.5.2 Lead assessment and coordination of planning proposals	Strategic Planning	% of proposals progressed within the legislative timeframes

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB2.1 Ensure homes, infrastructure and facilities are planned, delivered and maintained to create high quality urban and rural environments that meet diverse needs and respond to the climate (Cont.)			
LB2.1.6 Design and deliver major projects, infrastructure, buildings, facilities and upgrades to meet community need	LB2.1.6.1 Lead the design and contracts in adopted major precincts	Major Projects	% of projects completed against the program
	LB2.1.6.2 Lead the design of council civil works and upgrades	Assets & Design Services	% of projects completed against the program
	LB2.1.6.3 Lead the design and delivery of developer-delivered infrastructure to support new development	Contributions Planning	% of projects completed against the program
LB2.1.7 Ensure all Council facilities are well managed and maintained	LB2.1.7.1 Implement maintenance and renewal programs	Traffic, Depot & Building Services	% of projects completed against the program
LB2.1.8 Manage assets in an effective and sustainable manner to meet defined service levels in the Asset Management Plan	LB2.1.8.1 Develop and implement asset renewal and maintenance programs and prioritised works	Assets & Design Services	% of projects completed against the program
	LB2.1.8.2 Consider a quality assurance process for design	Assets & Design Services	Initiative delivered
LB2.1.9 Manage Council's roads, bridges and infrastructure during emergency events	LB2.1.9.1 Undertake emergency response assessments on roads and infrastructure to prepare for and manage emergency events	Civil Construction & Maintenance	# of emergency event responses on road and infrastructure undertaken as required to support the community

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB2.2 Enhance town centres and public spaces			
	LB2.2.1.1 Implement adopted service levels for city presentation	Waste & City Presentation	80% compliance with service levels
LB2.2.1 Create and maintain quality streetscapes, public and open spaces	LB2.2.1.2 Implement the adopted service levels for urban forest services	Open Space & Sustainability	% compliant with service levels
	LB2.2.1.3 Implement the adopted service levels for open spaces	Open Space & Sustainability	% compliant with service levels
	LB2.2.2.1 Develop a public art strategy and implementation plan	Economic Development & Activation	Strategy adopted
LB2.2.2 Develop and deliver a public art strategy and support public art activities	LB2.2.2.2 Deliver a youth public art participation program	Economic Development & Activation	# of completed initiatives
	LB2.3 Identify and maintain city heritage and culture		
LB2.3.1 Protect Camden's natural and built heritage	LB2.3.1.1 Implement the Local Strategic Planning Statement short-term and ongoing actions	Strategic Planning	# of completed actions
	LB2.3.1.2 Implement programs and initiatives in collaboration with the Heritage Advisory Committee	Strategic Planning	# of committee meetings held

LB3. OUR TRANSPORT NETWORK IS EFFICIENT, SAFE AND INTEGRATED - LOCALLY AND REGIONALLY

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB3.1 Improve public transport links, roads and transport options that support the growing community			
LB3.1.1 Coordinate the planning and delivery of local infrastructure	LB3.1.1.1 Investigate the preparation of a local infrastructure plan	Strategic Planning	Initiative delivered
	LB3.1.2.1 Implement quality assurance improvements, standardised systems and improved monitoring and controls to deliver more effective services	Civil Construction & Maintenance	Compliance with Customer Service Charter
	LB3.1.2.2 Manage and implement renewal, resealing and reconstruction works as part of the Works Delivery Program	Civil Construction & Maintenance	Compliance with Customer Service Charter
LB3.1.2 Manage design, construction, maintenance and upgrades of local roads, walkways, cycleways and bridges across Camden LGA	LB3.1.2.3 Manage the design and upgrade of roads and transport infrastructure in line with asset management plans	Civil Construction & Maintenance	Capital Works Program reviewed

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
LB3.1 Improve public transport links, roads and transport options that support the growing community (Cont.) 			
LB3.1.3 Manage road safety and regulations in public spaces for public safety	LB3.1.3.1 Manage and implement sign renewal, replacement and maintenance as part of the Works Program	Civil Construction & Maintenance	Compliance with Customer Service Charter
	LB3.1.3.2 Deliver traffic capital projects to improve road safety	Traffic, Depot & Building Services	# of completed initiatives
LB3.1.4 Ensure transport links and options are adequate to meet community needs	LB3.1.4.1 Deliver works under the Pedestrian Access and Management Plan	Traffic, Depot & Building Services	# of completed initiatives



PROSPEROUS



ADVANCING LOCAL ECONOMIC OPPORTUNITIES AND JOB CREATION

Growth and development in the Western Parkland City and development of Western Sydney International Airport provides opportunities never before available to Camden. These initiatives will sustain Camden's strong local economy.

Increasing local employment opportunities for the growing population requires efforts to attract new businesses and global institutions to Camden as an emerging regional centre for work and education for Western Sydney residents.

P1. OUR BUSINESS COMMUNITY IS STRONG, THRIVING AND CONNECTED AT LOCAL, REGIONAL, NATIONAL AND INTERNATIONAL LEVELS


2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
P1.1 Create diverse environments for business and workers to grow and thrive			
P1.1.1 Facilitate diverse environments for business and workers through a supportive planning framework	P1.1.1.1 Implement the Camden Centres and Employment Lands Strategy short-term and ongoing actions	Strategic Planning	# of actions implemented
P1.1.2 Establish and promote a diversity of uses in employment lands and greenfield sites to attract businesses and workers	P1.1.2.1 Collaborate across Council to implement a place-based approach to Camden's strategic and local centres	Economic Development & Activation	# of initiatives delivered
P1.2 Attract investment into the region			
P1.2.1 Investigate and support opportunities to leverage future industrial and commercial hubs within the Western Sydney Aerotropolis	P1.2.1.1 Investigate opportunities for Camden's key and emerging sectors, by leveraging Western Sydney International Airport and Aerotropolis	Economic Development & Activation	# of completed actions
P1.2.2 Promote Camden LGA as a place for business, industry and government investment	P1.2.2.1 Develop and maintain a suite of investment attraction collateral	Economic Development & Activation	# of collateral pieces developed

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
P1.2 Attract investment into the region (cont.) 			
P1.2.3 Encourage and attract tourism opportunities and support the visitor economy	P1.2.3.1 Investigate appropriate types, and potential locations of, visitor accommodation	Economic Development & Activation	Study completed
	P1.2.3.2 Promote Camden’s unique and diverse offerings to residents, workers, students and visitors	Economic Development & Activation	# of campaigns conducted
P1.3 Facilitate business and industry growth and support new ways of working 			
P1.3.1 Investigate flexible work hubs	P1.3.1.1 Investigate the role of flexible work hubs	Economic Development & Activation	Study completed

P2. OUR LGA PROVIDES DIVERSE LOCAL JOB OPPORTUNITIES, SUPPORTED BY SKILLS AND TRAINING PATHWAYS TO EMPLOYMENT

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
P2.1 Strengthen education, training, and career pathways			
P2.1.1 Partner with stakeholders to advocate for or develop education and training programs that support business and industry needs	P2.1.1.1 Establish relationships with stakeholders to deliver programs across a range of industries	Economic Development & Activation	# of working relationships
	P2.1.1.2 Audit existing training and education opportunities	Economic Development & Activation	Audit completed
	P2.1.1.3 Advocate for the expansion of tertiary education and training options	Economic Development & Activation	# of advocacy initiatives implemented
P2.1.2 Provide opportunities to accelerate youth employment in the Camden LGA	P2.1.2.1 Develop and deliver a collaborative youth-focused employment expo	Economic Development & Activation	# of participants
P2.2 Partner with industry and the NSW Government to build a strong and diverse local economy			
P2.2.1 Conduct advocacy activities that support building a strong and diverse local economy	P2.2.1.1 Contribute to relevant NSW Government strategies that support a diverse local economy including place activation, cultural development and small business support	Economic Development & Activation	# of engagements undertaken

P3. OUR LGA IS A DESIRABLE LOCATION FOR NEW AND EMERGING INDUSTRIES, BUSINESSES AND ENTREPRENEURS

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
P3.1 Support small, local and start-up businesses 			
P3.1.1 Provide opportunities to build the capacity of local businesses across a range of industries	P3.1.1.1 Connect small and start-up businesses with relevant information and opportunities	Economic Development & Activation	# of campaigns conducted

BALANCED


PROVIDING SUSTAINABLE AND RESPONSIBLE SOLUTIONS THAT ENHANCE OUR HERITAGE AND NATURAL ENVIRONMENT

Camden's natural environment is part of what defines its place in Greater Sydney and is something special to celebrate and care for.

At a state and city level, climate change resilience, working towards net zero emissions, building greater resilience to climate change impacts and city-greening require leadership on a local level for global impact.

Local actions for Camden's environment have impacts at a regional, state and global level while influencing individual health and wellbeing.

B1. OUR NATURAL ENVIRONMENT AND WATERWAYS ARE PROTECTED, WELL MAINTAINED AND ENHANCED FOR COMMUNITY ENJOYMENT


2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
B1.1 Invest in environmental protection, restoration and urban greening			
B1.1.1 Facilitate environmental protection, restoration and urban greening, and reduce exposure to natural hazards	B1.1.1.1 Implement Natural Areas Program	Open Space & Sustainability	# of initiatives delivered
	B1.1.1.2 Implement Bushcare Program	Open Space & Sustainability	# of initiatives delivered
	B1.1.1.3 Review Bushcare Risk Management Plan	Open Space & Sustainability	# of initiatives delivered
	B1.1.1.4 Identify and implement stormwater management projects to improve water quality and quantity	Assets & Design Services	# of initiatives delivered
	B1.1.1.5 Implement Waterways Maintenance Program	Open Space & Sustainability	% compliant with service levels
	B1.1.1.6 Deliver education programs to promote awareness around management of invasive weeds and conduct land inspections	Environment & Regulatory Services	80% of noxious weed inspections actioned within required timeframe.

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
B1.2 Maintain, protect and increase Camden’s tree canopy			
B1.2.1 Lead a strategic approach to tree management and planting	B1.2.1.1 Develop an urban forest strategy	Open Space & Sustainability	% of increase in tree canopy coverage
	B1.2.1.2 Implement an urban forest management program using a risk-based approach	Open Space & Sustainability	% of program implemented
	B1.2.1.3 Develop a tree asset database	Open Space & Sustainability	# of trees planted
B1.3 Manage the impact and integration of population growth responsibly within our natural environment			
B1.3.1 Protect and enhance the connections between, and quality of, Camden’s blue and green grid and enable a variety of passive and active recreation activities	B1.3.1.1 Complete and implement the outcomes of the blue and green grid analysis	Strategic Planning	# initiatives delivered
	B1.3.1.2 Apply principles from the blue and green grid analysis to precinct planning in new urban areas	Strategic Planning	% of precinct planning program completed
	B1.3.1.3 Develop a strategy that recognises dual use opportunities within the blue and green grid for social infrastructure	Strategic Planning	Strategy developed
B1.3.2 Protect and enhance Camden’s rural lands	B1.3.2.1 Implement the Rural Lands Strategy actions	Strategic Planning	# of completed actions

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
B1.3 Manage the impact and integration of population growth responsibly within our natural environment (Cont.)			 
B1.3.3 Contribute to environmental assessment processes to promote responsible development and manage the environmental impacts of new development and works	B1.3.3.1 Implement the review of environmental factors	Open Space & Sustainability	# of completed actions
	B1.3.3.2 Provide advice on Development Application referrals	Open Space & Sustainability	% compliant with service levels
B1.3.4 Deliver an education program to reduce stormwater pollution from building sites	B1.3.4.1 Conduct educational programs and inspections of building sites to raise awareness and check compliance with environmental management requirements and take regulatory action where appropriate	Environment & Regulatory Services	# of inspections conducted
B1.4 Facilitate community education and citizen science programs to foster appreciation and understanding of the natural environment			
B1.4.1 Deliver community education programs on environmental protection and care	B1.4.1.1 Implement an education and engagement program for the community to raise awareness on ways to protect and enhance the natural environment	Open Space & Sustainability	# of initiatives delivered

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
B1.5 Maintain and enhance the natural environment			
B1.5.1 Deliver works that maintain and enhance natural areas in Camden	B1.5.1.1 Implement high priority actions from the Biodiversity Strategy and Biodiversity Corridor Master Plans	Open Space & Sustainability	# of completed actions
	B1.5.1.2 Develop and implement management plans for areas of high biodiversity value	Open Space & Sustainability	# of plans completed
	B1.5.1.3 Continue specific biodiversity corridor master planning	Open Space & Sustainability	# of plans completed
	B1.5.1.4 Develop a fauna pest management strategy to address risks to biodiversity	Open Space & Sustainability	# of initiatives delivered

B2. OUR ENVIRONMENT IS INTEGRATED INTO THE DESIGN OF OUR TOWNS, VILLAGES, SUBURBS AND PLACES

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
B2.1 Preserve and enhance the natural assets of the city 			
B2.1.1 Protect Camden's scenic and visual landscapes	B2.1.1.1 Implement recommendations from the Scenic and Visual Analysis	Strategic Planning	# of initiatives delivered
B2.2 Embed sustainability principles in the design, construction and maintenance of our buildings and places   			
B2.2.1 Ensure appropriate sustainability measures are implemented in new developments when assessing development applications and related applications	B2.2.1.1 Employ processes and practices to ensure appropriate sustainability measures are implemented in all developments	Development Certification Statutory Planning	# of initiatives delivered
	B2.2.2 Incorporate sustainability outcomes in Council projects	B2.2.2.1 Implement quadruple bottom line reporting as part of Council's Project Management Framework B2.2.2.2 Develop and incorporate recycled products in the Camden Roads Renewal Program	Corporate Performance & Customer Experience Assets & Design Services # of projects completed

B3. CLIMATE IMPACTS AND RISKS IN CAMDEN ARE WELL MANAGED

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
B3.1 Build community resilience to climate impacts			
	B3.1.1.1 Undertake a climate risk assessment and identify priority issues for Council and the community	Open Space & Sustainability	Assessment completed
B3.1.1 Investigate and implement climate change adaptation measures for Council and the community	B3.1.1.2 Develop and implement a community education program to build awareness and understanding of climate issues including urban heat, climate mitigation and adaptation and emergency responses	Open Space & Sustainability	# of initiatives delivered
B3.2 Deliver effective climate mitigation and adaption measures			
B3.2.1 Implement the Local Strategic Planning Statement priority to improve Camden's resilience to hazards and extreme weather events and reduce emissions, manage waste and increase energy efficiency	B3.2.1.1 Implement the Local Strategic Planning Statement short-term actions	Strategic Planning	# of actions completed
	B3.2.2.1 Review and update LGA flood data to incorporate climate risks	Assets & Design Services	Initiative delivered
B3.2.2 Ensure the design of assets and maintenance program mitigate the impacts of climate risks	B3.2.2.2 Deliver flood mitigation projects and advocate for drainage and riparian management as a means of mitigating flood impacts	Assets & Design Services	# of projects completed

B4. OUR COMMUNITY IS RESOURCED, EFFICIENT AND ABLE TO MEET OUR VISION AND OBJECTIVES

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
B4.1 Develop a pathway to net zero carbon			
B4.1.1 Prepare Camden Council to operate effectively in a net zero future	B4.1.1.1 Prepare a Net Zero Strategy	Open Spaces & Sustainability	# of initiatives delivered
B4.2 Collect and manage waste effectively and efficiently			
B4.2.1 Partner with neighbouring councils for a regional waste solution	B4.2.1.1 Progress regional waste processing and disposal contract	Waste & City Presentation	Contract finalised % of domestic waste diverted from landfill
B4.2.2 Deliver a Camden Waste Strategy	B4.2.2.1 Implement the Camden Waste Strategy Stage 1 – Action Plan	Waste & City Presentation	% of domestic waste diverted from landfill
	B4.2.2.2 Build a community recycling centre	Waste & City Presentation	Facility is operational
B4.2.3 Manage waste collection services	B4.2.3.1 Implement waste levels of service	Waste & City Presentation	80% compliance with service levels
B4.3 Encourage energy and resource efficiency opportunities			
B4.3.1 Reduce Council's energy and water consumption	B4.3.1.1 Identify and implement actions to reduce energy and water consumption	Open Space & Sustainability	20% reduction in Council energy and water use per capita
B4.3.2 Encourage energy and resource efficiency across the community	B4.3.2.1 Develop and deliver an education and engagement program for the community to raise awareness on ways to reduce energy, water usage and emissions	Open Space & Sustainability	# of initiatives delivered




LEADING


A SUCCESSFUL ADVOCATE FOR OUR PEOPLE AND PLACES


With big changes happening across the region, Council can be a strong and forward-thinking leader to tackle global challenges and create opportunities for the Camden community. Leadership is essential to the other four key directions.

Council will lead sustainable operations and innovate with its partners to create positive outcomes for the current community and future generations.

L1. OUR CAMDEN IS A LEADING COUNCIL IN THE WESTERN PARKLAND CITY, INFLUENCING METROPOLITAN PLANNING AND DECISION-MAKING

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L1.1 Advocate to realise our vision for Camden's future			
L1.1.1 Be an effective advocate for the Camden community's needs	L1.1.1.1 Implement the Advocacy Action Plan short-term actions	Public Affairs	# completed actions
	L1.1.1.2 Create an advocacy and partnership presence on Council's website to create awareness of and support for Camden's advocacy priorities	Economic Development & Activation	Webpage delivered and maintained
L1.1.2 Engage with all three tiers of government through the Western Sydney City Deal to support Camden's place in the Western Parkland City	L1.1.2.1 Advocate for critical transport infrastructure, services and funding for Camden	Strategic Planning	# advocacy activities
	L1.1.2.2 Collaborate with other local, state and national partners to develop the Western City Digital Action Plan and support the plan's initiatives	Digital Technology & Innovation	# initiatives delivered
	L1.1.2.3 Collaborate with local, state and national partners on initiatives that enhance Camden's way of life	Sport & Recreation	# initiatives delivered
	L1.1.2.4 Continue to work with the Western Parkland Councils on joint regional priorities including ongoing arrangements for the Western Sydney Planning Partnership and Health Alliance	Strategic Planning	# initiatives delivered


2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L1.2 Build and strengthen partnerships across the Government and industry 			
L1.2.1 Continue to partner with the Department of Planning and Environment (DPE) on major projects	L1.2.1.1 Report on progress of designs for new road projects funded by DPE in the Leppington Precinct	Major Projects	% of work progressed
	L1.2.1.2 Seek funding for road projects	Major Projects	% of work progressed
L1.2.2 Liaise with and support local emergency services to prepare the community for emergency events	L1.2.2.1 Maintain the currency of the Emergency Management Plan	Civil Construction & Maintenance	Compliance with State Emergency Planning arrangements
	L1.2.2.2 Coordinate, liaise with and support the Local Emergency Management Committee	Civil Construction & Maintenance	# of meetings

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L1.2 Build and strengthen partnerships across the Government and industry (Cont.)			
L1.2.3 Plan for future growth through partnerships with neighbouring councils, the NSW Government and other stakeholders	L1.2.3.1 Complete local studies and contribute to Greater Sydney Region Plan and Western City District Plan reviews	Strategic Planning	% of program completed
	L1.2.3.2 Align local plans to regional and district-level strategic land use and transport plans, such as regional transport corridors, and indicate locations of future centres around rail stations	Strategic Planning	% of program completed
	L1.2.3.3 Contribute to the NSW Government's work on land use planning, sequencing of land release, infrastructure planning and implementation of special infrastructure contributions for Camden precincts	Strategic Planning	# of initiatives delivered
	L1.2.3.4 Partner with DPE to investigate barriers to development and implement initiatives to facilitate and support industry to build quality and affordable housing to meet local needs	Strategic Planning	# of initiatives delivered

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L1.2 Build and strengthen partnerships across the Government and industry (Cont.)			
L1.2.4 Coordinate the design and delivery of infrastructure by Council, the NSW Government, developers and utility authorities	L1.2.4.1 Deliver the infrastructure program for Leppington	Assets & Design Services	# of initiatives delivered
L1.2.5 Be recognised as a leader in sustainability by becoming a Gold Partner of the NSW Government's Sustainability Advantage Program	L1.2.5.1 Implement plans and strategies to meet the criteria for Gold Partner Recognition	Open Space & Sustainability	Gold Partner Achieved
L1.3 Conduct business on behalf of Council in an open, transparent and consistent manner			
L1.3.1 Implement the Integrated Planning and Reporting (IPR) framework within Council	L1.3.1.1 Complete all IPR requirements including reporting	Corporate Performance & Customer Experience	100% compliance with IPR legislation
	L1.3.1.2 Build awareness and capability across the organisation to support the rollout and development of IPR to business plan and workplan level	Corporate Performance & Customer Experience	Initiative delivered
L1.3.2 Implement Council's Information and Data Governance Framework	L1.3.2.1 Develop foundational policies and standards for data management and commence acquiring a data warehousing solution	Digital Technology & Innovation	# of initiatives delivered
	L1.3.2.2 Expand on publishing open datasets and releasing data in various forms, such as interactive web maps and dashboards	Digital Technology & Innovation	# of initiatives delivered


L2. OUR COUNCIL IS FORWARD THINKING AND BUILDS VALUE FOR THE COMMUNITY


2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L2.1 Ensure Council effectively manages and develops its staff			
L2.1.1 Embrace new capabilities and a commitment to continuous learning	L2.1.1.1 Implement Council's Learning and Development Framework	People, Learning & Culture	# of initiatives delivered
L2.1.2 Promote and advocate Council as a local employer	L2.1.2.1 Deliver a Council traineeship and apprenticeship program	People, Learning & Culture	# of trainees and apprentices employed locally
L2.2 Council builds opportunities for continuous improvement through service delivery that reflects need			
L2.2.1 Implement Council's Organisational Strategic Plan (OSP)	L2.2.1.1 Commence planned projects for 2022-23 and deliver projects in accordance with OSP	Corporate Performance & Customer Experience	# of initiatives delivered
L2.2.2 Implement innovative initiatives to further embed a culture of continuous improvement across Council	L2.2.2.1 Continue to provide opportunities to identify innovative ways of working to better support external and internal customers	Corporate Performance & Customer Experience	# of initiatives delivered
L2.2.3 Conduct service reviews to increase efficiency and effectiveness of service, creating best value for our customers	L2.2.3.1 Develop a service review framework and program	Corporate Performance & Customer Experience	Schedule in place

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L2.3 Champion a responsive customer experience 			
L2.3.1 Use technology to improve services and to provide accurate and relevant information to internal and external customers	L2.3.1.1 Provide accurate and up-to-date information on planning controls and the development assessment process to internal and external customers and continue to optimise e-services on Council's website and the NSW Planning Portal.	Development Certification & Statutory Planning	# initiatives delivered
L2.3.2 Be a customer centric organisation by adhering to the Customer Service Charter and Customer Experience Strategy	L2.3.2.1 Respond promptly, fairly and effectively to customer requests	Corporate Performance & Customer Experience	>80% of customer requests completed within service level and customer advised of outcome
	L2.3.2.2 Seek customer feedback to measure organisational performance to internal and external customers	Corporate Performance & Customer Experience	>80% of customers who rate their experience as satisfied or very satisfied
L2.3.3 Provide an enterprise risk management framework to enable a consistent approach across Council	L2.3.3.1 Implement identified projects under the enterprise risk management framework across Council	Safety & Risk	# initiatives delivered
L2.3.4 Provide a safety assurance management plan to enable a consistent approach across Council	L2.3.4.1 Implement the safety assurance management plan across Council	Safety & Risk	Compliance with Work Health and Safety (WHS) legislation
L2.3.5 Execute the customer focus initiatives in the Digital Innovation Strategy	L2.3.5.1 Expand online service offerings	Digital Technology & Innovation	# initiatives implemented

L3. OUR COUNCIL DECISIONS ARE INFORMED, ACCOUNTABLE AND TRANSPARENT

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L3.1 Manage resources to meet the needs of the city			
L3.1.1 Ensure projects are well managed and on time to strengthen Council's services to the community	L3.1.1.1 Deliver the Project Quality Audit Program for 2022-23	Corporate Performance & Customer Experience	4 Audits completed per year
L3.2 Communicate effectively with the community and stakeholders to promote opportunities			
L3.2.1 Undertake a robust program of business engagement and information dissemination	L3.2.1.1 Develop and maintain a Camden business customer relations management system	Economic Development & Activation	# of businesses captured in system
	L3.2.1.2 Inform businesses of trends and changes in economic, industry and government landscapes	Economic Development & Activation	Monthly EDM delivered
L3.2.2 Ensure all communications from Council are accurate, consistent, transparent and easy to understand	L3.2.2.1 Provide regular, consistent, transparent and easy to understand Council communications through digital and print	Public Affairs	% of communications and promotional programs delivered

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L3.3 Integrate long-term financial planning, safety, risk and strong governance across all Council operations 			
L3.3.1 Provide systems and advice for risk and safety to be managed effectively and to assist decision-making	L3.3.1.1 Conduct regular safety audits and investigations	Safety & Risk	Monthly reporting to Council's Executive Leadership Group
	L3.3.1.2 Develop and maintain risk registers	Safety & Risk	Monthly reporting to Council's Executive Leadership Group
	L3.3.1.3 Conduct quarterly risk reviews	Safety & Risk	Monthly reporting to Council's Executive Leadership Group
L3.3.2 Execute <i>Getting the Basics Right</i> and cyber security initiatives within the Digital Innovation Strategy	L3.3.2.1 Implement ICT governance actions within <i>Getting the Basics Right</i> of the Digital Innovation Strategy	Digital Technology & Innovation	# actions completed Enterprise Architecture updated and aligned to business strategy
	L3.3.2.2 Commence implementation of very high- and high-risk initiatives from the Cyber Security Action Plan	Digital Technology & Innovation	Maturity in cyber security increasing
L3.3.3 Provide systems for monitoring Council's performance, risk and areas for improvement.	L3.3.3.1 Coordinate the Audit Risk and Improvement Committee (ARIC)	Internal Audit	# Committee meetings conducted
	L3.3.3.2 Review annually the risk-based Internal Audit Plan	Internal Audit	Plan endorsed by ARIC
	L3.3.3.3 Conduct audits and identify areas for improvement	Internal Audit	% of audits completed

2022-26 DELIVERY PROGRAM PRINCIPAL ACTIVITY	2022-23 OPERATIONAL PLAN ACTION	RESPONSIBLE BRANCH	MONITORING PROGRESS
L3.3 Integrate long-term financial planning, safety, risk and strong governance across all Council operations (Cont.)			
L3.3.4 Ensure Council maintains its strong financial position to support decisions that underpin long-term financial sustainability	L3.3.4.1 Prepare quarterly reviews of the budget and annual financial statements	Finance & Property Services	Financial reports are submitted within reporting timeframes, with no significant audit issues identified
	L3.3.4.2 Review and update the Annual Budget and Long-Term Financial Plan	Finance & Property Services	Compliance with IPR legislation
L3.3.5 Manage Council-owned properties in line with community expectations and realise potential revenue opportunities	L3.3.5.1 Review licences and leases on Council-owned properties and manage properties in accordance with agreements	Finance & Property Services	Compliance with lease and licence conditions
	L3.3.5.2 Inspect all properties and audit agency agreements with managing agents	Finance & Property Services	# of inspections undertaken on all Council owned properties
	L3.3.5.3 Analyse Council's land portfolio to ensure highest and best use of the land	Finance & Property Services	% Council owned properties which are being used for highest and best purpose
	L3.3.5.4 Annually value Council's investment properties to confirm their sales and leasing market value.	Finance & Property Services	Annual Valuation completed
L3.3.6 Prepare asset management plans, strategies and policies to support long term financial planning for assets.	L3.3.6.1 Develop a program and funding scenarios for long-term financial planning	Asset & Design Services	Plan completed and adopted



PART 4: FINANCIAL MANAGEMENT

2022/23 DRAFT REVENUE & PRICING POLICY

In accordance with the Local Government Act 1993 and General Regulations 2021, Council is required to prepare an Annual Revenue Policy Statement. The following information outlines how Council will generate its revenue for the 2022/23 financial year and the major sources of revenue which fund Council's operations.

WHERE DOES COUNCIL'S REVENUE COME FROM?

In formulating this policy, it was considered necessary to identify the current sources of revenue and how they are used to fund the key directions identified in the Community Strategic Plan.

Operating and capital revenue for the 2022/23 financial year have been summarised into the following ten categories:

1. Rating Income
2. User Fees & Charges (including Domestic Waste Management Charges)
3. Investment Income
4. Government Grants (Not tied to Expenditure)
5. Government Grants (Tied to Expenditure)
6. Loan Borrowings
7. Section 7.11 Developer Contributions
8. Income from the Sale of Assets
9. Cash Reserves & Restrictions
10. Stormwater Management Levy

RATING INCOME

Rating Income is generated by a levy on properties within the Council area for the provision of local government services. Council is committed to the implementation of a fair and equitable rating system, where each rating category and property will contribute to the rate levy according to the demands placed on Council's resources.

Council has the following rating categories for rateable land in the Camden Local Government Area:

1. Residential
2. Farmland - Ordinary
3. Farmland - Intensive
4. Business

The rating categories have been in place since 1994.

Camden Council's rates consist of a base charge and an ad-valorem charge. The base charge amount is a standard amount which is applied to all properties. The ad-valorem charge is a distribution of the residual rating income, calculated as a proportion of the property's land valuation. The land valuation calculated for each property is determined by the Valuer General's Department and is reviewed every three years.

Council calculates its rating charges with the intention of generating 50% of the total rate levy from the base charge (or as close thereto as possible). The basis of this is that such a rating structure will provide the fairest and most equitable distribution of the rate levy in the Camden Local Government Area.

SUPPLEMENTARY RATE INCOME

Additional rate income through growth (supplementary rate income) has been calculated on the basis of Council's current capacity to approve development and building applications and estimated lot release. Lot release projections for the 2022/23 financial year are estimated at 2,000 lots. Council's supplementary rate income is reviewed quarterly and if required adjustments are made at the next quarterly budget review.

INTRODUCTION OF POPULATION GROWTH FACTOR INTO THE RATE PEG

In October 2021, the Minister for Local Government announced that the State Government had accepted the Independent Pricing and Regulatory Tribunal's (IPART) recommendation for the inclusion of a population factor into the rate peg.

IPART has developed a methodology that enables councils to maintain per capita general income over time as their populations grow. Maintaining per capita general income will help councils to maintain existing service levels and provide the services their growing communities expect.

The approach developed by IPART amends the existing rate peg calculation to include a population factor in the rate peg that is calculated as the change in residential population, less any increase in general revenue from supplementary valuations.

In the development of a population growth factor for the rate peg, IPART undertook research which indicated councils currently only recover approximately 60% of the cost of population growth through supplementary rate income.

The methodology will apply to all councils experiencing population growth, even at low levels, but not impact councils with stable or declining populations. The methodology will allow rating income to increase to provide councils with a greater ability to manage the cost of population growth.

In December 2021, IPART announced that the rate peg for the 2022/23 financial year would be set at 0.7%. IPART also applied a growth factor for Camden of 4.3%, after considering the supplementary rate income council would receive and the change in population growth.

The total rate peg approved by IPART for the 2022/23 financial year is 5.0%

LAND VALUATIONS

Rating income levied in the 2022/23 financial year will be based on the land valuations determined by the Valuer General's Department with a base date of June 2019. Land value is the value of the land only and does not include the value of the home or other improvements on the land.

Land Valuations are issued by the Office of the New South Wales Valuer General and are determined under the Valuation of Land Act 1916. The Valuer General is responsible for providing fair and consistent land values for rating and taxing purposes. Council has no control or input into the valuation process.

Landholders wanting to know more about their land value or the valuation system can call 1800 110 038 or visit the Valuer General's website at www.valuergeneral.nsw.gov.au.

RATING OF SUBDIVIDED LAND

Following the sub-division of a parcel of land, rates cannot be levied on new lots until supplementary valuations have been provided to the Council by the Valuer General and the Council has categorised each of the new parcels. Once this has happened, Council can levy rates on a pro-rata basis from the date the deposited plan was registered.

When Council levies rates on new parcels of land on a pro-rata basis, an adjustment must be made in respect of the land that existed prior to the sub-division to reflect that rates and charges are only payable on that parcel up until the date of sub-division.

USER FEES AND CHARGES

Council has the ability to generate revenue through the adoption of a fee or a charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

1. **Regulatory fees** – These fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation, and any annual increases of these fees and charges.
2. **Discretionary Fees** - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

The general principles under which Council sets its fees and charges take into account the works and services provided, the comparable commercial value, and the ability of residents to pay at the pricing level determined appropriate. The general principles that Council supports in its pricing policy are to:

1. Ensure the community receives the maximum possible benefit from the services provided and from the limited resources which are used to provide that service,
2. Recognise that there is an element of community benefit in Council providing certain works and services, and as such that a level of general fund contribution be incorporated into the determining of some fees and charges,

3. Where a service is provided which is considered a commercial activity, that an appropriate fee be charged which recovers the cost of the service, the consumption of assets and an appropriate return on investment, which is in no way subsidised by the community.

The majority of discretionary fees and charges for the 2022/23 financial year are proposed to be increased by 2.9%, which is in line with current CPI projections. This does not include fees which are set by regulation, are prepared on a cost-recovery basis or where Council provides the service in a competitive market.

DOMESTIC WASTE MANAGEMENT CHARGES

Within Council's 2022/23 Draft Fees and Charges, domestic waste service charges are proposed to be increased by 3.00%. This increase is required to recover the cost of providing the service, the expected future increase in disposal costs and to ensure sufficient funding is available for Council's waste management plant replacement program.

The list of charges applicable to domestic waste management services can be found in the Draft Fees & Charges Schedule for the 2022/23 financial year.

IPART REVIEW INTO DOMESTIC WASTE MANAGEMENT CHARGES

IPART are currently conducting a review into how councils across NSW calculate and levy domestic waste management charges.

In December 2021 IPART released their draft report Review Domestic Waste Management Charges which presented a number of recommendations, including a recommendation that IPART

release an annual domestic waste 'benchmark' peg, which would be calculated similar to the rate peg, but would be non-binding.

Council supports the review being undertaken by IPART, but also takes a position that proposed domestic waste management fee increases should reflect the geographical, contractual and service availability challenges that each council in NSW faces.

MERCHANT SERVICE COST RECOVERY

A Merchant Service Fee is charged by financial institutions for providing merchant services. They are calculated as a percentage of each credit card sale and are charged whenever a credit card transaction is processed.

Council will continue to charge a merchant service cost recovery fee on all payments made by customers using a credit card. The fee is calculated on the basis of full cost recovery of the charges incurred by Council.

INVESTMENT INCOME

Council has an adopted Investment Policy. The overall objective of this policy is to ensure that Council invests its funds:

1. In accordance with the requirements of the Local Government Act (1993), and
2. To maximise the return on investments after taking into consideration the level of risk attributable to the type of investment made, and the level of funds required to ensure that Council meets its budget obligations.

The policy outlines:

- the manner in which Council may invest funds,
- the risk profile considerations for investment categories,
- the institutions and products which Council can invest in
- the reporting requirements of Council's investment portfolio.

Interest on investments is received on three types of funding:

- General fund revenue raised through the year from all sources of revenue (excluding restricted reserves and Section 7.11 contributions),
- Restricted reserves held until expended,
- Section 7.11 contributions held until expended.

Council has control over the interest it earns on general fund revenue and unrestricted reserves, but Section 7.11 interest on investments must be used for the purpose for which the contribution relates. The interest Council earns on general fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

Council uses Access Economics business outlook data to determine its long-term projections on interest on investment income. As Council consistently performs above the official cash rate (Reserve Bank of Australia), a performance factor of 0.8% has also been added for the 2022/23 financial year.

Interest projections for the 2022/23 budget have been prepared on the basis of generating a return on investment of 1%. Council is currently achieving a return on its investment portfolio of approx. 0.78% (February 2022). Asset base growth has also been included in budget modelling for the 2022/23 financial year at 5.00%.

GOVERNMENT GRANTS (NOT TIED TO EXPENDITURE)

Grant revenue is obtained from the Federal and State Governments. Grants can either be untied (Council has the discretion to allocate the funds where it sees fit) or tied (must be used for a specific purpose).

Council's primary source of untied grant income is the Financial Assistance Grant. This grant is combined with rate income to cover the cost of providing services not covered by tied income. The Financial Assistance Grant is distributed to local councils by the Local Government Grants Commission.

GOVERNMENT GRANTS (TIED TO EXPENDITURE)

In the past, the majority of tied grants related to main roads, infrastructure projects, employment schemes, library and community services. It has been Council's policy to apply for grants when they become available, but at times there has been uncertainty as to whether particular grants would continue on an annual basis. This places pressure on Council's budget and the provision of service levels currently offered by Council.

Therefore, regular contact with government departments is maintained to maximise the opportunity of obtaining grants.

Council is mindful that most grants are issued by government on a dollar-for-dollar basis. This type of funding arrangement impacts on Council's available resources and ability to fund existing services. This fact is taken into consideration when assessing available grants.

LOAN BORROWINGS

Council's position on funding expenditure through loan borrowings is:

1. Funds will only be borrowed for specific infrastructure projects, which are clearly linked to the community's expectations as outlined within Council's Community Strategic Plan,
2. Council will consider the use of loans to ensure existing residents are not burdened with the cost of infrastructure which will be enjoyed by future generations,
3. Loan borrowings will only be considered after all potential funding strategies have been investigated, including the use of any existing cash reserves and external funding opportunities,
4. The use of loan borrowings to fund operational shortfalls or service expansion is not permitted,
5. The use of loan borrowings for the purpose of leveraging an investment is not permitted,
6. Council will review its long-term financial plan to ensure there is capacity to service debt from recurrent revenues.

Council will take advantage of being able to access loans through the NSW State Government (T-Corp) and will actively pursue funding through initiatives such as the Low-Cost Loan Initiative. Further information on loan borrowings can be found on page 90.

SECTION 7.11 DEVELOPER CONTRIBUTIONS

Section 7.11 Developer Contributions are a levy that Council can impose on development consent to assist with the funding of infrastructure that is required due to urban development. They can only be imposed as a condition of consent and are only payable if a property owner is proposing to develop their site.

In order to levy a contribution, Council must first adopt a Contributions Plan. The plan sets out what infrastructure is needed, the likely timing of its construction, the cost of the works and how the cost is to be shared by developers and Council. Council can only levy a contribution if it is in accordance with an adopted Plan.

The *Environmental Planning and Assessment Act* sets out the rules for development contributions. The Minister for Planning may issue directions that can provide further detail to the rules, such as imposing a cap on the contributions. The Department of Planning and Environment issues circulars and planning guidelines to help explain the rules.

Council has the option to permit developers to construct works or dedicate land in lieu of paying cash contributions. Where this happens, the developer will enter into either a Works in Kind Agreement or a Voluntary Planning Agreement. These agreements are legally binding contracts that specify what the developer must do and by when.

CAP ON CONTRIBUTIONS SECTION 7.11 CONTRIBUTIONS PLANS

In 2012, the NSW State Government introduced a cap on the per lot contributions paid under a Section 7.11 plan (unless the plan is grandfathered). This change also limited the types of infrastructure that a council could levy for a plan. This change means that councils will be required to find other funding sources in order to provide some types of infrastructure.

The cap was removed from 1 July 2020 but the issue of funding Infrastructure such as Community Centres, Libraries and Leisure Centres remains a long-term issue for greenfield development.

In October 2021, the Department of Planning, Industry and Environment (DPIE) and the Independent Pricing and Regulatory Tribunal (IPART) released a number of draft policy documents regarding proposed reforms to the NSW infrastructure contributions system.

Council provided a formal response to these draft position papers and will continue to closely monitor the impact of changes to the infrastructure contributions system and how they impact the Camden LGA both in the short and long term.

INCOME FROM THE SALE OF ASSETS

Council has a limited portfolio of property holdings which are not engaged in the delivery of essential services to the community. The majority of Council's property assets deliver on services such as:

- Transport Infrastructure,
- Environmental services, such as stormwater management,
- Community Facilities,
- Operational Assets, including administration buildings.

Council does not actively participate in the purchase of property as an investment. The limited number of property investments which Council currently owns primarily relate to land holdings within industrial and residential areas within the Camden LGA.

Council will consider the sale of surplus land where funds are required for capital purposes. Council's criteria for the sale of property assets are as follows:

- The asset is no longer used, or is not required for the provision of a core community service,
- The asset has reached the end of its useful life and provides no further tangible benefit to the community,
- Market conditions indicate that the asset could provide a substantial return which could be used to fund other capital investments,
- The asset is incurring a higher level of maintenance cost than would normally be expected.

While revenue generated from the sale of land assets could be used to alleviate operational budget pressures, this is a financially unsustainable measure as the funding would only provide a short-term solution.

In accordance with Council's Plant Replacement Policy, Council intends to dispose of a number of plant and machinery items which have reached the end of their useful life. The 2022/23 Budget includes an estimate for plant disposal of \$326,000.

LEASE INCOME

The completion of the Oran Park administration building (Stage 1) enabled Council to lease the previous administration centres at Camden and Narellan. Council also receives lease income for air rights over the Camden Valley Way from the Narellan Town Centre. A number of other residential and commercial buildings are leased by Council on a commercial basis.

CASH RESERVES AND RESTRICTIONS

Council has a number of cash reserves which are either a legislative requirement (externally restricted) or have been established through a Council decision (internally restricted).

The total balance of cash reserves is as follows:

	ACTUAL	PROJECTED	PROJECTED
	30 June 2021	30 June 2022	30 June 2023
Externally Restricted	\$149.5 million	\$146.4 million	\$132.4 million
Internally Restricted	\$58.3 million	\$16.8 million	\$15.4 million
Total Reserves	\$207.8 million	\$163.2 million	\$147.8 million

External Reserves can only be used for the purpose for which the funds were collected.

The balance of Council's reserves is considered annually as part of the budget process. Reserves that have funding shortfalls are considered a priority to be funded (replenished) as part of the budget process, as this could have an impact on Council's long-term financial sustainability. The need for a new reserve is considered as part of Council's long-term financial planning. A new reserve can only be established by a resolution of the Council.

Council's current policy is to maintain a minimum working funds balance of \$1,000,000. These funds are held as part of Council's internal reserves. This amount represents funds readily available in cash, which are not committed in Council's current budget.

This amount has been deliberately set aside by Council to allow for situations where emergency funding is required due to a major unforeseen circumstance within the LGA. The level of the restriction will be reviewed as Council's budget grows.

STORMWATER MANAGEMENT LEVY

In 2006, the State Government enacted the Local Government (General) Amendment (Stormwater) Regulations 2006. These regulations allow councils to charge a maximum of \$25 p.a. per occupied allotment for the provision of additional stormwater management services to residents in urban areas who benefit from Council provided stormwater services.

For the purposes of the Act, stormwater management is defined as the management of the quantity and quality of stormwater that flows off a parcel of privately owned, developed urban land. Urban land is land within a city, town or village.

The levy can only be charged in areas where Council provides a stormwater management service. Income from the levy can only be used by Council for the purpose for which it is collected. Council must also maintain its existing stormwater management program.

Council has taken the approach that this levy will be used to educate and promote awareness in the community, ensure the efficient flow of stormwater through the LGA and an improvement in the quality of water flowing into our streams and rivers.

Progress on the implementation of the works is reported to the community through Council's Annual Report.

The levy is to be charged as follows:

1. For land categorised as residential - \$25
2. For residential Strata lots - \$12.50 (50% of the adopted charge as applied to residential properties).
3. For land categorised as business - \$25 per 700 square metres or part thereof (the business levy is capped at \$1,000).
4. For business strata complexes - \$25 per 700 square metres or part thereof. The cost is then divided on a pro-rata basis between the lots (the business strata levy is capped at \$1,000 for each individual parcel).

The following exemptions to the Stormwater Management Levy will continue to apply:

- Land exempt from rating under the Local Government Act 1993, such as schools, churches or hospitals,
- Vacant Land (as defined under the Local Government (General) Amendment Regulation 2006),
- Land owned by the Department of Housing,
- Some land managed under the Aboriginal Housing Act,
- Pensioners (see below).

Ratepayers who currently receive a pension rebate will be exempt from this levy providing they qualify for the pension rebate on 1 July of any given rating year. This will be shown on the rate notice as a Stormwater Management Levy Rebate.

The stormwater management levy will generate approximately \$955,000 in the 2022/23 financial year.

2022/23 EXISTING STORMWATER MANAGEMENT MAINTENANCE PROGRAM

ITEM	ITEM DESCRIPTION	2022/23 PROPOSED	2023/24 PROPOSED	2024/25 PROPOSED	2025/26 PROPOSED
Water Quality					
Stormwater Education	Stormwater Education Officer	\$113,600	\$117,200	\$120,900	\$124,600
Sub Total - Water Quality		\$113,600	\$117,200	\$120,900	\$124,600
Drainage Systems					
Drainage Pipe/Pit Maintenance	Allows for the maintenance of the drainage pipe network and pit junctions in the Camden LGA. The maintenance works relate primarily to drains which are adjacent to roads or run underneath roads.	\$121,000	\$121,000	\$121,000	\$121,000
Narellan Catchment Area Maintenance	This allocation allows for water quality testing which ensures adequate treatment procedures are in place before stormwater is discharged into the Nepean River. It also funds pipe, pit, structure, channel and stream maintenance within the Narellan Catchment Area.	\$75,000	\$80,000	\$85,000	\$90,000
GPT Maintenance	Regular maintenance and litter removal of all Gross Pollutant Traps located throughout the Camden LGA.	\$49,200	\$41,200	\$33,200	\$25,200
Aquatic Plant Maintenance	Allocated for the removal of noxious weeds and reducing excessive weeds in open water bodies and streams within the Narellan Catchment Area. This allows for improved water flow control and improvements in natural habitat.	\$70,000	\$70,000	\$70,000	\$70,000
Water Quality Monitoring and Testing	Better understanding of stormwater systems	\$5,000	\$5,000	\$5,000	\$5,000
Lake Annan Ibis Management	Funding will allow for the ongoing management of the Ibis population which inhabit the surrounds of Lake Annan, Mount Annan.	\$17,500	\$18,000	\$18,500	\$19,500
Sub Total - Drainage Systems		\$337,700	\$335,200	\$332,700	\$330,700
Total - Stormwater Management		\$451,300	\$452,400	\$453,600	\$455,300

2022/23 STORMWATER MANAGEMENT LEVY WORKS PROGRAM

ITEM	OUTCOME	NOTES	2022/23 PROPOSED	2023/24 PROPOSED	2024/25 PROPOSED	2025/26 PROPOSED
Community Education & Water Quality						
Education & Promotion	Increase Community Awareness	1	\$15,500	\$16,000	\$17,000	\$17,500
Water Quality Monitoring and Testing	Better Understanding of Stormwater Systems	2	\$97,200	\$101,100	\$106,000	\$111,000
Sub Total - Community Education			\$112,700	\$117,100	\$123,000	\$128,500
Management & Maintenance						
Urban GPT Maintenance	Improved water quality	3	\$578,300	\$605,700	\$620,600	\$697,300
Wetland & Rain-garden Maintenance	Improved water quality	4	\$240,400	\$252,400	\$266,900	\$281,600
Lake Yandelora Inspections	Improved maintenance of drainage assets	5	\$11,100	\$11,700	\$12,400	\$13,100
Stormwater Assets Long Term Management	Improved management of drainage assets	6	\$12,500	\$13,100	\$44,600	\$14,500
Sub Total - Management & Maintenance			\$842,300	\$882,900	\$944,500	\$1,006,500
Total - Stormwater Levy Works Program			\$955,000	\$1,000,000	\$1,067,500	\$1,135,000
Total Income Collected			\$955,000	\$1,000,000	\$1,067,500	\$1,135,000
Stormwater Reserve	Transfer To/(From) Reserve		\$0	\$0	\$0	\$0
Surplus / (Deficit)			\$0	\$0	\$0	\$0

NOTE 1: EDUCATION & PROMOTION

In urban areas, the pollutants that enter the stormwater systems are generated predominately by the actions of residents; fertilization of gardens, car washing, litter etc. Education campaigns have been demonstrated as an effective measure in reducing the pollutant loads entering our drainage systems. Education campaigns provide the opportunity to inform the community of the results of monitoring programs and promote the works undertaken through the stormwater levy programs.

Education material is also prepared which outlines the aims, objectives and achievements of the stormwater levy and how residents and households can contribute to improving our waterways. This educational material is prepared annually, and the achievements of the stormwater levy are reported in Council's Annual Report.

NOTE 2: WATER QUALITY MONITORING AND TESTING

Monitoring of water quality is a vital component of any stormwater management program. Monitoring of water quality and assessment against standards enables Council to effectively deliver a stormwater improvement program targeting actions that generate the greatest benefit. Monitoring is also essential to evaluate the effectiveness of the stormwater management program funded through the levy.

Water Quality Monitoring is also required for stormwater harvesting and stormwater reuse sites, including the irrigation of sporting fields. The results of monitoring will be utilised by the sustainability report, used in promotional and educational

activities and contribute to regional water quality monitoring programs.

Council previously commissioned a consultant to prepare a comprehensive stormwater quality monitoring framework. Council is proposing to implement systems and processes to progressively implement the recommendations of this report for ongoing monitoring of our key waterways and stormwater infrastructure.

NOTE 3: URBAN GPT MAINTENANCE TESTING

Gross Pollutant Traps (GPT's) capture larger pollutants such as litter, bottles, plastic bags, leaves, grass clippings, etc. GPT maintenance is critical to maintaining acceptable water quality within our stormwater systems. The timely removal of gross pollutants, litter and sediment from traps will improve stormwater quality significantly. Generally, these pollutants enter the drainage system after having been introduced by residents and visitors action (or inaction) and are more prevalent in urban areas than in rural areas.

Gross pollutants and some of the nutrients within them can be remobilised if they are not removed prior to subsequent rainfall events. The stormwater levy will, in part, facilitate the systematic, regular cleaning and maintenance of the ever-growing number of GPT's in the urban areas, thus greatly reducing the pollutant loads entering our waterways.

NOTE 4: WETLAND MAINTENANCE

Constructed wetlands and rain gardens are the primary method of removing nutrients from stormwater. These contemporary stormwater management facilities are being implemented throughout newly developed areas.

Nutrients such as nitrogen and phosphorous are key pollutants in the Nepean River catchments, resulting in excessive pest plant growth and algal blooms. This also leads to reduced dissolved oxygen levels, which compromises the function of the wetland systems.

Almost all stormwater in the Camden area ultimately drains into the Nepean River and various natural creeks. Funds to periodically maintain wetlands and rain gardens will assist with weed removal and ensuring the filter medium is able to work more effectively.

NOTE 5: LAKE YANDEL'ORA INSPECTIONS

Lake Yandel'ora is a significant water body that has been created through the construction of a large dam wall. As part of the safety requirements of having such a large dam, Council is required to conduct routine inspections and auditing of the structural soundness of the dam wall, outlet structures and outlet stream.

NOTE 6: STORMWATER ASSET LONG TERM MANAGEMENT

The stormwater asset management plan was updated in 2019/20 using updated inventory and condition data captured in 2020. Additionally new assets are introduced either through Council's construction activities or by developers. The asset management plan will become the guiding document for the implementation of the stormwater management program, integrating the results of water quality monitoring and the audit of stormwater assets. The plan will establish levels of service and identify investment priorities for subsequent years.

Ongoing reviews of the condition of these assets are required to ensure that Council's asset management plan remains timely, relevant and that funds are appropriately allocated to those assets which are in need of replacement or renewal.

DRAFT REVENUE POLICY – STATUTORY STATEMENTS

1. DETAILED ESTIMATE OF COUNCIL'S INCOME AND EXPENDITURE FOR THE YEAR END 30 JUNE 2023

The 2022/23 Budget has been prepared in a program budget format and is a balanced budget. The Financial Statement forecast for the period ending 30 June 2023 (including forward year forecasts) is provided on Page 92.

2. STATEMENT WITH RESPECT TO EACH ORDINARY RATE AND EACH SPECIAL RATE TO BE LEVIED

Council is committed to the implementation of a fair and just rating system, under which each rating category and property will contribute to the rate levy according to the demand on Council and community resources. Council has also recognised the desirability of encouraging the retention of viable rural holdings.

Accordingly, Council has resolved to establish the following categories/subcategories for rateable land in the Camden Local Government Area:

1. Residential
2. Business
3. Farmland Ordinary
4. Farmland Intensive

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Council was advised in December 2021 that IPART had determined an increase in ordinary rate income for the 2022/23 financial year of 5% (inclusive of population growth factor). Council has not made an application for a rate increase above the permissible increase of 5% for the 2022/23 financial year.

TYPE	ASSESSMENTS	BASE CHARGE	BASE INCOME
Residential	42,272.7	\$675.00	\$28,534,100
Business	2,129.3	\$675.00	\$1,437,300
Farmland - Ordinary	200.0	\$675.00	\$135,000
Farmland - Intensive	12.0	\$675.00	\$8,100

It should be noted that Camden is required to use land valuations provided by the valuer general with a base date June 2019 for the 2022/23 financial year. Council has considered the current rating mix with no change being recommended to the adopted rating mix.

Ad valorem rating levels for the various categories are to be based on the following comparative figures:

Residential	1.0
Business	3.3. (3.3 times the residential ad-valorem rate)
Farmland - Ordinary	0.5 (half the residential ad-valorem rate)
Farmland - Intensive	0.9 (0.90 times the residential ad-valorem rate)

This will result in the following ad valorem rates, yields and percentages of levy raised for each category for the 2022/23 financial year.

TYPE	RATE	YIELD
Residential	0.144404	\$30,244,000
Business	0.476533	\$10,564,600
Farmland - Ordinary	0.072202	\$739,100
Farmland - Intensive	0.129964	\$42,700

A summary of rate income by rating category for the 2022/23 financial year is provided below:

TYPE	BASE CHARGE	AD VALOREM	TOTAL REVENUE	BASE CHARGE AS A % OF TOTAL YIELD
Residential	\$28,534,100	\$30,244,000	\$58,778,100	48.55%
Business	\$1,437,300	\$10,564,600	\$12,001,900	11.98%
Farmland - Ordinary	\$135,000	\$739,100	\$874,100	15.44%
Farmland - Intensive	\$8,100	\$42,700	\$50,800	15.96%
Total	\$30,114,500	\$41,590,400	\$71,704,900	

It is Council's intention to raise the base rate amount to as close as possible to 50% of the total rate levy. It is Council's view that such a rating structure will provide the fairest and most equitable distribution of the rate levy in the Camden Local Government Area.

3. STATEMENT WITH RESPECT TO EACH CHARGE TO BE LEVIED

Council includes on its rate notice a charge for waste management. The Local Government Act 1993 requires that the domestic waste services of a Council must be financed by a specific annual charge made and levied for that purpose alone.

The act provides councils with a framework to effectively recover from users, a reasonable cost of providing the service, which can be achieved by an annual levy under Section 496, or a combination of an annual levy and user pay charge under Section 502.

For the 2022/23 financial year Council will utilise the provisions of Sections 496 and 502 to further implement the waste management system which is a combination of an annual levy and a user pay charge.

The charges relating to domestic waste can be found in the Draft 2022/23 Fees & Charges.

4. STATEMENT OF FEES TO BE CHARGED BY COUNCIL AND THE AMOUNTS OF SUCH FEE

The current list of fees and charges have been reviewed and updated in accordance with past practice. The schedule has been prepared to ensure the criteria as required under Part 10 of the Local Government Act 1993 have been considered.

5. STATEMENT OF THE COUNCIL'S PRICING POLICY WITH RESPECT TO THE SERVICES PROVIDED

Council is required to include in its annual Operational Plan a Pricing Policy for the various works and services Council provides to its community as well as other entities or other persons.

The general principles under which Council sets its fees and charges take into account the works and services provided, the market value of those works and services provided, the ability of the resident to pay such a price and community contribution involved in such works and services.

The general principles of Council's Pricing Policy are as follows:

1. Ensure that the community receives the maximum possible benefit from the services provided and from the limited resources used to fund those services.
2. In respect of each category of fee or charge, establish a balance between who is paying for the service and who is receiving the benefit.
3. Where the service can be quantified and the customer clearly identified, a regime of user charges should apply.
4. The level of community benefit as well as individual benefit is considered when determining prices.

Council has four distinct revenue categories:

- Regulated Fees and Charges,
- Unregulated Fees,
- Unregulated Charges,
- User Charges.

The services provided by Council will be appropriate to the needs of the community, of a high standard and delivered on time and in an effective manner.

Council has established a table of pricing statements relative to the services conducted by Council and these are used in determining the fee or charge to be applied. These are outlined in the draft 2022/23 Fees and Charges.

6. STATEMENT OF THE AMOUNTS OR RATES TO BE CHARGED FOR THE CARRYING OUT BY COUNCIL OF WORK ON PRIVATE LAND

Rates for the undertaking of work on private land have been included in the draft Fees and Charges for the 2022/23 financial year and will include GST where applicable.

7. STATEMENT OF LOAN BORROWINGS (OTHER THAN INTERNAL BORROWINGS), THE SOURCES FROM WHICH THEY ARE TO BE BORROWED AND THE MEANS BY WHICH THEY ARE TO BE SECURED

Proposed Loan Borrowings for the 2022/23 financial year have been considered and incorporated into Council's Long-Term Financial Plan (LTFP).

Proposed loan borrowings in the year they are required are shown in the table below.

Loan borrowings are indicative and revisited as part the final funding package for all infrastructure projects. What is important to understand as a growth Council is the capacity to sustain debt and service debt now and into the future.

Council has considered the impact of its proposed loan borrowings program and is satisfied that this level of debt is within the recommended levels for a growth Council. The associated debt servicing (loan repayments) has been included in Council's LTFP and is secured against rate income as required under the *Local Government Act 1993*.

PURPOSE	2022/23	2023/24	2024/25	2025/26	2026/27	2028/29
Road Renewal Program	\$3.5M	\$3.5M	\$1.5M	\$0	\$0	\$0
Community Support Package Stage 3	\$8.35M	\$11.85M	\$13.2M	\$0	\$0	\$0
Community/Civic Catalyst Site	\$0	\$0	\$0	\$27.3M	\$27.3M	\$0
Works Depot Stage 2	\$0	\$0	\$0	\$0	\$0	\$5.0M
Total	\$11.85M	\$15.35M	\$14.7M	\$27.3M	\$27.3M	\$5.0M

8. NATIONAL COMPETITION POLICY

Under National Competition Policy, Council has identified the business activities existing within Council operations which are impacted by this policy.

The intent of the policy is to provide a framework, which examines the activity in comparison with private industry business practice. Councils are required to review their pricing policies and levels of subsidisation.

Council has identified one Category II business activity for the 2022/23 financial year, namely the Commercial Waste Service.

9. GOODS AND SERVICES TAX

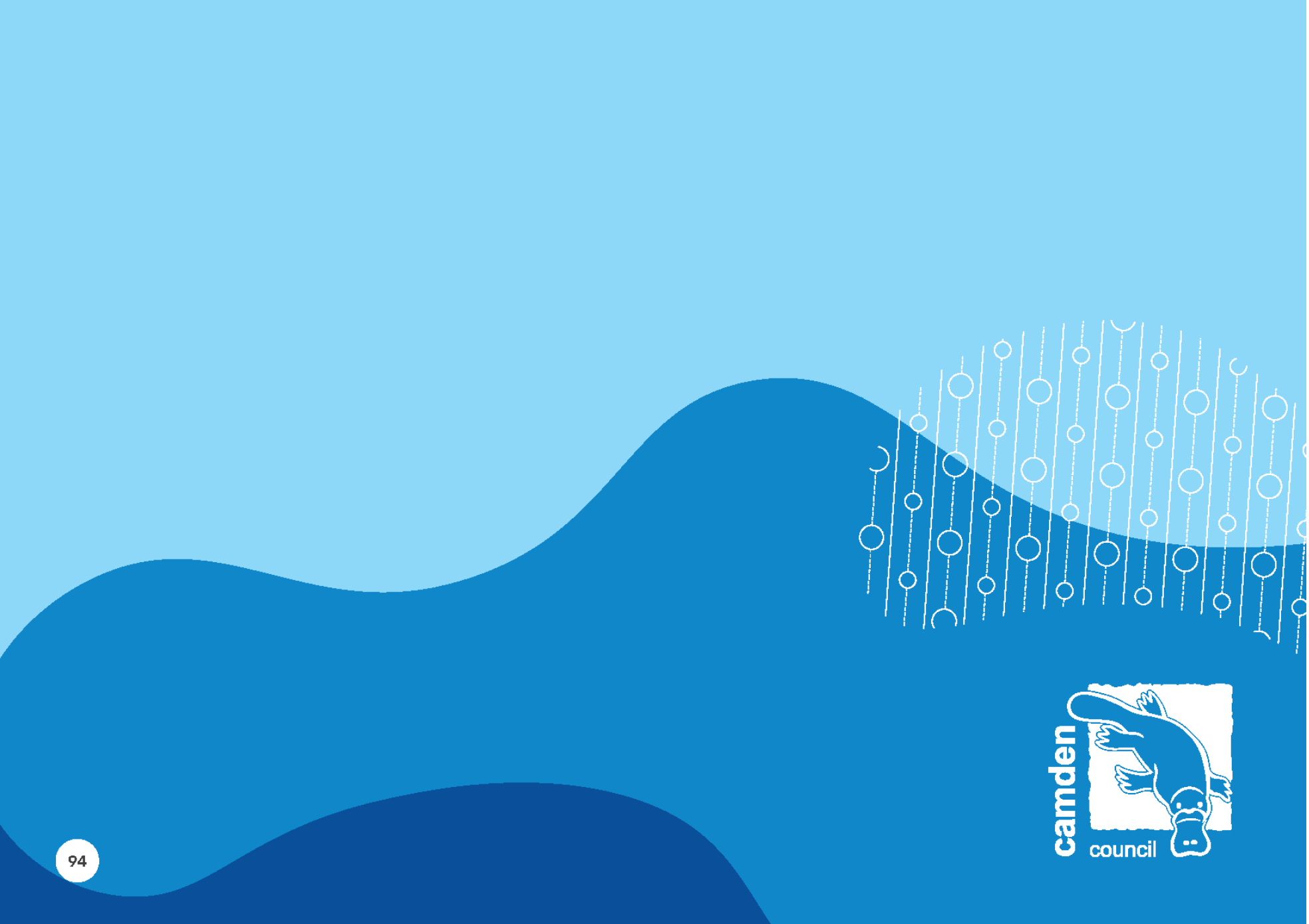
Council has been classified as an enterprise and is registered for GST, therefore only incurs minimal GST. The budget has included GST costs associated with rental properties and financial services for which Council does not receive input tax credits.

Council prepares its fees and charges schedule using the best available information in relation to the impact of GST on the fees and charges at the time of adoption. It should be noted that all fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent Australian Taxation Office rulings and regulations.

2022-23 BUDGET SUMMARY

Income Statement Category & Funding Summary	Delivery Program 2022/23 - 2025/26			
	2022/23	2023/24	2024/25	2025/26
Operating Revenue				
Rates and Annual Charges	\$92,531	\$99,625	\$107,873	\$117,331
User Charges and Fees	\$19,680	\$22,173	\$28,884	\$29,646
Interest Income	\$2,511	\$2,616	\$2,722	\$2,872
Other Revenues	\$1,218	\$1,086	\$1,268	\$1,280
Other Income	\$2,645	\$2,714	\$2,784	\$2,851
Grants - Operating	\$6,962	\$7,076	\$7,272	\$7,475
Contributions - Operating	\$1,849	\$1,998	\$1,998	\$2,031
Total Operating Revenue	\$127,396	\$137,288	\$152,801	\$163,486
Operating Expenditure				
Employee Costs	\$59,626	\$62,085	\$64,701	\$67,465
Borrowing Costs	\$1,358	\$1,617	\$1,996	\$2,404
Materials and Contracts	\$53,214	\$57,609	\$68,696	\$71,732
Depreciation	\$35,000	\$36,000	\$37,000	\$38,000
Other Expenses	\$2,810	\$2,910	\$3,019	\$3,149
Total Operating Expenditure	\$152,008	\$160,221	\$175,412	\$182,750

Income Statement Category & Funding Summary	Delivery Program 2022/23 - 2025/26			
	2022/23	2023/24	2024/25	2025/26
Capital Revenue				
Grants - Capital	\$8,855	\$22,901	\$27,017	\$1,066
Contributions - Capital	\$155,454	\$182,478	\$181,908	\$192,703
Total Capital Revenue	\$164,309	\$205,379	\$208,925	\$193,769
Source of Funds				
Funds Received from Sale of Fixed Assets	\$326	\$319	\$491	\$529
Loan Borrowings	\$11,850	\$15,350	\$14,700	\$27,300
Internal Transfers - Transfer from Reserves	\$84,709	\$104,584	\$103,850	\$112,299
Non Cash Funded Depreciation	\$35,000	\$36,000	\$37,000	\$38,000
Total Source of Funds	\$131,885	\$156,253	\$156,041	\$178,128
Application of Funds				
Capital Purchases / Assets Acquisitions	\$201,082	\$256,658	\$265,338	\$250,348
Borrowing Expense - Principal	\$3,121	\$3,602	\$4,088	\$4,485
Internal Transfers - Transfer to Reserves	\$67,379	\$78,439	\$72,929	\$97,800
Total Application	\$271,582	\$338,699	\$342,355	\$352,633
Budget Result	\$0	\$0	\$0	\$0





ORD01

Attachment 3

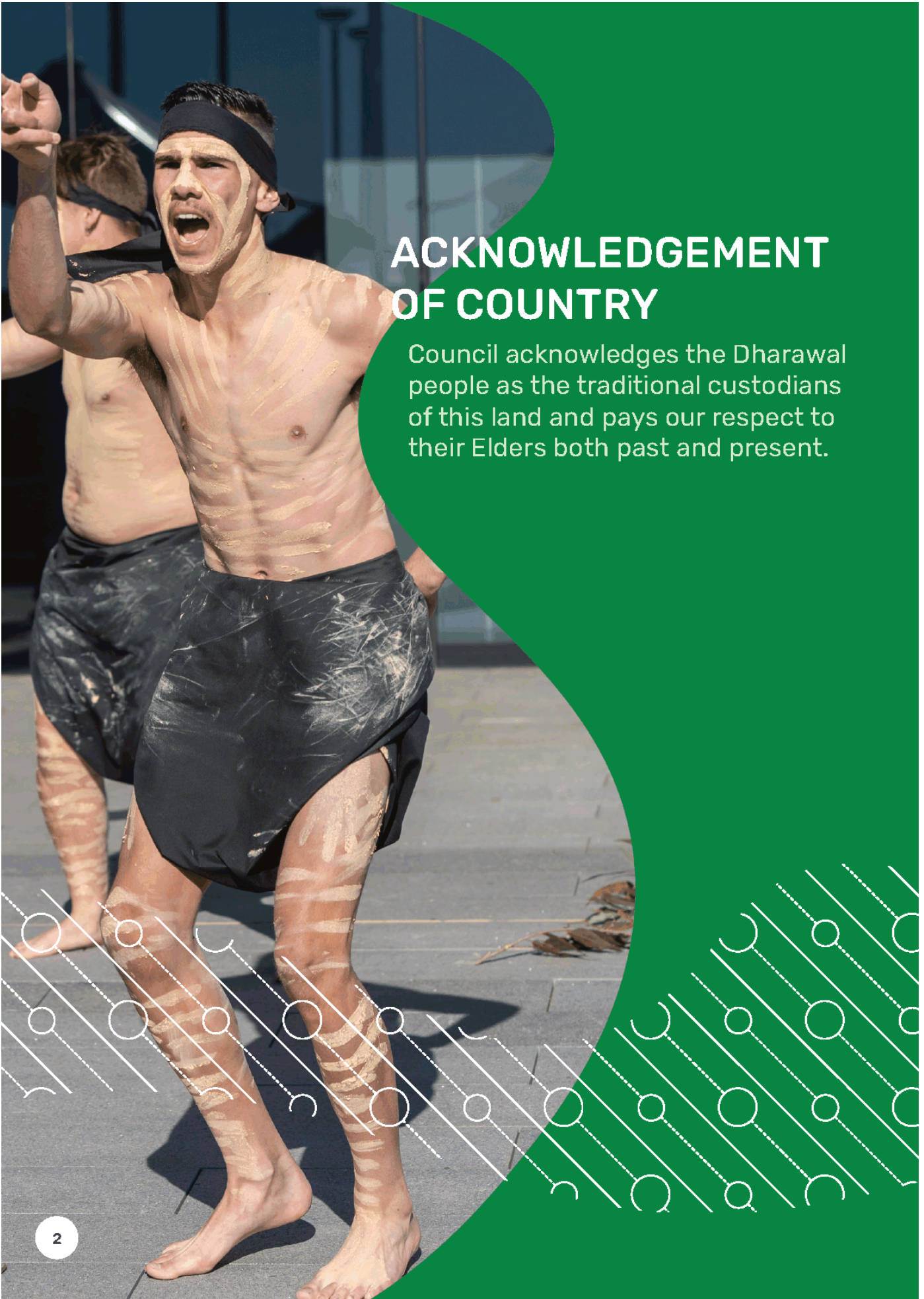
Camden Council

Resourcing Strategy

Executive Summary

DRAFT





ACKNOWLEDGEMENT OF COUNTRY

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

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- 2** Acknowledgement of Country
- 5** Camden's Resource Strategy
- 8** Camden's future
- 10** Camden's approach to resource management
- 15** An integrated plan for Camden's future

ORD01

Attachment 3



CAMDEN'S RESOURCE STRATEGY

The Resourcing Strategy is part of the Integrated Planning and Reporting (IPR) Framework that all Councils must use to plan for their area, based on the expectations of their community.

Camden Council's Resourcing Strategy supports the **Connected Camden Community Strategic Plan** which is the leading strategic planning document for Council.

The **Community Strategic Plan** guides decision making by the elected Council, Council staff, the community and other partners and collaborators to deliver positive outcomes for the Camden local government area (LGA). The Community Strategic Plan sets a vision for the LGA to 2036 directed by our community's priorities and aspirations to get us there.

The **Delivery Program** describes Council's commitment to achieve the Community Strategic Plan in the elected term of Council. It sets Council's four-year commitment from 2022 to 2026 and references all activities to be undertaken, setting priorities and scheduling programs.

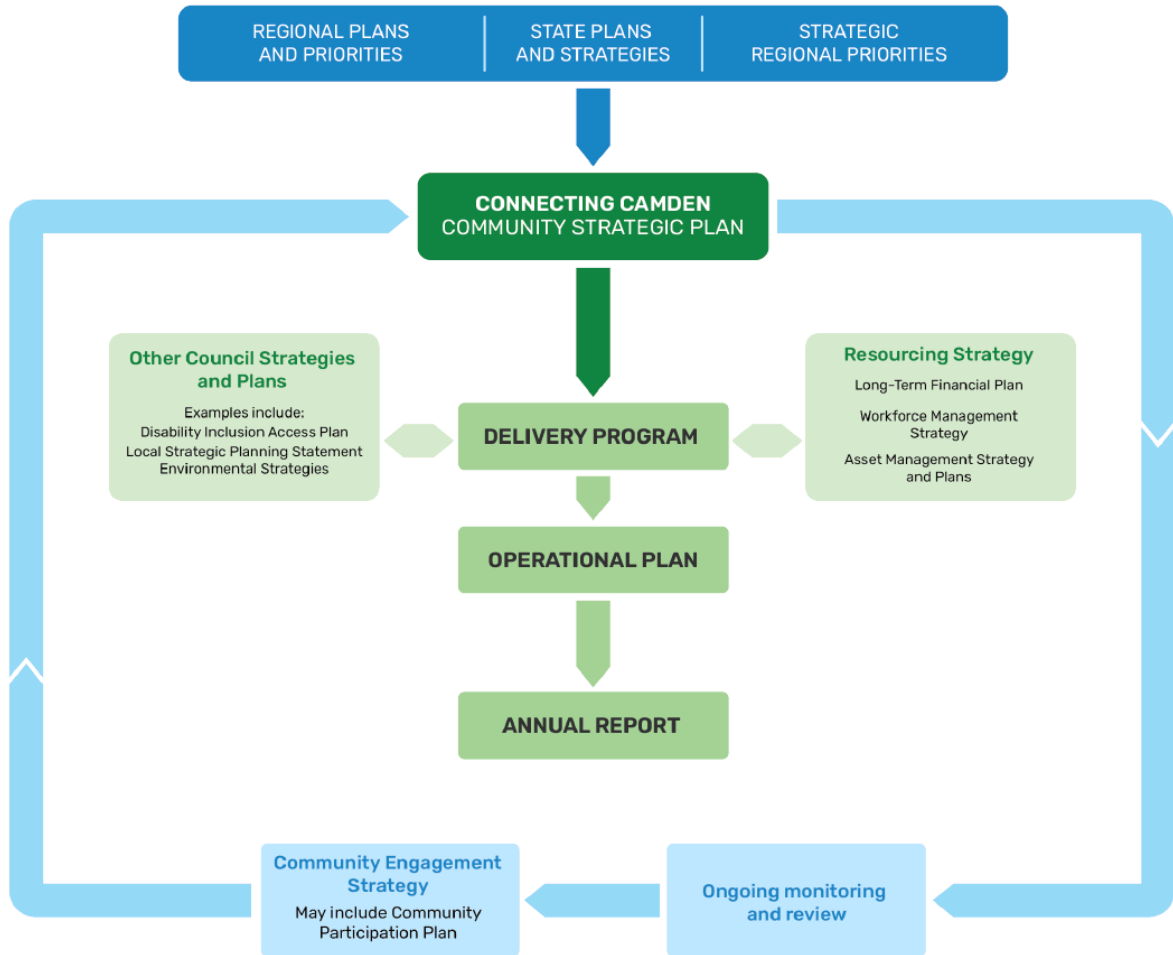
The **Operational Plan** identifies annual projects and activities against the Delivery Program. Operational Plan components are updated annually to reflect the Council actions for each year and progress against the Delivery Program.

The **Resourcing Strategy** identifies resources – time, people, money and assets – that Council has allocated to implement the Delivery Program principal activities and Operational Plan actions. These are areas that Council has taken responsibility to deliver on the community vision.

The Resourcing Strategy has three components:

- Long Term Financial Plan
- Workforce Management Strategy
- Asset Management Policy, Strategy and Plan.

INTEGRATED PLANNING AND REPORTING FRAMEWORK





CAMDEN'S FUTURE

Located in Sydney's south west, Camden Local Government Area (LGA) is essential to the success of the emerging Western Parkland City. It covers approximately 200 square kilometres and is becoming a place of regional significance.

Camden is experiencing a higher rate of population growth than ever before and higher than that experienced in any LGA in NSW.

Camden is transitioning from rural areas with clusters of towns and villages to thriving suburbs established alongside historic places.

Camden is set to be a major community by 2036. The area's unique character, history, heritage, rural feel and open spaces need to be protected as the area grows.

The community calls for Council to provide:

- quality natural and urban environments to be cared for and maintained
- accessible and well-maintained facilities and services that everyone can access
- well-designed buildings and infrastructure that respond and adapt to a changing climate, so that everyone has comfortable and safe places to live and work.

In the past five years, the area has welcomed more than 27,000 new residents - babies born in the LGA to Camden residents, and new families moving to Camden into a new home and lifestyle.

By 2036 Camden is projected to have close to 250,000 residents making it one of the fastest growing LGAs in Australia.

The opening of Western Sydney International Airport, the associated development of the Western Sydney Aerotropolis, the new city of Bradfield, and the provision of significant infrastructure will trigger further opportunities for Camden. This will reposition the LGA as a city on the doorstep of an international airport and a new freight and logistics, research and innovation precinct for Sydney.

As Camden becomes a place of regional significance, Camden Council will work with its partners and advocate for funding to ensure timely delivery of infrastructure

and services, integrated planning and coordination of better urban and environmental outcomes for our community.

Big changes are happening across the region and Camden Council needs to be a strong leader. Council will lead sustainable operations and innovate with its partners to create positive outcomes for the current community and future generations.



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Attachment 3

CAMDEN'S APPROACH TO RESOURCE MANAGEMENT

LONG TERM FINANCIAL PLAN

The Long Term Financial Plan (LTFP) demonstrates the financial sustainability of Council.

The LTFP is a 10-year rolling plan that informs Council's decision-making in relation to resourcing and funding of the community's priorities set in the **Connected Camden Community Strategic Plan** and commitments in the **2022/26 Delivery Program and 2022/23 Operational Plan**.

The LTFP outlines Council's financial position and describes the financial implications of asset management and workforce planning.

The LTFP has been prepared on the basis that Council maintains a balanced budget position, both in the short and long term. This informs all financial decisions to ensure that Council does not spend beyond its means.

The LTFP includes:

- planning assumptions used to develop the Plan
- projected income and expenditure, balance sheet and cash-flow statement
- sensitivity analysis and risk assessment
- methods of monitoring financial performance.

Council continues to maintain a strong financial position. Council's financial performance indicators demonstrate that Council either exceeds or is trending positively against all industry benchmarks.

Council will maintain existing service levels in the face of rapid growth. Council's strong financial position has enabled us to provide the community with additional support through a combined \$130.6 million COVID-19 Support and Recovery Community Support Package and has commenced delivery of initiatives under this package.

Council is well-equipped to meet the challenges of the future.

WORKFORCE MANAGEMENT STRATEGY

The Workforce Management Strategy 2022/2026 guides Council planning for current and future workforce needs to deliver the priorities set out in the **Connected Camden Community Strategic Plan** and commitments in the 2022/26 Delivery Program and 2022/23 Operational Plan.

The Workforce Management Strategy is a four-year plan to align with the Delivery Program.

The Workforce Management Strategy identifies how future staff and skills requirements will be met, including setting out the processes and programs that will define the people resources needed.

The Workforce Management Strategy includes:

- a snapshot of the current workforce
- analysis on internal labour demand and external labour supply
- an overview of labour market challenges and trends
- identification of future capability needs and skills shortages
- a plan to address the challenges and future needs.

The Workforce Management Strategy is structured around four pillars:

1. Planning and Attraction
2. Leadership and Engagement
3. Performance and Reward
4. Growth and Empowerment

A set of clear objectives and 'people principles' supports a suite of organisational practices, actions and initiatives under each pillar to deliver on the Workforce Management Strategy.

The priorities in the **Connected Camden Community Strategic Plan** and commitments in the Delivery Program and Operational Plan to serve a growing and changing community require a Workforce Management Strategy that enables Council to swiftly and adaptively position for changing conditions. Delivering real improvements for people living and working across Camden LGA is Council's core mission.

Camden Council is mindful of the need to continue to develop and maintain an engaging workplace culture and embrace new ways of working in response to changing employee expectations and the needs of a modern workforce.

ASSET MANAGEMENT POLICY, STRATEGY AND PLAN

The Asset Management Policy, Strategy and Plans provide guidance to make sure assets and infrastructure that support Council services are managed and accounted for by Council in an efficient and sustainable way. The Asset Management Strategy and Plans cover a 10-year period.

Asset management planning enables Council to provide for the required level of service for the community in relation to the priorities in the **Connected Camden Community Strategic Plan** and commitments in the **2022/26 Delivery Program** and **2022/23 Operational Plan**.

The Asset Management Policy, Strategy and Plan cover all Council assets including roads, drainage, footpaths, buildings, amenities, recreation, facilities and public open spaces. It includes plans for both existing and new assets proposed to be built.

ASSET MANAGEMENT POLICY

The Asset Management Policy is a Council-adopted policy that sets a framework for the effective management of current and future assets. It ensures that Council delivers safe, reliable and sustainable services to the community. The Policy guides all Council representatives, including councillors, senior management and staff in their work.

The Policy identifies:

- Accountabilities of Council staff in different roles
- Relevant legislation, policies, plans and procedures and the obligations of Council and its staff.

ASSET MANAGEMENT STRATEGY

The Asset Management Strategy establishes a framework to guide the planning, construction, maintenance and operation of infrastructure essential for Council to continue to provide services to the community.

The Strategy's goals aim to provides services:

- In the most cost effective manner
- Through the creation, acquisition, maintenance, operation, renewal and disposal of assets, and
- To provide for present and future communities.

The Asset Management Strategy defines financial and physical requirements for the performance of Council's infrastructure assets into the future and includes:

- Analysis of future demand and factors impacting on assets
- An overview of Council's approach to asset maintenance and renewal
- A description of levels of service
- A lifecycle strategy to guide management options for an asset's different lifecycle stages
- Identification and guidance on asset management practice improvement opportunities.

ASSET MANAGEMENT PLAN

The Asset Management Plan aligns with the Asset Management Strategy and identifies future work programs for renewal and maintenance.

It acknowledges the important of building organisational capacities to improve asset management planning practices and mature Council's asset management capability.

In guiding better levels of service to meet community expectations, the plan overviews Council's assets and their condition. It includes four separate plans, grouped to reflect the assets Council manages. These are:

1. Stormwater Asset Management Plan - includes channels, flood mitigation, headwalls, pipes, pits and stormwater quality improvement devices.
2. Open Space Asset Management Plan - includes parks and natural areas, sportsgrounds, playing courts, play equipment, reserves, specialised parks, fire trails, park lighting and other structures.
3. Roads and Transport Asset Management Plan - includes bridges and culverts, carparks and driveways, footpaths and cycleways, kerbs and gutters, road furniture, road structures, road pavement and road surface.
4. Building Asset Management Plan - includes administration building and depots, aquatic centres, commercial buildings, community facilities, libraries, Rural Fire Service and State Emergency Services facilities and toilet blocks.

Each Plan identifies Council's goals and objectives for each type of asset and level of service outcomes. This guides the management plan and actions to achieve the agreed levels of service outcomes.

AN INTEGRATED PLAN FOR CAMDEN'S FUTURE

The Resourcing Strategy is a key component of Council's IPR. It demonstrates Council's commitment to effectively manage its resources and its commitment to delivering the best outcomes to the community with those resources.

The Resourcing Strategy has been developed alongside the **Connected Camden Community Strategic Plan** and **Delivery Program 2022/26** and **Operational Plan 2022/23**. It demonstrates how the objectives of the CSP and initiatives, programs and projects in DPOP will be resourced - including time, costs, assets and people.

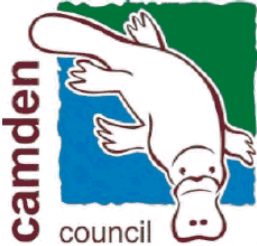
The image on the following page shows how our documents integrate to ensure we achieve outcomes for Camden's community.







2022/23 - 2025/26 Capital Works Program



Capital Works Program Summary					
	2022/23 - 2025/26 Delivery Program				
Local Service	2022/23	2023/24	2024/25	2025/26	Total
	\$	\$	\$	\$	\$
General Fund & Reserve Funded Programs					
Construction of Local Roads	7,521,400	4,237,200	4,358,000	4,483,700	20,600,300
Protection of the Natural Environment	55,000	55,000	55,000	55,000	220,000
Parks & Playgrounds	4,180,000	11,156,000	13,512,000	318,000	29,166,000
Community Support & Services	2,363,600	2,109,800	781,800	783,800	6,039,000
Corporate Support	179,800	61,800	63,400	27,365,000	27,669,800
Total General Fund & Reserve Funded Programs	14,299,800	17,619,600	18,770,200	33,005,500	83,695,100
Grant Funded Programs					
Construction of Local Roads	4,929,812	15,065,700	10,461,700	1,066,000	31,523,212
Parks & Playgrounds	845,000	4,870,000	10,000,000	-	15,715,000
Community Support & Services	3,049,384	2,950,000	6,550,000	-	12,549,384
Total Grant Funded Program	8,824,196	22,885,700	27,011,700	1,066,000	59,787,596
Section 7.11 Program					
Construction of Local Roads	12,914,700	8,078,000	13,324,200	14,041,400	48,358,300
Protection of the Natural Environment	1,807,300	2,130,000	2,244,100	609,600	6,791,000
Parks & Playgrounds	25,052,700	35,821,200	63,786,800	59,534,700	184,195,400
Recreation Services & Facilities	24,600,000	30,000,000	-	-	54,600,000
Total Section 7.11 Program	64,374,700	76,029,200	79,355,100	74,185,700	293,944,700

Capital Works Program Summary					
	2022/23 - 2025/26 Delivery Program				
Local Service	2022/23	2023/24	2024/25	2025/26	Total
	\$	\$	\$	\$	\$
Voluntary Planning Agreements and Section 80A Dedications					
Construction of Local Roads	62,161,000	64,928,000	75,166,000	77,395,000	279,650,000
Protection of the Natural Environment	33,531,000	40,105,000	44,452,000	41,849,000	159,937,000
Parks & Playgrounds	11,662,400	23,494,000	13,790,000	14,959,000	63,905,400
Total Voluntary Planning Agreements and Section 80A Dedications	107,354,400	128,527,000	133,408,000	134,203,000	503,492,400
Total Capital Works Program	194,853,096	245,061,500	258,545,000	242,460,200	940,919,796

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
General Fund & Reserve Funded Programs						
Construction of Local Roads						
Macarthur Rd - pavement reconstruction stage3 - bends to Springs Rd	Elderslie	-	600,000	-	-	600,000
Richardson Rd - Lodges Rd to Camden Valley Way	Spring Farm	-	80,000	-	-	80,000
Burratorang Road - End of Median to The Old Oaks Road	Camden	120,000	-	-	-	120,000
Old Hume Highway Resheet Program	Camden	-	125,000	-	-	125,000
Cawdor Road Resheet Program	Camden	-	-	125,000	-	125,000
Murray St Resheet Program	Camden	-	58,000	-	-	58,000
Burratorang Road Resheet Program	Camden	-	-	58,000	-	58,000
Broughton Street - Menangle Road to Murray Street	Camden	142,300	-	-	-	142,300
Flinders Avenue - Cowper Drive to Berallier Drive [north]	Camden South	30,000	-	-	-	30,000
Tobruk Road - Morshead Road to Montgomery Circuit [west]	Narellan Vale	240,500	-	-	-	240,500
Ulmarra Avenue - Old Hume Highway to Myuna Place	Camden South	81,800	-	-	-	81,800
William Campbell Avenue - Fairwater Drive to Hope Street	Harrington Park	126,600	-	-	-	126,600
Bridle Road - Turner Road to Manooka Road	Currans Hill	17,300	-	-	-	17,300
Hop-Bush Place - Stenhouse Drive to Cul-de-sac	Mount Annan	33,700	-	-	-	33,700
Lacy Place - John Hunter Grove to Cul-de-sac [south]	Mount Annan	15,600	-	-	-	15,600
Lockhart Court - Lakeview Court to Cul-de-sac [east]	Harrington Park	30,800	-	-	-	30,800
Maxwell Place - Narellan Road to Cul-de-sac	Narellan	99,000	-	-	-	99,000
Michele Place - Martine Avenue to Cul-de-sac	Camden South	22,800	-	-	-	22,800
Thomas Way - Downes Crescent to Pains Place	Currans Hill	41,300	-	-	-	41,300

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
General Fund & Reserve Funded Programs						
Construction of Local Roads						
Hartley Rd, Smeaton Grange	Smeaton Grange	-	566,600	-	-	566,600
Springfield Road - Stage 2 - New link Rd to Catherine Fields Rd	Catherine Field	-	-	400,000	-	400,000
Campbell Street (0020 from Kirkham Street to Porrende Street) Road Segment	Narellan	-	120,000	-	-	120,000
Ironbark Ave - Camden - Old Hume Hwy to Cul de sac	Camden	-	-	20,000	-	20,000
McCann Road (0010 from Eastwood Road to Mark Road)	Leppington	-	-	400,000	-	400,000
Dickson Road Reseal - Ingleburn Road to Heath Road	Leppington	-	29,300	-	-	29,300
Ingleburn Road Reseal (Stage 3) - Dickson Rd to Eastwood Road	Leppington	-	110,000	-	-	110,000
Berallier Dr, Camden South - north end to Sturt Pl	Camden South	-	-	280,000	-	280,000
Welling Dr - deeplift reconstruction	Narellan Vale	-	-	400,000	-	400,000
Mt Annan Drive Resheet Program	Mount Annan	-	-	150,000	-	150,000
Doncaster Avenue - Leicester Street to Frances Street - Pavement Stabilisation Program	Narellan	190,500	-	-	-	190,500
Bligh Avenue - Cowper Drive to Antill Close - Pavement Stabilisation Program	Camden South	57,300	-	-	-	57,300
Kelloway Avenue - HN 13-15 to Belgenny Avenue - Pavement Stabilisation Program	Camden	-	47,000	-	-	47,000
Peppercorn Avenue - Queen Street [north] to Queen Street [south] - Pavement Stabilisation Program	Narellan	-	248,300	-	-	248,300
Sheathers Lane - Cawdor Road to Creek - Pavement Stabilisation Program	Camden	270,300	-	-	-	270,300
Cut Hill Road - Stage 1 - Pavement Stabilisation Program - Pavement Stabilisation Program	Cobbitty	-	450,000	-	-	450,000
Cut Hill Road - Stage 2 - Pavement Stabilisation Program - Pavement Stabilisation Program	Cobbitty	-	-	334,000	-	334,000
Camden Valley Way - Kirkham Lane to Bend	Elderslie	38,000	-	-	-	38,000
Bridge renewals and assessments	City Wide	195,000	195,000	150,000	-	540,000
Carpark Renewals	City Wide	100,000	100,000	100,000	-	300,000
Spray Seal Program (Camden South)	Camden South	21,600	-	-	-	21,600

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
General Fund & Reserve Funded Programs						
Construction of Local Roads						
Spray Seal Program (Catherine Field)	Catherine Field	46,700	-	-	-	46,700
Spray Seal Program (Elderslie)	Elderslie	4,500	-	-	-	4,500
Spray Seal Program (Harrington Park)	Harrington Park	8,000	-	-	-	8,000
Spray Seal Program (Leppington)	Leppington	10,300	-	-	-	10,300
Spray Seal Program FY24	City Wide	-	102,000	-	-	102,000
Microsurfacing Program (Camden)	Camden	40,300	-	-	-	40,300
Microsurfacing Program (Currans Hill)	Currans Hill	8,400	-	-	-	8,400
Microsurfacing Program (Elderslie)	Elderslie	16,000	-	-	-	16,000
Microsurfacing Program (Narellan)	Narellan	153,400	-	-	-	153,400
Microsurfacing Program (Narellan Vale)	Narellan Vale	178,300	-	-	-	178,300
Microsurfacing Program FY24	City Wide	-	170,000	-	-	170,000
Microsurfacing Program FY25	City Wide	-	-	200,000	-	200,000
Cobbitty Road - bridge to village - reconstruction stages	Cobbitty	580,000	-	-	-	580,000
Macquarie Grove Road - Road Upgrade Program	Camden	-	-	470,000	-	470,000
Roads Reconstruction Program	City Wide	-	-	-	2,700,000	2,700,000
Road Reseals Program	City Wide	-	-	-	483,000	483,000
New Footpaths - General (Footpath Construction Program)	City Wide	358,200	369,000	380,000	390,000	1,497,200
Footpath Renewal & Replacement	City Wide	634,900	652,000	670,000	684,700	2,641,600
Kerb & Gutter Renewal & Replacement	City Wide	177,000	183,000	188,000	192,000	740,000
LGA Guardrail Replacement Program	City Wide	31,000	32,000	33,000	34,000	130,000
Sheathers Lane Shared Path CSP 3	Camden	2,500,000	-	-	-	2,500,000
Cawdor Road Shared Path CSP 3	Camden	900,000	-	-	-	900,000
Sub Total - Construction of Local Roads		7,521,400	4,237,200	4,358,000	4,483,700	20,600,300

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
General Fund & Reserve Funded Programs						
Protection of the Natural Environment						
Drainage Pipes / Pits Renewal & Replacement	City Wide	55,000	55,000	55,000	55,000	220,000
Sub Total - Protection of the Natural Environment		55,000	55,000	55,000	55,000	220,000
General Fund & Reserve Funded Programs						
Parks & Playgrounds						
Annual Playground Renewal and Upgrade Program	City Wide	104,000	108,000	112,000	116,000	440,000
Annual Parks & Gardens Embellishment	City Wide	48,000	48,000	50,000	52,000	196,000
Open Space Renewal works - transfer from Roads Program	City Wide	150,000	150,000	150,000	150,000	600,000
Sportsfields - Upgrade Floodlights	City Wide	250,000	-	-	-	250,000
Cowpasture Oval Amenities - Refurbishment of amenities	Camden	150,000	-	-	-	150,000
New Amenities Building for Hockey (at Narellan Sports Hub)	Narellan	500,000	2,000,000	3,500,000	-	6,000,000
Harrington Park Reserve Facility Upgrade	Harrington Park	1,000,000	3,900,000	-	-	4,900,000
Animal Care Facility	Smeaton Grange	500,000	2,950,000	6,550,000	-	10,000,000
Sportsground Strategy – Flood Lighting Upgrades	City Wide	300,000	300,000	400,000	-	1,000,000
Sportsground Strategy – Building and Facility Upgrade	City Wide	550,000	1,200,000	2,250,000	-	4,000,000
Sportsground Strategy - Carparking and Seating	City Wide	500,000	500,000	500,000	-	1,500,000
Investigate opportunities to upgrade Alpha Park in Camden	Camden	130,000	-	-	-	130,000
Sub Total - Parks & Playgrounds		4,180,000	11,156,000	13,512,000	318,000	29,166,000

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
General Fund & Reserve Funded Programs						
Community Support Services & Facilities						
Mount Annan Leisure Centre Renewal	Mount Annan	78,000	79,800	81,800	83,800	323,400
Camden Pool Rectification Works	Camden	435,600	330,000	-	-	765,600
Buildings Renewal Program	City Wide	200,000	200,000	200,000	200,000	800,000
Camden Cemetery - Masterplan Works	Camden	500,000	500,000	500,000	500,000	2,000,000
Civic Centre Upgrade and Renewal	Camden	1,000,000	1,000,000	-	-	2,000,000
New Animal Care Facility	City Wide	150,000	-	-	-	150,000
Sub Total - Community Support Services & Facilities		2,363,600	2,109,800	781,800	783,800	6,039,000
General Fund & Reserve Funded Programs						
Corporate						
Community / Civic Catalyst Site	Corporate	-	-	-	27,300,000	27,300,000
Community Cultural and Administration Centre - Scope	Corporate	120,000	-	-	-	120,000
Oran Park Admin Centre - Building Renewal	Corporate	59,800	61,600	63,400	65,000	249,800
Sub Total - Corporate Support		179,800	61,600	63,400	27,365,000	27,669,800
Total General Fund & Reserve Funded Programs		14,299,800	17,619,600	18,770,200	33,005,500	83,695,100

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
Grant Funded Programs						
Construction of Local Roads						
Macarthur Rd - pavement reconstruction stage3 - bends to Springs Rd	Elderslie	-	100,000	-	-	100,000
Richardson Rd - Lodges Rd to Camden Valley Way	Spring Farm	-	100,000	-	-	100,000
Burratorang Road - End of Median to The Old Oaks Road	Camden	355,000	-	-	-	355,000
Old Hume Highway Resheet Program	Camden	-	375,000	-	-	375,000
Cawdor Road Resheet Program	Camden	-	-	375,000	-	375,000
Murray St Resheet Program	Camden	-	92,000	-	-	92,000
Burratorang Road Resheet Program	Camden	-	-	92,000	-	92,000
John Street - Argyle Street to Larkin Place (R2R)	Camden	72,200	-	-	-	72,200
Hartley Rd, Smeaton Grange	Smeaton Grange	-	100,000	-	-	100,000
Campbell Street (0020 from Kirkham Street to Porrende Street) Road Segment	Narellan	-	100,000	-	-	100,000
Ironbark Ave - Camden - Old Hume Hwy to Cul de sac	Camden	-	-	76,100	-	76,100
Dickson Road Reseal - Inglebum Road to Heath Road	Leppington	-	90,700	-	-	90,700
Inglebum Road Reseal (Stage 3) - Dickson Rd to Eastwood Road	Leppington	-	90,000	-	-	90,000
Welling Dr - deeplift reconstruction	Narellan Vale	-	-	300,000	-	300,000
Mt Annan Drive Resheet Program	Mount Annan	-	-	150,000	-	150,000
Macarthur Road - Merino Drive to River Road - Pavement Stabilisation Program	Camden South	278,700	-	-	-	278,700
Mount Annan Drive - Myoporom Avenue to Welling Drive - Pavement Stabilisation Program	Mount Annan	401,600	-	-	-	401,600
Anderson Road - Dunn Road [roundabout approach east] to HN 57-65 - Heavy Patching Program	Smeaton Grange	95,300	-	-	-	95,300
Oxley Street (0010 from Argyle Street to Mitchell Street) Road Segment	Camden	-	20,000	-	-	20,000
Kirkham Street (0010 from The Old Northern Road to Fox Street) Road Segment	Narellan	-	20,000	-	-	20,000
Campbell Street (0020 from Kirkham Street to Porrende Street) Road Segment	Narellan	-	-	220,000	-	220,000
Oran Park Drive - Heavy Patching Program	Oran Park	-	254,000	-	-	254,000

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
Grant Funded Programs						
Construction of Local Roads						
Spray Seal Program FY25	City Wide	-	-	128,600	-	128,600
Chisholm Road - Catherine Fields Road to Deepfields Road	Catherine Field	480,000	-	-	-	480,000
Cobbitty Road - bridge to village - reconstruction stages	Cobbitty	26,900	-	-	-	26,900
Camden Valley Way - Kirkham Lane to Bend	Elderslie	112,000	-	-	-	112,000
Design of Rickard Road between Inglebum Road and Heath Road	Leppington	700,000	445,000	-	-	1,145,000
Heath Road - Camden Valley Way to Dickson Road	Leppington	-	4,370,000	4,370,000	-	8,740,000
Design - Springfield Road, Catherine Field (DPIE)	Narellan	1,209,000	809,000	-	-	2,018,000
Design - Dickson Road, Leppington Road (DPIE)	Camden	699,112	100,000	-	-	799,112
Rickard Road (Heath Road to Woolgen Park Road)	Leppington	-	3,250,000	-	-	3,250,000
WestInvest Program	City Wide	500,000	4,750,000	4,750,000	-	10,000,000
Annual Road Renewal Program - (RMS 3*3 Program)	Cobbitty	-	-	-	39,000	39,000
RMS Block Grant Program - Maintenance	Camden	-	-	-	127,000	127,000
Roads to Recovery Program	City Wide	-	-	-	900,000	900,000
Sub Total - Construction of Local Roads		4,929,812	15,065,700	10,461,700	1,066,000	31,523,212

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
Grant Funded Programs						
Parks & Playgrounds						
Kirkham Park BMX and Sporting Facility Expansion	Elderslie	845,000	-	-	-	845,000
Stage 1 Scalabrini East / Pat Kontista	Leppington	-	4,870,000	10,000,000	-	14,870,000
Sub Total -Parks & Playgrounds		845,000	4,870,000	10,000,000	0	15,715,000
Grant Funded Programs						
Community Support Services & Facilities						
Adaptively reuse Larkin Place car park for events and markets	Camden	1,000,000	-	-	-	1,000,000
Sportsground Strategy – Field Improvement Program	City Wide	500,000	2,950,000	6,550,000	-	10,000,000
Local Roads and Community Infrastructure Program	City Wide	1,549,384	-	-	-	1,549,384
Sub Total - Community Support Services & Facilities		3,049,384	2,950,000	6,550,000	0	12,549,384
Total Grant Funded Programs		8,824,196	22,885,700	27,011,700	1,066,000	59,787,596

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
Section 711 Program						
Construction of Local Roads						
Leppington Nth- Roads Design & Investigation	City Wide	107,600	110,200	113,000	116,400	447,200
Liz Kemohan Drive Corridor- CVW to Lodges Rd	City Wide	5,920,000	-	-	-	5,920,000
Leppington - Byron Road - Ingleburn Rd to Heath Rd	Elderslie	5,000,000	1,704,600	-	-	6,704,600
Dickson Road - Ingleburn Rd to Heath Rd	Leppington	-	-	33,200	66,300	99,500
Leppington - Heath Road - Camden Valley Way to Dickson Road	Elderslie	1,293,500	5,799,700	7,564,900	-	14,658,100
Leppington Planning	Leppington	248,600	-	-	-	248,600
Leppington Design	Leppington	102,600	463,500	1,410,600	-	1,976,700
Leppington Construction	Leppington	242,400	-	4,202,500	13,858,700	18,303,600
Sub Total - Construction of Local Roads		12,914,700	8,078,000	13,324,200	14,041,400	48,358,300
Section 711 Program						
Protection of the Natural Environment						
Leppington North - Stormwater Detention Basin Design	Leppington	117,500	120,500	123,500	127,200	488,700
Leppington Drainage Kemps Creek	Leppington	-	301,500	120,600	482,400	904,500
Leppington Drainage Concept Design	Leppington	72,500	-	-	-	72,500
Leppington Drainage North Stage Scalabrini North	Leppington	117,300	208,000	-	-	325,300
CP3 - Narellan Creek updated CP works schedule	City Wide	1,500,000	1,500,000	2,000,000	-	5,000,000
Sub Total - Protection of the Natural Environment		1,807,300	2,130,000	2,244,100	609,600	6,791,000

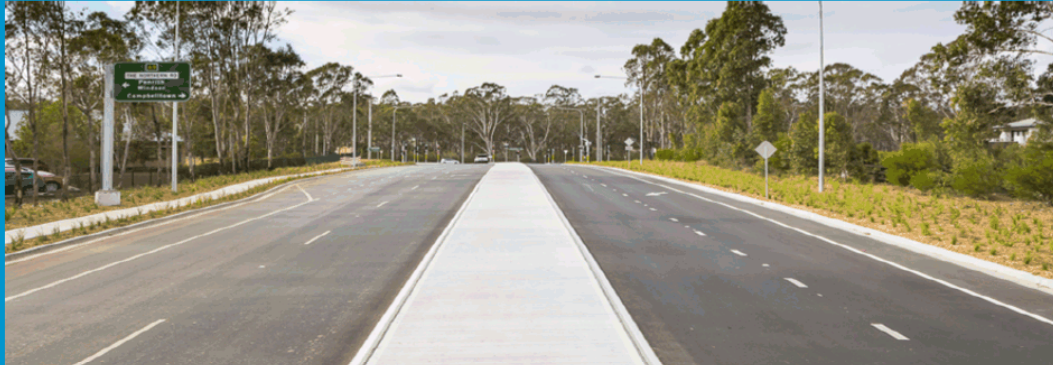
Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
Section 711 Program						
Parks & Playgrounds						
Leppington North - Open Space	Leppington	159,800	1,519,200	6,806,900	15,163,500	23,649,400
Leppington - Land Acquisitions	Leppington	20,000,000	20,000,000	25,000,000	25,000,000	90,000,000
Spring Farm - Sportsgrounds	Spring Farm	100,000	100,000	2,388,500	2,388,500	4,977,000
Spring Farm - Sportsground Amenities	Spring Farm	-	-	1,785,000	1,785,000	3,570,000
Kirkham Park BMX and Sporting Facility Expansion	Spring Farm	845,000	-	-	-	845,000
Hilder Reserve Sportsfield - Construction	Elderslie	1,400,000	1,400,000	-	-	2,800,000
CSP3 - New Open Space at Crest - Stage 1	Gledswood Hills	1,200,000	1,500,000	-	-	2,700,000
Shade Sails Program	City Wide	150,000	-	-	-	150,000
Open Space Public Domain Vision - Planning	Leppington	150,000	-	-	-	150,000
Scalabrini East / Pat Kontista	Leppington	764,900	8,429,900	11,904,900	-	21,099,700
Scalabrini South	Leppington	100,000	845,900	3,018,500	12,074,000	16,038,400
Scalabrini West	Leppington	133,000	1,827,600	11,659,700	-	13,620,300
Open Space Public Domain Vision	Leppington	50,000	198,600	1,223,300	3,123,700	4,595,600
Sub Total -Parks & Playgrounds		25,052,700	35,821,200	63,786,800	59,534,700	184,195,400
Section 711 Program						
Recreation Services & Facilities						
Oran Park - Leisure Centre	Oran Park	24,600,000	30,000,000	-	-	54,600,000
Sub Total - Recreation Services & Facilities		24,600,000	30,000,000	-	-	54,600,000
Total Section 711 Program						
		64,374,700	76,029,200	79,355,100	74,185,700	293,944,700

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
Voluntary Planning Agreements and Section 80A Dedications						
Construction of Local Roads						
Oran Park - Transport Infrastructure	Elderslie	330,000	340,000	-	-	670,000
Catherine Field - Transport Infrastructure	City Wide	186,000	970,000	-	-	1,156,000
Oran Park - Transport Infrastructure	Oran Park	1,810,000	286,000	241,000	-	2,337,000
WIK Future Release Areas - Transport Infrastructure	Catherine Field	8,235,000	10,432,000	11,425,000	12,395,000	42,487,000
Dedicated Infrastructure	City Wide	51,600,000	52,900,000	63,500,000	65,000,000	233,000,000
Sub Total - Construction of Local Roads		62,161,000	64,928,000	75,166,000	77,395,000	279,650,000
Voluntary Planning Agreements and Section 80A Dedications						
Protection of the Natural Environment						
Oran Park - Drainage Infrastructure	Leppington	721,000	738,000	-	-	1,459,000
Catherine Field - Drainage Land Acquisition	City Wide	469,000	3,376,000	-	-	3,845,000
Catherine Field - Drainage Infrastructure	Oran Park	938,000	1,640,000	5,239,000	-	7,817,000
Dedicated Infrastructure	Catherine Field	22,600,000	23,200,000	27,000,000	28,600,000	101,400,000
Future Release Areas - Drainage Infrastructure	Catherine Field	8,803,000	11,151,000	12,213,000	13,249,000	45,416,000
Sub Total - Protection of the Natural Environment		33,531,000	40,105,000	44,452,000	41,849,000	159,937,000

Capital Works Program						
		2022/23 - 2025/26 Delivery Program				
Local Service - Works Description	Location	2022/23	2023/24	2024/25	2025/26	Total
		\$	\$	\$	\$	\$
Voluntary Planning Agreements and Section 80A Dedications						
Parks & Playgrounds						
Catherine Park - Active Open Space	Catherine Park	-	5,086,000	-	-	5,086,000
Catherine Field - Passive Open Space	Catherine Park	1,091,400	5,818,000	-	-	6,909,400
Future Release Areas - Recreational Facilities	City Wide	10,571,000	12,590,000	13,790,000	14,959,000	51,910,000
Sub Total -Parks & Playgrounds		11,662,400	23,494,000	13,790,000	14,959,000	63,905,400
Total Non Cash - VPA and Section 80A						
		107,354,400	128,527,000	133,408,000	134,203,000	503,492,400
Total - Capital Works Program						
		194,853,096	245,061,500	258,545,000	242,460,200	940,919,796



camden
council



Draft 2022/23 Fees and Charges

ORD01

Attachment 5

FEES AND CHARGES

The 2022/23 Draft Fees and Charges will be presented to Council on 12 April 2022 for the purpose of public exhibition and comment.

CLASSIFICATION OF FEES AND CHARGES

The Fees and Charges have been classified into following sections:

- ◆ Customer and Corporate Strategy Services
- ◆ Planning Services
- ◆ Building and Development Services
- ◆ Environmental and Regulatory Services
- ◆ Waste and City Presentation Services
- ◆ Traffic Planning
- ◆ Sport and Community Services
- ◆ Economic Development and Activation
- ◆ Public Road Activity, Restoration and Private Works

GST IMPLICATIONS TO THE PRICING SCHEDULE

The following schedule of fees and charges has been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication. It should be noted that all fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations.

The fees and charges are broken into base charge and GST to conform with Council's tax obligations.

These fees and charges have been prepared in accordance with Council's Revenue Policy.

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Explanation Table

Classifications

Pricing Statements

A	A:- The price for this service is set to make a minimal contribution to the cost of providing the service. The majority of this service is met from general income and/or grants.
B	B:- The price for this good/service is set to recover the annual operating and maintenance costs. The cost of consumption of the asset (depreciation) is expected to be met by general income or charged to works.
C	C:- The price of this service is set to recover annual operating and maintenance costs, and to make a contribution to the cost of replacement of the assets utilised in providing the service.
D	D:- The price of this good/service is set to generate an appropriate rate of return on the capital invested.
E	E:- The price of this good/service is set by reference to prices charged for similar goods/ services provided by like Councils.
F	F:- The price for this good/service is a statutory charge set by regulation.
G	G:- The price charged for this good/service is set to recover the full cost (or a lesser percentage) of providing the good/service with the remainder provided from general Council income and/or grants.
H	H: -There is no price charged for this good or service. All costs associated with this good/ service are met from general income.

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Camden Council

Customer & Corporate Strategy Services

Financial Services Charges

Fee for dishonoured payments (each instance)

Bank/Agent fees for cheque (includes administration fee)	\$10.10	\$9.50	-5.94%	N	G
Bank/Agent fees for Direct Debit (includes administration fee)	\$10.10	\$10.40	2.97%	Y	G
Bank/Agent fees for Australia Post dishonours (includes administration fee)	\$31.00	\$32.00	3.23%	Y	G
Merchant Service Cost Recovery Fee		Full Cost Recovery		Y	C

Interest on overdue rates

Maximum allowable under s.566	6.0% Simple Interest calculated daily	N	F
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Certificate under S.603 under Local Government Act, 1993

7-10 Days	\$85.00	\$90.00	5.88%	N	F
Urgency Fee – 2 Hour Production	\$61.00	\$63.00	3.28%	N	G

Customer Services & Sales

Hire of Community Bus (per day)	\$71.00	\$73.50	3.52%	Y	A
Resuscitation charts	\$23.00	\$24.00	4.35%	Y	B
Council Calendar	\$10.49	\$10.80	2.96%	Y	G

Administration & General Charges

Photocopying (except for GIPA & Subpoenas)

A4 (per copy)	\$0.70	\$0.75	7.14%	Y	B
A3 (per copy)	\$1.30	\$1.35	3.85%	Y	B

Fees for Supply of GIPA (informal), Privacy & Subpoenas

Photocopying – A4 (per copy)	\$1.00	\$1.05	5.00%	N	G
Photocopying – A4 Colour (per copy)	\$1.80	\$1.85	2.78%	N	G
Photocopying – A3 (per copy)	\$1.80	\$1.85	2.78%	N	G

Information under GIPA Act (formal application)

Application fee	\$30.00	\$30.00	0.00%	N	F
Internal review fee	\$40.00	\$40.00	0.00%	N	F
Processing fee (per hour) – non personal application	\$30.00	\$30.00	0.00%	N	F

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 8 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Processing & Supply of Documents on CD under GIPA Act, 2009 & Subpoenas

Less than 30 minutes	\$11.50	\$12.00	4.35%	N	G
Greater than 30 minutes	\$34.00	\$35.00	2.94%	N	G

Subpoena production fee

Production Fee	\$78.00	\$80.50	3.21%	N	G
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Supply of Tender Documents

Minor Projects < \$100,000	\$78.00	\$80.50	3.21%	N	G
Large Projects > \$100,000 but < \$500,000	\$160.00	\$165.00	3.13%	N	G
Major Projects > \$500,000	\$310.00	\$319.00	2.90%	N	G

Lease/Licence Preparation Fee

Lease/Licence Preparation Fee (internally prepared)	\$130.00	\$134.00	3.08%	Y	G
Lease/Licence Preparation Fee (externally prepared)			At Cost	Y	G

Road Closure Investigation Application (incl. pathways)

Application Fee	\$165.00	\$170.00	3.03%	N	G
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Express Post delivery of items to external customers

Parcel Post – 500g Satchel	\$9.10	\$9.40	3.30%	Y	G
Parcel Post – 3kg Satchel	\$15.00	\$15.60	4.00%	Y	G
Express Post – C5 Satchel	\$7.10	\$7.40	4.23%	Y	G
Express Post – B4 Satchel	\$8.40	\$8.70	3.57%	Y	G
Express Post – 500g Satchel	\$12.00	\$12.40	3.33%	Y	G
Express Post – 3kg Satchel	\$18.00	\$18.60	3.33%	Y	G

Training Course – External Participant Training

Course Fee		Full Cost Recovery		Y	G
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Fee applicable to the Mayor or Councillor should they require a copy of their photographs (provided electronically)

Fee applicable	\$0.20	\$0.25	25.00%	N	G
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Special Events and Events of Economic Benefit

Onslow Park – Event Day (Fee per day)	\$1,150.00	\$1,185.00	3.04%	Y	E
Onslow Park – Bump in/out Days (Fee per day)	\$560.00	\$577.00	3.04%	Y	E
High Impact Special Events on Council Land		Price on Application		Y	E

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 9 of 79

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Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Planning Services

Planning Proposals

Pre-lodgement meeting and written advice	\$1,550.00	\$1,595.00	2.90%	N	G
Request to Council and Initial Report (not subject to refund)	\$4,950.00	\$5,095.00	2.93%	N	G
Processing Minor Planning Proposal following initial Council decision	\$10,450.00	\$10,755.00	2.92%	N	G
Processing Major Planning Proposal following initial Council decision	\$27,900.00	\$28,710.00	2.90%	N	G
Processing Significant Planning Proposal		At Full Cost Recovery		N	G
Environmental Studies (Full cost to be borne by the applicant with no refund)		At Full Cost Recovery		N	G

Development Control Plan (DCP) Amendments

Processing Minor DCP amendments following initial Council decision	\$10,950.00	\$11,270.00	2.92%	N	G
Processing Major DCP amendments following initial Council decision	\$22,750.00	\$23,410.00	2.90%	N	G
Environmental studies – full cost to be borne by the applicant with no refund		At Full Cost Recovery		N	G
Proponent Initiated Housekeeping and Anomalies – following initial Council decision	\$3,650.00	\$3,760.00	3.01%	N	G
Request to Council and Initial Report (not subject to refund)	\$0.00	\$5,095.00	∞	N	G

Section 7.11 Contribution (Copy of Plans)

Camden Contributions Plan	\$48.00	\$49.50	3.13%	N	G
Other Contributions Plan	\$12.50	\$13.00	4.00%	N	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 10 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Building & Development

Pre-Development Application Meetings

(i) Dwellings, Dual Occupancy, Secondary Dwellings and two lot subdivisions (per meeting)	Maximum Fee Payable \$500.00	Y	G
(ii) Other minor development (per meeting)	Maximum Fee Payable \$500.00	Y	G
(iii) Major Development (per meeting)	Maximum Fee Payable \$1,250.00	Y	G
Unregistered Land – Pre DA lodgement advice (including site inspection) for unregistered land Development Applications)	Maximum Fee Payable \$500.00	Y	G
Pre DA lodgement advice (including site inspection) for unregistered land Development Applications)			
Design Advisory Group – Development requiring consideration by Council's Design Advisory Group (in accordance with relevant terms of reference)	Maximum Fee Payable \$2,000.00	Y	G
Development requiring consideration by Council's Design Advisory Group (in accordance with relevant terms of reference)			

Development Applications

(i) Up to \$5,000 (cl 246B EPAR 2000)	\$110.00	\$110.00	0.00%	N	F
(ii) \$5,001 to \$50,000 (cl 246B EPAR 2000)	\$170 plus an additional \$3 for every \$1,000 or part of \$1,000 of estimated cost			N	F
(iii) \$50,001 to \$250,000 (cl 246B EPAR 2000)	\$352 plus an additional \$3.64 for every \$1,000 or part of \$1,000 by which the estimated cost exceeds \$50,000			N	F
(iv) \$250,001 to \$500,000 (cl 246B EPAR 2000)	\$1,160 plus an additional \$2.34 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$250,000			N	F
(v) \$500,001 to \$1,000,000 (cl 246B EPAR 2000)	\$1,745 plus an additional \$1.64 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$500,000			N	F
(vi) \$1,000,000 to \$10,000,000 (cl 246B EPAR 2000)	\$2,615 plus an additional \$1.44 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$1,000,000			N	F
(vii) Over \$10,000,000 (cl 246B EPAR 2000)	\$15,875 plus an additional \$1.19 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$10,000,000			N	F
(viii) Dwelling house less than \$100,000 (cl 247 EPAR 2000)	\$455.00	\$455.00	0.00%	N	F

Development Applications – Subdivisions

(i) Torrens and Community Title (cl.249 EPAR 2000)

(a) New public road and/or private road	\$655.00 + \$65.00 per additional lot	N	F
(b) No new public road and/or private road	\$330.00 + \$53.00 per additional lot	N	F

(ii) Strata Title (cl.249 EPAR 2000)

Strata Title Fee	\$330.00 + \$65.00 per additional lot	N	F
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 11 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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(iii) Boundary Adjustment and /or lot consolidation

Boundary Adjustment and /or lot consolidation fee	\$285.00	\$285.00	0.00%	N	F
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Development Applications – Advertising Signage

(i) Development for the purpose of one or more advertisements	\$285.00 + \$93.00 for each additional sign (or the fee to be calculated in accordance with "Development Applications", whichever is the greater)			N	F
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Development Application – Modification

(i) Modification – s.4.55 EPAA 1979

(a) s.4.55(1) Modifications involving minor error, misdescription or miscalculation (or 50% of the fee for the original development application, whichever is the lesser)

Modification fee	Maximum Fee Payable \$71.00			N	F
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(b) s.4.55(1A) Modifications involving minimal environmental impact (or 50% of the fee for the original development application, whichever is the lesser)

Modification fee	Maximum Fee Payable \$645.00			N	F
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(c) s.4.55(2) if the fee for the original application was less than \$100

Modification fee	50% of the fee for the original development application			N	F
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(d) s.4.55(2) if the fee for the original application was greater than \$100

In the case of an application with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building	50% of the fee for the original development application			N	F
In the case of an application with respect to a development application that involves the erection of a dwelling-house within an estimated cost of construction of \$100,000 or less	\$190.00	\$190.00	0.00%	N	F

In the case of an application with respect to any other development application as set out in the table below:

Up to \$5,000	\$55.00	\$55.00	0.00%	N	F
\$5,001 to \$250,000	\$85 plus an additional \$1.50 for every \$1,000 or part of \$1,000 of the estimated cost			N	F
\$250,001 to \$500,000	\$500 plus an additional \$0.85 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$250,000			N	F
\$500,001 to \$1,000,000	\$712 plus an additional \$0.50 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$500,000			N	F

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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In the case of an application with respect to any other development application as set out in the table below: [continued]

\$1,000,001 to \$10,000,000	\$987 plus an additional \$0.40 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$1,000,000			N	F
Over \$10,000,000	\$4,737 plus an additional \$0.27 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$10,000,000			N	F

Request for Review of Determination

(i) Review of Determination – s.8.3 EPAA 1979

a) In the case of a request with respect to a development application that does not involve the erection of a building, the carrying out of a work or the demolition of a work or building

Review of determination fee	50% of the fee for the original development application			N	F
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b) In the case of a request with respect to a development application that involves the erection of a dwelling-house with an estimated cost of construction of \$100,000 or less

Review of determination fee	\$190.00	\$190.00	0.00%	N	F
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c) In the case of a request with respect to any other development application set out in the table below

Up to \$5,000	\$55.00	\$55.00	0.00%	N	F
\$5,001 to \$250,000	\$85 plus an additional \$1.50 for every \$1,000 or part of \$1,000 of the estimated cost			N	F
\$250,001 to \$500,000	\$500 plus an additional \$0.85 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$250,000			N	F
\$500,001 to \$1,000,000	\$712 plus an additional \$0.50 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$500,000			N	F
\$1,000,001 to \$10,000,000	\$987 plus an additional \$0.40 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$1,000,000			N	F
Over \$10,000,000	\$4,737 plus an additional \$0.27 for each \$1,000 or part of \$1,000 by which the estimated cost exceeds \$10,000,000			N	F

d) Additional notification fee if required

Review of determination fee	\$620.00	\$620.00	0.00%	N	F
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 13 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Other Application Fees

(i) Integrated Development (cl. 253 EPAR 2000)

Processing Fee	\$140.00	\$140.00	0.00%	N	F
Concurrence fee payable to an approval body for a development application	\$320.00	\$320.00	0.00%	N	F

(ii) Development not involving the erection of a building, the carrying out of work, the subdivision of land or the demolition of a building or work (cl 250 EPAR 2000)

Application fee	\$285.00	\$285.00	0.00%	N	F
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(iii) Designated Development (cl 251 EPAR 2000)

Application fee	DA Fee + \$920.00			N	F
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(iv) Time extension to commence work on a Development Consent

Application fee	\$140.00	\$145.00	3.57%	N	G
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(v) Concurrence Development (cl.252A EPAR 2000)

Processing Fee	\$140.00	\$140.00	0.00%	N	F
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Public Notification/Advertising

(i) Advertised Development (which includes newspaper advertising & notification) (cl.252 EPAR 2000)	Maximum Fee Payable \$1,105.00			N	F
(ii) Designated Development (cl.252 EPAR 2000)	\$2,220.00	\$2,220.00	0.00%	N	F
(iii) Prohibited Development (cl.252 EPAR 2000)	\$1,105.00	\$1,105.00	0.00%	N	F
(iv) Other Advertised Development (LEP, DCP) (cl.252 EPAR 2000)	Maximum Fee Payable \$1,105.00			N	F
(v) Public notification	\$285.00	\$294.00	3.16%	N	G
(vi) DA Notification Sign (placed on Development Sites)	\$41.00	\$42.50	3.66%	N	G

Archiving Fees (per Application Lodgement)

(i) Up to project value \$100,000	\$35.00	\$36.50	4.29%	N	E
(ii) Up to project value \$500,000	\$66.00	\$68.00	3.03%	N	E
(iii) Up to project value \$1,000,000	\$105.00	\$109.00	3.81%	N	E
(iv) Over project value \$1,000,000	\$140.00	\$145.00	3.57%	N	E

Activity Applications

Activity Application for Community Land (Section 68 LGA 1993)	\$355.00	\$366.00	3.10%	N	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 14 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Other Advice

Research and Interpretation advice (up to 2 hours)	\$255.00	\$263.00	3.14%	Y	G
Additional Hours	\$105.00	\$109.00	3.81%	Y	G

Refunds

(i) Applications

(a) During assessment (refunded fee to be based on cost of work undertaken)	Based on cost of work undertaken to date			N	G
(b) If application refused or report prepared	No refund			N	G

(ii) Vegetation Management

(a) Before assessment	\$26.00	\$27.00	3.85%	N	G
(b) During assessment and/or if application refused	No refund			N	G

Building Works (PCA & Certification Services)

(i) Construction Certificate

(a) General (Where estimated cost of development)

< \$5,000	\$310.00 + 0.5% of cost			Y	E
> \$5,000 but < \$100,000	\$410.00 + 0.5% of cost			Y	E
> \$100,000 but < \$250,000	\$810 + 0.2% of amt > \$100,000 + GST			Y	E
> \$250,000 but < \$2 Million	\$1,220.00 + 0.1% of amt > \$250,000			Y	E
> \$2 Million (may apply to total cost for multiple buildings/Ccs for the same development)	Fee by quote			Y	E

(b) Pre-Construction Certificate Meetings

Fee	\$135.00	\$139.00	2.96%	Y	E
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(c) Application for amendment to Construction Certificate Plans

Class 1 & 10	\$93.00	\$96.00	3.23%	Y	G
Class 2 – 9	50% of original CC fee			Y	G

(d) Construction Certificate (Private Assessors engaged by Council)

Fee	Contractors Fee + \$100.00 Admin Charge			Y	G
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(e) Building Code of Australia – Alternative Solutions

Building Class

Note: This fee is in addition to normal Construction Certificate/PCA fees

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 15 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Building Class [continued]

Class 10 buildings	\$230.00	\$237.00	3.04%	Y	G
Class 1a buildings/dwelling	\$350.00	\$361.00	3.14%	Y	G
Class 1b, 2 to 9 buildings – Minimum fee, with additional fee to be negotiated on a case by case basis and subject to a peer review being required	\$700.00	\$721.00	3.00%	Y	G

(f) Civil Engineering – Construction Certificate/Design Assessment

These fees may be charged in addition to building work Construction Certificate fees for larger projects

Small development

1st submission each	\$575.00	\$592.00	2.96%	Y	G
2nd submission each	\$215.00	\$222.00	3.26%	Y	C
3rd submission and other (per hour – assessment)	\$155.00	\$160.00	3.23%	Y	G

Medium development

1st submission each	\$1,200.00	\$1,235.00	2.92%	Y	G
2nd submission each	\$475.00	\$489.00	2.95%	Y	G
3rd submission and other (per hour – assessment)	\$155.00	\$160.00	3.23%	Y	G

Major Development

Note: This fee is in addition to normal Construction Certificate/PCA fees

1st submission each	\$2,600.00	\$2,680.00	3.08%	Y	G
2nd submission each	\$1,300.00	\$1,340.00	3.08%	Y	G
3rd submission and other (per hour – assessment)	\$155.00	\$160.00	3.23%	Y	G

(g) Engineering Inspections – Design Verification (NB Separate to PCA Critical Stage Inspections)

(i) Small development (Dual Occupancies and single unit commercial and industrial developments & buildings and/or 2 lots)	\$560.00	\$577.00	3.04%	Y	G
(ii) Medium development (Multi unit commercial and industrial developments to 5 units or, 3-5 lots)	\$1,450.00	\$1,495.00	3.10%	Y	C
(iii) Major Development (Greater than 5 commercial and industrial units or more than 5 lots)	\$5,750.00	\$5,920.00	2.96%	Y	G

(ii) Request to issue a Compliance Certificate under Division 6.5 of the EPAA, 1979

(a) Issue of a Compliance Certificate for critical stage inspection (in addition to inspection fee)	\$285.00	\$294.00	3.16%	Y	G
(b) Issue of a Compliance Certificate for other matters – by quote	\$260.00	\$268.00	3.08%	Y	G
(c) Additional copies of Compliance Certificates	\$69.00	\$71.00	2.90%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 16 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
(iii) Complying Development Certificates					
(a) Dwelling House Cost					
< \$200,000	\$1,550.00	\$1,595.00	2.90%	Y	G
\$200,001 to \$500,000	\$1,900.00	\$1,960.00	3.16%	Y	G
> \$500,000	\$2,250.00	\$2,320.00	3.11%	Y	G
(b) Bed & Breakfast Accommodation					
Complying Development Certificate Fee	\$690.00	\$711.00	3.04%	Y	G
(c) Change of Building Use					
Complying Development Certificate Fee	\$690.00	\$711.00	3.04%	Y	G
(d) Dwelling Alterations, Additions, Carports and Garages					
< \$50,000	\$690.00	\$711.00	3.04%	Y	G
\$50,001 to \$100,000	\$890.00	\$916.00	2.92%	Y	G
\$100,001 to \$200,000	\$1,250.00	\$1,290.00	3.20%	Y	G
> \$200,000	\$1,400.00	\$1,445.00	3.21%	Y	G
(e) Sheds in Rural Zones					
Complying Development Certificate Fee	\$690.00	\$711.00	3.04%	Y	G
(f) Swimming Pools / Spas					
Complying Development Certificate Fee	\$690.00	\$711.00	3.04%	Y	G
(g) Minor Structures, Pergolas etc.					
Complying Development Certificate Fee	\$540.00	\$556.00	2.96%	Y	G
(h) Subdivision					
Complying Development Certificate Fee	\$630.00	\$649.00	3.02%	Y	G
(i) Any other development not specified					
Complying Development Certificate Fee			Fee by quote	Y	G
(j) Modification of CDC					
(a) Minor Changes	\$235.00	\$242.00	2.98%	Y	G
(b) Major Changes		50% of Original CDC Fee		Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 17 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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(iv) Occupation Certificates

(a) Dwellings (per sole occupancy dwelling), dwelling additions and outbuildings/swimming pools (where not included in an inspection package)	\$330.00	\$340.00	3.03%	Y	G
(b) Class 2-9 minor development (including change of use) < \$100,000	\$345.00	\$355.00	2.90%	Y	G
(c) Class 2-9 major development > \$100,000	\$475.00	\$489.00	2.95%	Y	G
(d) Part Occupation Certificates – applying to all development	\$330.00	\$340.00	3.03%	Y	G
(e) NSW Fire Brigade Final Fire Safety Report – Administration	\$70.00	\$72.50	3.57%	Y	G
NSW FB Final Safety Report Fee		At Full Cost Recovery		N	G

Note: The NSW Fire Brigade Final Safety Report Fee will be charged as part of the Occupation Certificate lodgement fee, with the amount determined by NSWFB.

Council will then invoice this amount at the time of the issue of an Occupation Certificate (this is to be paid prior to release of Occupation Certificate).

(v) PCA Building Inspections (Critical Stage Inspection)**(i) General**

Single element i.e. frame, drainage etc.	\$170.00	\$175.00	2.94%	Y	G
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(ii) Building Packages (including Occupation Certificate)**(a) Class 1a dwellings, large additions, dual occupancies (per dwelling)**

For Developments involving >10 dwellings/buildings inspections to be calculated on total development at rates in (v)(i)

< \$250,000	\$1,150.00	\$1,185.00	3.04%	Y	G
> \$250,000	\$1,400.00	\$1,445.00	3.21%	Y	G

(b) Carports / Pergolas / minor work

Inspection Fee	\$330.00	\$340.00	3.03%	Y	G
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(c) Alterations and additions

< \$100,000	\$630.00	\$649.00	3.02%	Y	G
> \$100,000	\$970.00	\$999.00	2.99%	Y	G

(d) Sheds in rural zones

Inspection Fee	\$625.00	\$644.00	3.04%	Y	G
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(e) Swimming pools and spas

Inspection Fee	\$625.00	\$644.00	3.04%	Y	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 18 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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(iii) Building Package Class 2-9 (excluding Occupation Certificate)**(a) Class 2, 3 & 4 buildings (package for residential works)**

1st dwelling	\$1,050.00	\$1,085.00	3.33%	Y	G
2nd dwelling	\$510.00	\$525.00	2.94%	Y	G
Each additional dwelling	\$350.00	\$361.00	3.14%	Y	G

(b) Class 5-9 buildings

< \$100,000	\$675.00	\$695.00	2.96%	Y	G
> \$100,001 but < \$500,000	\$1,400.00	\$1,445.00	3.21%	Y	G
> \$500,001 but < \$1,000,000	\$2,100.00	\$2,165.00	3.10%	Y	G
> \$1,000,001 but < \$2,000,000	\$2,400.00	\$2,470.00	2.92%	Y	G
> \$2,000,001 but < \$3,000,000			Fee by quote	Y	G
> \$3,000,000 but < \$10,000,000			Fee by quote	Y	G
> \$10,000,000			Fee by quote	Y	G

(vi) Miscellaneous

(a) Additional copies of certificates	\$65.00	\$67.00	3.08%	Y	G
(b) Inspections after hours (per hour)	\$275.00	\$283.00	2.91%	Y	G
(c) Pre Lodgement assessment CC or CDU			Fee by quote	Y	G
(d) Change of Principal Certifying Authority to Council – Council will quote on the service required where a change of PCA is accepted by Council (or required to be accepted by Council)			Fee by quote	Y	G

For example, a house may be half completed. If asked to accept the role of Principal Certifying Authority, Council will quote on remaining critical stage inspections and occupation certificate, as well as time to become familiar with the project (BCA assessment of the project & general compliance with the consent). A base fee will be a minimum of the cost of a CC for such development + inspections required + a \$100 administration fee will apply (OC's in this instance are charged separately).

(e) Appoint Council as Principal Certifying Authority (PCA) where Council was not appointed to assess and issue the Construction Certificate (CC) or Complying Development Certificate (CDC) – Council will quote on the service required to familiarise with the CC or CDC issued; this is akin to a full assessment of the CC/CDC			Fee by quote	Y	G
Should the PCA role be accepted by Council (or be required to be accepted by Council). Council Certifiers will quote on the, critical stage inspections and occupation certificate, as well as time to become familiar with the project (BCA assessment of the project & general compliance with the consent). A base fee will be a minimum of the cost of a CC for such development + inspections required + a \$100 administration fee will apply (OC's in this instance are charged separately).					

Subdivision Work (PCA and Certification Services)**(i) Construction Certificate****(a) General**

No New Public Road, no ROW, but with other Work (incl. Parks)	\$425.00	\$438.00	3.06%	N	G
No New Public Road, with ROW and Other Work	\$590.00 + \$8.00/metre of ROW			N	G
New Public Road and Other Works	\$675.00 + \$11.00/metre of new road			N	G
Bulk Earthworks Only	\$595.00	\$613.00	3.03%	N	G

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
(a) General [continued]					
Water Management Facility		\$300.00 + 0.5% cost		N	G
(b) Modification of Construction Certificate Plans					
Minor/per item or sheet	\$180.00	\$186.00	3.33%	N	G
Major/Multiple issues	50% of Original Construction Certificate Fee			N	G
(c) Pre-Construction Certificate Review of Requirements					
Construction Certificate Fee	\$170.00	\$175.00	2.94%	N	G
(ii) Compliance Certificate					
(a) Engineering Design					
Small subdivision (< 5 lots)	\$550.00	\$566.00	2.91%	N	G
Medium subdivision (5 to 40 lots)	\$1,350.00	\$1,390.00	2.96%	N	G
Large subdivision (> 40 lots)	\$5,500.00	\$5,660.00	2.91%	N	G
(b) Landscape Plan Assessment					
Small subdivision (area to landscape less than 5,000m ²)	\$590.00	\$608.00	3.05%	N	G
Large subdivision (area to landscape between 5,000m ² and 10,000m ²)	\$1,250.00	\$1,290.00	3.20%	N	G
Major subdivision (area to landscape greater than 10,000m ²)	\$1,900.00	\$1,960.00	3.16%	N	G
(c) Landscape Inspections					
Subdivision into two lots	\$630.00	\$649.00	3.02%	N	G
Subdivision into more than two lots	\$1,300.00	\$1,340.00	3.08%	N	G
(iii) Subdivision Work Inspections (PCA Inspections)					
Note: Items a,b, c and d are charged separately except when purchased with the roads and drainage [see item (e) below]					
Contributions Planning Reinspection	\$600.00	\$660.00	10.00%	Y	
(a) Sediment and erosion control plans	\$265.00	\$273.00	3.02%	N	G
(b) Traffic Management Plans (TMP)	\$265.00	\$273.00	3.02%	N	G
(c) Common drainage line (CDL)	\$330.00 + \$3.20 per lineal metre of pipe			N	G
(d) All other drainage except roads	\$815.00 + \$7.80 per lineal metre of pipe			N	G
(e) Road and drainage (per road carriageway)	\$900.00 + \$28.60 per lineal metre of road			N	G
(f) Right of Carriageway	\$450.00 + \$7.80 per lineal metre of road			N	G
(g) On site detention	\$175.00	\$181.00	3.43%	N	G
(h) Miscellaneous (hourly rate)	\$155.00	\$160.00	3.23%	N	G
(i) Reinspection (hourly rate)	\$155.00	\$160.00	3.23%	N	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 20 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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(iv) Subdivision Certificate

(a) Consolidating allotments and boundary adjustments (Including Exempt Subdivisions)	\$510.00	\$525.00	2.94%	N	G
(b) Where Council is the PCA and has inspected subdivision works	\$1,075.00 + \$145.00 per additional lot			N	G
(c) Where Council is not the PCA, but engaged by the PCA to do the inspections	\$750.00 + \$120.00 per additional lot			N	G
(d) Where no CC was issued and no subdivision work required	\$745.00 + \$143.00 per additional lot			N	G
(e) Resigning /Endorsement of a certificate, instrument or plan including where original has been amended, lost or destroyed	\$280.00	\$289.00	3.21%	N	G
(f) Strata certificates	\$745.00 + \$143.00 per additional lot			N	G
(g) New and amended 88B/88E Instrument Assessment (including deletion of restrictions/easements)	\$388.00 + \$77.00 per additional lot			N	G

Long Service Levy

Long service levy to be paid to the Long Service Payments Corporation for all projects costing \$25,000 or more			0.35% of Cost	N	F
Note – No levy is payable on work costing less than \$25,000					

Public Road Works

Roadworks – For minor works only (For major works use subdivision fees)	\$465.00	\$479.00	3.01%	N	G
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Other Certificates and Fees**(i) Planning Certificate (cl.259 EPAR 2000)**

(a) Full (s.10.7 EPAA 1979)	\$133.00	\$161.00	21.05%	N	F
(b) Partial (s.10.7 EPAA 1979)	\$53.00	\$64.00	20.75%	N	F

(ii) Urgency Fee (24 hr response)

Urgency Fee	\$76.00	\$78.50	3.29%	N	G
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(iii) Copy of Local Environment Plan (Written Instrument)

Local Environment Plan Fee	\$39.00	\$39.00	0.00%	N	A
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(iv) Building Information Certificate (cl.260 EPAR 2000)**(a) Section 149B Building Certificate Class 1 or Class 10**

Section 149B Building Certificate	\$250.00	\$250.00	0.00%	N	F
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(b) Other classes

(i) not exceeding 200 sqm floor area	\$250.00	\$250.00	0.00%	N	F
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 21 of 79

ORD01

Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
(b) Other classes [continued]					
(ii) 200 sqm – 2,000 sqm floor area	\$250.00 + \$0.50 per sqm for area exceeding 200 sqm			N	F
(iii) exceeding 2,000 sqm floor area	\$1,165.00 + 7.5c per sqm for area exceeding 2,000 sqm			N	F
(iv) where no floor area applies	\$250.00	\$250.00	0.00%	N	F
(c) Additional fee if more than one inspection needed					
Additional Fee	\$90.00	\$90.00	0.00%	N	F
(d) Urgency fee (additional)					
Urgency Fee	\$69.00	\$71.00	2.90%	N	G
(e) Building Information Certificate copy (cl. 261 EPAR 2000)					
Certificate Copy Fee	\$13.00	\$13.00	0.00%	N	F
(f) Building Information Certificate amended					
Certificate Fee	\$58.00	\$60.00	3.45%	N	G
(g) Certified copy of a document (cl. 262 EPAR 2000)					
Certified Copy Fee	\$53.00	\$53.00	0.00%	N	F
(h) Administration fee for cancellation of building certificate					
Administration Fee	\$23.00	\$24.00	4.35%	N	G
(v) Outstanding Notice Certificate (s.735A LGA 1993 & Part 9 EPAA 1979)					
Outstanding Notice Certificate Fee	\$120.00	\$120.00	0.00%	N	F
(vi) Certificate Under Section 88G(3) of The Conveyancing Act, 1919 (Certificate as prescribed under cl.40 of The Conveyancing Act (General) Regulation, 1988)					
(a) No inspection required	\$30.00	\$30.00	0.00%	N	F
(b) Inspection required	\$90.00	\$90.00	0.00%	N	F
Resited Dwellings					
(i) Inspection fee	\$500.00	\$515.00	3.00%	N	G
(ii) Plus – per km (travelling both ways)	\$2.70	\$2.80	3.70%	Y	G
Approvals Issued Under Section 68 of the LGA, 1993					
NB Where Public Notification is required – refer to Public Notification/Advertising section of Fees & Charges					

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 22 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Approvals Issued Under Section 68 of the LGA, 1993 [continued]

(i) Initial Inspection	\$265.00	\$273.00	3.02%	N	G
(ii) Where inspection is requested and is not ready for inspection	\$110.00	\$114.00	3.64%	N	E
(iii) Reinspection	\$125.00	\$129.00	3.20%	N	E

(iv) Amusement device approval

(a) 1-3 Devices/rides	\$93.00	\$96.00	3.23%	N	G
(b) 4- 8 devices/ rides	\$0.00	\$186.00	∞	N	G
(c) 9-15 devices/rides	\$0.00	\$372.00	∞	N	G
(d) >15 devices rides	\$372.00 + \$30.00 per device/ride in excess of 15			N	G

Caravans Approvals

(i) Special/site specific approval (caravan/ m-home) (LG Act Sec68 Table 1 Part A1)	\$93.00	\$96.00	3.23%	N	G
(ii) Inspection fee	\$120.00	\$124.00	3.33%	N	G
(iii) Reinspection	\$135.00	\$139.00	2.96%	N	G
(iv) Certificate of completion	\$335.00	\$345.00	2.99%	N	G
(v) Private premises approval-caravan/portable/manufactured home	\$98.00	\$101.00	3.06%	N	G
(vi) Caravan /Manufactured Home Park – Approval to Operate (per site/van)	\$6.10	\$6.30	3.28%	N	G
(vii) Re-issue of approval/ change of ownership	\$100.00	\$103.00	3.00%	N	G

Install a domestic oil / solid fuel heater (Section 68 – Table 1, Part F.4)

Application to Install a domestic oil or solid fuel heater	\$255.00	\$263.00	3.14%	N	G
NB – Notification may be require – refer to Camden LAP					

Fire Safety Certificates

(a) Lodgement of Annual Fire Safety Statements	\$86.00	\$88.50	2.91%	N	E
(b) Lodgement of an Annual Fire Safety Statements for a building with "Alternative" solutions (BCA)	\$135.00	\$139.00	2.96%	N	E
(c) Reassessment of unsatisfactory Annual Fire Safety Statements	\$86.00	\$88.50	2.91%	N	E
(d) Fire Safety Assessment & Inspection Service – per hour (min 1 hour)	\$145.00	\$150.00	3.45%	N	E

Miscellaneous Fees

(i) Search for building records over 5 years (per hour) (minimum charge of 1 hour)

Search Fee	\$80.00	\$82.50	3.13%	N	E
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 23 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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(ii) Charge for Staff members services (per hour)

Staff Services Fee	\$170.00	\$175.00	2.94%	Y	G
Note: Staff costs include on-costs, but excludes plant & materials costs.					

**(iii) Solicitor's enquiries and like research of Council Files and records (per hour)
(minimum charge of 1 hour)**

Solicitor Enquiry Fee	\$155.00	\$160.00	3.23%	N	G
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(iv) Copy of tech study/reports – Geotech (written statement)

Copy of tech study/reports	\$75.00	\$77.50	3.33%	N	C
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(v) Enquiries and advice requiring investigation and written response (per hour)

(a) Standard (minimum charge of 1 hour)	\$155.00	\$160.00	3.23%	N	G
(b) Complex (minimum charge of 1 hour)	\$155.00	\$160.00	3.23%	N	G

(vi) Variation of 'Restriction as to User'

Variation Fee	\$175.00	\$181.00	3.43%	N	G
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(vii) Search of Council records relating to contaminated land (per hour)

Search Fee	\$150.00	\$155.00	3.33%	N	E
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Records, Documents and Copying**(i) Documents under 15 A4 pages**

Fee	\$30.00	\$31.00	3.33%	Y	G
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(ii) Documents over 15 A4 pages

Fee	\$40.00	\$41.50	3.75%	Y	G
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(iii) Policies

Fee	\$30.00	\$31.00	3.33%	N	G
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(iv) Council documents only – per page

Fee	\$2.30	\$2.40	4.35%	N	G
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(v) Property plot

Fee	\$9.70	\$10.00	3.09%	N	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 24 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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(vi) Environmental Impact Statements

Fee	\$38.00	\$39.50	3.95%	N	G
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(vii) Certificate Handling Fee – Registration of Private Certifier Pt 4A Certificates – Complying Development Certificates, Construction Certificates, Compliance Certificate, Occupation Certificates, Subdivision Certificates (per lodgement)

Certificate Handling Fee	\$36.00	\$36.00	0.00%	N	F
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(viii) Engineering Specifications

(a) Design	\$78.00	\$80.50	3.21%	N	G
(b) Construction	\$78.00	\$80.50	3.21%	N	G

Digital Products

(a) Data extraction fee – labour component (per hour, minimum 1 hour)	\$155.00	\$160.00	3.23%	N	G
(b) Cadastre data – per parcel (including lot, DP number, road boundary & road name)	\$12.50	\$13.00	4.00%	N	G

Refundable Bonds & Administration Fees**(i) Bond Administration Fee – Lodgement**

(a) Cash / Cheque Bond or Deposit	\$180.00	\$186.00	3.33%	N	G
(b) Bank Guarantee	\$345.00	\$356.00	3.19%	N	G
(c) Rolling Bond Monitoring Fee per hour (minimum 1 hour)	\$155.00	\$160.00	3.23%	N	G

Note – Payable at each request to modify, transfer or refund security and/or secured items within the rolling bond.

Note – All bonds permitted by Council or required by a consent will require the above processing/administration fee.

(d) Bond refunds (per bond)	\$305.00	\$314.00	2.95%	N	G
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NB – Applicable to all other bonds lodged after 1 August 2019 (Not applicable for release of Damaged Bonds)

(ii) Resited Dwellings Bond – Refundable

Bond	\$1,300.00	\$1,340.00	3.08%	N	E
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(iii) Bond Items

Note – GST applies to any portion of the bond retained.

(a) Trees/Lot (Rate per tree)	\$330.00	\$340.00	3.03%	N	E
(b) Footpath Construction (per lineal metre)	\$130.00	\$134.00	3.08%	N	E
(c) Filming – Damage Security	\$1,300.00	\$1,340.00	3.08%	N	E
(d) Public Road Events – Damage Security	\$2,700.00	\$2,780.00	2.96%	N	E

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 25 of 79

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Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Map Production

i) Map Production

Note: Map production incurs a labour and consumables component

(a) Labour component – per hour, minimum 1 hour	\$155.00	\$160.00	3.23%	N	G
(b) Map production fee – consumables component	\$36.00	\$37.50	4.17%	N	G

ii) Map Printing & Other Charges

(a) Basic Map within LGA – A4 size per sheet	\$6.90	\$7.10	2.90%	N	G
(b) Basic Map within LGA – A3 size per sheet	\$14.00	\$14.60	4.29%	N	G
(c) Basic Map within LGA – A2 size per sheet	\$42.00	\$43.50	3.57%	N	G
(d) Basic Map within LGA – A1 size per sheet	\$63.00	\$65.00	3.17%	N	G
(e) Basic Map within LGA – A0 size per sheet	\$83.00	\$85.50	3.01%	N	G
(f) Aerial Photography – A4 size per sheet	\$14.00	\$14.60	4.29%	N	G
(g) Aerial Photography – A3 size per sheet	\$29.00	\$30.00	3.45%	N	G
(h) Aerial Photography – A2 size per sheet	\$55.00	\$57.00	3.64%	N	G
(i) Aerial Photography – A1 size per sheet	\$111.00	\$115.00	3.60%	N	G
(j) Aerial Photography – A0 size per sheet	\$170.00	\$175.00	2.94%	N	G
(k) Property search	\$38.00	\$39.50	3.95%	N	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 26 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Environmental & Regulatory Services

Health Inspections

* Note: Not for profit school canteens/not for profit charities – Reinspection and Improvement Notice Administration Fee/Statutory Fees still apply

Food Premises/Business Annual Administration Fee	\$43.00	\$44.50	3.49%	N	E
Not for profit School Canteens *	\$0.00	\$0.00	0.00%	N	H
Not for profit – charities	\$0.00	\$0.00	0.00%	N	H
Additional hourly rate for food premise inspections	\$155.00	\$160.00	3.23%	N	E
Reinspection/additional kitchen (on same premises)	\$95.00	\$98.00	3.16%	N	E
Food Act Improvement Notice Administration Fee – Statutory fee	\$330.00	\$330.00	0.00%	N	F
Reinspection	\$95.00	\$98.00	3.16%	N	E
Hairdresser/Beauty salon inspection fee – Local Govt. Act	\$116.00	\$120.00	3.45%	N	E
Reinspection Hairdresser/Beauty salon inspection fee (No skin penetration) Local Govt. Act	\$71.00	\$73.50	3.52%	N	E
Skin penetration inspection fee – Public Health Act	\$162.00	\$167.00	3.09%	N	E
Reinspection Skin penetration – Public Health Act	\$93.00	\$96.00	3.23%	N	E
Mortuary Inspection	\$162.00	\$167.00	3.09%	N	E
Mortuary Reinspection	\$93.00	\$96.00	3.23%	N	E
Sex Service Premises – Health & Compliance Inspection per hour	\$305.00	\$314.00	2.95%	N	E

Note: Should a sex premise obtain development consent, it shall be inspected by Council Officers every six (6) months or when Council receives a complaint about the operations.

Two Council Officers will inspect and fee charged in one hour increments.

Cost of outstanding Health Notices	\$135.00	\$139.00	2.96%	N	E
Health Notices/Enquiries	\$135.00	\$139.00	2.96%	N	E
Section 735A Outstanding Notice Certificate	\$120.00	\$120.00	0.00%	N	F
Public Health Act Improvement Notice/Prohibition Order Administration Fee (non regulated systems – Statutory fee)	\$270.00	\$270.00	0.00%	N	F

Food Premises/Business Inspection Fee

Level 0 – low risk food business (Up to 1 hour)	\$130.00	\$134.00	3.08%	N	E
Level 1 – medium and high risk food business (Up to 1 hour)	\$165.00	\$170.00	3.03%	N	E
Not for profit School Canteens *	\$0.00	\$0.00	0.00%	N	H

Temporary Food Stall in a Public Place

Temporary Food Stall Single Event Application and administration	\$91.00	\$94.00	3.30%	N	E
Temporary Food Stall Annual Application and administration	\$165.00	\$170.00	3.03%	N	E
Mobile Food Vehicle Road Trading Application and administration	\$305.00	\$314.00	2.95%	N	E
Food Stall reinspection Fee	\$69.00	\$71.00	2.90%	N	E
Food Notification (temporary food stalls not on Council land)	\$56.00	\$56.00	0.00%	N	E

Destruction of Stock

Horses and Cattle	At Full Cost Recovery		Y	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 27 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Destruction of Stock [continued]

Sheep and Goats		At Full Cost Recovery		Y	G
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Shop Fitouts / Food Premises Inspections

Food Premise – Shop Fitout Inspection	\$165.00	\$170.00	3.03%	N	G
Reinspection	\$95.00	\$98.00	3.16%	N	G
Other Shop Fitout Inspections e.g. skin pen/hairdressers/barbers/cooling towers/public swimming pools/mortuaries	\$165.00	\$170.00	3.03%	N	G

Microbial Control Inspections

Cooling Towers (water testing)	\$71.00	\$73.50	3.52%	N	G
Cooling Tower Inspection	\$162.00	\$167.00	3.09%	N	G
Warm Water System Inspection	\$162.00	\$167.00	3.09%	N	G
Subsequent Units On Same Site Inspection	\$81.00	\$83.50	3.09%	N	G
Additional Reinspection	\$162.00	\$167.00	3.09%	N	G
Public Health Act Improvement Notice/Prohibition Order Administration Fee - Regulated system	\$560.00	\$560.00	0.00%	N	F

Swimming Pool Compliance

(a) Swimming Pool Compliance Certificate (sec 22D)	\$150.00	\$165.00	10.00%	Y	F
(b) Swimming Pool Compliance Certificate Re-inspection (sec 22D)	\$100.00	\$110.00	10.00%	Y	F
(c) Exemption under Sec.22	\$250.00	\$250.00	0.00%	N	F
(d) Swimming pool online registration (Administration Fee)	\$10.00	\$11.00	10.00%	Y	F

Septic Tank Installations (Domestic)

Domestic Installation Package (not incl. SEAA Application Fee)

Assessment + 4 Inspections + Approval to Operate

Application	\$395.00	\$407.00	3.04%	N	E
Inspection	\$165.00	\$170.00	3.03%	N	E
Installation Inspections (maximum of 3 inspections included)	\$485.00	\$500.00	3.09%	N	E
Approval to Operate	\$75.00	\$77.50	3.33%	N	E
Total Package	\$1,120.00	\$1,155.00	3.13%	N	E
Note: Total Package must be paid together					

Additional inspections / Reinspections	\$165.00	\$170.00	3.03%	N	E
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Amended septic tank application fee

Amended septic tank application fee – Major (plus additional inspections)	\$325.00	\$335.00	3.08%	N	E
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 28 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Amended septic tank application fee [continued]

Amended septic tank application fee – Minor (plus additional inspections)	\$155.00	\$160.00	3.23%	N	E
Amended septic tank application – Additional inspections / Reinspections	\$165.00	\$170.00	3.03%	N	E

Septic Tank Installations (Commercial)

Note: Fees are based on Infrastructure cost

Package Fee – For Infrastructure Cost < \$20,000 Assessment + 4 Inspections + Approval to Operate	\$1,650.00	\$1,700.00	3.03%	N	E
Package Fee – For Infrastructure Cost between \$20,000 – \$100,000 Assessment + 5 Inspections + Approval to Operate	\$3,000.00	\$3,090.00	3.00%	N	E
Package Fee – For Infrastructure Cost > \$100,000 Assessment + 6 Inspections + Approval to Operate	\$3,100.00	\$3,190.00	2.90%	N	E
External Consultancy Fees – engaged by Council Inspections/additional inspection/reinspections		At Full Cost Recovery		N	E
	\$160.00	\$165.00	3.13%	N	E

Amended on-site sewer management (OSSM) system application Fee

Minor Amendment – Infrastructure cost < \$20,000	\$155.00	\$160.00	3.23%	N	E
Minor Amendment – Infrastructure cost \$20,000 – \$100,000	\$255.00	\$263.00	3.14%	N	E
Minor Amendment – Infrastructure cost > \$100,000	\$305.00	\$314.00	2.95%	N	E
Major Amendment – Infrastructure cost < \$20,000	\$325.00	\$335.00	3.08%	N	E
Major Amendment – Infrastructure cost \$20,000 – \$100,000	\$565.00	\$582.00	3.01%	N	E
Major Amendment – Infrastructure cost > \$100,000	\$675.00	\$695.00	2.96%	N	E

Water Supply – Section 68 LGA Applications (Commercial)

Note: Fees are based on Infrastructure cost

Package Fee – For Infrastructure Cost < \$20,000 Assessment + 4 Inspections + Approval to Operate	\$1,650.00	\$1,700.00	3.03%	N	E
Package Fee – For Infrastructure Cost between \$20,000 – \$100,000 Assessment + 4 Inspections + Approval to Operate	\$3,000.00	\$3,090.00	3.00%	N	E
Package Fee – For Infrastructure Cost > \$100,000 Assessment + 4 Inspections + Approval to Operate	\$3,100.00	\$3,190.00	2.90%	N	E
External Consultancy Fees – engaged by Council Inspections/additional inspection/reinspections		At Full Cost Recovery		N	E
	\$165.00	\$170.00	3.03%	N	E
Water supply inspection fee (ongoing inspection fee) – per hour – minimum 1 hour	\$165.00	\$170.00	3.03%	N	E

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 29 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Amended section 68 Water Supply application Fee

Minor Amendment – Infrastructure cost < \$20,000	\$155.00	\$160.00	3.23%	N	E
Minor Amendment – Infrastructure cost \$20,000 – \$100,000	\$255.00	\$263.00	3.14%	N	E
Minor Amendment – Infrastructure cost > \$100,000	\$305.00	\$314.00	2.95%	N	E
Major Amendment – Infrastructure cost < \$20,000	\$325.00	\$335.00	3.08%	N	E
Major Amendment – Infrastructure cost \$20,000 – \$100,000	\$565.00	\$582.00	3.01%	N	E
Major Amendment – Infrastructure cost > \$100,000	\$675.00	\$695.00	2.96%	N	E

Water Carters Approval

Water carters inspection fee – per hour – minimum – 1 hour	\$165.00	\$170.00	3.03%	N	E
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Approval to Operate Septic Tank under s68 of the Local Government Act

Conventional systems (T beds, Trenches etc.) – Residential – per annum includes first inspection	\$75.00	\$77.50	3.33%	N	G
AWTS – per annum Residential – per annum includes first inspection + 1 effluent warning sign per inspection	\$75.00	\$77.50	3.33%	N	G
Subsequent Inspection fees for Residential Properties	\$165.00	\$170.00	3.03%	N	G
Commercial System – per annum Plus Hourly Rate for Inspection and assessment	\$81.00	\$83.50	3.09%	N	G
Commercial System (pump out) – per hour – minimum 1 hour	\$165.00	\$170.00	3.03%	N	G
Commercial System (on-site disposal) (per hour) – minimum 1 hour	\$165.00	\$170.00	3.03%	N	G
External Consultancy Fees (engaged by Council)		At Full Cost Recovery		N	G

Miscellaneous Septic Tanks Charges

Request for a Sustainable Effluent Application Area – Residential – Price per system (Administration Fee)	\$85.00	\$87.50	2.94%	N	G
Request for a Sustainable Effluent Application Area (SEAA) – Per Allotment for Proposed Subdivision (Administration Fee)	\$85.00	\$87.50	2.94%	N	G
Pre-purchase Inspection	\$265.00	\$273.00	3.02%	N	G
Out of Hours Inspection – Pre booked	\$335.00	\$345.00	2.99%	N	G
Order/Proposal from Council to replace Septic System (per hour)	\$165.00	\$170.00	3.03%	N	G
External Consultancy Geotech report as required (Orders & Proposals engaged by Council)		At Full Cost Recovery		N	G
Wastewater Analysis		At Full Cost Recovery		N	G
Effluent Warning Signs (each)	\$5.70	\$5.90	3.51%	N	G

Water Sampling

Determination of potable supply	\$205.00	\$211.00	2.93%	N	G
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Swimming Pools and Spas

Minimum 3 bacteriological test per pool	\$185.00	\$191.00	3.24%	N	G
Water quality initial pool (test & inspection)	\$150.00	\$155.00	3.33%	N	G
Water quality additional pools (test & inspection)	\$75.00	\$77.50	3.33%	N	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 30 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Reinspection Swimming Pools and Spas

Water quality initial pool (test & reinspection)	\$150.00	\$155.00	3.33%	N	G
Water quality additional pools (test & reinspection)	\$76.00	\$78.50	3.29%	N	G
Facilities and grounds only (no water testing conducted)	\$71.00	\$73.50	3.52%	N	G

Environmental Enforcement / Inspections

Prevention Notices	\$591.00	\$605.00	2.37%	N	F
Compliance Inspections (per hour, minimum 1 hr)	\$155.00	\$160.00	3.23%	N	G
Clean up Notices	\$591.00	\$605.00	2.37%	N	F
Compliance Cost/Clean up – cost of clean up		At Full Cost Recovery		N	G
Noise Control Notices	\$591.00	\$605.00	2.37%	N	F
Underground Petroleum Storage Systems (UPSS) and/or Vapour Recovery Inspection	\$170.00	\$175.00	2.94%	N	C
Underground Petroleum Storage Systems (UPSS) and/or Vapour Recovery Re-inspection	\$96.00	\$99.00	3.13%	N	G

Special events (out of office hours) (min. 4 Hours)

Note: Staff costs include on-costs, but excludes plant & materials costs.

Professional Staff	\$595.45	\$613.00	2.95%	N	G
Administration Staff	\$236.36	\$244.00	3.23%	N	G
Operational Staff	\$186.36	\$192.00	3.03%	N	G
Plant & Materials		At Cost		N	G

Noxious Weeds Certification

Issue Certificates	\$137.00	\$141.00	2.92%	N	G
Re-inspection fees	\$150.00	\$155.00	3.33%	N	G

Dog & Cat Registration Fees (Under Companion Animals Act)

Note: registration fees are subject to change in accordance with clause 18 of the Companion Animals Regulation 2018

Desexed animal	\$60.00	\$60.00	0.00%	N	F
Breeder (Recognised) concession	\$60.00	\$60.00	0.00%	N	F
Pensioner concession (desexed animal only)	\$26.00	\$26.00	0.00%	N	F
Non-desexed animal	\$216.00	\$216.00	0.00%	N	F
Pound/Shelter animal 50% discount (desexed)	\$25.00	\$25.00	0.00%	N	F
Animal under 6 months not desexed	\$60.00	\$60.00	0.00%	N	F
Documentary evidence needs to be provided to verify the animal's age					
Late Registration Fee	\$16.00	\$16.00	0.00%	N	F
If the registration fee has not been paid 28 days after the date on which the animal is required to be registered					

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 31 of 79

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Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Dog & Cat Control					
Dog release fee	Companion Animal Care and Livestock Holding Facility set fees			N	G
Companion Animal Care and Livestock Holding Facility set fees					
Feeding fee per day – Dog	Companion Animal Care and Livestock Holding Facility set fees			N	G
Companion Animal Care and Livestock Holding Facility set fees					
Feeding fee per day – Cat	Companion Animal Care and Livestock Holding Facility set fees			N	G
Companion Animal Care and Livestock Holding Facility set fees					
Surrender fee	n/a Min. Fee incl. GST: \$250.00 Last year fee Companion Animal Care and Livestock Holding Facility set fees			N	E
Companion Animal Care and Livestock Holding Facility set fees					
Sale of a dog	Companion Animal Care and Livestock Holding Facility set fees			Y	G
Companion Animal Care and Livestock Holding Facility set fees					
The fee includes purchase, price, vaccination, desexing, microchipping and lifetime registration					
Sale of a cat	Companion Animal Care and Livestock Holding Facility set fees			Y	G
Companion Animal Care and Livestock Holding Facility set fees					
The fee includes purchase price, vaccination, desexing, microchipping and lifetime registration					
Certificate of Compliance	\$150.00	\$150.00	0.00%	N	F

Animal Stock Impounding Fees

Release Fees

Bull	n/a Min. Fee incl. GST: \$15.00 Last year fee Livestock Holding Facility set fees			N	E
Stallion	n/a Min. Fee incl. GST: \$15.00 Last year fee Livestock Holding Facility set fees			N	E
Cow/Steer	n/a Min. Fee incl. GST: \$15.00 Last year fee Livestock Holding Facility set fees			N	E

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 32 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Release Fees [continued]

Mare/Gelding		n/a Min. Fee incl. GST: \$15.00		N	E
		Last year fee Livestock Holding Facility set fees			
Sheep/Goat/Pig		n/a Min. Fee incl. GST: \$15.00		N	E
		Last year fee Livestock Holding Facility set fees			

Sustenance (Per Day) Fees

Bull		Full cost recovery		N	G
		Last year fee Livestock Holding Facility set fees			
Stallion		Full cost recovery		N	G
		Last year fee Livestock Holding Facility set fees			
Cow/Steer		Full cost recovery		N	G
		Last year fee Livestock Holding Facility set fees			
Mare/Gelding		Full cost recovery		N	G
		Last year fee Livestock Holding Facility set fees			
Sheep/Goat/Pig		Full cost recovery		N	G
		Last year fee Livestock Holding Facility set fees			

Driving fees

Rates for transport of animals		At full cost recovery		N	G
		Last year fee Livestock Pound Facility set fees			

Dangerous Dog Collar

Small	\$37.00	\$38.50	4.05%	Y	G
Medium	\$42.00	\$43.50	3.57%	Y	G
Large	\$47.00	\$48.50	3.19%	Y	G
X-Large	\$52.00	\$54.00	3.85%	Y	G

Dangerous Dog Sign

Dangerous Dog Sign	\$10.30	\$10.60	2.91%	Y	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 33 of 79

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Abandoned Motor Vehicles

Examination and valuation	\$78.00	\$80.50	3.21%	N	C
Taking custody – notifying Police	\$59.00	\$61.00	3.39%	N	C
Advertising	\$135.00	\$139.00	2.96%	N	C
Owner Notification	\$59.00	\$61.00	3.39%	N	C
Towing & Removal	At Full Cost Recovery			N	C
Custody and storage (per day)	\$37.00	\$38.50	4.05%	N	C

Impounded Articles (signs etc.)

Storage per day	\$20.00	\$21.00	5.00%	N	C
Release	\$88.00	\$91.00	3.41%	N	C
Removal per hour (1 hour minimum)	\$25.00	\$26.00	4.00%	N	C

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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 34 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Waste & City Presentation Services

Domestic Waste Management

Service Availability Charge	\$128.00	\$128.00	0.00%	N	C
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Urban Service

80L Garbage, Recycling & Green Waste Service	\$315.00	\$325.00	3.17%	N	C
120L Garbage, Recycling & Green Waste Service	\$373.00	\$384.00	2.95%	N	C
240L Garbage, Recycling & Green Waste Service	\$646.00	\$665.00	2.94%	N	C

Rural Service

80L Garbage & Recycling Service	\$252.00	\$260.00	3.17%	N	C
120L Garbage & Recycling Service	\$315.00	\$325.00	3.17%	N	C
240L Garbage & Recycling Service	\$583.00	\$600.00	2.92%	N	C

Urban Service (Green Waste Exempt)

80L Garbage & Recycling Service	\$252.00	\$260.00	3.17%	N	C
120L Garbage & Recycling Service	\$315.00	\$325.00	3.17%	N	C
240L Garbage & Recycling Service	\$583.00	\$600.00	2.92%	N	C

Multi Residential Service

Multi Residential (Including Green Waste) – Per Unit	\$334.00	\$382.00	14.37%	N	C
Multi Residential (Excluding Green Waste) – Per Unit	\$287.00	\$316.00	10.10%	N	C

Domestic Waste – Other Charges

Additional 80L Garbage Service	\$234.00	\$241.00	2.99%	N	C
Additional 120L Garbage Service	\$346.00	\$357.00	3.18%	N	C
Additional 240L Garbage Service	\$693.00	\$714.00	3.03%	N	C
Additional 240L Recycling Bin	\$89.00	\$92.00	3.37%	N	C
Additional 240L Green Waste Bin	\$56.00	\$58.00	3.57%	N	C
Additional Kerbside Collection	\$115.00	\$119.00	3.48%	N	C

Commercial Waste Management

Commercial three bin service	\$745.00	\$782.00	4.97%	N	D
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Commercial Garbage

240L Garbage Service	\$480.00	\$504.00	5.00%	N	D
Additional 240L Garbage Weekly Collection	\$480.00	\$504.00	5.00%	N	D
360L Garbage Service	\$714.00	\$750.00	5.04%	N	D
Additional 360L Garbage Weekly Collection	\$714.00	\$750.00	5.04%	N	D

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 35 of 79

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Commercial Garbage [continued]

660L Garbage Service	\$1,315.00	\$1,380.00	4.94%	N	D
Additional 660L Garbage Weekly Collection	\$1,315.00	\$1,380.00	4.94%	N	D

Commercial Recycling

240L Recycling Service	\$292.00	\$307.00	5.14%	N	D
Additional 240L Recycling Weekly Collection	\$292.00	\$307.00	5.14%	N	D
360L Recycling Service	\$399.00	\$419.00	5.01%	N	D
Additional 360L Recycling Weekly Collection	\$399.00	\$419.00	5.01%	N	D

School Service

240L Garbage Service	\$480.00	\$504.00	5.00%	N	D
Additional 240L Garbage Weekly Collection	\$480.00	\$504.00	5.00%	N	D
240L School Recycling Service	\$138.00	\$145.00	5.07%	N	D
Additional 240L School Recycling Weekly Collection	\$138.00	\$145.00	5.07%	N	D

Commercial Waste – Other Charges

Event Bin (minimum of 10 bins)	\$16.00	\$17.00	6.25%	Y	D
Event Bin Additional Collection	\$16.00	\$17.00	6.25%	Y	D
Street Bin Service (Internal charge)	\$435.00	\$457.00	5.06%	N	D
Street Bin Service additional weekly collection	\$435.00	\$457.00	5.06%	N	D

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 36 of 79

Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Traffic Planning

Traffic Data

Search Fee (includes first location)	\$137.00	\$141.00	2.92%	Y	G
Per location (second location and thereafter)	\$41.00	\$42.50	3.66%	Y	G

Traffic Management – Permits

Special Event Permit Application	\$125.00	\$129.00	3.20%	N	G
Traffic Management / Control Plan Review	\$200.00	\$206.00	3.00%	Y	G
Rate: \$/hour for non-standard plans, large events					
Heavy Vehicle Application Fee (for class 1 and class 3 vehicle permits)	\$74.00	\$74.00	0.00%	N	F

Flood Management

Flood Information Fee	\$185.00	\$191.00	3.24%	N	G
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Stormwater Management Levy

Stormwater Management Service Charge

Note : The charge on any single Business/Commercial parcel is not to exceed \$1,000.00

Urban Residential Land – non vacant (each rateable parcel)	\$25.00	\$25.00	0.00%	N	F
Urban Residential Land – strata plan units (each rateable parcel)	\$12.50	\$12.50	0.00%	N	F
Business/Commercial Land – non vacant (each 700m2 or part thereof, of surface land area)	\$25.00	\$25.00	0.00%	N	F
Business/Commercial Land – strata plan units (each 700m2 or part thereof, of surface land area divided equally between all units in development)	\$25.00	\$25.00	0.00%	N	F

Plan Printing Charges

A2 copy	\$42.00	\$43.50	3.57%	N	C
A1 copy	\$63.00	\$65.00	3.17%	N	C
A0 copy	\$83.00	\$85.50	3.01%	N	C

Public Road Events

Note: Notification required – refer to "Public Notification/ Advertising" section in this document for fee advice.

Bond required – refer to "Bonds" section in this document for bond advice.

For assistance with this application, contact Council's Communications and Events Department.

Public Road Events (s.144 & 223 RA 1993)	\$1,800.00	\$1,855.00	3.06%	N	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 37 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Road Occupancy

Work/Truck Zones

a. Application Fee	\$140.00	\$145.00	3.57%	N	G
b. Occupancy Fee – Work Zone (CBD and shopping precincts) – per m length of zone / week	\$44.00	\$45.50	3.41%	N	G
c. Occupancy Fee – Work Zone (other areas) – per m length of work zone/week	\$44.00	\$45.50	3.41%	N	G

Skip Bin, Crane / Concrete Pump Permits

a. Application Fee	\$140.00	\$145.00	3.57%	N	G
b. Occupancy Fee – Standing Plant – per m length of plant/week	\$46.00	\$47.50	3.26%	N	G

Hoarding Zones

a. Application Fee

Fee	\$140.00	\$145.00	3.57%	N	G
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b. Occupancy Fee (per metre per month)

i. 'A' Class Type	\$18.50	\$19.20	3.78%	N	G
ii. 'B' Class Type	\$32.00	\$33.00	3.13%	N	G

Shoring / Ground Anchors

Application Fee	\$140.00	\$145.00	3.57%	N	G
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Traffic Control Assessment – Film Shoots

Film Shoots – low impact Partial Road Closure Stop/Slow traffic control on local or Council managed roads – Police Consultation	\$130.00	\$134.00	3.08%	Y	G
Film Shoots – Medium impact Partial Road Closure – Stop/ Slow traffic control on multilane or state road – Police Consultation	\$365.00	\$376.00	3.01%	Y	G
Film Shoots – High Impact Full Road Closure – Traffic Committee process	\$610.00	\$628.00	2.95%	Y	G

Annual Charge on Rails, Pipes etc. (Section 611 of LGA)

(i) All cables component – per kilometre	\$710.00	\$710.00	0.00%	N	F
(ii) Overhead cable – per kilometre	\$710.00	\$710.00	0.00%	N	F
(iii) Tunnel or Restructure – To be determined based on Land Value and Benefits		Price on Application		N	F

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 38 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Sport & Recreation

Community Facilities Bonds

Where bond is retained, Council will hold a minimum of \$50 (plus GST) plus any applicable costs (includes additional hours of hire if hirer deemed to have entered or exited the venue outside actual booking hours).

Keys Per Set – Deposit Bond for regular hirers	\$51.00	\$100.00	96.08%	N	G
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Venue Hire Bond (includes bond for keys) – Casual Hire

Bond – Low risk	\$355.00	\$366.00	3.10%	N	G
Bond – Medium risk (alcohol served)	\$510.00	\$525.00	2.94%	N	G
Bond – High risk (18th & 21st birthdays)	\$1,050.00	\$1,085.00	3.33%	N	G
Meeting Room Bond	\$0.00	\$100.00	∞	N	G

Miscellaneous Community Facility Fees

All fees are minimums. Fees depend on work required.

Rubbish removal	\$125.00	\$129.00	3.20%	Y	G
Balloon removal (in addition to cleaning costs)	\$125.00	\$129.00	3.20%	Y	G
Additional cleaning	\$125.00	\$129.00	3.20%	Y	G
Furniture moving	\$125.00	\$129.00	3.20%	Y	G
Non-exclusive use of storage room/cupboard (per year, only available to current hirer, only if space available)	\$56.00	\$58.00	3.57%	Y	G
After hours call out fee (if applicable)	\$96.00	\$99.00	3.13%	Y	G
Fire Alarm Activation			At Cost	Y	G

Cancellation/Amendment Booking Administration Fee

Standard Fee for all Community facilities	\$0.00	\$100.00	∞	Y	G
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Birriwa Reserve Community Hall

Commercial Peak Time (Rate per hour)

Casual Hire	\$50.00	\$51.50	3.00%	Y	G
Regular Hire	\$47.00	\$48.50	3.19%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$40.00	\$41.50	3.75%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$29.00	\$30.00	3.45%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 39 of 79

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Community Non Peak Time (Rate per hour)

Casual Hire	\$20.00	\$21.00	5.00%	Y	G
Regular Hire	\$15.50	\$16.00	3.23%	Y	G

Catherine Field Community Hall**Commercial Peak Time (Rate per hour)**

Casual Hire	\$50.00	\$51.50	3.00%	Y	G
Regular Hire	\$47.00	\$48.50	3.19%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$40.00	\$41.50	3.75%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$29.00	\$30.00	3.45%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$20.00	\$21.00	5.00%	Y	G
Regular Hire	\$15.50	\$16.00	3.23%	Y	G

Catherine Park Community Centre**Commercial Peak Time (Rate per hour)**

Casual Hire	\$66.00	\$68.00	3.03%	Y	G
Regular Hire	\$51.00	\$52.50	2.94%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$61.00	\$63.00	3.28%	Y	G
Regular Hire	\$43.00	\$44.50	3.49%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$33.00	\$34.00	3.03%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$28.00	\$29.00	3.57%	Y	G
Regular Hire	\$21.00	\$22.00	4.76%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 40 of 79

Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Catherine Park Community Centre - Meeting Rooms

Commercial Peak Time (Rate per hour)

Casual Hire	\$0.00	\$42.50	∞	Y	G
Regular Hire	\$0.00	\$42.50	∞	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$0.00	\$37.50	∞	Y	G
Regular Hire	\$0.00	\$27.50	∞	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$0.00	\$24.00	∞	Y	G
Regular Hire	\$0.00	\$24.00	∞	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$0.00	\$17.60	∞	Y	
Regular Hire	\$0.00	\$13.40	∞	Y	G

Currans Hill Community Hall

Office Space – Not for profit groups only (per week)	\$86.00	\$88.50	2.91%	Y	G
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Commercial Peak Time (Rate per hour)

Casual Hire	\$50.00	\$51.50	3.00%	Y	G
Regular Hire	\$47.00	\$48.50	3.19%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$40.00	\$41.50	3.75%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$29.00	\$30.00	3.45%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$20.00	\$21.00	5.00%	Y	G
Regular Hire	\$15.50	\$16.00	3.23%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 41 of 79

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Gregory Hills Community Centre – Donovan Room - Hall 1

Commercial Peak Time (Rate per hour)

Casual Hire	\$66.00	\$68.00	3.03%	Y	G
Regular Hire	\$51.00	\$52.50	2.94%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$61.00	\$63.00	3.28%	Y	G
Regular Hire	\$43.00	\$44.50	3.49%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$33.00	\$34.00	3.03%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$28.00	\$29.00	3.57%	Y	G
Regular Hire	\$21.00	\$22.00	4.76%	Y	G

Gregory Hills Community Centre – Molloy Room - Hall 2

Commercial Peak Time (Rate per hour)

Casual Hire	\$50.00	\$51.50	3.00%	Y	G
Regular Hire	\$47.00	\$48.50	3.19%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$40.00	\$41.50	3.75%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$29.00	\$30.00	3.45%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$20.00	\$21.00	5.00%	Y	G
Regular Hire	\$15.50	\$16.00	3.23%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 42 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Harrington Park Community Centre – Hall 1

Commercial Peak Time (Rate per hour)

Casual Hire	\$66.00	\$68.00	3.03%	Y	G
Regular Hire	\$51.00	\$52.50	2.94%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$61.00	\$63.00	3.28%	Y	G
Regular Hire	\$43.00	\$44.50	3.49%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$33.00	\$34.00	3.03%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$28.00	\$29.00	3.57%	Y	G
Regular Hire	\$21.00	\$22.00	4.76%	Y	G

Office Space

Office 1 – Not for Profit Groups only (per week)	\$86.00	\$88.50	2.91%	Y	G
Office 2 – Not for Profit Groups only (per week)	\$91.00	\$94.00	3.30%	Y	G
Office 3 – Not for Profit Groups only (per week)	\$91.00	\$94.00	3.30%	Y	G

Harrington Park Community Centre – Hall 2

Commercial Peak Time (Rate per hour)

Casual Hire	\$50.00	\$51.50	3.00%	Y	G
Regular Hire	\$47.00	\$48.50	3.19%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$40.00	\$41.50	3.75%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$29.00	\$30.00	3.45%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$20.00	\$21.00	5.00%	Y	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 43 of 79

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Community Non Peak Time (Rate per hour) [continued]

Regular Hire	\$15.50	\$16.00	3.23%	Y	G
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Harrington Park Community Centre – Meeting Room**Commercial Peak Time (Rate per hour)**

Casual Hire	\$41.00	\$42.50	3.66%	Y	G
Regular Hire	\$41.00	\$42.50	3.66%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$36.00	\$37.50	4.17%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$23.00	\$24.00	4.35%	Y	G
Regular Hire	\$23.00	\$24.00	4.35%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$17.00	\$17.60	3.53%	Y	G
Regular Hire	\$13.00	\$13.40	3.08%	Y	G

Harrington Park Community Centre – Craft Room**Commercial Peak Time (Rate per hour)**

Casual Hire	\$43.00	\$44.50	3.49%	Y	G
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Commercial Non Peak Time (Rate per hour)

Casual Hire	\$35.00	\$36.50	4.29%	Y	G
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Community Peak Time (Rate per hour)

Casual Hire	\$28.00	\$29.00	3.57%	Y	G
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Community Non Peak Time (Rate per hour)

Casual Hire	\$19.50	\$20.50	5.13%	Y	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 44 of 79

Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Jack Nash Reserve Clubrooms

Commercial Peak Time (Rate per hour)

Casual Hire	\$47.00	\$48.50	3.19%	Y	G
Regular Hire	\$46.00	\$47.50	3.26%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$37.00	\$38.50	4.05%	Y	G
Regular Hire	\$31.00	\$32.00	3.23%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$26.00	\$27.00	3.85%	Y	G
Regular Hire	\$25.00	\$26.00	4.00%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$18.50	\$19.20	3.78%	Y	G
Regular Hire	\$14.00	\$14.60	4.29%	Y	G

Mt Annan Community Cottage

Office Space

Office space – Not for profit groups only (per week)	\$210.00	\$217.00	3.33%	Y	G
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Narellan Family Child and Community Centre

Southern Office Suite (Blue) (per week)	\$230.00	\$237.00	3.04%	Y	G
Includes workroom, 3 x office spaces, reception area and store room					
Northern Office Suite (Red) (per week)	\$210.00	\$217.00	3.33%	Y	G
Includes workroom, 3 x office spaces, reception area and store room					

Cancellation / amendment booking administration fee

Regular Hire	\$25.00	\$26.00	4.00%	Y	G
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Commercial Peak Time (Rate per hour)

Casual Hire	\$66.00	\$68.00	3.03%	Y	G
Regular Hire	\$51.00	\$52.50	2.94%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$61.00	\$63.00	3.28%	Y	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 45 of 79

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Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Commercial Non Peak Time (Rate per hour) [continued]

Regular Hire	\$43.00	\$44.50	3.49%	Y	G
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Community Peak Time (Rate per hour)

Casual Hire	\$33.00	\$34.00	3.03%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$28.00	\$29.00	3.57%	Y	G
Regular Hire	\$21.00	\$22.00	4.76%	Y	G

Oran Park Library Community Rooms

Sandown Rooms 1, 2 & 3

Catering	Price on Application			Y	G
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Sandown Rooms 1, 2 & 3 – Commercial Peak time

Casual Hire (rate per hour per room)	\$60.00	\$62.00	3.33%	Y	G
Regular Hire (rate per hour per room)	\$50.00	\$51.50	3.00%	Y	G

Sandown Rooms 1, 2 & 3 – Commercial Non-Peak time

Casual Hire (rate per hour per room)	\$45.00	\$46.50	3.33%	Y	G
Regular Hire (rate per hour per room)	\$35.00	\$36.50	4.29%	Y	G
Casual Hire – day hire per room (8.00am-5.00pm)	\$335.00	\$345.00	2.99%	Y	G

Sandown Rooms 1, 2 & 3 – Community Peak time

During peak time (Saturday and Sunday) all three rooms must be hired.

Casual Hire (rate per hour per room)	\$31.00	\$32.00	3.23%	Y	G
Regular Hire (rate per hour per room)	\$26.00	\$27.00	3.85%	Y	G

Block Hire

Block package agreements includes use of Sandown 1, 2, 3 and kitchen facilities

Block 1: Available from 8.00 am to 12.00 pm	\$190.00	\$196.00	3.16%	Y	G
Block 2: Available from 12.45 pm to 4.45 pm	\$190.00	\$196.00	3.16%	Y	G
Block 3: Available from 5.30 pm to 10.30 pm	\$190.00	\$196.00	3.16%	Y	G

Sandown Rooms 1, 2 & 3 – Community Non-Peak time

Note : Kitchen hire fees apply when not hired in conjunction with Sandown Rooms 1,2 & 3, kitchen access must be noted on booking application.

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 46 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Sandown Rooms 1, 2 & 3 – Community Non-Peak time [continued]

Casual Hire (rate per hour per room)	\$23.00	\$24.00	4.35%	Y	G
Regular Hire (rate per hour per room)	\$16.50	\$17.00	3.03%	Y	G
Casual Hire – day hire per room (8.00am-5.00pm)	\$155.00	\$160.00	3.23%	Y	G
Sandown Rooms – Kitchen Hire – Commercial (per hour)	\$60.00	\$62.00	3.33%	Y	G
Sandown Rooms – Kitchen Hire – Community (per hour)	\$31.00	\$32.00	3.23%	Y	G
Sandown Rooms – Kitchen Hire (Day rate) Commercial	\$405.00	\$417.00	2.96%	Y	G
Sandown Rooms – Kitchen hire (Day rate) community	\$225.00	\$232.00	3.11%	Y	G
Kitchen cleaning – imposed if kitchen is not left clean and as found	\$155.00	\$160.00	3.23%	Y	G
Kitchen Fire alarm activation			At Cost	Y	G

Lakeside Rooms

The Lakeside Room is only available for regular hall hire agreements, and is only available outside the advertised operational hours of the facility.

Lakeside Room – Commercial Peak time

Casual Hire	\$61.00	\$63.00	3.28%	Y	G
Regular Hire	\$51.00	\$52.50	2.94%	Y	G

Lakeside Room – Commercial Non-Peak time

Casual Hire	\$46.00	\$47.50	3.26%	Y	G
Regular Hire	\$36.00	\$37.50	4.17%	Y	G

Lakeside Room - Community Peak time

Casual Hire	\$32.00	\$33.00	3.13%	Y	G
Regular Hire	\$27.00	\$28.00	3.70%	Y	G

Lakeside Room – Community Non-Peak time

Casual Hire	\$24.00	\$25.00	4.17%	Y	G
Regular Hire	\$17.00	\$17.60	3.53%	Y	G

New Community Facility – Hall 1

Commercial Peak Time (Rate per hour)

Casual Hire	\$66.00	\$68.00	3.03%	Y	G
Regular Hire	\$51.00	\$52.50	2.94%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$61.00	\$63.00	3.28%	Y	G
Regular Hire	\$43.00	\$44.50	3.49%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 47 of 79

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Community Peak Time (Rate per hour)

Casual Hire	\$33.00	\$34.00	3.03%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$28.00	\$29.00	3.57%	Y	G
Regular Hire	\$21.00	\$22.00	4.76%	Y	G

New Community Facility – Hall 2**Commercial Peak Time (Rate per hour)**

Casual Hire	\$50.00	\$51.50	3.00%	Y	G
Regular Hire	\$47.00	\$48.50	3.19%	Y	G

Commercial Non Peak Time (Rate per hour)

Casual Hire	\$40.00	\$41.50	3.75%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G

Community Peak Time (Rate per hour)

Casual Hire	\$29.00	\$30.00	3.45%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G

Community Non Peak Time (Rate per hour)

Casual Hire	\$20.00	\$21.00	5.00%	Y	G
Regular Hire	\$15.50	\$16.00	3.23%	Y	G

New Community Facility - Meeting Rooms**Commercial Peak (Rate per hourly)**

Casual Hire	\$0.00	\$42.50	∞	Y	G
Regular Hire	\$0.00	\$42.50	∞	Y	

Commercial Non Peak (Rate per Hour)

Casual Hire	\$0.00	\$37.50	∞	Y	G
Regular Hire	\$0.00	\$27.50	∞	Y	G

Community Peak (Rate per Hour)

Casual Hire	\$0.00	\$24.00	∞	Y	G
Regular Hire	\$0.00	\$24.00	∞	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 48 of 79

Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Community Non Peak (Rate per Hour)					
Casual Hire	\$0.00	\$17.60	∞	Y	G
Regular Hire	\$0.00	\$13.40	∞	Y	G
Spring Farm Community Centre – Hall 1					
Commercial Peak Time (Rate per hour)					
Casual Hire	\$66.00	\$68.00	3.03%	Y	G
Regular Hire	\$51.00	\$52.50	2.94%	Y	G
Commercial Non Peak Time (Rate per hour)					
Casual Hire	\$61.00	\$63.00	3.28%	Y	G
Regular Hire	\$43.00	\$44.50	3.49%	Y	G
Community Peak Time (Rate per hour)					
Casual Hire	\$33.00	\$34.00	3.03%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G
Community Non Peak Time (Rate per hour)					
Casual Hire	\$28.00	\$29.00	3.57%	Y	G
Regular Hire	\$21.00	\$22.00	4.76%	Y	G
Spring Farm Community Centre – Hall 2					
Commercial Peak Time (Rate per hour)					
Casual Hire	\$50.00	\$51.50	3.00%	Y	G
Regular Hire	\$47.00	\$48.50	3.19%	Y	G
Commercial Non Peak Time (Rate per hour)					
Casual Hire	\$40.00	\$41.50	3.75%	Y	G
Regular Hire	\$29.00	\$30.00	3.45%	Y	G
Community Peak Time (Rate per hour)					
Casual Hire	\$29.00	\$30.00	3.45%	Y	G
Regular Hire	\$26.00	\$27.00	3.85%	Y	G
Community Non Peak Time (Rate per hour)					
Casual Hire	\$20.00	\$21.00	5.00%	Y	G
Regular Hire	\$15.50	\$16.00	3.23%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 49 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Narellan Library Meeting Rooms and Community Space

Office Space (per week)

Not for profit organisations only	\$205.00	\$211.00	2.93%	Y	G
Bond for Office Space (Refundable)	\$355.00	\$366.00	3.10%	Y	G
Replacement/Lost Keys and Swipe Cards for Office Space (per set)	\$51.00	\$52.50	2.94%	Y	G

Red Gum and Iron Bark Rooms

(Capacity of 50 people in each room or opened to one space to cater for up to 100 people)

CRET Board Room (to be hired through CRET)	\$56.00	\$58.00	3.57%	Y	G
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Commercial Peak Time (Rate per hour per room)

Casual Hire	\$59.00	\$61.00	3.39%	Y	G
Regular Hire	\$49.00	\$50.50	3.06%	Y	G

Commercial Non Peak Time (Rate per hour per room)

Casual Hire	\$44.00	\$45.50	3.41%	Y	G
Regular Hire	\$34.00	\$35.00	2.94%	Y	G

Community Peak Time (Rate per hour per room)

Casual Hire	\$30.00	\$31.00	3.33%	Y	G
Regular Hire	\$25.00	\$26.00	4.00%	Y	G

Community Non Peak Time (Rate per hour per room)

Casual Hire	\$23.00	\$24.00	4.35%	Y	G
Regular Hire	\$16.50	\$17.00	3.03%	Y	G

Tennis Courts Fees

Tennis Courts – Harrington Park, Liquidamber, Narellan, Catherine Field, Leppington and Currans Hill

All venues identified are open and free for public use					
Narellan Facility requires bookings at all times					
For all facilities booking is required if floodlighting is requested - fees and charges apply for both court hire and floodlighting					

Casual (per hour / per court)	\$16.50	\$17.00	3.03%	Y	G
Regular (per hour / per court)	\$13.50	\$14.00	3.70%	Y	G
School students and school groups (weekdays until 5pm – per hour / per court)	\$8.70	\$9.00	3.45%	Y	G
Casual Coaches (per hour / per court)	\$19.00	\$19.60	3.16%	Y	G
Regular Coaches (per hour / per court)	\$15.50	\$16.00	3.23%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 50 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Tennis Courts – Harrington Park, Liquidamber, Narellan, Catherine Field, Leppington and Currans Hill [continued]

Floodlights (per hour / per court) – additional to court hire	\$5.40	\$5.60	3.70%	Y	G
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Sports Grounds & Parks

- 1 – These fees do not apply to grounds subject to lease and licence.
- 2 – Bookings made after July 1, will be charged in accordance with the new Financial year fees and charges.
- 3 – Community rate- Individuals and Not for profit (NFP) entities conducting private functions and/or non-commercial activities. NFP organisations must provide a certificate of incorporation or ruling from the Australian Tax Office advising of their not for profit status.
- 4 – Commercial rate- applicable to all hirers that do not meet the criteria for Community Rate.
- 5 – Schools
Schools within LGA – no fee applies for bookings within school hours. Please note: the casual booking fee for sports grounds will apply for any bookings outside school hours. No bookings through school holidays.
Out of LGA schools – the casual booking fee for sports grounds will be applied (community rate).
- 6 – Bonds
Applicable to all major events and special events. Where bond is retained, Council will hold a minimum of \$50 (plus GST) plus any applicable costs (includes damage to venue or breach of terms and conditions of hire).

After hours call out fee (If applicable)

After hours call out fee (for non urgent request)	\$95.00	\$98.00	3.16%	Y	G
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Macarthur Park

Macarthur Park – Heritage Rose Garden and Terrace Rose Garden, Modern Rose Garden, Wisteria Walk, Azalea Walk, War Memorial and Fern Walk – Weddings / Special Events (Administration Booking Fee applicable to each individual section booked)

Resident	\$86.00	\$88.50	2.91%	Y	G
Non Resident	\$175.00	\$181.00	3.43%	Y	G

Casual Bookings

Sportsgrounds (Hire per day)

Commercial	\$190.00	\$196.00	3.16%	Y	G
Community	\$110.00	\$114.00	3.64%	Y	G

Sportsgrounds (Hire per hour)

Commercial	\$49.00	\$50.50	3.06%	Y	G
Community	\$25.00	\$26.00	4.00%	Y	G

Netball (Hire per hour per court)

Commercial	\$7.10	\$7.40	4.23%	Y	G
Community	\$4.60	\$4.80	4.35%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 51 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Additional Facilities (Applies to Sportsfields & Netball)					
Floodlighting (per hour/field)	\$35.00	\$36.50	4.29%	Y	G
Electricity (per day)	\$34.00	\$35.00	2.94%	Y	G
Canteen (per day)	\$38.00	\$39.50	3.95%	Y	G
Amenities Cleaning Fee (per booking)	\$61.00	\$63.00	3.28%	Y	G
Change light timer (other than scheduled changes)	\$81.00	\$83.50	3.09%	Y	G

Annual Hirers

Cuthill Reserve

Archery (1 weekend day and 2 weekdays per year)	\$1,100.00	\$1,135.00	3.18%	Y	G
Cadets (one day per week per year)	\$355.00	\$366.00	3.10%	Y	G

Rossmore Park

Pony Club / Equestrian Events (1 day per week per year)	\$715.00	\$736.00	2.94%	Y	G
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Markets (incl. power)

Commercial	\$2,100.00	\$2,165.00	3.10%	Y	G
Community	\$185.00	\$191.00	3.24%	Y	G

Narellan Sports Hub

Criterion Racing (Annual fee)	\$1,100.00	\$1,135.00	3.18%	Y	G
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Major Events – Onslow Park Only

Rates are per day (plus cost of utilities)

GST applies to any portion of the bond retained.

Note: Please note for the hire of Onslow Oval – Special Events and events of economic benefit, please refer to page 7 of the fees and charges schedule.

Onslow Oval (full site) – Commercial Rate	\$2,500.00	\$2,575.00	3.00%	Y	G
Onslow Oval (full site) – Community Rate	\$1,300.00	\$1,340.00	3.08%	Y	G
Camden Show – Utilities Cost Only			At Cost	Y	G
Security Deposits – Refundable	\$1,900.00	\$1,960.00	3.16%	Y	G

GST applies to any portion of the bond retained.

Note: Please note for the hire of Onslow Oval – Special Events and events of economic benefit, please refer to page 7 of the fees and charges schedule.

Special Events – all other avenues

Rates are per day (plus other applicable costs – cleaning, bins, utilities)

Commercial Rates	\$565.00	\$582.00	3.01%	Y	G
Community Rates	\$285.00	\$294.00	3.16%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 52 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Special Events – all other avenues [continued]

Bond Refundable	\$1,050.00	\$1,085.00	3.33%	Y	G
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Seasonal Bookings

DEFINITIONS / Notes: (refers to all sports grounds unless otherwise stated)

1 – Charges are based on one (1) Day per Weekend and two (2) Training Nights per Week – additional training nights will be charged accordingly.

2 – Use of Canteen, Storage and Floodlighting will be an additional charge to booking fee.

Cricket (per wicket) – Senior Teams Fees	\$860.00	\$885.00	2.91%	Y	G
Cricket (per wicket) – Junior Teams Fees	\$430.00	\$443.00	3.02%	Y	G
AFL (per field) – Senior Fees	\$860.00	\$885.00	2.91%	Y	G
AFL (per field) – Junior Fees	\$430.00	\$443.00	3.02%	Y	G
Athletics	\$980.00	\$1,010.00	3.06%	Y	G
Baseball (per diamond) – Senior Fees	\$305.00	\$314.00	2.95%	Y	G
Baseball (per diamond) – Junior Fees	\$155.00	\$160.00	3.23%	Y	G
Netball (per court) – Fees	\$115.00	\$119.00	3.48%	Y	G
Floodlighting (per court per season)	\$125.00	\$129.00	3.20%	Y	G
Soccer (per field) – Senior Fees	\$550.00	\$566.00	2.91%	Y	G
Soccer (per field) – Junior Fees	\$275.00	\$283.00	2.91%	Y	G
Softball (per diamond) – Senior Fees	\$305.00	\$314.00	2.95%	Y	G
Softball (per diamond) – Junior Fees	\$155.00	\$160.00	3.23%	Y	G
Rugby League (per field) – Senior Fees	\$550.00	\$566.00	2.91%	Y	G
Rugby League (per field) – Junior Fees	\$275.00	\$283.00	2.91%	Y	G
Rugby Union (per field) – Senior Fees	\$550.00	\$566.00	2.91%	Y	G
Rugby Union (per field) – Junior Fees	\$275.00	\$283.00	2.91%	Y	G

Additional Training per field Per Nights (seasonal)

Floodlighting	\$235.00	\$242.00	2.98%	Y	G
No Floodlighting	\$96.00	\$99.00	3.13%	Y	G

Additional training (per court per season)

Floodlighting	\$53.00	\$55.00	3.77%	Y	G
No Floodlighting	\$43.00	\$44.50	3.49%	Y	G

One Day/Night Per Week per field (per season)

Floodlighting – Community	\$305.00	\$314.00	2.95%	Y	G
Floodlighting – Commercial	\$610.00	\$628.00	2.95%	Y	G
No Floodlighting – Community	\$150.00	\$155.00	3.33%	Y	G
No Floodlighting – Commercial	\$295.00	\$304.00	3.05%	Y	G

Additional Facilities – seasonal ground hirers

Canteen (non exclusive)	\$185.00	\$191.00	3.24%	Y	G
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 53 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Additional Facilities – seasonal ground hirers [continued]

Amenities Cleaning Fee (per season – non exclusive use)	\$62.00	\$64.00	3.23%	Y	G
Floodlighting (2 nights per week per field)	\$305.00	\$314.00	2.95%	Y	G
Storage Room (non exclusive)	\$110.00	\$114.00	3.64%	Y	G
Key Deposit (per key)	\$59.00	\$61.00	3.39%	Y	G
Deposit for key and light controller will be retained if not returned within 30 days of last day of hire					

Extra Services

Can also apply to school use and casual hire of sports ground if applicable

Clean-up of parks (per field) (per extra clean)	\$360.00	\$371.00	3.06%	Y	G
Clean-up of canteen or storeroom (per clean)	\$185.00	\$191.00	3.24%	Y	G

Camden Memorial Swimming Pool

Note: Companions of holders of a companion card will receive free admission to Council's Swimming Pool facilities & events when assisting a person with a disability.

Admission Fees

Child	\$3.80	\$4.00	5.26%	Y	G
Adult	\$4.60	\$4.80	4.35%	Y	G
Concession	\$3.80	\$4.00	5.26%	Y	G
Family Swim (2 adults and up to 3 children)	\$12.90	\$13.40	3.88%	Y	G
Adult 20 Visit Pass (paid upfront)	\$69.00	\$71.00	2.90%	Y	G
Child/Concession 20 Visit Pass (paid upfront)	\$57.00	\$59.00	3.51%	Y	G
Child/Concession Season Ticket (paid upfront)	\$135.00	\$139.00	2.96%	Y	G
Adult Season Ticket (paid upfront)	\$171.00	\$176.00	2.92%	Y	G
Family Season Ticket (2 adults and up to 3 children)	\$400.00	\$412.00	3.00%	Y	G
Non swim entry (per visit)	\$2.00	\$2.10	5.00%	Y	G
Event Charge (per person per event)	\$5.00	\$5.20	4.00%	Y	G
Learn to Swim per lesson	\$15.90	\$16.40	3.14%	N	G
School Aquatic Program	\$7.30	\$7.60	4.11%	N	G
DET School Aquatic – Pool Entry	\$3.60	\$3.70	2.78%	N	G

Swim Squad

Pre Squad (direct debit – per fortnight, per child)	\$39.90	\$41.50	4.01%	Y	G
Novice (direct debit – per fortnight, per child)	\$43.00	\$44.50	3.49%	Y	G
Development (direct debit – per fortnight, per child)	\$46.50	\$48.00	3.23%	Y	G
State & National (direct debit – per fortnight, per child)	\$50.10	\$52.00	3.79%	Y	G
Aqua Aerobics – Casual per session	\$11.70	\$12.20	4.27%	Y	G
Aqua Pass (10 visits)	\$93.50	\$96.50	3.21%	Y	G
Lane Hire – per hour	\$46.00	\$47.50	3.26%	Y	G
Lane Hire – per day	\$255.00	\$263.00	3.14%	Y	G
Lane Hire – Non Camden School Carnival – per lane, per hour	\$30.80	\$32.00	3.90%	Y	G
After Hours Hire Fee whole Complex – per hour	\$195.00	\$201.00	3.08%	Y	G
After Hours Hire Fee Bond – Refundable	\$570.00	\$587.00	2.98%	N	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 54 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Swim Squad [continued]

Picnic Area Booking – per hour	\$25.60	\$26.50	3.52%	Y	G
Multipurpose Room Booking – per hour	\$41.00	\$42.50	3.66%	Y	G
Group Fitness Classes – Adult (per class)	\$18.80	\$19.40	3.19%	Y	G
Group Fitness Classes – Student (per class)	\$14.80	\$15.40	4.05%	Y	G
Group Fitness Classes – Concession (per class)	\$10.80	\$11.20	3.70%	Y	G

Personal Training

Casual Session/30 mins per person	\$43.50	\$45.00	3.45%	Y	G
Casual Session/60 mins per person	\$77.00	\$79.50	3.25%	Y	G

Challenge Fitness Camp

Challenge Fitness Camp Member	\$240.00	\$247.00	2.92%	Y	G
Challenge Fitness Camp Non Member	\$305.00	\$314.00	2.95%	Y	G

Mount Annan Leisure Centre

Note: Promotional discounts may be offered on some fees and charges

Note: Companions of holders of a companion card will receive free admission to Council's Swimming Pool facilities & events when assisting a person with a disability.

Aquarobics

Adult Entry (per visit)	\$12.80	\$13.20	3.13%	Y	G
Pryme Movers (per visit)	\$8.70	\$9.00	3.45%	Y	G

Aquatics (Casual)

Aqua Pass (10 Visits)	\$100.80	\$104.00	3.17%	Y	G
Adult Rec Swim (per visit)	\$6.40	\$6.60	3.13%	Y	G
Child Rec Swim (per visit)	\$5.00	\$5.20	4.00%	Y	G
Concession Rec Swim (per visit)	\$5.00	\$5.20	4.00%	Y	G
Family Swim (2 Adults + 3 Child. or 1 Adult + 4 Child.) per visit	\$19.30	\$20.00	3.63%	Y	G
Non swim entry (per visit)	\$2.70	\$2.80	3.70%	Y	G
Sauna, Spa & Steamroom (per visit)	\$2.60	\$2.70	3.85%	Y	G
Aquatics Membership (D/D per fortnight)	\$22.60	\$23.50	3.98%	Y	G
Aquatics Membership Child/Concession (D/D per fortnight)	\$18.20	\$18.80	3.30%	Y	G
Swim Adult pass (20 visit card)	\$105.40	\$109.00	3.42%	Y	G
Swim Student pass (20 visit card)	\$83.90	\$86.50	3.10%	Y	G
Swim Pensioner pass (20 visit card)	\$83.90	\$86.50	3.10%	Y	G
Non Staffed Catered Birthday Party – With Play Equipment (per person)	\$25.00	\$26.00	4.00%	Y	G
Event Charge (per person, per event)	\$7.20	\$7.50	4.17%	Y	G

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Swim Squad					
Pre Squad (direct debit, per fortnight)	\$39.90	\$41.50	4.01%	Y	G
Novice (direct debit, per fortnight)	\$43.00	\$44.50	3.49%	Y	G
Development (direct debit, per fortnight)	\$46.50	\$48.00	3.23%	Y	G
State & National (direct debit, per fortnight)	\$50.10	\$52.00	3.79%	Y	G
Squads					
Casual Entry – per visit	\$8.40	\$8.70	3.57%	Y	G
Teen Swim Fit	\$0.00	\$0.00	0.00%	Y	G
Adult Swim Fit	\$12.10	\$12.60	4.13%	Y	G
Performance Coaching Analysis	\$71.60	\$74.00	3.35%	Y	G
Schools – Aquatic					
School Aquatic Program (45 minute session 1:10)	\$7.30	\$7.60	4.11%	N	G
School run lessons – entry p/head (DET)	\$4.80	\$5.00	4.17%	Y	G
Lane Hire (per hour) non local school	\$36.40	\$37.50	3.02%	Y	G
Lane Hire (per day) non local school	\$246.00	\$254.00	3.25%	Y	G
YMCA Swimming Lessons					
Learn to Swim per lesson	\$16.50	\$17.00	3.03%	N	G
Holiday Program per person per 5 lesson block	\$82.50	\$85.00	3.03%	N	G
Private Lesson (1st Child) – per visit	\$47.70	\$49.50	3.77%	N	G
Private Lesson (2 Child) – per visit	\$71.00	\$73.50	3.52%	N	G
Health and Fitness (Casual)					
Adult (per visit)	\$18.80	\$19.40	3.19%	Y	G
Students (per visit)	\$14.80	\$15.40	4.05%	Y	G
Aged Pensioner (per visit)	\$10.80	\$11.20	3.70%	Y	G
Disability Support Pension (per visit)	\$10.80	\$11.20	3.70%	Y	G
Challenge Fitness Camp – Member	\$240.00	\$247.00	2.92%	Y	G
Challenge Fitness Camp – Non-Member	\$305.00	\$314.00	2.95%	Y	G
Group Fitness Classes – Adult (Per Class)	\$18.80	\$19.40	3.19%	Y	G
Group Fitness Classes – Student (Per Class)	\$14.80	\$15.40	4.05%	Y	G
Group Fitness Classes – Concession (Per Class)	\$10.80	\$11.20	3.70%	Y	G
School PE – Health & Fitness per head	\$10.20	\$10.60	3.92%	Y	G
School PE – Instructor hire per hour on top of entry fees (if less than 15 students)	\$55.00	\$57.00	3.64%	Y	G
Health and Fitness (Membership)					
Adult – 12 month up front	\$905.00	\$932.00	2.98%	Y	G
Child/Concession – 12 month up front	\$763.00	\$786.00	3.01%	Y	G
Adult – 3 month up front	\$297.00	\$306.00	3.03%	Y	G

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Health and Fitness (Membership) [continued]

Child/Concession – 3 month up front	\$257.00	\$265.00	3.11%	Y	G
Joining fee	\$53.00	\$55.00	3.77%	Y	G
D/D peak fortnightly	\$37.50	\$39.00	4.00%	Y	G
D/D Concession fortnightly	\$31.30	\$32.50	3.83%	Y	G
D/D Pryme Fortnightly	\$31.30	\$32.50	3.83%	Y	G
Corporate Camden Council – 12 month up-front	\$663.40	\$683.00	2.95%	Y	G
Corporate Private business (Min 10 members) – 12 month up-front	\$818.40	\$843.00	3.01%	Y	G
Family Membership (Inc H&F Teen, Junior & LTS) fortnightly	\$93.50	\$96.50	3.21%	Y	G
Family Membership additional child per fortnight	\$23.90	\$25.00	4.60%	Y	G
Fortnightly Direct Debit – Teen Gym	\$21.20	\$22.00	3.77%	Y	G
Junior Gym	\$100.00	\$103.00	3.00%	Y	G
Professional service provider fee – per visit	\$25.60	\$26.50	3.52%	Y	G
Professional service client casual fee fitness area – per visit	\$12.30	\$12.80	4.07%	Y	G

Personal Training

Personal training 30 minutes (Direct Debit)	\$43.50	\$45.00	3.45%	Y	G
Personal training 60 minutes (Direct Debit)	\$77.00	\$79.50	3.25%	Y	G
Evolt Scan – Member	\$40.00	\$41.50	3.75%	Y	G
Evolt Scan – Non-member	\$50.00	\$51.50	3.00%	Y	G

Personal Training Packs

PT Starter Pack (includes program and 3 x 30 minute sessions) – new clients only	\$177.00	\$183.00	3.39%	Y	G
Personal Training 10 x 30 minutes Upfront	\$400.00	\$412.00	3.00%	Y	G
Personal Training 10 x 60 minutes Upfront	\$730.00	\$752.00	3.01%	Y	G
Personal Training 5 x 30 minutes Upfront	\$0.00	\$0.00	0.00%	Y	G
Personal Training 5 x 60 minutes Upfront	\$0.00	\$0.00	0.00%	Y	G

Non-member Personal Training

Non member – Personal training 30 minutes – Upfront	\$62.30	\$64.50	3.53%	Y	G
Non member – Personal training 60 minutes – Upfront	\$95.10	\$98.00	3.05%	Y	G

Child Care (fee per visit)

Creche Casual – per visit	\$5.50	\$5.70	3.64%	Y	G
Creche Member Multi-visit pass – 20 visits	\$51.50	\$53.00	2.91%	Y	G

Stadium / Venue Hire

Court Hire – Per Court – Per Hour – Permanent Hirers/Commercial Rate – Peak	\$70.00	\$72.50	3.57%	Y	G
Court Hire – Per Court – Per Hour – Casual Hirers/Commercial Rate – Peak	\$75.00	\$77.50	3.33%	Y	G

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Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Stadium / Venue Hire [continued]					
Court Hire – Per Court – Per Hour – Not For Profit / Community – Peak	\$66.00	\$68.00	3.03%	Y	G
Court Hire – Casual Use – Per Person (subject to court availability)	\$5.60	\$5.80	3.57%	Y	G
Court Hire – Casual Use – Per Person (subject to court availability) – 20 visit pass	\$95.00	\$98.00	3.16%	Y	G
Badminton – Per Court – Per hour – Permanent Hirers/Commercial Rate Peak	\$29.80	\$31.00	4.03%	Y	G
Badminton – Per Court – Per hour – Casual Hirers/Commercial Rate Peak	\$26.50	\$27.50	3.77%	Y	G
Venue Hire – Exclusive Use – Cleaning Fee	\$200.00	\$206.00	3.00%	Y	G
Court Hire – Per Court – Per Hour – Permanent Hirers/Commercial Rate Off-Peak – 5.30am-3pm	\$60.00	\$62.00	3.33%	Y	G
Court Hire – Per Court – Per Hour – Casual Hirers/Commercial Rate Off-Peak	\$65.00	\$67.00	3.08%	Y	G
Court Hire – Per Court – Per Hour – Not For Profit / Community Off-Peak	\$56.00	\$58.00	3.57%	Y	G
Badminton – Per Court – Per Hour – Permanent Hirers/Commercial Rate Off-Peak	\$23.00	\$24.00	4.35%	Y	G
Badminton – Per Court – Per Hour – Casual Hirers/Commercial Rate Off-Peak	\$26.00	\$27.00	3.85%	Y	G
Court Hire – Per Half Court – Per Hour	\$37.60	\$39.00	3.72%	Y	G
Stadium Hire – Per Hour – After hours Rate	\$191.30	\$197.00	2.98%	Y	G
Party room hire – Per Hour	\$41.00	\$42.50	3.66%	Y	G
Multipurpose room hire – Per Hour	\$41.00	\$42.50	3.66%	Y	G
Meeting room hire – Per Hour	\$31.00	\$32.00	3.23%	Y	G
Stadium room hire – Per Hour	\$20.50	\$21.50	4.88%	Y	G
Ball hire – Per Ball	\$2.00	\$2.10	5.00%	Y	G
Sports					
Sports Competitions – Team Fees Adults – per game	\$70.00	\$72.50	3.57%	Y	G
Sports Competitions – Team Fees Juniors – per game	\$56.00	\$58.00	3.57%	Y	G
Sports Competitions – Player Registration Fees – Adults	\$31.00	\$32.00	3.23%	Y	G
Sports Competitions – Player Registration Fees – Juniors	\$22.00	\$23.00	4.55%	Y	G
School Sport – Per Student (with instructor provided)	\$7.20	\$7.50	4.17%	Y	G
Learn to play – per person per session	\$15.50	\$16.00	3.23%	Y	G
Little dribblers – per person per session	\$10.00	\$10.40	4.00%	Y	G
Sport Competitions – Team Fees Adults – day competition	\$101.00	\$104.00	2.97%	Y	G
Sport Competitions – Team Fees Juniors – day competition	\$81.00	\$83.50	3.09%	Y	G
Holiday program					
Action break holiday program (full day)	\$48.00	\$49.50	3.13%	Y	G
Action break holiday program – specialist (full day)	\$56.00	\$58.00	3.57%	Y	G
Action break holiday program (half day)	\$26.00	\$27.00	3.85%	Y	G
Action break holiday program – specialist (half day)	\$31.00	\$32.00	3.23%	Y	G
Vacation care (full day)	\$75.00	\$77.50	3.33%	Y	G
Vacation care – specialist (full day)	\$90.00	\$93.00	3.33%	Y	G

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Holiday program [continued]

Vacation care (half day)	\$48.00	\$49.50	3.13%	Y	G
Vacation care – specialist (half day)	\$56.00	\$58.00	3.57%	Y	G

Programs for NDIS participants

Swimability (per person per 60 minutes)	\$90.00	\$93.00	3.33%	Y	G
Swimability Group (per person per 60 minutes)	\$45.00	\$46.50	3.33%	Y	G

Administration Charges

Direct debit dishonour fee	\$5.00	\$5.20	4.00%	Y	G
Administration fee	\$10.00	\$10.40	4.00%	Y	G

Cemetery Fees

Re-identification survey and re-opening of grave – 2nd Burial	\$560.00	\$577.00	3.04%	Y	G
Permission for Monument Work (Burial Sites)	\$220.00	\$227.00	3.18%	N	G
Right of Burial Transfer	\$1,100.00	\$1,135.00	3.18%	N	G
Right of Burial Transfer For Immediate Family Members	\$73.00	\$75.50	3.42%	N	G
Search of cemetery records (brief search up to 30 minutes per search – includes phone/copy/postage)	\$59.00	\$61.00	3.39%	N	G
Search of cemetery records (extensive search per individual search – includes phone/copy/postage)	\$225.00	\$232.00	3.11%	N	G
Administration Fee (applies to all new reservations/ interments/ burials/ placement of ashes)	\$105.00	\$109.00	3.81%	Y	G
One off maintenance fee (applies to all interments/burials/ placements of ashes)	\$165.00	\$170.00	3.03%	Y	G

Burial Licence – Single interment

Non Resident – Camden LGA	\$5,300.00	\$5,455.00	2.92%	Y	G
Resident – Camden LGA	\$3,250.00	\$3,345.00	2.92%	Y	G

Burial licence – Children/Babies

Non Resident – Camden LGA	\$1,200.00	\$1,235.00	2.92%	Y	G
Resident – Camden LGA	\$560.00	\$577.00	3.04%	Y	G

Placement of ashes – New columbarium wall

Non Resident – Camden LGA	\$1,600.00	\$1,650.00	3.13%	Y	G
Resident – Camden LGA	\$1,250.00	\$1,290.00	3.20%	Y	G

Placement of ashes – Existing columbarium wall or burial allotment

Non Resident – Camden LGA	\$680.00	\$700.00	2.94%	Y	G
Resident – Camden LGA	\$500.00	\$515.00	3.00%	Y	G

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Ash under memorial tree					
Non Resident – Camden LGA	\$1,250.00	\$1,290.00	3.20%	Y	G
Resident – Camden LGA	\$870.00	\$896.00	2.99%	Y	G

Attachment 5

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Community Outcomes

Julia Reserve Facility

Auditorium

Community (NFP/community group) – peak (Saturday and Sunday) – casual (one off booking or hirers who do not meet the definition of regular hire)

Community – peak – casual	\$91.00	\$91.00	0.00%	Y	G
Community – non-peak – casual	\$68.00	\$68.00	0.00%	Y	G
Commercial - Peak - Casual	\$0.00	\$113.00	∞	Y	G
Commercial - Non Peak - Casual	\$0.00	\$85.00	∞	Y	G

Block Packages (Auditorium)

Community Charges

Block 1: 8am-12noon	\$205.00	\$205.00	0.00%	Y	G
Block 2: 12.45pm-4.45pm	\$205.00	\$205.00	0.00%	Y	G
Block 3: 5.30pm-10.30pm	\$205.00	\$205.00	0.00%	Y	G

Commercial Charges

Block 1: 8am-12noon	\$0.00	\$250.00	∞	Y	G
Block 2: 12.45pm-4.45pm	\$0.00	\$250.00	∞	Y	G
Block 3: 5.30pm-10.30pm	\$0.00	\$250.00	∞	Y	G

Activity Room 1

Community – peak – casual	\$41.00	\$41.00	0.00%	Y	G
Community – non-peak – casual	\$30.00	\$30.00	0.00%	Y	G
Commercial - Peak - Casual	\$0.00	\$51.00	∞	Y	G
Commercial - Non Peak - Casual	\$0.00	\$37.50	∞	Y	G

Activity Room 2

Community – peak – casual	\$41.00	\$41.00	0.00%	Y	G
Community – non-peak – casual	\$30.00	\$30.00	0.00%	Y	G
Commercial - Peak - Casual	\$0.00	\$51.00	∞	Y	G
Commercial - Non Peak - Casual	\$0.00	\$37.50	∞	Y	G

Additional Charges for Use of Kitchen & AV Facility

Bond			Min \$500.00	N	G
			Min. Fee incl. GST: \$500.00		
Audio Visual package (Auditorium) - Hourly- Min 3 hrs	\$100.00	\$100.00	0.00%	Y	G

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Attachment 5

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Additional Charges for Use of Kitchen & AV Facility [continued]					
Use of kitchen, after 6pm on a weekday - Hourly Rate, minimum 3 hours	\$0.00	\$75.00	∞	Y	G
Use of kitchen, weekends - Hourly, Min 3 hours	\$0.00	\$75.00	∞	Y	G
Kitchen Cleaning - imposed if kitchen is not left clean and as found	\$0.00	\$155.00	∞	Y	G
Imposed if kitchen is not left clean and as found					
Kitchen Fire Alarm Activation			At Cost + GST	Y	G

Library Fees & Charges

Note: Companions of holders of a companion card will receive free admission to Council's Library facilities & events when assisting a person with a disability.

Library Fines

First & Second Notice	\$3.60	\$3.70	2.78%	N	A
Third Notice	\$5.10	\$5.30	3.92%	N	A
Lost or damaged item processing fee	\$7.10	\$7.40	4.23%	N	A
Replacement cost for lost or damaged item			At Cost	N	A
Replacement of lost membership card	\$4.60	\$4.80	4.35%	N	A

Reservations

Inter library loan – processing fee	\$2.10	\$2.20	4.76%	Y	A
Inter library loan – Charges levied upon Camden Library Services			Full Cost Recovery	Y	A

Library Photocopier and PC Printing

Black and white A4 (per print)	\$0.20	\$0.20	0.00%	Y	A
Black and white A3 (per print)	\$0.40	\$0.40	0.00%	Y	A
Colour A4 (per print)	\$1.00	\$0.50	-50.00%	Y	A
Colour A3 (per print)	\$2.00	\$1.00	-50.00%	Y	A
Local Studies Research for Commercial organisation per hour	\$56.00	\$58.00	3.57%	Y	A
Library carry bags	\$4.10	\$4.30	4.88%	Y	G
USB Thumb Drives	\$12.50	\$13.00	4.00%	Y	G

Local Studies Photographic images copy fee

Copying fee 300 DPI JPEG File	\$0.00	\$28.00	∞	Y	C
Copying fee 800 DPI JPEG File	\$0.00	\$48.00	∞	Y	
300 DPI JPEG file	\$13.50	\$27.00	100.00%	Y	A
800 DPI JPEG file	\$25.00	\$48.00	92.00%	Y	A
Postage and packaging within Australia	\$7.10	\$9.00	26.76%	Y	A

3D Club

3D Printing Setup Fee	\$5.10	\$5.30	3.92%	Y	A
3D Printing per hour/part thereof	\$5.10	\$5.30	3.92%	Y	A

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 62 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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3D Club [continued]

Visiting Writers Event Book Sale Commission			At 10%	Y	G
Library – Adult Programs			At Cost	Y	G
Library – Youth Programs			At Cost	Y	G
Library – Children's Program			At Cost	Y	G

Narellan Library Meeting Rooms and Community Space

Design and Create Space

Design & Create Space available for approved Library Learning programs at no fee as library provides tutors/supervision.

Community per day (includes use of equipment)	\$76.00	\$78.50	3.29%	Y	G
Commercial per day (includes use of equipment)	\$155.00	\$160.00	3.23%	Y	G
Community per hour (includes use of equipment)	\$13.50	\$14.00	3.70%	Y	G
Commercial per hour (includes use of equipment)	\$27.00	\$28.00	3.70%	Y	G
Technical/Facilitator Assistance per hour	\$67.00	\$69.00	2.99%	Y	G
Bond required for use of equipment	\$50.00	\$51.50	3.00%	N	G

The Space (main area) – inline with library operating hours

Main Space available for approved Library Learning programs at no fee as library provides tutors/supervision.

Community – Hourly rate (laptops available for use)	\$21.00	\$22.00	4.76%	Y	G
Commercial – Hourly Rate (laptops available for use)	\$41.00	\$42.50	3.66%	Y	G
Technical/Facilitator Assistance per hour	\$67.00	\$69.00	2.99%	Y	G
Bond required for use of equipment	\$205.00	\$211.00	2.93%	N	G

Record & Mix Space

Record & Mix Space available for approved Library Learning programs at no fee as library provides tutors/supervision.

Digital Recording Studio – Free use of space by emerging artist as part of council's cultural development project up to 20 hours per year.

Community per day (includes use of equipment)	\$76.00	\$78.50	3.29%	Y	G
Commercial per day (includes use of equipment)	\$155.00	\$160.00	3.23%	Y	G
Community per hour (includes use of equipment)	\$13.00	\$13.40	3.08%	Y	G
Commercial per hour (includes use of equipment)	\$27.00	\$28.00	3.70%	Y	G
Technical/Facilitator Assistance per hour	\$67.00	\$69.00	2.99%	Y	G
Bond required for use of equipment	\$205.00	\$211.00	2.93%	N	G

Family Day Care Fees

Administration Levy – payable by parents (per hour per child)	\$1.25	\$1.30	4.00%	N	A
Professional Partnership Fee (per week)	\$50.00	\$51.50	3.00%	N	A
Enrolment Fee – payable by parents (1st Child)	\$55.00	\$57.00	3.64%	N	A
Fee Schedule Variation (payable by the Educator for additional variations to independent fee schedules after one free variation per Educator per annum)	\$30.00	\$31.00	3.33%	N	A

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Family Day Care Fees [continued]

Enrolment Fee – payable by parents – 2nd and additional child	\$15.00	\$16.00	6.67%	N	A
Late Timesheet Fee (exceptional circumstances considered)	\$11.00	\$11.50	4.55%	N	A
Educator Registration and Start Up Package	\$280.00	\$289.00	3.21%	N	A
Annual Educator Registration Fee	\$35.00	\$36.00	2.86%	N	A

Attachment 5

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 64 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Economic Development & Activation

Camden Civic Centre – Space Hire Fees

Note: A 10% discount will apply to weekend commercial space hire rates for businesses within the Camden LGA

Macarthur Auditorium

Function Space Hire	\$600.00	\$600.00	0.00%	Y	G
Function Space Hire is applied to catered events, where catering is calculated as a minimum of \$35 per head for adult patron catering. Hire is for a maximum period of 5 hours. Fee relates to Auditorium or Gallery Weekend events.					

Space Hire – Midweek Off Peak per hour

Commercial Rate	\$150.00	\$150.00	0.00%	Y	G
Off Peak Charges apply to bookings that: Fall between January and August Events held prior to 10am Where a minimum of 4 hours Auditorium hire or 2hours hire Gallery applies Conditions apply Consideration will be given during peak times where vacancy exists within 7 days of an enquiry.					

Community Rate	\$120.00	\$120.00	0.00%	Y	G
Off peak charges apply to bookings that: Fall between January to August Event bookings are held prior to 10am daily Where a minimum of 4hours hire of Auditorium or 2hours Gallery applies Conditions apply Consideration will be given during peak times where vacancy exists within 7 days of an enquiry					

Space Hire – Midweek day rate (6 hour day or 6 hour evening)

Commercial Rate	\$1,000.00	\$1,000.00	0.00%	Y	G
Applies to mid week bookings between 9am Monday and Friday 12 noon.					
Community Rate	\$600.00	\$600.00	0.00%	Y	G
Applies to mid week bookings Monday 9am - Friday 12 noon					

Space Hire – Weekend Off Peak per hour

Commercial Rate	\$180.00	\$180.00	0.00%	Y	G
Hourly rate applies to longer bookings, overtime and late to leave.					
Community Rate	\$150.00	\$150.00	0.00%	Y	G
Hourly rate applies to longer bookings, overtime and late to leave					

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 65 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Space Hire – Weekend day rate (6 hour day or 6 hour evening)

Commercial Rate	\$1,350.00	\$1,350.00	0.00%	Y	G
Community Rate	\$880.00	\$880.00	0.00%	Y	G

Ferguson Gallery

Function Space Hire	\$600.00	\$600.00	0.00%	Y	G
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Space Hire – Midweek Off Peak per hour

Commercial Rate	\$120.00	\$120.00	0.00%	Y	G
Hourly rate applies to longer bookings, late to leave or overtime					
Community Rate	\$100.00	\$100.00	0.00%	Y	G
Hourly rate applies to longer bookings, late to leave, or overtime					

Space Hire – Midweek day rate (6 hour day or 6 hour evening)

Commercial Rate	\$660.00	\$660.00	0.00%	Y	G
Community Rate	\$440.00	\$440.00	0.00%	Y	G

Space Hire – Weekend Off Peak per hour

Commercial Rate	\$120.00	\$120.00	0.00%	Y	G
Hourly rate applies to longer bookings, overtime and late to leave					
Community Rate	\$100.00	\$100.00	0.00%	Y	G
Hourly rate applies to longer bookings, overtime and late to leave					

Space Hire – Weekend day rate (6 hour day or 6 hour evening)

Commercial Rate	\$880.00	\$880.00	0.00%	Y	G
Community Rate	\$660.00	\$660.00	0.00%	Y	G

Outdoor Garden

Space Hire – Wedding Ceremony or overflow for Civic Centre hire	\$170.00	\$170.00	0.00%	Y	G
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Undercroft – Mitchell Room (Community Room)**Space Hire – Midweek Hourly**

Commercial Rate	\$55.00	\$55.00	0.00%	Y	G
Community Rate	\$33.00	\$33.00	0.00%	Y	G

Space Hire – Midweek day rate

Commercial Rate	\$300.00	\$300.00	0.00%	Y	G
Community Rate	\$180.00	\$180.00	0.00%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 66 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Space Hire – Weekend hourly					
Commercial Rate	\$65.00	\$65.00	0.00%	Y	G
Community Rate	\$44.00	\$44.00	0.00%	Y	G
Space Hire – Weekend day rate					
Commercial Rate	\$330.00	\$330.00	0.00%	Y	G
Community Rate	\$250.00	\$250.00	0.00%	Y	G
Undercroft – Oxley Room (Training Room)					
Space Hire – Midweek Hourly					
Commercial Rate	\$35.00	\$35.00	0.00%	Y	G
Community Rate	\$25.00	\$25.00	0.00%	Y	G
Space Hire – Midweek day rate					
Commercial Rate	\$220.00	\$220.00	0.00%	Y	G
Community Rate	\$150.00	\$150.00	0.00%	Y	G
Space Hire – Weekend hourly					
Commercial Rate	\$38.00	\$38.00	0.00%	Y	G
Community Rate	\$35.00	\$35.00	0.00%	Y	G
Space Hire – Weekend day rate					
Commercial Rate	\$220.00	\$220.00	0.00%	Y	G
Community Rate	\$180.00	\$180.00	0.00%	Y	G
Foyer Hire Fees – Civic Centre and Undercroft					
Space Hire – hourly (minimum four hours)	\$25.00	\$25.00	0.00%	Y	G
Space Hire – Day Rate	\$110.00	\$110.00	0.00%	Y	G
Package Discounts					
10% discount – space hire bookings of three or more consecutive days			10% discount	Y	G
Camden Civic Centre – Services					
Contractor or Service Charge			Cost + 10%	Y	G
			Last year fee At Cost		
Staffing Services per hour Weekday	\$45.00	\$46.50	3.33%	Y	G
Staffing Services per hour Saturday	\$50.00	\$51.50	3.00%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 67 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Camden Civic Centre – Services [continued]

Staffing Services per hour Sunday	\$60.00	\$62.00	3.33%	Y	G
Staffing Services per hour Public Holiday	\$75.00	\$77.50	3.33%	Y	G
Staffing Services – call out out of hours	\$75.00	\$77.50	3.33%	Y	G
Catering Delivery within 15km	\$25.00	\$26.00	4.00%	Y	G
Ticket Sale Fee per ticket	\$4.00	\$4.00	0.00%	Y	G
Community Concert Ticket Selling Fee	\$0.00	\$2.50	∞	Y	G

Community Concert ticket selling fee applied to events with nominal ticket cost.
Conditions apply

Audio Visual Package Operator (up to 6 hours), lighting and sound	\$600.00	\$600.00	0.00%	Y	G
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Fee includes single operator for up to 6 hours
Included - standard stage lighting and sound, side projectors.
Lighting is established as a preset- lighting configuration changes are not included in this fee.
Additional fees apply for additional staff and time.
Does not include effect lighting, hazer, or video link.
Audio visual equipment MUST be operated by the Centre staff.

Audio Visual Package Complete – includes operator, sound, lighting effects, video link	\$1,000.00	\$1,000.00	0.00%	Y	G
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Complete AV package includes standard package with extras:
Effect lighting, video link to foyer, gallery and change room facilities, hazer and follow spot.
Operator for 6 hours.
Additional fees are applied for headsets, additional operators and time.
Lighting configuration changes are not included in this fee.

Camden Civic Centre – Exhibitions and Shows

Antiques Fair Admission per person	\$5.00	\$5.00	0.00%	Y	G
Expo and Fair Stall Fees per day per site	\$200.00	\$200.00	0.00%	Y	G

Fee applies to Trestle Table display only - commercial entity.

Wedding and Bridal Expo per site	\$400.00	\$400.00	0.00%	Y	G
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Fee for approximate display size equivalent to 3sqm.
Commercial exhibitors only.

Art exhibition and commissions	At Market Rate (incl GST)			Y	G
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Camden Civic Centre – Equipment Hire

Art Screen Hire – Exhibition Only per screen	\$25.00	\$25.00	0.00%	Y	G
Linen Hire – Large (Tablecloths) each	\$15.00	\$15.00	0.00%	Y	G
Linen Hire – Small (Napkins / teatowels) each	\$2.50	\$2.50	0.00%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 68 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Camden Civic Centre – Cancellation, Damages and Bonds

Bond – High Risk	\$2,000.00	\$2,000.00	0.00%	Y	G
<p>Note:</p> <p>Bond High Risk applies to high-risk parties such as dance parties on the upper level. Bond - Medium Risk applies to milestone birthday parties and functions where alcohol is served Other bookings subject to the Bond - Low Risk</p> <p>Bonds may be retained to cover damages and cleaning fees where required</p> <p>Low risk bonds apply to all events unsupervised by Council staff.</p>					
Bond – Medium Risk	\$1,000.00	\$1,000.00	0.00%	Y	G
Bond – Low Risk	\$500.00	\$500.00	0.00%	Y	G
Bond – Audio Visual	\$2,000.00	\$2,000.00	0.00%	Y	G
Bond – Key Provision	\$50.00	\$50.00	0.00%	Y	G
Cancellation – Non Refundable Deposit			At 30%	Y	G
Cancellation – Promoter Non Refundable Deposit	\$1,000.00	\$1,000.00	0.00%	Y	G
Damages – damage to rooms, equipment etc.			Cost + 10%	Y	G
			Last year fee At Cost		
Cleaning Fee			Cost + 10%	Y	G
			Last year fee At Cost		
Change of date per date change	\$35.00	\$35.00	0.00%	Y	G

Camden Civic Centre – Public Holiday Surcharges

Space Hire Public Holiday surcharge – Upper Level			At 30%	Y	G
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Photography and Videography Fees

Alan Baker Art Gallery – Photography / Videography commercial location hire per day	\$565.00	\$565.00	0.00%	Y	G
Alan Baker Art Gallery – Photography / videography commercial location hire per hour	\$170.00	\$170.00	0.00%	Y	G

Stall Space Hire Fees

Alan Baker Art Gallery Market Stall per event	\$50.00	\$50.00	0.00%	Y	G
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Souvenir Sales

Souvenirs, cards and postcards			Market Rate	Y	G
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Art Class and Workshop Fees

Childrens – Single Class	\$12.00	\$12.00	0.00%	Y	G
Childrens – Term Class	\$120.00	\$120.00	0.00%	Y	G
Adults – Single Class	\$20.00	\$20.00	0.00%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 69 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Art Class and Workshop Fees [continued]

Adults – Term Class	\$180.00	\$180.00	0.00%	Y	G
Specialist workshops and classes			Market Rate	Y	G
			Last year fee At Cost		
Life Drawing Class (18+ only)	\$40.00	\$40.00	0.00%	Y	G

Camden Town Farm

Cattle Agistment

Schools charged at 50% of the above agistment fees

Dry cow, steer or heifer (per week)	\$7.00	\$7.20	2.86%	Y	G
Cow & calf (to 4 months) (per week)	\$8.00	\$8.30	3.75%	Y	G
Cattle Hire per day	\$13.50	\$14.00	3.70%	Y	G

Produce Market

Stall space without power (per stall per market)	\$12.50	\$13.00	4.00%	Y	G
Stall space with power (per stall per market)	\$18.60	\$19.20	3.23%	Y	G

Regular Function Venue Hire

Venue: COWA & COWA Paddock only (Toilet block not included)

Category A – Agricultural, Education & Community (Not for Profit Events)

Monday – Thursday (per day)	\$115.00	\$115.00	0.00%	Y	G
Sunday (per day)	\$130.00	\$130.00	0.00%	Y	G
Friday and/or Saturday (per day)	\$145.00	\$145.00	0.00%	Y	G
Friday, Saturday & Sunday (3 day Booking)	\$290.00	\$290.00	0.00%	Y	G

Category B – Parties, Celebrations, Ceremonies & Commercial Events

Monday – Thursday (per day)	\$450.00	\$460.00	2.22%	Y	G
Sunday (per day)	\$560.00	\$575.00	2.68%	Y	G
Friday and/or Saturday (per day)	\$790.00	\$805.00	1.90%	Y	G
Friday, Saturday & Sunday (3 day Booking)	\$1,580.00	\$1,610.00	1.90%	Y	G

Category C – Weddings Receptions

Monday – Thursday (per day)	\$670.00	\$575.00	-14.18%	Y	G
Sunday (per day)	\$790.00	\$720.00	-8.86%	Y	G
Friday and/or Saturday (per day)	\$900.00	\$1,010.00	12.22%	Y	G
Friday, Saturday & Sunday (3 day Booking)	\$1,800.00	\$2,020.00	12.22%	Y	G

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Special Event Venue Hire

Category D – Agricultural, Education & Community (Not for Profit Events)

Venue: COWA & COWA Paddock & Barn, Bull & Market Paddocks

Monday – Thursday (per day)	\$175.00	\$175.00	0.00%	Y	G
Sunday (per day)	\$195.00	\$200.00	2.56%	Y	G
Friday and/or Saturday (per day)	\$220.00	\$220.00	0.00%	Y	G
Friday, Saturday & Sunday (3 day Booking)	\$440.00	\$440.00	0.00%	Y	G

Category E – Commercial & Other Events

Venue 2: COWA & COWA Paddock & Barn, Bull & Market Paddocks

Monday – Thursday (per day)	\$570.00	\$700.00	22.81%	Y	G
Sunday (per day)	\$695.00	\$875.00	25.90%	Y	G
Friday and/or Saturday (per day)	\$1,160.00	\$1,225.00	5.60%	Y	G
Friday, Saturday & Sunday (3 day Booking)	\$2,320.00	\$2,450.00	5.60%	Y	G

Other Venue Hire

Other Paddock hire (per day)	\$115.00	\$120.00	4.35%	Y	G
Other Paddock hire for event parking (per day)	\$350.00	\$360.00	2.86%	Y	G
Filming & Photography location and site hire (per day)	\$565.00	\$600.00	6.19%	Y	G
Photography Location (subject to site availability)	\$170.00	\$175.00	2.94%	Y	G

Bonds and Security Deposits Refundable

Note: Hirers are responsible for all costs for damage and/or loss above & beyond the value of the Bond

GST is payable on portion of bond that is retained

Bond/Security Deposit – Low Risk (Determined by Committee)	\$500.00	\$500.00	0.00%	N	G
Bond/Security Deposit – High Risk (Determined by Committee)	\$1,000.00	\$1,000.00	0.00%	N	G

Fixed Charges

Small groups up to 20 people – Casual hire for activities (e.g. Yoga per person)	\$3.40	\$3.50	2.94%	Y	G
Onsite Bins (5)	\$160.00	\$77.00	-51.88%	Y	G
Waste removal (as required)	\$36.00	\$37.00	2.78%	Y	G
Cleaning per area/open pavilion (as required)	\$230.00	\$235.00	2.17%	Y	G
Onsite Toilet Cleaning (as required)	\$105.00	\$105.00	0.00%	Y	G
Lost Key Charge	\$50.00	\$50.00	0.00%	N	G
Onsite Security (High Risk Events as defined by committee)	\$550.00	\$550.00	0.00%	Y	G
Community Gardens use (Access and/or Photos)	\$80.00	\$80.00	0.00%	Y	G
Agricultural Storage (per m2/per month)	\$2.00	\$2.00	0.00%	Y	G
Hay Sales			Market Rate	Y	G
COWA Toilet block hire & cleaning (CAT A & D hires only)	\$0.00	\$50.00	∞	Y	G

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Bicentennial Park Hire Fees

Arena & Grounds Hire (per day)

Exclusive use of Park, incl. facilities and equipment, but excl. clubhouses	\$1,310.00	\$1,330.00	1.53%	Y	G
Arena Hire – Main/Multi use and/or Entertainment/Circus arena	\$410.00	\$420.00	2.44%	Y	G
Arena Hire (Campdraft/Rodeo, Polocrosse, Dressage, Pony Club, special purpose arenas, XC no jumps & parking)	\$340.00	\$345.00	1.47%	Y	G
Cross Country Course (including use of XC jumps)	\$680.00	\$690.00	1.47%	Y	G
Lynn Farm/Hill Area	\$790.00	\$800.00	1.27%	Y	G
Photography location per 2 hours	\$175.00	\$180.00	2.86%	Y	G
Filming Location per day in addition to site hire	\$600.00	\$610.00	1.67%	Y	G
Participant prior/ post events days (plus camping fees)	\$67.00	\$68.00	1.49%	Y	G

Building Hire

Clubhouse (main or southern) with ground hire (equestrian event)	\$210.00	\$215.00	2.38%	Y	G
Clubhouse (main or southern) separate function hire	\$420.00	\$430.00	2.38%	Y	G
Clubhouse (pony club) with ground hire	\$115.00	\$116.00	0.87%	Y	G
Clubhouse (pony club)/Northern Open Pavilion separate function hire	\$230.00	\$235.00	2.17%	Y	G
Clubhouse (main or southern) meetings and seminars (per hour, min 4 hrs.)	\$31.00	\$32.00	3.23%	Y	G
Clubhouse (pony club) meetings & seminars (per hr, min 4 hrs.)	\$15.50	\$16.00	3.23%	Y	G

Equestrian Fees

Horse Fee – Event – per day	\$2.60	\$2.70	3.85%	Y	G
Horse Yard (Steel) – per day	\$5.00	\$5.00	0.00%	Y	G

Camping Fees

Camping per site – unpowered – Event	\$16.00	\$16.20	1.25%	Y	G
Camping per site – powered – Event	\$26.70	\$27.00	1.12%	Y	G

Recreational Riding

Adult (per annum)	\$115.00	\$117.00	1.74%	Y	G
Child < 17 years (per annum)	\$57.50	\$58.50	1.74%	Y	G
Family rate – 2 adults & 2 children (per annum)	\$287.50	\$292.00	1.57%	Y	G
Adult – (casual daily rate)	\$11.50	\$12.00	4.35%	Y	G
Child < 17 years (casual daily rate)	\$6.00	\$6.00	0.00%	Y	G
Family – 2 adults and 2 children (casual daily rate)	\$30.00	\$30.00	0.00%	Y	G

Fixed Charges – All Users

Arena Lighting (per hour)	\$33.00	\$34.00	3.03%	Y	G
Onsite Bins (10)	\$150.00	\$155.00	3.33%	Y	G

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Fixed Charges – All Users [continued]

Cleaning FEE per arena/open pavilion/club house/toilets	\$250.00	\$255.00	2.00%	Y	G
Cleaning horse yard	\$31.00	\$32.00	3.23%	Y	G
Waste removal per 50 – 60L bag	\$41.00	\$42.50	3.66%	Y	G
Key/s deposit – Refundable	\$50.00	\$50.00	0.00%	N	G
PA system/BBQ and gas (per item) with other hire	\$62.00	\$64.00	3.23%	Y	G
Fill water jump	\$155.00	\$158.00	1.94%	Y	G
Electricity Usage Charges (actuals + 10% service fee) (read before and after event)		Actual Cost plus 10%		Y	G

Annual Charges – User Groups

Cobbitty Pony Club (2 events per month including related store and club house use)	\$1,520.00	\$1,565.00	2.96%	Y	G
Camden Show	\$6,680.00	\$6,880.00	2.99%	Y	G

Bonds

GST applies to any portion of the bond retained.

Building and Arena Hire – per facility – Low risk (maximum \$1,000)	\$500.00	\$515.00	3.00%	N	G
Building and Arena Hire – per facility – High Risk (Maximum \$2,000)	\$1,000.00	\$1,030.00	3.00%	N	G

Economy & Place

Business Events

Workshop Ticket	Tickets range from \$20 to \$120 per person. Min. Fee incl. GST: \$20.00	Y	A
Networking Event Ticket	Tickets range from \$15 to \$50 per person. Min. Fee incl. GST: \$15.00	Y	A
Formal Event Ticket	Tickets range from \$50 to \$150 per person. Min. Fee incl. GST: \$50.00	Y	A

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Public Road Activity, Restoration & Private Works

Public Road Activity

Establishment costs		Price on Application		N	G
All Establishment Costs associated with items such as Traffic and Pedestrian Management, service location and Dial Before You Dig, environmental measures, temporary works to make site safe, significant earthworks or topsoil and assessing or obtaining Road Occupancy Licences will be charged at cost in addition to the nominated Fees and Charges. Applies to all works.					
Cancellation Fee	\$85.00	\$87.50	2.94%	Y	A
Note: Application fees will not be refunded where assessment has been completed or approval issued. An administration fee will apply for cancellations where an assessment has been partially completed					
(i) Driveway Crossings – Non Standard Driveway	\$460.00	\$474.00	3.04%	N	G
Note: Includes 1st inspection – additional charges apply for re-inspections. If multiple driveways are proposed, additional inspection fee for each additional driveway is added to application fee. Refunded fee for partial assessment is based on cost of works undertaken to date					
(ii) Driveway Crossings – Standard Driveway	\$345.00	\$356.00	3.19%	N	G
Note: Includes 1st inspection – additional charges apply for re-inspections see (iv)					
(iii) Driveway Crossings – Commercial / Industrial	\$600.00	\$618.00	3.00%	N	G
Note: Includes 1st inspection – additional charges apply for re-inspections					
(iv) Additional Formwork/Final Inspections/Reinspection	\$160.00	\$165.00	3.13%	N	G
(v) Reissuing of Unexpired Vehicular Footpath Crossing Levels and Specification	\$47.00	\$48.50	3.19%	N	G
(vi) Vehicular Gutter Crossing	\$230.00	\$237.00	3.04%	N	G
(vii) Street Alignment Levels	\$185.00	\$191.00	3.24%	N	G
(viii) Road Opening Permit (Public utility and new service connections)	\$147.00	\$152.00	3.40%	N	G
Note: For connections associated with new building work, 1 Permit per dwelling/ building is applicable)					
Non-standard Road Opening Permit	\$435.00	\$448.00	2.99%	N	G

Public Infrastructure Damage Inspection Fee

(a) In ground pool	\$220.00	\$227.00	3.18%	N	A
(b) Dwelling additions (> \$50,000)	\$220.00	\$227.00	3.18%	N	A
(c) Dwellings	\$290.00	\$299.00	3.10%	N	A
(d) Commercial/Industrial (new work – excluding shop fit out)	\$290.00	\$299.00	3.10%	N	A

Road Restoration Fees

Restoration Fees		Price on Application		N	G
All Establishment Costs associated with items such as Traffic and Pedestrian Management, service location and Dial Before You Dig, environmental measures, temporary works to make site safe, significant earthworks or topsoil and assessing or obtaining Road Occupancy Licences will be charged at cost in addition to the nominated Fees and Charges. Applies to all works.					

Roads (per sqm)

Asphaltic concrete (AC) road surfaces greater than 100mm thickness		Price on Application		N	G
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Roads (per sqm) [continued]

DGB20 – Heavy duty unsealed shoulder 200mm thickness		Price on Application		N	G
DGB 20 / unsealed shoulder 100mm thickness		Price on Application		N	G

Asphaltic concrete 100mm thickness

Areas to 5m2	\$385.00	\$397.00	3.12%	N	G
Areas 5m2 to 10m2	\$365.00	\$376.00	3.01%	N	G
Areas 10m2 to 20m2	\$315.00	\$325.00	3.17%	N	G
Areas above 20m2	\$305.00	\$314.00	2.95%	N	G

Medium/light duty asphaltic concrete 50mm thickness

Areas to 5m2	\$295.00	\$304.00	3.05%	N	G
Areas 5m2 – 10m2	\$275.00	\$283.00	2.91%	N	G
Areas 10m2 to 20m2	\$245.00	\$253.00	3.27%	N	G
Areas above 20m2	\$235.00	\$242.00	2.98%	N	G

Footpaths (per sqm)

Standard Brick or concrete pavers on a 50mm thickness on a granula sub-base

Areas to 5m2	\$325.00	\$335.00	3.08%	N	G
Areas 5m2 – 10m2	\$285.00	\$294.00	3.16%	N	G
Areas 10m2 to 20m2	\$265.00	\$273.00	3.02%	N	G
Areas above 20m2	\$255.00	\$263.00	3.14%	N	G

Town Centre paving on 100mm steel reinforced sub base to Town Centre specifications per m2

Areas to 5m2	\$740.00	\$762.00	2.97%	N	G
Areas 5m2 – 10m2	\$680.00	\$700.00	2.94%	N	G
Areas 10m2 to 20m2	\$630.00	\$649.00	3.02%	N	G
Areas above 20m2	\$580.00	\$597.00	2.93%	N	G

Concrete Footpath 100mm thick Steel Reinforced

Areas to 5m2	\$380.00	\$392.00	3.16%	N	G
Areas 5m2 – 10m2	\$305.00	\$314.00	2.95%	N	G
Areas 10m2 to 20m2	\$285.00	\$294.00	3.16%	N	G
Areas above 20m2	\$255.00	\$263.00	3.14%	N	G

Topsoil up to 150mm thickness & Grass per m2

Areas 0m2 – 20m2	\$130.00	\$134.00	3.08%	N	G
Areas above 20m2	\$125.00	\$129.00	3.20%	N	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 75 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Driveways (per sqm) based on minimum of 10m2

Light Duty 125mm	\$380.00	\$392.00	3.16%	N	G
Heavy duty 175mm	\$455.00	\$469.00	3.08%	N	G
Driveway Pavers on 100mm concrete steel reinforced base	Price on Application			N	G

Kerb and Gutter Restoration Fees (per Linear Metre)

Restoration Fees	Price on Application			N	G
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All Establishment Costs associated with items such as Traffic and Pedestrian Management, service location and Dial Before You Dig, environmental measures, temporary works to make site safe, significant earthworks or topsoil and assessing or obtaining Road Occupancy Licences will be charged at cost in addition to the nominated Fees and Charges. Applies to all works.

Laybacks (Residential) based on minimum 5.6m (excludes saw cutting and asphalt reinstatement)	\$355.00	\$366.00	3.10%	N	G
Laybacks (Industrial) based on minimum 7m (excludes saw cutting and asphalt reinstatement)	\$402.00	\$414.00	2.99%	N	G
Kerb & Gutter based on Minimum 10m (excludes saw cutting and asphalt reinstatement)	\$402.00	\$414.00	2.99%	N	G
Asphalt reinstatement along length of layback (min 4.1 metres)	\$100.00	\$103.00	3.00%	N	G
Kerb only – concrete based on minimum 10m (excludes saw cutting and asphalt reinstatement)	\$225.00	\$232.00	3.11%	N	G
Concrete dish crossing based on minimum 10m (excludes saw cutting and asphalt reinstatement)	\$385.00	\$397.00	3.12%	N	G
Lintel for Concrete Pit based on 1.8m (excludes saw cutting and asphalt reinstatement)	\$550.00	\$566.00	2.91%	N	G
Kerb inlet – including pipe	\$150.00	\$155.00	3.33%	N	G
Sawcutting	Price on Application			N	G

Erection of Barricades**(a) Barricades/Parra webbing erected during working hours (Cost per hour)**

Barricades/Parra Fee	Price on Application			N	G
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(b) Barricades erected outside working hours (Cost per hour)

Barricades Fee	\$485.00	\$500.00	3.09%	N	G
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(c) Daily Charge for the hire of the following equipment

(i) Barricade Lights – each per day	\$4.40	\$4.60	4.55%	N	G
(ii) Barricades – each per day	\$6.70	\$6.90	2.99%	N	G
(iii) Standard Signs – each per day	\$13.00	\$13.40	3.08%	N	G
(iv) Star Pickets – each per day	\$2.90	\$3.00	3.45%	N	G
(v) Barrier Mesh – per metre per day	\$2.30	\$2.40	4.35%	N	G
(vi) Cones – each per day	\$3.40	\$3.50	2.94%	N	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 76 of 79

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Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Directional Signs					
Sign only installed					
Sign blade of a sign with white font on blue or brown background	\$195.50	\$202.00	3.32%	Y	G
Sign & Post Installed					
Sign blade and post consisting of a sign with white font on blue or brown background on a Galvanised pole	\$320.50	\$330.00	2.96%	Y	G
Sign & Powder Coated Post installed					
Sign blade and post consisting of a sign with white font on blue or brown background on a Powder Coated pole	\$355.50	\$366.00	2.95%	Y	G

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 77 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
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Open Space & Sustainability

Sustainability (Miscellaneous)

Security Deposit (Refundable)	\$105.00	\$105.00	0.00%	N	G
For loan items including the portable water bubblers					

Tree Removal/Pruning – Development Applications & Permits

Note: Pensioner card must be presented for pensioner discounted fees.

Note: an additional fee is required for those applications that are required to be notified to adjoining neighbours. Refer to Public Notification/Advertising section, part (v).

Note: For advice regarding the refund of application fees, please refer to the "Refunds Section".

(i) Tree removal Development Application/Permit Assessment Fee for number of trees (CI 250 EPAR 2000)

1-10 trees	\$145.00	\$145.00	0.00%	N	F
11+ trees	\$285.00	\$285.00	0.00%	N	F

Pensioner Discount

1-10 trees	\$75.00	\$75.00	0.00%	N	F
11+ trees	\$145.00	\$145.00	0.00%	N	F

(ii) Tree Pruning Development Application/Permit Assessment Fee for number of Trees

1-10 trees	\$75.00	\$75.00	0.00%	N	F
11+ trees	\$145.00	\$145.00	0.00%	N	F

Pensioner Discount

1-10 trees	\$35.00	\$35.00	0.00%	N	F
11+ trees	\$75.00	\$75.00	0.00%	N	F

(iii) Pre-DA/Permit site inspection of trees and vegetation

1-10 trees	\$75.00	\$75.00	0.00%	N	F
11+ trees	\$145.00	\$145.00	0.00%	N	F

Pensioner Discount

1-10 trees	\$35.00	\$35.00	0.00%	N	F
11+ trees	\$75.00	\$75.00	0.00%	N	F

Tree Planting

Tree planted on public land to offset loss on private land (per Tree, no GST)	\$0.00	\$375.00	∞	N	F
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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 78 of 79

Name	Year 21/22 Fee (incl. GST)	Year 22/23 Fee (incl. GST)	Increase %	GST	Pricing Code
Tree Planting [continued]					
Replacement tree when required due to construction, vehicular crossing or other reason (per Tree, no GST)	\$0.00	\$375.00	∞	N	F

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All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations | Page 79 of 79

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Attachment 6



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LONG TERM
FINANCIAL
PLAN

2022/23-2031/32

Disclaimer

The information contained in this document provides a general overview on the long-term financial position of Camden Council. Council reserves the right to make changes to this Plan accordingly.



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Introduction

What is a Long Term Financial Plan

The Long Term Financial Plan (LTFP) sets out Council's objectives and recommendations for ensuring that Council is and remains financially sustainable. Council is also required to prepare a Resourcing Strategy, under the Integrated Planning & Reporting Framework (IP&R).

The LTFP is a necessary component of this strategy and acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver the outcomes contained within the Community Strategic Plan.

The LTFP is a financial decision making and problem-solving tool. It is the point at which long-term community aspirations are tested against financial realities. It consists of modelling expenditure and revenue projections, based on a number of market based and internal assumptions.

It projects the financial impacts of significant growth within the Camden Local Government Area and helps to identify the additional resources (people, time and finances) required to plan for new communities whilst continuing to deliver the services and standard of service our community expects.

The LTFP is prepared for a period of ten years and includes the following:

- the planning assumptions used to develop the plan,
- projected income and expenditure, balance sheet and cash-flow statement,
- sensitivity analysis and testing,
- financial modelling for different scenarios, if required
- methods of monitoring financial performance.



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What is the Purpose of this Long Term Financial Plan

The primary purpose of this Plan is to facilitate effective financial decision-making which is informed by the short, medium and long term expectations of the community and seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The plan assists in long term decision making regarding the prioritisation of the services delivered by Council and what assets and financial resources are required to provide those services and serves as a guide to Council's future financial position.

The projections contained in the LTFP are subject to change from external factors and the decisions made by the Council. It is necessary to regularly review and monitor these factors and if necessary, revise the projections. In keeping with the legislative requirements outlined below, the LTFP is revised annually as part of Council's annual budget process. Any external changes to corporate assumptions are considered quarterly as to the impact on the adopted LTFP.

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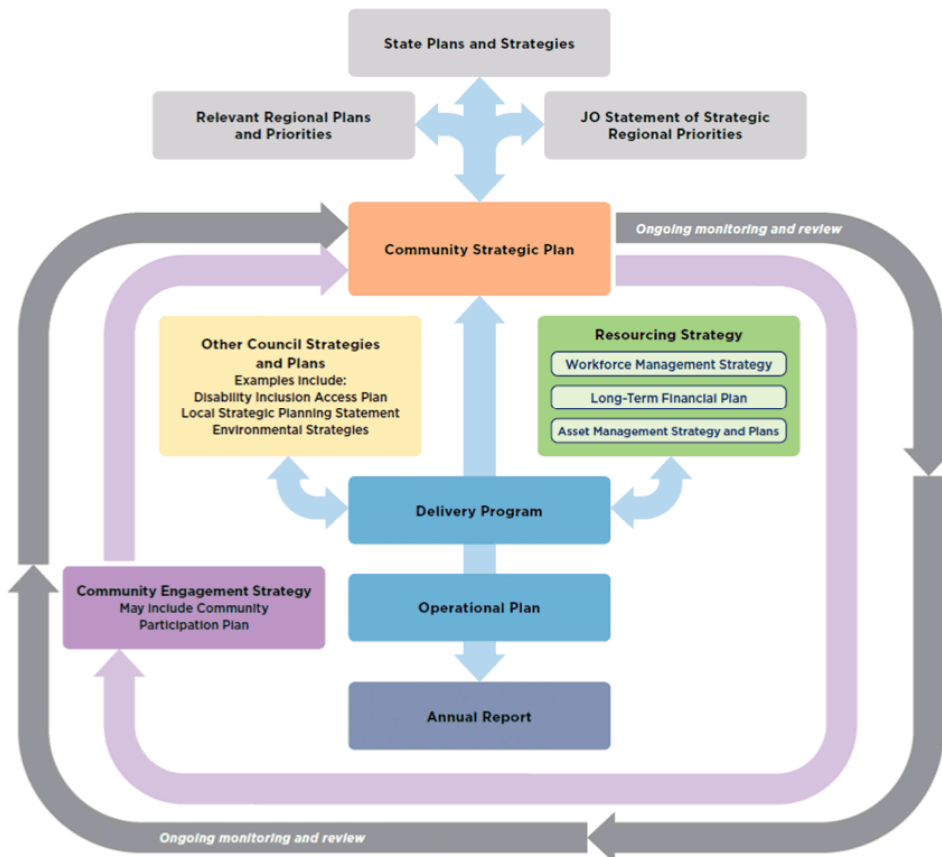
Legislative Framework

In 2009 the NSW State Government implemented the Integrated Planning & Reporting (IP&R) framework relating to the Strategic Planning processes and requirements for NSW councils. It requires councils to develop a Resourcing Strategy to assist in developing its planning documents and comprises the following three components:

- Asset Management Plan(s)
- Workforce Management Plan
- Long Term Financial Plan

The plans need to be considered together in order to identify the available money, assets and people to carry out a diverse range of services, activities and programs identified in Council’s Community Strategic Plan

The diagram below shows how our planning framework fits together. In essence this document is all about making sure the plans, programs and budgets are integrated, consistent with each other and continue progress towards our community goals.





Long Term Sustainability

How do We Define Financial Sustainability

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without incurring excessive debt or rate increases. This definition has been translated into four key financial sustainability principles:

- Council transitions to a fully funded operating position reflecting that Council collects enough revenue to fund operational expenditure, repayment of debt and depreciation, noting that as a growth council, depreciation on newly constructed assets distorts the operating performance of Council,
- Council maintains sufficient cash reserves to ensure that it can meet its short-term working capital requirements,
- Council has a fully funded capital program, where the source of funding is identified and secured for both capital renewal and new capital works,
- Council maintains its asset base, by renewing ageing infrastructure and by ensuring cash reserves are set aside for those works which are yet to be identified.

How Long Term Financial Sustainability is measured

The Office of Local Government (OLG) has developed a set of criteria and benchmarks to measure if councils are strategic and fit for the future. The indicators were developed and based on work by NSW Treasury Corp, IPART and the Independent Local Government Review Panel.

Council's Long-Term sustainability is assessed against the set criteria and benchmarks for the 2022/23 Long-Term Financial Plan and can be found on pages 36-52.

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Long Term Financial Plan

This Plan is used to inform the 2022/23 – 2024/25 Delivery Program and 2022/23 Operational Plan. It includes a summary of Council’s key financial strategies and funding priorities over the course of the plan.

Financial Management Strategies

Council’s Long-Term Financial Plan is based on the following aspirations:

- Council’s financial position and performance is secure and financial indicators are within (or moving towards) industry benchmarks (as adopted by Council),
- Council maintains existing service levels to residents,
- Council will continue to advocate a “whole of Government” approach to funding the capital infrastructure requirements and service provision within new urban development areas,
- Services and Infrastructure in new areas will be provided when they are needed,
- Council’s capacity to fund its recurrent operations and renew critical infrastructure is improved through sustainable financial decision making.

In conjunction with these principles, Council’s Long-Term Financial Plan is guided by a number of policies and strategies which are outlined over the next several pages.

Attachment 6



Rating Income Strategy

Rating Income is generated by a levy on properties within the Council area for the provision of local government services. Council is committed to the implementation of a fair and equitable rating system, where each rating category and property will contribute to the rate levy according to the demands placed on Council's resources.

Council has the following categories for rateable land in the Camden Local Government Area:

1. Residential
2. Farmland - Ordinary
3. Farmland - Intensive
4. Business

The rating categories have been in place since 1994.

Camden Council's rates consist of a base charge (\$675 proposed in 2022/23) and an ad-valorem charge. The base charge amount is a standard amount which is applied to all properties. The ad-valorem charge is a distribution of the residual rating income, calculated as a proportion of the properties land valuation. The land valuation calculated for each property is determined by the Valuer General's Department and is reviewed every three years. The last review was conducted in 2019.

Council calculates its rating charges with the intention of generating 50% of the total rate levy from the base charge (or as close there to as possible). The basis of this is that such a rating structure will provide the fairest and most equitable distribution of the rate levy in the Camden Local Government Area.

Introduction of Population Growth Factor into the Rate Peg

In October 2021, the Minister for Local Government announced that the State Government had accepted the Independent Pricing and Regulatory Tribunal's (IPART) recommendation for the inclusion of a population factor into the rate peg.

IPART has developed a methodology that enables councils to maintain per capita general income over time as their populations grow. Maintaining per capita general income will help councils to maintain existing service levels and provide the services their growing communities expect.

The approach developed by IPART amends the existing rate peg calculation to include a population factor in the rate peg that is calculated as the change in residential population, less any increase in general revenue from supplementary valuations.

In the development of a population growth factor for the rate peg, IPART undertook research which indicated councils currently only recover approximately 60% of the cost of population growth through supplementary rate income.

The methodology will apply to all councils experiencing population growth, even at low levels, but not impact councils with stable or declining populations. The methodology will allow rating

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income to increase to provide councils with a greater ability to manage the cost of population growth.

In December 2021, IPART announced that the rate peg for the 2022/23 financial year would be set at 0.7%. IPART also applied a growth factor for Camden of 4.3%, after considering the supplementary rate income council would receive and the change in population growth.

The total rate peg approved by IPART for the 2022/23 financial year is 5.0%

Special Rate Variation

Camden Council has not applied for a special rate variation for 2022/23. Council has not factored in any future special rate variations into this Long Term Financial Plan.

Stormwater Management Levy

Council currently levies \$25 p.a. per occupied allotment for the provision of additional stormwater management services to residents in urban areas who benefit from Council provided stormwater services. The amount of \$25 is set by legislation and has not changed for the 2022/23 rating year.

The levy can only be charged in areas where Council provides a stormwater management service. Income from the levy can only be used by Council for the purpose for which it is collected. Council must also maintain its existing stormwater management program.

Council has taken the approach that this levy will be used to educate and promote awareness in the community, ensure a better flow of stormwater through the LGA and an improvement in the quality of water flowing into our streams and rivers. Ratepayers who currently receive a pension rebate will be exempt from this levy providing they qualify for the pension rebate at 1 July of any given rating year.

The stormwater management levy will generate approximately \$955,000 in the 2022/23 rating year.

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Discretionary & Regulatory Fees & Charges

Council has the ability to generate revenue through the adoption of a fee or a charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

1. Regulatory fees - These fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation, and any annual increases of these fees and charges.
2. Discretionary Fees - Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

The general principles under which Council sets its fees and charges take into account the works and services provided, the comparable commercial value, and the ability of residents to pay at the pricing level determined appropriate. The general principles that Council supports in its pricing policy are to:

1. ensure the community receives the maximum possible benefit from the services provided and from the limited resources which are used to provide that service,
2. recognise that there is an element of community benefit in Council providing certain works and services, and as such that a level of general fund contribution be incorporated into the determining of some fees and charges,
3. where a service is provided which is considered a commercial activity, that an appropriate fee be charged which recovers the cost of the service, the consumption of assets and an appropriate return on investment, which is in no way subsidised by the community.



Developer Contributions

"Developer Contributions" or "Section 7.11 Contributions" are a levy that Council can impose on development consent to help fund the delivery of infrastructure that is needed for that development. They can only be imposed as a condition of consent.

In order to levy a contribution, Council must first adopt a Contributions Plan. The plan sets out what infrastructure is needed, the likely timing of its construction, the cost of the works and how the cost is to be shared by developers and Council. Council can only levy a contribution which is in accordance with an adopted Plan.

The *Environmental Planning and Assessment Act* sets out the rules for development contributions. The Minister for Planning may issue directions that can provide further detail to the legislation, such as imposing a cap on the contributions.

When permitted, developers can construct works, or dedicate land in lieu of paying a cash contribution to the Council. Where this happens, the developer enters into either a Works In Kind Agreement or a Voluntary Planning Agreement. For example, a developer may have an agreement with Council where they will dedicate land for a park and provide the park embellishment (such as playground equipment, BBQ, paths, landscaping and parking). In these cases, the works are required to be completed prior to the developer receiving a Subdivision Certificate for their development.

In October 2021, the Department of Planning, Industry and Environment (DPIE) and the Independent Pricing and Regulatory Tribunal (IPART) released a number draft policy documents regarding proposed reforms to the NSW infrastructure contributions system.

Council provided a formal response to these draft position papers and will continue to closely monitor the impact of changes to the infrastructure contributions system and how they impact the Camden LGA both in the short and long term.



Investment Principles

Council has an adopted Investment Policy. The overall objective of this policy is to ensure that Council invests its funds:

1. in accordance with the requirements of the *Local Government Act (1993)*, Minister's Order and Council's investment policy, and
2. to maximise the return on investments after taking into consideration the level of risk attributable to the type of investment made, and the level of funds required to ensure that Council meets its budget obligations.

The policy outlines:

- the manner in which Council may invest funds,
- the risk profile considerations for investment categories,
- the institutions and products which Council can invest in, and
- the reporting requirements of Council's investment portfolio.

Interest on investments is received on three types of investments:

- general fund revenues raised through the year from all sources of revenue,
- restricted investments held until expended,
- Section 7.11 contributions held until expended.

Council has control over the interest it earns on general fund revenues and unrestricted reserves, but Section 7.11 interest on investments must be utilised for the purpose for which the contribution relates. The interest Council earns on general fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.



Loan Borrowings

Council's position on funding expenditure through loan borrowings is:

1. Funds will only be borrowed for specific infrastructure projects, which are clearly linked to the community's expectations as outlined within Council's Community Strategic Plan,
2. Council will consider the use of loans to ensure existing residents are not burdened with the cost of infrastructure which will be enjoyed by future generations,
3. Loan borrowings will only be considered after all potential funding strategies have been investigated, including the use of any existing cash reserves and external funding opportunities,
4. The use of loan borrowings to fund operational shortfalls or service expansion is not permitted,
5. The use of loan borrowings for the purpose of leveraging an investment is not permitted,
6. Council will review its long-term financial plan to ensure there is capacity to service debt from recurrent revenues.

Proposed loan borrowings including within this plan (in the year the funds are required) are shown in the table below:

Purpose	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Road Renewal Program	\$3.5M	\$3.5M	\$1.5M	\$0	\$0	\$0	\$0
Community Support Package Stage 3	\$8.35M	\$11.85M	\$13.2M	\$0	\$0	\$0	\$0
Community/Civic Catalyst Site	\$0	\$0	\$0	\$27.3M	\$27.3M	\$0	\$0
Works Depot Stage 2	\$0	\$0	\$0	\$0	\$0	\$0	\$5.0M
Total	\$11.85M	\$15.35M	\$14.7M	\$27.3M	\$27.3M	\$0	\$5.0M

Loan borrowings are indicative and revisited as part the final funding package for all infrastructure projects. What is important to understand as a growth Council is the capacity to sustain debt and service debt now and into the future.

Council has considered the impact of its proposed loan borrowings program and is satisfied that this level of debt is within the recommended levels for a growth Council. The associated debt servicing (loan repayments) has been included in Council's LTFP and is secured against rate income as required under the *Local Government Act 1993*.

Low Cost Loan Initiative (LCLI)

The Low-Cost Loans Initiative (LCLI) assists councils with the cost of borrowing to fund new infrastructure by providing a 50% refund of the interest paid on loans. This is to help councils bring forward the delivery of infrastructure they have been planning to support their growing communities in new housing areas.

Council successfully applied for this funding in relation to the \$8.8m loan taken out for the redevelopment of Council's Depot at Narellan. Under this LCLI funding agreement, Council will receive \$406,000 in total over 10 years which will be transferred to the Asset Renewal Reserve. This is in addition to savings of \$700,000 achieved from previous successful LCLI applications.

Council will take advantage of being able to access loans through the NSW State Government (T-Corp) and will actively pursue funding through initiatives such as the Low-Cost Loan Initiative for future loans as they are required.

Cash Reserves & Restrictions

Council has a number of cash reserves which are either a legislative requirement (externally restricted) or through a Council resolution (internally restricted). The projected balance of cash reserves as at 30 June 2023 is \$147.8 million.

The following outlines the various reserves Council has established, the funds available in each and the purpose of the reserve.

Externally Restricted Reserve	Purpose of Reserve	Projected Balance 30/06/2023
Section 7.11 Developer Contributions And Restricted Voluntary Planning Agreement (Cash Component)	In accordance with Section 7.11 of the <i>Environmental Planning and Assessment Act</i> , all unexpended S7.11 Contributions are to be restricted and only used for the purpose for which they were collected under the various Contributions Plans Council has adopted.	\$121.9 million
Domestic Waste Management	This externally restricted reserve is the balance of funds available to fund operational shortfalls and the replacement of plant for Council's waste service. The Local Government Act does not permit any general fund subsidy for the provision of waste services.	\$10.5 million
Total External Reserves projected at 30 June 2023		\$132.4 million

Note: External Reserves can only be used for the purpose for which the funds were collected.

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Internally Restricted Reserve	Purpose of Reserve	Projected Balance 30/06/2023
Assets Renewal Reserve	This reserve is for the replacement and/or renewal of existing assets.	\$380k
Central Admin Building Asset Renewal Reserve	This reserve is minor renewal works at Council's Administration Building	\$300k
Engineering Bonds & Deposits	This reserve contains a number of developer payments to secure future works such as footpath construction and roadworks. If the developer undertakes the works, then the amount held by Council will be returned to the developer.	\$251k
Employee Leave Entitlements	This purpose of this reserve is to partially fund Council's liability for annual leave and long service leave. Council's target provision for this reserve is 15% of the overall leave entitlements liability.	\$3.7 million
Works Depot Loan Repayment Reserve	This reserve contains the funding that Council set aside to meet initial loan repayments in relation to the \$8.8m loan to fund the Depot Redevelopment	\$1.6 million
Loan Reserve	This reserve is for the loan funding in relation to Asset Renewal works and Community Support Package Stage 3	\$1.0 million
Plant Replacement Reserve	This reserve is to ensure there is sufficient funding available to replace major plant upon the end of its useful life. The reserve is supported by a ten-year plant replacement program.	\$2.0 million
Capital Works Reserve	The purpose of the Capital Works Reserve is to fund works which Council deems as essential capital infrastructure renewal or upgrade, which cannot be funded through alternative sources such as grants or \$7.11 Developer Contributions. The reserve also acts as emergency fund for Council to undertaken unforeseen works at short notice.	\$772K
Section 355 Committee Reserve	Money held in reserve for S355 Committees	\$742k
Information Technology Replacement Reserve	Established as part of the 2018/19 budget to fund a 4-year cycle of computer hardware replacement (program).	\$446k



Internally Restricted Reserve	Purpose of Reserve	Projected Balance 30/06/2023
Work Health & Safety Reserve	In adopting 2014/15 Budget, in order to address Organisation Health and Safety, Council established this Reserve.	\$55k
Risk Management Reserves	This is an equalisation reserve to protect Council against insurance premium shock.	\$110k
Cemetery Improvements	This reserve was established to fund future cemeteries capital works.	\$1.6 million
Commercial Waste Management Reserve	This reserve is used to fund the replacement of plant, together with the restriction of operational surpluses achieved through the Commercial Waste Service.	\$1.5 million
Other Restrictions	Council holds a range of minor internal reserves for purposes such as family day care and community facilities.	\$1.0 million
Total Internal Reserves projected at 30 June 2023		\$15.4 million

The balance of Council's reserves and the need for new reserves is considered annually as part of the budget process.

Minimum Working Funds Balance

Council's current policy is to maintain a minimum working funds balance of \$1,000,000. These funds are held as part of Council's internal reserves. This amount represents funds readily available in cash, which are not committed in Council's current budget.

This amount has been deliberately set aside by Council to allow for situations where emergency funding is required due to a major unforeseen circumstance within the LGA. The level of the restriction will be reviewed as Council's budget grows.



Asset Disposal & Property Investment Strategy

Council has a limited portfolio of property holdings which are not engaged in the delivery of essential services to the community. The majority of Council's property assets deliver on services such as:

- Transport Infrastructure,
- Environmental services, such as stormwater management,
- Community Facilities,
- Operational Assets, including administration buildings.

Council does not actively participate in the purchase of property as an investment. The limited number of property investments which Council currently owns primarily relate to land holdings within industrial and residential areas within the Camden LGA.

Council will consider the sale of surplus land where funds are required for capital purposes. Council's criteria for the sale of property assets are as follows:

- The asset is no longer used, or is not required for the provision of a core community service,
- The asset has reached the end of its useful life and provides no further tangible benefit to the community,
- Market conditions indicate that the asset could provide a substantial return which could be used to fund other capital investments,
- The asset is incurring a higher level of maintenance cost than would normally be expected.

While revenue generated from the sale of land assets could be used to alleviate operational budget pressures, this is a financially unsustainable measure as the funding would only provide a short-term solution.

Lease Income

The completion of the Oran Park administration building enabled Council to lease the previous administration centres at Camden and Narellan. Council also receives lease income for air rights over the Camden Valley Way from the Narellan Town Centre. A number of other residential and commercial buildings are leased by Council on a commercial basis.

Council undertakes an external valuation on an annual basis on all investment properties and conducts a 'highest and best use' review of all operational land holdings every three years.



External Influences on Council's Plan

There are a range of external influences which are considered in this Long Term Financial Plan. These external factors represent issues or factors which Council has no control over, or where Council has limited capacity to predict their impact over the long term course of this plan.

Rate Capping

Local Government's ability to align rating revenue with the increased cost of providing services has been restrained for many years by rate pegging. Rate pegging is a legislative instrument whereby the maximum increase in rating revenue is set by IPART. Any significant change to the rate capping process will require Council to review this plan.

In October 2021, the Minister for Local Government announced that the State Government had accepted the Independent Pricing and Regulatory Tribunal's (IPART) recommendation for the inclusion of a population factor into the rate peg.

In December 2021, IPART announced that the rate peg for the 2022/23 financial year would be set at 0.7%. In recognising this significant amount of growth in the Camden Local Government Area, IPART applied an additional 4.3% population growth factor for the 2022/23 financial year. The total rate peg approved by IPART for the 2022/23 financial year is 5.0%.

The Long Term Financial Plan has been updated to reflect an increase in rate income for the 2022/23 financial year of 5%.

To demonstrate the impact this rate increase has on Council's financial sustainability, additional scenarios have been modelled which identifies Council's changing financial position if a 0.7%, 3% or 4% rate increase had been approved by IPART.

Economic Conditions

Before the onset of the COVID-19 pandemic, Council's Long Term Financial Plan had already considered a downward shift in the housing market which impacts development assessment income and rate income. This downturn is in part due to a land supply issue, rather than demand for new urban lots. The timing and impact of development market conditions continues to be monitored monthly.

Market based assumptions which have been used in this plan are sourced from Access Economics Business Outlook Report. Council's revenue forecasts for investment income, development income and rating income (through growth) are heavily influenced by the wider economy in general, and as such any significant change from the market assumptions adopted in this revised plan will require Council to review this plan.

Urban Development – Population Growth

The impact of population growth is factored into Council's Long Term Financial Plan. A range of stakeholders are consulted in projecting future land release, including Developers and State Agencies.



As stated above, before the onset of the COVID-19 pandemic, Council's Long Term Financial Plan had already considered a downward shift in the housing market which impacts development assessment income and rate income. This downturn is in part due to a land supply issue, rather than demand for new urban lots.

Population growth and the timing of growth has a significant influence on Council's LTFFP.

Proposed Reforms to the NSW Infrastructure Contributions Systems

In October 2021, the Department of Planning, Industry and Environment (DPIE) and the Independent Pricing and Regulatory Tribunal (IPART) released a number draft policy documents regarding proposed reforms to the NSW infrastructure contributions system.

In summary, the key areas of the reforms include:

- The introduction of Land Value Contributions (LVC),
- New rates for Section 7.12 contributions,
- Changes to the Environmental Planning & Assessment Regulation that seek to make the system, fairer, more efficient and improve transparency,
- Replacing Special Infrastructure Contributions (SIC) with the Regional Infrastructure Contributions (RIC) framework, and
- Two new Ministerial Directions that outline when contributions plans are to be developed and the efficient use of public purpose land.

The LVC is a new mechanism that Councils may choose to adopt within contributions plans as a mechanism to assist in the early acquisition of public land.

Under the current practice, contributions are required from a developer during the Development Application (DA) process and fulfilled via a monetary contribution or the dedication of land to Council. This can often see the price of public land escalate, creating significant funding shortfalls for Local Government.

The introduction of an LVC proposes to shift the timing of when the contribution is due, as well as who is responsible for the contribution. Under this proposed system, an LVC is required when a landowner sells land or during the DA process, whichever comes first.

Council provided a formal response to the draft position papers and will continue to closely monitor the impact of changes to the infrastructure contributions system and how they impact the Camden LGA both in the short and long term.



Other Influences

Council's budget continues to face significant pressures from:

- increasing expenditure as a result of cost shifting from other levels of Government,
- increases in the cost of procuring goods and services, have been consistently higher than rate pegging increases as determined by IPART,
- greater competition in the allocation of external funding, such as the Financial Assistance Grant,
- government policy on grants and contributions to Local Government (in general).

Council includes estimates in its Long Term Financial Plan using the most up to date information available at the time of preparing the plan.



Long Term Financial Plan Assumptions

The Long Term Financial Model uses the current operational budget as its base point. It then uses a number of internal and market driven assumptions to project revenue and expenditure for the following ten years.

A comprehensive analysis of all internal and external factors affecting those assumptions is undertaken as part of preparing the annual budget to ensure there is a level of confidence in the outcomes provided in the Long Term Financial Plan.

In preparing the 2022/23 Long Term Financial Plan, the following underpinning principles have been adopted:

- the range and standard of existing services offered to the community is maintained,
- Council's financial position remains secure and that Council's financial performance is within industry benchmarks (or trending positively),
- an uncommitted minimum working funds balance of \$1 million is maintained,
- The need to closely monitor the current economic climate which continues to be impacted by conflict in Europe, uncertainty regarding inflation and supply chain concerns for goods and materials. Any significant changes will be identified at quarterly reviews of the budget.

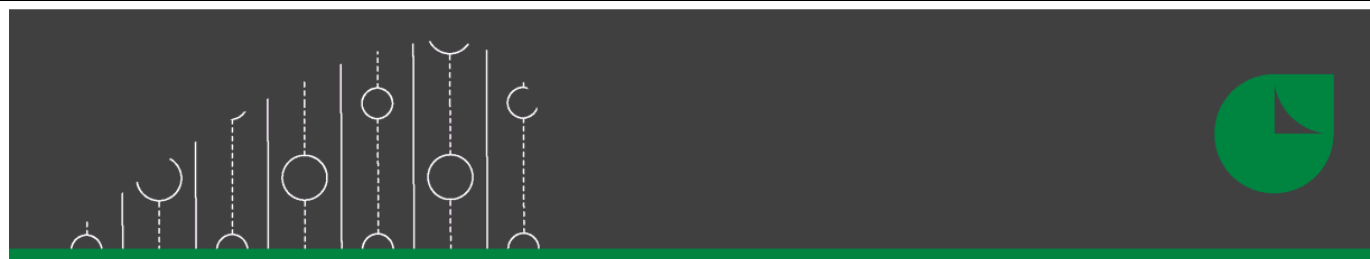
Population Growth

The expected population growth which will occur as a result of land releases in the South West Growth Areas will be the largest challenge this Council will face. There remains a difficulty in determining the timing of residential development as there is a multitude of factors which influences the release of land.

Despite these difficulties, Council has estimated that 2,000 new dwellings will be delivered per annum for the next 2 years.

Financial Year	2022/23	2023/24	2024/25	2025/26	2026/27
Additional Dwellings	2,000	2,000	2,400	2,700	2,700
	2027/28	2028/29	2029/30	2030/31	2031/32
	2,700	2,700	2,700	2,700	2,700

Financial Year	2022/23	2023/24	2024/25	2025/26	2026/27
Population Projection	128,800	133,800	139,400	146,800	155,200
	2027/28	2028/29	2029/30	2030/31	2031/32
	163,600	172,000	180,400	188,800	197,200



Inflation (Consumer Price Index)

In determining the inflationary increase assumption for this Long Term Financial Plan, Council has used the most recent Access Economics Data which indicates that inflation projections for the next ten years will be as follows:

Financial Year	2022/23	2023/24	2024/25	2025/26	2026/27
Underlying Inflation	2.90%	2.20%	2.30%	2.30%	2.30%
	2027/28	2028/29	2029/30	2030/31	2031/32
	2.30%	2.30%	2.30%	2.30%	2.30%

This assumption has been used for preparing estimates in this plan where inflation (CPI) has been identified as the trigger for contract or material price increases.

Given the current uncertainty regarding inflation and the impact of global events such as conflict in Europe on the broader economy, Council will closely monitor changes to inflation and will identify any budgetary impact as part of the quarterly review process.

Interest Rate Movements

Financial Year	2022/23	2023/24	2024/25	2025/26	2026/27
Return on Investment	1.00%	1.20%	2.10%	2.60%	3.00%
	2027/28	2028/29	2029/30	2030/31	2031/32
	3.00%	3.00%	3.00%	3.00%	3.00%

Council has used Access Economics 90-day commercial bank bill rate to determine forecast projections for interest on investments. Notwithstanding this projection, Council has in recent years consistently achieved better returns than the official cash rate. As a result of this, an investment target of 0.8% in 2022/23 and 0.5% in future years above the projections provided by Access Economics has been used. This 'performance factor' is included in the above table.

It is important to note that the LTFP reflects Council's current approach to move towards investments which mature within a twelve month period. This has resulted in Council's investments being reported as current assets within the LTFP.



Borrowing Costs

Borrowing cost projections have also been determined on the basis of Access Economics Data. The interest rate obtained within the Economic Outlook has been used in calculating the interest costs of Council's proposed loan borrowings included within this plan.

Council will secure the most competitive interest rates when borrowings are required through obtaining loan quotes, which will include obtaining rates from NSW Treasury (TCorp).

Financial Year	2022/23	2023/24	2024/25	2025/26	2026/27
	3.30%	3.30%	3.80%	4.20%	4.50%
Borrowing Costs	2027/28	2028/29	2029/30	2030/31	2031/32
	4.50%	5.00%	5.00%	5.00%	5.00%

Revenue and Expenditure Assumptions

The tables on the next pages outline Council's financial assumptions by revenue and expenditure types. Also included is a brief description as to how Council has determined the assumption.

Revenue Budget Assumption	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Rates & Annual Charges										
Rate Peg	0.7%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Population Growth Factor	4.3%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%	1.2%
Special Rate Variation	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Supplementary Rate Income	\$1.7M	\$1.7M	\$2.1M	\$2.5M	\$2.6M	\$2.7M	\$2.8M	\$2.9M	\$3.0M	\$3.1M
Comments:										
Council was advised that IPART had determined a rate peg including a population growth factor for 2022/23 of 5.00% for Camden Council. For future years, it has been considered prudent to assume that no significant increases will be approved by IPART without Council applying for a Special Rate Variation. Additional income as a result of growth (supplementary rate income) has been based on the number of lots Council believes its rating base will increase by annually. These projections have been reduced due to the current housing market conditions. Additional income received is predominately applied against the cost of service delivery and infrastructure maintenance in the growth areas of Camden.										
Domestic Waste Service Charge	3.00%	3.00%	3.00%	3.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Stormwater Levy Charge	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Comments:										
Council calculates its waste management service charges to ensure that its total income can fund the operating and maintenance costs associated with providing the service, including provisions for major plant replacement. Domestic Waste Management Charges are determined through the use of a dedicated ten-year waste management financial model, which considers the impact of growth on service delivery over the long term horizon. Council levies a charge on properties within the LGA which have a stormwater service. The Stormwater Levy charge for 2022/23 is \$25 for a single dwelling. This is the maximum amount which can be levied under the Stormwater Management Guidelines.										

Revenue Budget Assumption	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
User Fees & Charges (Including Lease Income)										
Statutory Fees & Charges	Increase is not determined by Council – Increases are in accordance with relevant legislation									
Commercial Waste Fees	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Other Discretionary Fees	2.90%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Building & Development Income	\$7.6m	\$8.1m	\$8.3m	\$8.6m	\$8.8m	\$9.0m	\$9.2m	\$9.4m	\$9.6m	\$9.9m
Net Lease Income	\$1.4M	\$1.4M	\$1.5M	\$1.5M	\$1.5M	\$1.6M	\$1.6M	\$1.7M	\$1.7M	\$1.7M
Comments:										
Council does not generate a significant amount of income from discretionary fees. This is primarily a result of the need to balance revenue with the need to provide affordable and equitable services to residents (for example, the hire of community facilities and the use of sporting facilities). Whilst Council's Long Term Financial Plan projects increases in discretionary fees of 2.90% per annum in 2022/23 (in line with projected inflation), the majority of community facilities still require a subsidy from general rates.										
Building and development income forecasts are projected in line with the expected development activity within new release areas. It is important to note that the level of income received from development activity is primarily dependent on the receipt of applications from developers, and as such income can fluctuate dramatically from one year to the next.										
Recurrent lease income is primarily from Council's former administration buildings at Camden and Narellan. Council also receives recurrent income under an Air Rights agreement for the bridge on Camden Valley Way and the leasing of a childcare facility at Narellan.										
Interest & Investment Revenue										
Return on Investment Portfolio	1.00%	1.20%	2.10%	2.60%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Investment Base Growth	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Comments:										
Council has used Access Economics Business Outlook data to determine its long-term projections on interest and investment revenues. As Council consistently performs above the official target cash rate, a performance factor of 0.5% has also been added (0.8% in 2022/23). It is also anticipated that Council's investment base (pool of funds available for investment) will increase over the term of this plan.										

Revenue Budget Assumption	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Grants & Contributions for Operating Purposes										
Financial Assistance Grant	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Other Grant & Contributions	\$4.5M	\$4.7M	\$4.8M	\$4.9M	\$4.9M	\$5.0M	\$5.0M	\$5.1M	\$5.2M	\$5.2M
Comments:										
<p>Council receives a number of operational grants from various Government agencies. The largest of these being the Financial Assistance Grant (FAG). This is a Federal "untied" grant which is distributed through the various states by the Local Government Grants Commission. There are two components of the grant, the "roads component" which is based on road types and road length throughout the LGA and the "General Equalization component", which is distributed according to a methodology taking into account revenue raising capacity and expenditure disabilities.</p> <p>The Local Government Grants Commission have advised that the current floor of 0% (i.e. no councils will receive less than the previous years allocation) will be moved to a floor of negative 5%, meaning there is a risk in the future that councils will receive a reduced allocation when compared to previous years. Camden is one of a number of councils currently protected by the 0% floor. The Grants Commission is yet to be formally announce when this change will be introduced. It is assumed that any negative impact will be offset against the increase Council will receive in relation to population growth.</p> <p>Council will continue to pursue opportunities for other grants and contributions as a means of diversifying its revenue sources and reducing its reliance on rate income or borrowings. Grants (other grant funding) are assessed as they become available and supported by a range of complimentary funding sources (i.e. when matched funding is required) such as the Capital Works Reserve. It is difficult to estimate any operating grant income to be received from the State or Federal Government for stimulus related COVID-19 projects.</p>										
Other Revenues										
Underlying Inflation	2.90%	2.20%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Comments:										
<p>Other sources of revenue range from fines income, commissions and agency fees, contract works undertaken on behalf of state agencies and developers and miscellaneous sales. The increase in other revenue has been projected in line with inflation over the next ten years.</p> <p>Given the current uncertainty regarding inflation and the impact of global events such as conflict in Europe on the broader economy, Council will closely monitor changes to inflation and will identify any budgetary impact as part of the quarterly review process.</p>										

Revenue Budget Assumption	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Grants & Contributions for Capital Purposes										
Cash Contributions & Grants										
Section 7.11 Contributions	\$48.1M	\$54.0M	\$48.5M	\$58.5M	\$68.5M	\$88.5M	\$91.2M	\$93.3M	\$96.1M	\$98.9M
Roads to Recovery Program	\$875K	\$875K	\$875K	\$900K	\$900K	\$900K	\$900K	\$900K	\$900K	\$900K
Non Cash Contributions										
Developer Contributions (VPAs)	\$33.1M	\$52.4M	\$42.9M	\$40.6M	\$43.8M	\$46.9M	\$50.0M	\$50.0M	\$51.0M	\$52.6M
Infrastructure dedications (S80A)	\$74.2M	\$76.1M	\$90.5M	\$93.6M	\$96.0M	\$98.4M	\$101.0M	\$103.0M	\$105.0M	\$107.0M
Comments:										
<p>The major sources of capital revenue are Section 7.11 Developer Contributions (cash) and S80A Infrastructure dedications (non-cash) under the <i>Environmental Planning and Assessment Act</i>. Predicting the amount of revenues receives from these two sources is extremely difficult as they are essentially market driven and depend on the timing of subdivision release and asset handover to Council. Section 7.11 Developer Contributions are cash payments which are restricted for the purpose of which the funds were collected. The estimated value of S80A Infrastructure dedications is based on the number of new lots that are expected to be created in future years and the asset value per lot value (\$37,100 per lot) for infrastructure which will be required in the Camden Local Government Area.</p> <p>In February 2022, the State Government announced the introduction of the West Invest Scheme which will provide multi-million dollar funding to Western Sydney councils. At the time of preparing the plan, Council was considering all suitable projects which could be funded through the scheme. The LTFP and Budget will be updated once the allocation of the grant funding has been approved</p>										
Loan Borrowings										
Loan Borrowings (indicative)	\$11.85M	\$15.35M	\$14.7M	\$27.3M	\$27.3M	\$0	\$5.0M	\$0	\$0	\$0
Comments:										
<p>Council is proposing to borrow \$11.85 million in 2022/23, \$15.35 million in 2023/24 and \$14.7 million in 2024/25 towards its Renewal Program and Community Support Package. The details of the loan summary are shown on page 13. The loan funding for the Community/Civic Catalyst Site is indicative and subject to a resolution of Council. Loan borrowings are indicative and revisited as part the final funding package for all capital projects. What is important is understanding the organisation's capacity to sustain debt and service debt now and into the future, this provides funding options for the delivery of large-scale infrastructure assets to the community.</p>										

Expenditure Budget Assumption	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Employee Costs & Overheads										
Industry Award Increase	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Staff Performance Mgmt. System	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Superannuation Payments	10.50%	11.00%	11.50%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Workers Comp Target (% Wages)	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Comments:										
<p>Council's projection is that full time equivalent staff will increase from 547 (2021/22 Projections) to 644 by 2031/32. As part of Council's workforce plan, a total of 97 additional (new) positions have been incorporated in this plan. These positions are considered high priority positions and are consistent with Council's adopted Workforce Plan. The positions will assist in areas where services are under pressure to keep up with demands and represent a combination of operational and technical staff.</p> <p>Aside from the significant increase in staff that Council will require over the next ten years to plan and manage for growth, a number of assumptions are used to project future employment costs, including award increase projections and performance management increases. This plan reflects the increases identified within the Local Government Award and the subsequent changes to work related allowances and conditions of employment. Council also includes a provision for increases under the staff performance management system of 1.50% per annum (regrades etc) which is based upon historical evidence.</p> <p>Other assumptions relating to employee costs which are included in this plan include:</p> <ul style="list-style-type: none"> • No change is expected in existing employee working hours. • New employees are included within this plan with the expectation that they will be employed at Step 2 of the Performance Management System, which is based on historical evidence. • Council's ageing workforce is expected to impact its workers compensation premium; however, this additional cost is expected to be offset through preventative strategies outlined within the workforce plan. • Council has modelled future superannuation expenditure based on the Federal Government's budget announcement to increase in the statutory contribution rate from 9.50% to 12.00% incrementally. 										

Expenditure Budget Assumption	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Borrowing Costs										
Interest Rate – Borrowings (10 Years)	3.30%	3.30%	3.80%	4.20%	4.50%	4.50%	5.00%	5.00%	5.00%	5.00%
Interest Rate – Borrowings (20 Years)	2.80%	3.20%	3.80%	4.20%	4.50%	4.50%	5.00%	5.00%	5.00%	5.00%
Comments: Council's projected loan liability as at 30 June 2022 is \$43.4 million and is expected to increase to \$96.4 million by the end of 2031/32. Future interest rates have been sourced from Access Economics although future borrowings are expected to be at more competitive rates obtained through the NSW State Government (TCorp). This plan also includes borrowings for Community/Civic Catalyst Site (\$54.6M), Roads Program (\$12M) and Community Support Package Stage 3 (\$37.3M). All loans are indicative and are reviewed by Council as part of the annual budget process.										
Materials & Contracts										
Discretionary Program Expenses	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Underlying Inflation	2.90%	2.20%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%	2.30%
Comments: Projected increases in materials & contracts costs are generally in line with inflation over the ten years of this plan. Whilst Council expects significant increases in the cost of road materials, fuel and waste disposal costs, these increases will be partially mitigated by technology improvements, the implementation of cost reduction strategies and continued improvement in procurement processes. Given the current uncertainty regarding inflation and the impact of global events such as conflict in Europe on the broader economy, Council will closely monitor changes to inflation and will identify any budgetary impact as part of the quarterly review process.										

Expenditure Budget Assumption	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Depreciation & Amortization										
Projected Depreciation Cost	\$35.0M	\$36.0M	\$37.0M	\$38.0M	\$39.0M	\$40.0M	\$41.0M	\$42.0M	\$43.0M	\$44.0M
Comments:										
<p>The Long-Term Financial Plan includes the projected depreciation costs for new assets which are dedicated to Council through the development process (through Section 7.11 & Voluntary Planning Agreements) and new works which have been identified within Council's Capital Works Program. Depreciation is a non-cash amount which has zero impact on Council's cash budget. For external reporting purposes depreciation is an expense as it measures asset consumption. Depreciation expense is required to determine the asset renewal ratio, which for a Council like Camden who has a high percentage of new assets, is not the most accurate measure for the renewal of assets.</p> <p>Council is also required to use the straight line method for calculating depreciation expense which means Council is required to bring to account levels of depreciation expenses representative of a much higher population. The level of depreciation expense is subsequently distorting Council's reported operating position. This will improve over time as the appropriate economy of scale (population levels) is achieved.</p>										
Other Expenses										
Street Lighting	12.0%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
Utility Costs	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Insurance Premiums	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%
Comments:										
<p>Other expenses primarily relate to street lighting, utility costs and insurances. A range of assumptions have been used in determining appropriate increases in these costs. These assumptions include inflationary pressures, IPART determinations and general service increases (or asset expansion) which is expected as a result of urban development.</p> <p>With respect to statutory charges (payments to other levels of Government) projected costs are based on historical increases. This is a result of increases above inflation over the past several years. Examples of statutory payments include election costs, and the waste disposal levy.</p>										



Long Term Financial Plan - Scenario Analysis

Long Term Financial Plan Base Model

Council has updated its long term financial plan base model to reflect the changes outlined in the assumptions described earlier in this document. The financial model is for a period of 10 years. It considers current services and service levels, workforce planning and asset management. The model also includes increases in income and expenditure as a result of growth.

Like all businesses, Council must budget and prioritise the allocation of its resources. Council has determined the community's priorities through both community consultation and Council's draft Community Strategic Plan.

	Base Model
Existing Service Levels	Maintained
Rate Peg Inclusive of Population Growth Factor	Included
Workforce Planning Requirements	Funded
Asset Management Maintenance & Renewal	Funded (Part)
Community Infrastructure Renewal Program	Funded
Community Support Package (COVID-19) (Stage 3)	Funded

Maintaining Existing Service Levels

This plan allows for:

- the existing range of services provided by Council,
- maintaining the existing standards and levels of these services.

While it is anticipated that service priorities will change as population grows, it is not envisaged the range of services, nor the standards at which they are delivered will change significantly. Council will engage with the community as part of the Integrated Planning and Reporting Framework to validate this assumption.



Rate Peg – 5% Increase in 2022/23 Financial year

In December 2021, IPART announced that the rate peg for the 2022/23 financial year would be set at 0.7%. IPART also applied a growth factor for Camden of 4.3%, after considering the supplementary rate income council would receive and the change in population growth. The total rate peg approved by IPART for the 2022/23 financial year is 5.0%.

For future years, Council has taken a more conservative view, projecting a rate peg of 1.8% per annum and a population growth factor of 1.2% per annum. This results in a combined rate income increase projection of 3% per annum.

Workforce Planning

Council's Workforce Management Plan aims to ensure that as an organisation, Council has the right people, in the right place, at the right time.

The Workforce Management Plan plays an important role in achieving the goals outlined in Council's Community Strategic Plan, as it is through our largest and most important resource, our people that we will achieve these goals. The Workforce Management Plan allows for an additional 97 positions over the next ten years. These positions are critical in ensuring that Council is able to provide the range of services and maintain service levels to a standard the community expects.

Asset Management Maintenance & Renewal

Council's current maintenance program is approx. \$18.7million across all asset classes (includes open space maintenance). Council's updated Asset Management Plan identifies a significant increase in both asset maintenance and infrastructure renewal funding allocations. This is primarily a result of the growth in Council's asset base over the next ten years.

Funding has been allocated in Council's Long Term Financial Plan to reflect this additional expense. The funding required has been phased in over time to align with the Council's Asset Management Plan. Additional funding requests for asset maintenance and infrastructure renewal are considered annually as part of the budget process and is informed by the timing and handover of assets to Council.



Community Infrastructure Renewal Program

As the population of Camden grows, so to does our asset infrastructure such as roads, drainage, parks and community buildings. To ensure Council maintains its infrastructure in a good condition and the renewal backlog remains within the industry benchmark Council has adopted a number of renewal programs over the past 10 years which have been very successful.

In 2019/20 Council decided not to continue with its special rate variation of 1.10% for asset renewal, but still funded a new \$5.1 million program to be completed in 2022/23 without the need to increase rate revenue. To further support Council's renewal programs the COVID-19 Community Support packages have elements of asset renewal and maintenance included.

Community Support Package COVID-19

Council developed a support package (Stage One and Two) in response to the COVID-19 crisis that has already seen \$16.8 million injected into the local economy in the form of business and household support, as well as through accelerated infrastructure and capital works projects. This investment helped support several of the hardest hit industries in Camden, including retail trade and food services.

Council has developed a recovery package (Stage Three) which, in its current form, will deliver over \$113 million of direct economic stimulus to the Camden economy. Currently, over 90% of the value of investment is geared towards bringing forward infrastructure and capital works spending. This spending will help the local economy recover from COVID-19 and create new opportunities for residents and businesses in the Camden LGA.

It is estimated that Stage One and Two have raised output in Camden by between \$23.5 million and \$26.7 million, supported 58 to 70 FTE jobs, and contributed \$11.3 million to \$13.3 million to Camden's gross regional product (GRP). Stage Three, in its current form, is estimated to raise output by \$174 million to \$195 million, support 355 to 437 FTE jobs, and contribute between \$76.1 million and \$89.4 million to Camden's GRP.



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A summary of the Stage Three program of works is shown in the table below:

Initiative or project	Time horizon	Value
Capital works program	2021 to 2025	\$104,995,000
City beautification	2021 to 2025	\$4,124,000
Local roads and community infrastructure	2021 to 2025	\$2,980,000
Local employment	2022-23	\$675,000
Grants and financial assistance	2020-21	\$360,000
Events	2020-21	\$320,000
Programs	2020-21	\$248,000
Building renewal and upgrades	2023-24	\$150,000
Total Budget		\$113,852,000

Attachment 6

ORD01



Long Term Financial Plan - Alternate Scenarios

This Long Term Financial Plan contains a range of alternate scenarios which focus on the level of rate income generated in the 2022/23 Financial Year. As the 2022/23 financial year was the first year that the rate peg has included a population growth factor, these alternate models have been developed to emphasise the importance of this population growth factor to ensure long term financial sustainability.

Scenarios have been developed based on the following rate peg increases for the 2022/23 financial year.

Model	2022/23 Rate Peg	Revenue loss over 10 years
Baseline	5%	\$0
Scenario 2	4%	\$10.3M
Scenario 3	3%	\$20.5M
Scenario 4	0.7%	\$44.1M

The next section of this document outlines the impact each of these scenarios have on Council's financial performance indicators that demonstrate long term financial sustainability.

Attachment 6

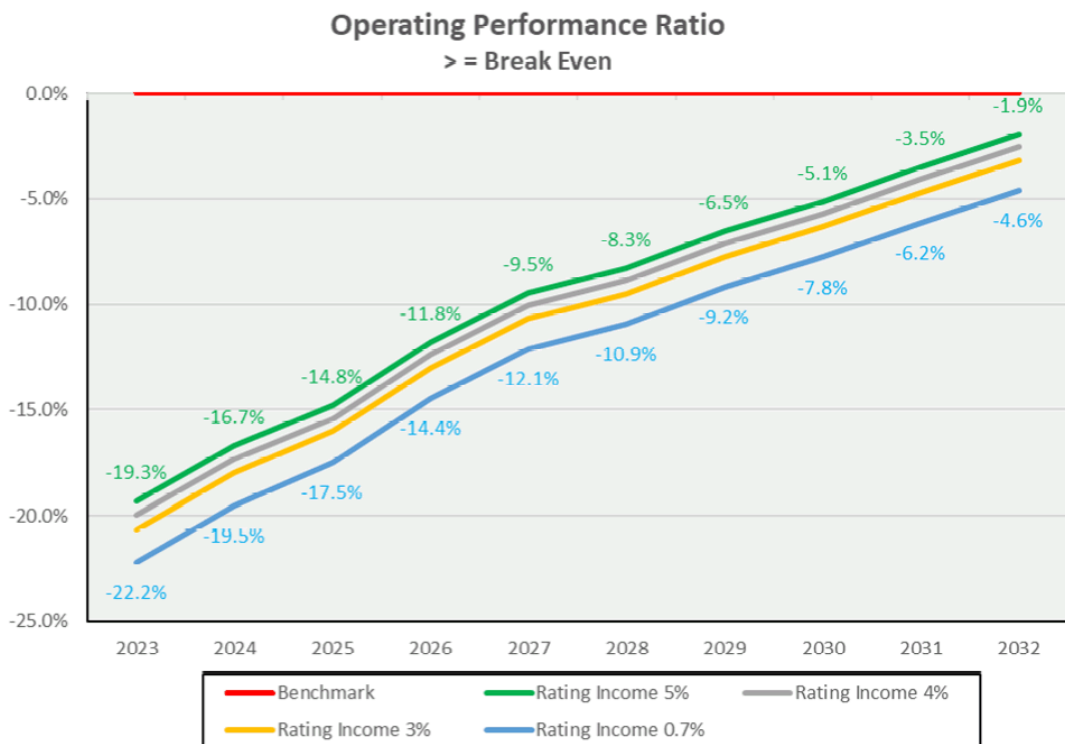


Ratio Analysis and Long Term Financial Sustainability

This section of the plan summarises the key financial ratio's that assist councils to determine their financial health and sustainability.

Operating Performance Ratio

This ratio measures Council's ability to fund operations now and into the future. The benchmark for this ratio is to be greater than or equal to break-even - average over 3 years.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rating Income 5%	-19.3%	-16.7%	-14.8%	-11.8%	-9.5%	-8.3%	-6.5%	-5.1%	-3.5%	-1.9%
Rating Income 4%	-20.0%	-17.3%	-15.4%	-12.4%	-10.1%	-8.9%	-7.1%	-5.7%	-4.1%	-2.6%
Rating Income 3%	-20.6%	-18.0%	-16.0%	-13.0%	-10.7%	-9.5%	-7.8%	-6.3%	-4.7%	-3.2%
Rating Income 0.7%	-22.2%	-19.5%	-17.5%	-14.4%	-12.1%	-10.9%	-9.2%	-7.8%	-6.2%	-4.6%

$$\frac{\text{Total continuing operating revenue (exc. capital grants \& contributions) less operating expenses}}{\text{Total continuing operating revenue (exc. capital grants \& contributions)}}$$

ORD01



Comments

The Camden LGA is one of the fastest growing areas in NSW. This brings the challenges of planning and delivering service demand and infrastructure sometimes years before additional income is realised through growth. Rates and annual charges income is expected to double over the next 10 years, providing greater economies of scale in the later years of the long term financial plan. The Operating Performance Ratio remains below breakeven predominately due to high depreciation expense, resulting from infrastructure constructed for future growth in the area. A Council undertaking greenfield developments cannot decide to deliver infrastructure once the population is fully realised, it must deliver services and infrastructure from the time growth commences. It is expected that this ratio will continue to improve over time as Council's economies of scale catches up extraordinary growth.

It is important to note that the operating performance ratio is not a measure of the Council's budget or cash position. Council has a history of adopting balanced budgets and prudently managing expenditure throughout the year to ensure at each quarterly budget review the budget remains in a balanced or surplus position. Council's cash reserves and ability to fund debt (borrowings) are in a strong position.

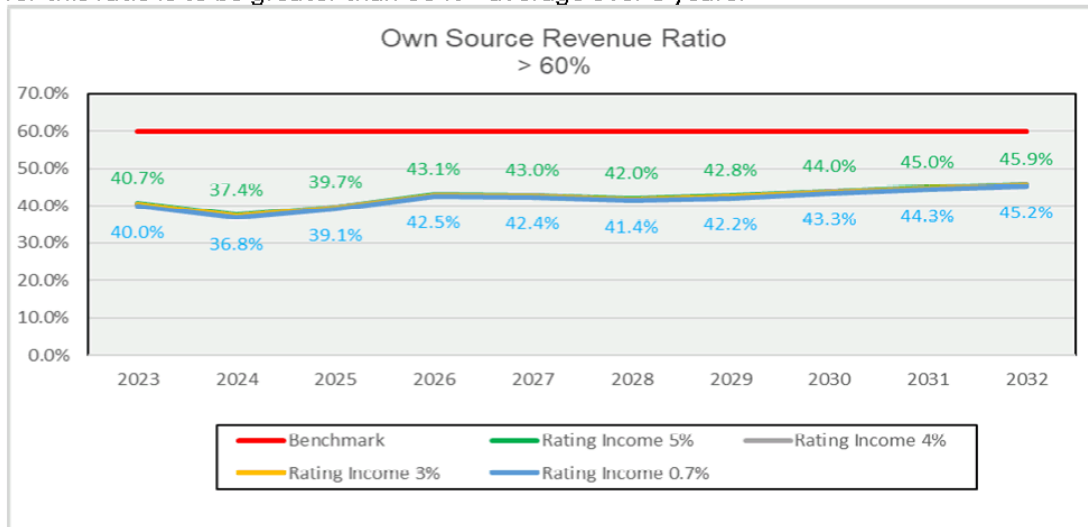
Under the scenarios, the operating performance ratio is adversely impacted where lower rating income models are considered.

Attachment 6



Own Source Revenue Ratio

This ratio measures Council’s reliance on external funding (fiscal flexibility). The benchmark for this ratio is to be greater than 60 % - average over 3 years.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
Rating Income 5%	40.7%	37.4%	39.7%	43.1%	43.0%	42.0%	42.8%	44.0%	45.0%	45.9%
Rating Income 4%	40.5%	37.3%	39.5%	43.0%	42.8%	41.9%	42.7%	43.8%	44.8%	45.7%
Rating Income 3%	40.4%	37.1%	39.4%	42.8%	42.7%	41.7%	42.5%	43.7%	44.7%	45.6%
Rating Income 0.7%	40.0%	36.8%	39.1%	42.5%	42.4%	41.4%	42.2%	43.3%	44.3%	45.2%

$$\frac{\text{Total continuing operating revenue less all grants \& contributions}}{\text{Total continuing operating revenue (incl. of capital grants \& contributions)}}$$

Comments

Camden Council receives a significant amount of non-cash capital income which distorts this ratio. The non-cash capital income is due to the high level of development infrastructure delivered through Works In-Kind Agreements or Voluntary Planning Agreements and Section 80A. As required by the accounting standards Council brought to account \$135.2 million in 2020/21 of non-cash income relating to the dedication of assets.

It is unlikely Council will meet this benchmark in the future. If Council removes the non-cash income for dedicated assets from this ratio calculation, Council meets the benchmark now. Please see the next page for the Own Source Revenue Ratio excluding non- cash capital income.

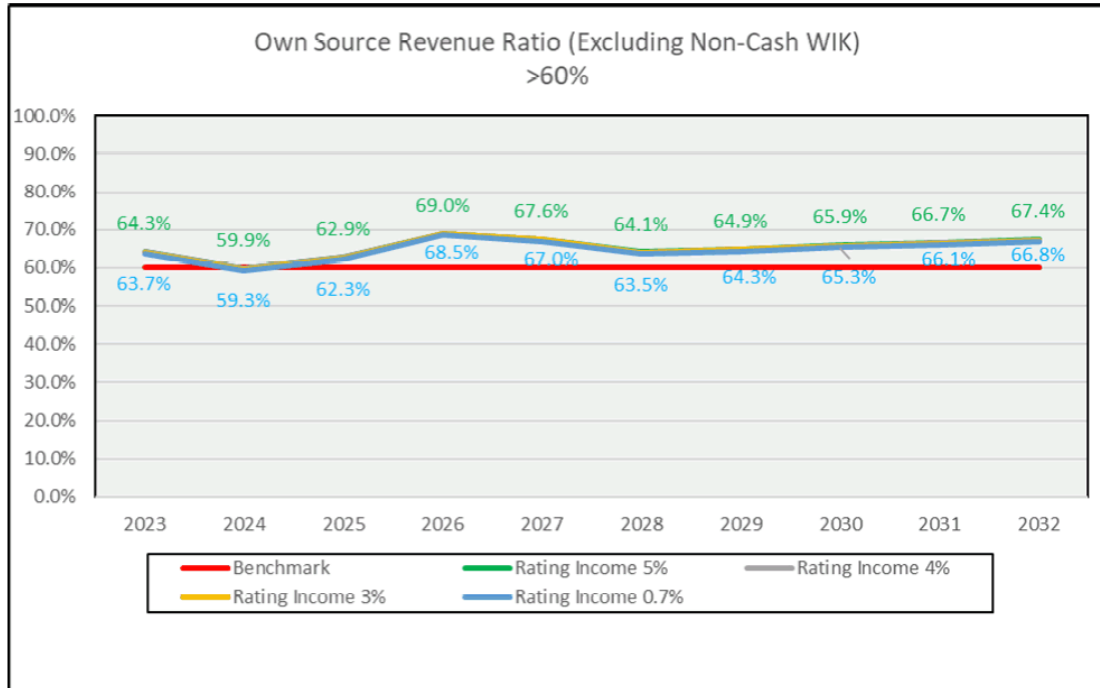
Under the scenarios there are negligible differences for this ratio.

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Own Source Revenue Ratio (Excluding Non-Cash Capital Income)

This ratio measures Council’s reliance on external funding (fiscal flexibility). The benchmark for this ratio is to be greater than 60 % - average over 3 years.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
Rating Income 5%	64.3%	59.9%	62.9%	69.0%	67.6%	64.1%	64.9%	65.9%	66.7%	67.4%
Rating Income 4%	64.2%	59.7%	62.7%	68.9%	67.4%	63.9%	64.8%	65.8%	66.5%	67.3%
Rating Income 3%	64.1%	59.6%	62.6%	68.8%	67.5%	63.8%	64.7%	65.6%	66.4%	67.1%
Rating Income 0.7%	63.7%	59.3%	62.3%	68.5%	67.0%	63.5%	64.3%	65.3%	66.1%	66.8%

Total continuing operating revenue less all grants & contributions

Total continuing operating revenue (excl. of non-cash capital grants & contributions)

Attachment 6



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Comments

Camden Council receives a significant amount of non-cash capital income as mentioned previously which distorts that ratio. Therefore, for the purpose of more accurate reporting on Council's reliance on external funding, the non - cash capital income has been eliminated from this ratio.

Once the non-cash income for dedicated assets has been eliminated from this ratio calculation, Council meets the benchmark.

Under the scenarios there are negligible differences for this ratio.

Attachment 6

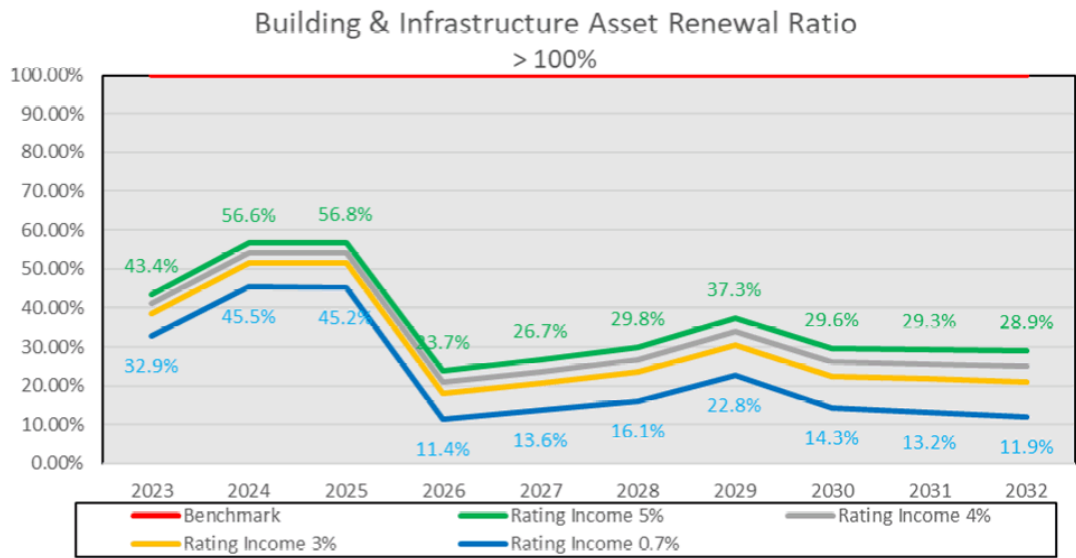
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Attachment 6

Building & Infrastructure Asset Renewal Ratio

This ratio measures the rate at which assets are being renewed relative to the rate at which they are being consumed (depreciated). The benchmark for this ratio is to be greater than 100 % - average over 3 years.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Rating Income 5%	43.4%	56.6%	56.8%	23.7%	26.7%	29.8%	37.3%	29.6%	29.3%	28.9%
Rating Income 4%	41.0%	54.0%	54.1%	20.9%	23.6%	26.6%	33.9%	26.0%	25.6%	24.9%
Rating Income 3%	38.5%	51.4%	51.4%	18.0%	20.6%	23.4%	30.5%	22.5%	21.8%	21.0%
Rating Income 0.7%	32.9%	45.5%	45.2%	11.4%	13.6%	16.1%	22.8%	14.3%	13.2%	11.9%

$$\frac{\text{Asset renewals (building \& infrastructure)}}{\text{Depreciation, amortisation \& impairment (building \& infrastructure)}}$$



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Comments

It is important to note that this ratio is impacted by the large level of development and infrastructure assets expected to be constructed over the next 10 years. Over 45% of Council's total infrastructure assets are new or less than 10 years old, and this proportion is expected to grow over the next 10 years. Council will therefore not be required to renew these assets in the near future. The Camden LGA's unique growth in infrastructure assets means Council will find it difficult to meet this renewal ratio.

In preparation for future renewal expense Council created an Asset Renewal Reserve and continues to allocate funds to this reserve. It should be noted that the transfer of funds to reserve cannot be included as an expense in this ratio. This transfer does reflect prudent forward financial planning and acknowledgement that asset renewal will be required in the longer term. Council also addresses asset renewal through an annual Community Infrastructure Renewal Program (CIRP). The next three years will also see an increase in asset renewal expenditure which can be attributed to the Community Support Package Stage 3.

Attachment 6

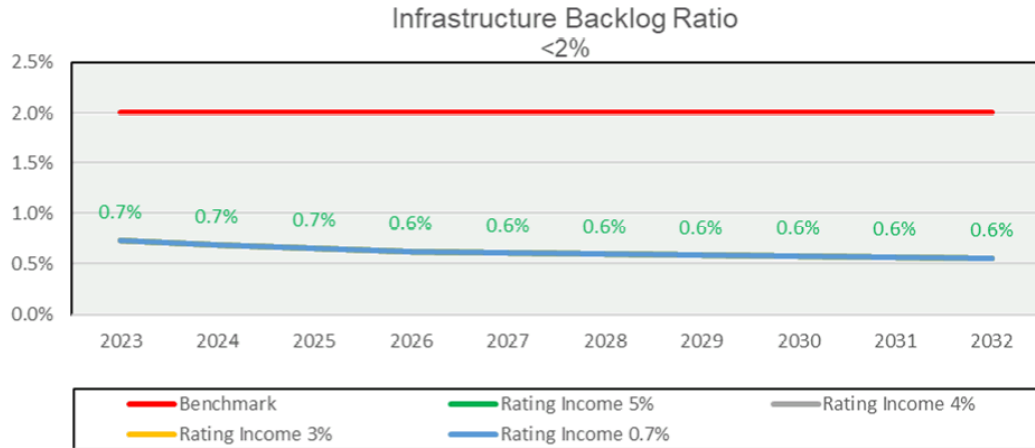
ORD01



Attachment 6

Infrastructure Backlog Ratio

This ratio measures the proportion of the infrastructure backlog against the total value of Council’s infrastructure asset base. The benchmark for this ratio is less than 2%.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Rating Income 5%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
Rating Income 4%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
Rating Income 3%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
Rating Income 0.7%	0.7%	0.7%	0.7%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%

Estimated cost to bring assets to a satisfactory condition

Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets

Comments

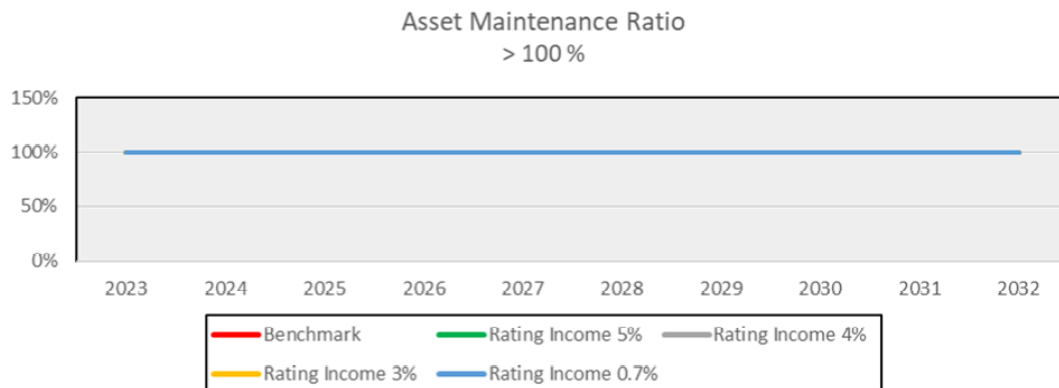
The Camden LGA’s rapid growth forecasts result in a significant proportion of new assets constructed each year. This ratio improves as a result of the magnitude of new assets being received through development and renewal/maintenance programs Council already has in place.

This ratio is not impacted by the alternative rate income scenarios.



Asset Maintenance Ratio

This ratio compares the actual versus required annual asset maintenance. The benchmark for this ratio is to be greater than 100 % - average over 3 years.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rating Income 5%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rating Income 4%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rating Income 3%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Rating Income 0.7%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Actual asset maintenance

Required asset maintenance

Comments

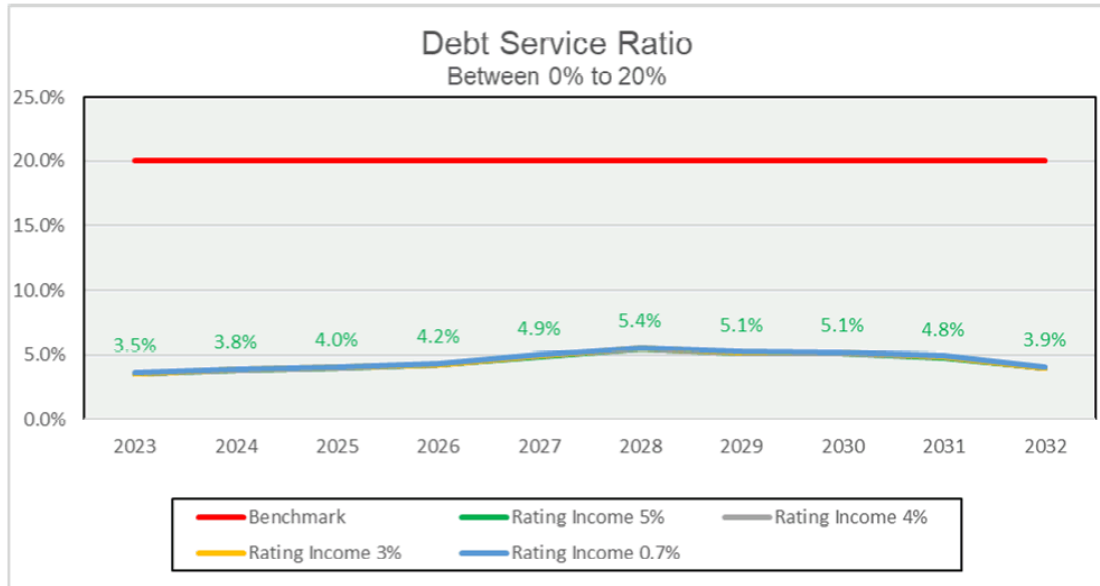
Council continues to spend its required asset maintenance on an annual basis and is meeting the requirements of this ratio.

This ratio is not impacted by the alternative rate income scenarios.



Debt Service Ratio

This ratio indicates whether Council is using debt wisely to share the life-long cost of assets and avoid excessive rate increases. The benchmark for this ratio is to be greater than 0% and less than or equal to 20% - average over 3 years.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
Rating Income 5%	3.5%	3.8%	4.0%	4.2%	4.9%	5.4%	5.1%	5.1%	4.8%	3.9%
Rating Income 4%	3.5%	3.8%	4.0%	4.2%	4.9%	5.5%	5.1%	5.1%	4.8%	4.0%
Rating Income 3%	3.6%	3.8%	4.0%	4.3%	4.9%	5.5%	5.2%	5.1%	4.8%	4.0%
Rating Income 0.7%	3.6%	3.9%	4.1%	4.3%	5.0%	5.6%	5.2%	5.2%	4.9%	4.1%

$$\frac{\text{Cost of debt service (interest expense \& principal repayments)}}{\text{Total continuing operating revenue (exc. capital grants \& contributions)}}$$

Comments

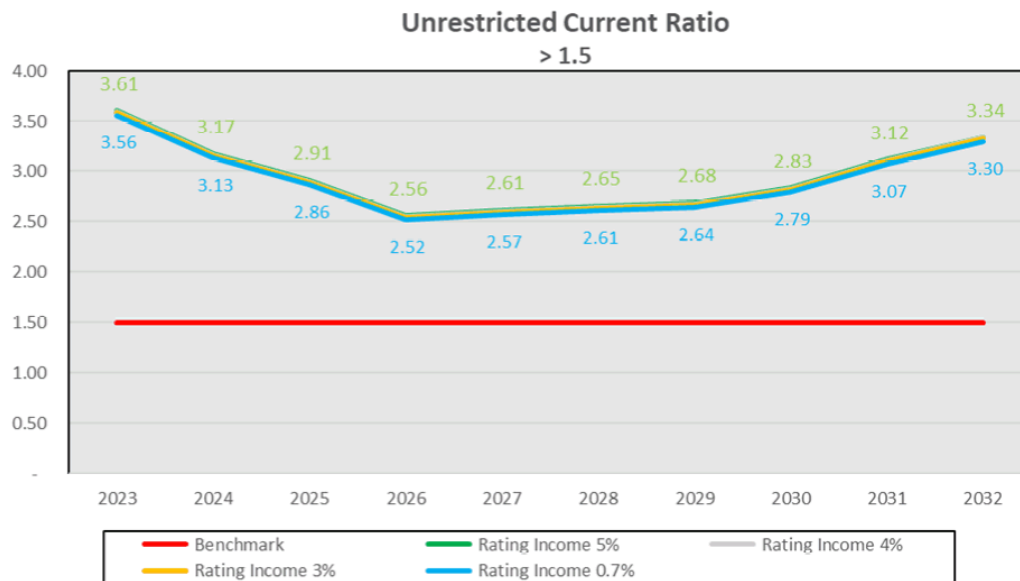
Council continues to use debt wisely, balancing the level of debt, capacity to borrow and the opportunity cost of borrowing to ensure inter-generational equity in a rapidly growing environment. As Council grows there will be greater pressure to borrow in order to construct the infrastructure required to support our community. Council has deliberately maintained a strong borrowing capacity for this purpose.

There is a negligible difference in this ratio under the different scenarios.



Unrestricted Current Ratio

This ratio measures Council’s ability to fund short term financial obligations such as loans, payroll and leave entitlements (measures liquidity). The benchmark for this ratio is greater than 1.5: 1.



RATIO CHECKS	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Rating Income 5%	3.61	3.17	2.91	2.56	2.61	2.65	2.68	2.83	3.12	3.34
Rating Income 4%	3.60	3.16	2.90	2.55	2.60	2.64	2.67	2.82	3.11	3.33
Rating Income 3%	3.59	3.15	2.89	2.54	2.59	2.63	2.66	2.81	3.10	3.32
Rating Income 0.7%	3.56	3.13	2.86	2.52	2.57	2.61	2.64	2.79	3.07	3.30

Current assets less all external restrictions

Current liabilities less specific purpose liabilities

Comments

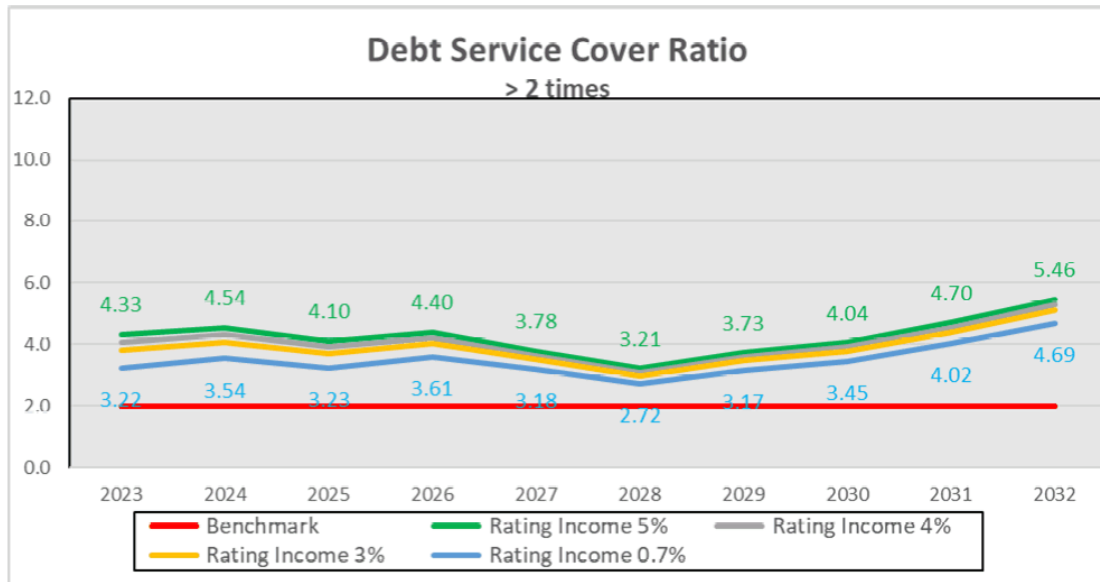
This indicator measures a Council’s ability to fund its short-term liabilities. It is estimated in 2022/23 that Council will have \$3.61 to fund every \$1 of liability. Forecasts indicate that Council will remain above benchmark levels over the life of the plan, showing strong financial sustainability.

There is a negligible difference in this ratio under the different scenarios.



Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark for this ratio is great than 2.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Rating Income 5%	4.33	4.54	4.10	4.40	3.78	3.21	3.73	4.04	4.70	5.46
Rating Income 4%	4.07	4.31	3.90	4.21	3.64	3.10	3.60	3.90	4.54	5.28
Rating Income 3%	3.81	4.07	3.70	4.03	3.50	2.98	3.47	3.76	4.38	5.10
Rating Income 0.7%	3.22	3.54	3.23	3.61	3.18	2.72	3.17	3.45	4.02	4.69

Operating result before capital excl. interest, depreciation, impairment & amortisation

Principal repayments and borrowing costs

Comments

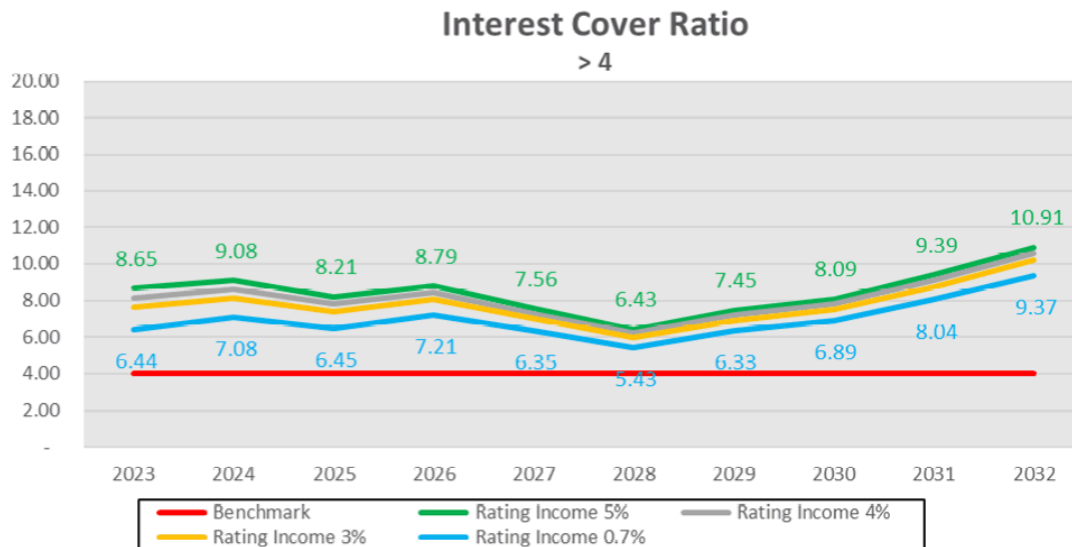
Council’s Long Term Financial Plan considers existing loans and proposed new loans. With the inclusion of the proposed borrowings, Council’s forecast position remains above benchmark and steadily improves over the life of the plan.

This ratio is impacted by the scenario modelling with a lower debt service cover ratio for each of the scenarios compared to the base model.



Interest Cover Ratio

This ratio measures the availability of operating cash to service interest expenditure. The benchmark for this ratio is greater than 4.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Rating Income 5%	8.65	9.08	8.21	8.79	7.56	6.43	7.45	8.09	9.39	10.91
Rating Income 4%	8.13	8.61	7.80	8.42	7.28	6.20	7.19	7.81	9.08	10.55
Rating Income 3%	7.62	8.15	7.39	8.06	7.00	5.96	6.93	7.53	8.76	10.19
Rating Income 0.7%	6.44	7.08	6.45	7.21	6.35	5.43	6.33	6.89	8.04	9.37

Operating result before capital excl. interest, depreciation, impairment & amortization

Borrowing costs

Comments

The interest cover ratio follows similar trends as the debt service cover ratio, reflecting Council’s capacity to support loan borrowings over the life of the plan being more than double the required benchmark.

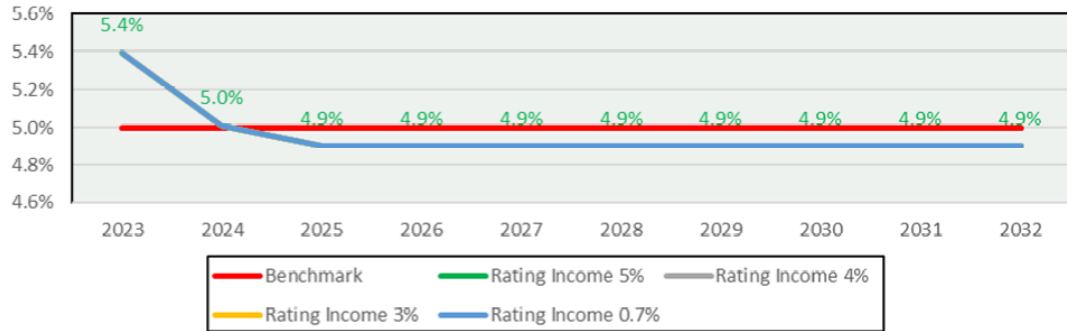
Similar to the previous ratio, this ratio is impacted by the scenario modelling with a lower interest cover ratio for each of the scenarios compared to the base model



Rates & Outstanding Charges Ratio

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The benchmark for this ratio is less than 5%.

Rates Outstanding



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Rating Income 5%	5.4%	5.0%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Rating Income 4%	5.4%	5.0%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Rating Income 3%	5.4%	5.0%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Rating Income 0.7%	5.4%	5.0%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%

Rates & annual charges outstanding

Rates & annual charges collectible

Comments

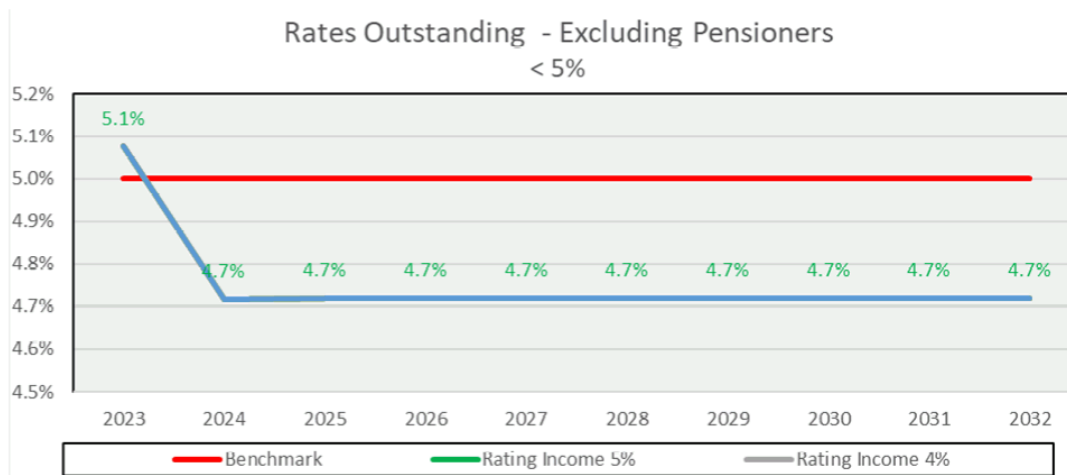
As anticipated this ratio rose above the benchmark during 2020/21 due to the impact of COVID-19 and the hardship provisions available to our community for the payment of rates during the pandemic. Under the initial support package Council did not take legal action against any land owner during the 2020/21 financial year for the recovery of rates. Council anticipates this position will improve over the coming financial years indicating the effectiveness of Council’s rate collection processes.

This ratio is not impacted by the alternative rate income scenarios.



Rates & Outstanding Charges Ratio (excluding Pensioners)

This ratio excludes the rates outstanding from pensioners and assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The benchmark for this ratio is less than 5%.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Rating Income 5%	5.1%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%
Rating Income 4%	5.1%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%
Rating Income 3%	5.1%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%
Rating Income 0.7%	5.1%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%	4.7%

Rates & annual charges outstanding (excl. of pensioners)

Rates & annual charges collectible

Comments

Council’s current practice is not to actively pursue outstanding rates from properties which have a valid pension rebate granted to the owners. This has been a long standing practice. Council’s rating policy for pensioners with rates and charges that remain outstanding for 5 years is to enter into a deed of agreement or arrangement to secure the repayment of the amount outstanding in future years.

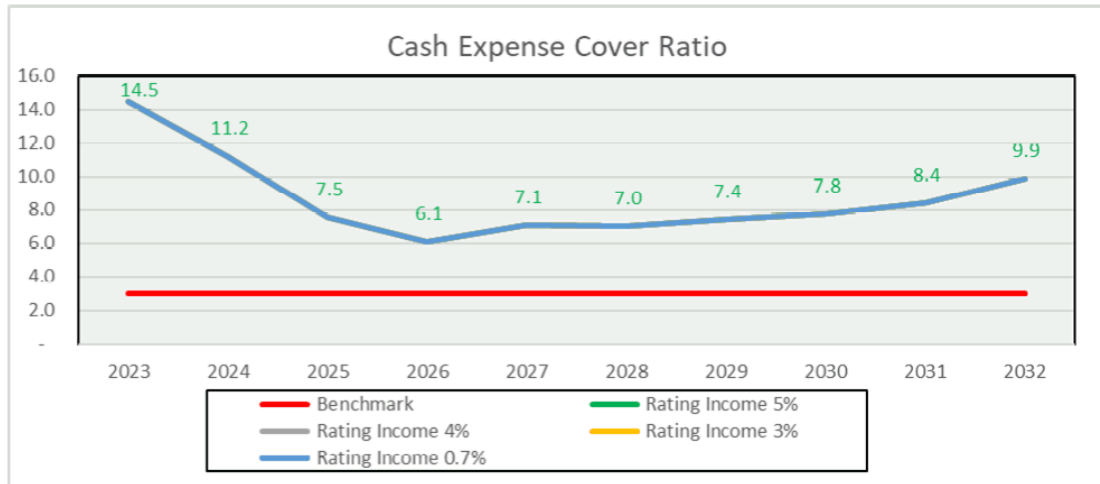
As with the previous ratio, the measures put in place during the pandemic increased the rates outstanding during 2020/21. Council anticipates they will return to levels prior to the pandemic in the coming years.

This ratio is not impacted by the alternative rate income scenarios.



Cash Expense Cover Ratio

This ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow. The benchmark for this ratio is greater than 3 months.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Benchmark	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Rating Income 5%	14.5	11.2	7.5	6.1	7.1	7.0	7.4	7.8	8.4	9.9
Rating Income 4%	14.5	11.2	7.5	6.1	7.1	7.0	7.4	7.8	8.4	9.9
Rating Income 3%	14.5	11.2	7.5	6.1	7.1	7.0	7.4	7.8	8.4	9.9
Rating Income 0.7%	14.5	11.2	7.5	6.1	7.1	7.0	7.4	7.8	8.4	9.9

Cash and cash equivalents incl. term deposits

Payments of operating & financing activities

Comments

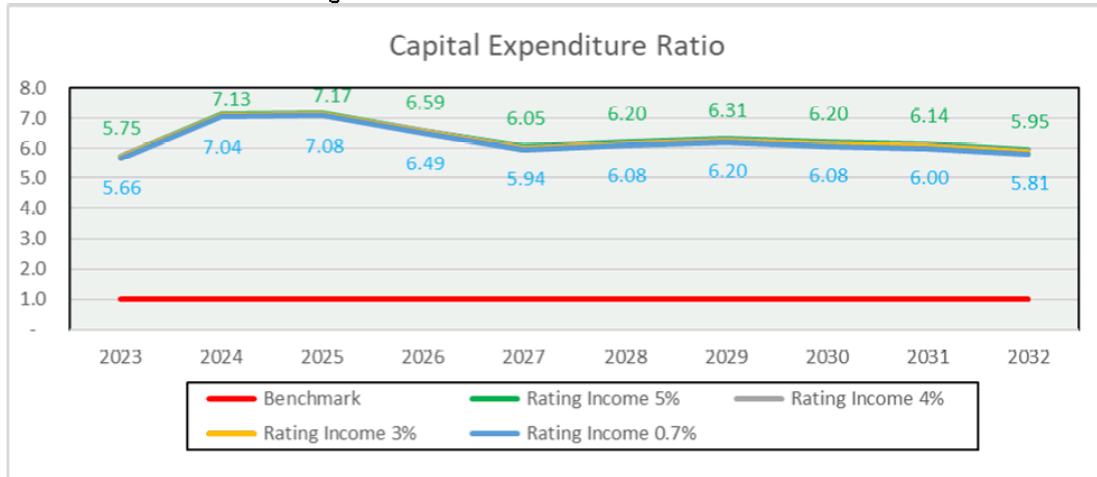
Councils result is well above the benchmark over the life of the long term financial plan. This represents Council’s strong liquidity position. It should be noted that 2022/23 and 2023/24 are extraordinary year’s with large capital works programs to be funded so the amount of cash being held will increase to fund these programs. The timing of the receipt of cash (including loans) and expenditure will also impact this ratio.

This ratio is not impacted by the alternative rate income scenarios.



Capital Expenditure Ratio

This ratio indicates the extent Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets. The benchmark for this ratio is greater than 1: 1.



Financial Year:	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Rating Income 5%	5.75	7.13	7.17	6.59	6.05	6.20	6.31	6.20	6.14	5.95
Rating Income 4%	5.73	7.11	7.15	6.56	6.03	6.17	6.29	6.17	6.11	5.92
Rating Income 3%	5.71	7.09	7.13	6.54	6.00	6.14	6.26	6.15	6.08	5.89
Rating Income 0.7%	5.66	7.04	7.08	6.49	5.94	6.08	6.20	6.08	6.00	5.81

Annual capital expenditure

Annual depreciation

Comments

This provides a good indication of how quickly Council’s infrastructure asset base is growing and the challenges facing Council in the future. Council’s exponential growth forecasts result in a significant proportion of new assets constructed each year. Council’s increasing infrastructure will be managed through the continuation of asset related programs, the use of leading asset management practices that is supported by a dedicated asset management function.

This ratio is not impacted by the alternative rate income scenarios.



Sensitivity Analysis and Risk Assessment

The major risk factor in each of these financial models continues to be the growth assumptions. Camden is part of the South West Growth Sector. Our population is expected to increase to approx. 300,000 residents over the next 30 years, the timing of this growth is critical to the outcomes of this plan.

In preparing this plan, Council has taken careful consideration of the following factors:

- State Government Land Release Policy (land rezoning),
- Housing schemes that promote sales,
- Economic conditions and the impact on developers and home buyers,
- Council's capacity to deliver subdivisions (staffing),
- The relationship between population growth and land release,
- The impact growth has on service levels,
- Feedback from developers on current market conditions,
- The difference in timing between increases in expenditure and the realisation of additional income through rates.
- The impact of rail once more details are known on timing and the final corridor, this one factor will have a significant impact on population estimates.

Council has very little control over many of these factors and therefore must respond to change quickly. To assist in managing this risk Council has developed the following strategies:

- Quarterly meetings with key Strategic and Development staff to discuss corporate assumptions about growth,
- Council's LTFP is updated quarterly as part of the quarterly budget review process, where significant changes are identified.
- Liaise with State agencies to discuss the timing of land release,
- Historical analysis of financial outcomes (what can we learn from past assumptions).

Other risk factors which have been assessed in this plan include:

Dedication of assets to Council

The majority of infrastructure (roads, bridges, drainage and buildings) and open space is dedicated to Council through a Works in Kind Agreement, Voluntary Planning Agreement or as a condition of development consent (S80A).

The magnitude of assets dedicated to Council is in the millions. The value and timing of these assets is extremely difficult to predict. Although Council has some control over when it will accept assets from developers, Council must still plan for increases in its operational budget (including workforce planning) to maintain the new assets. This is considered a key risk factor and is continually monitored to ensure long-term planning estimates are accurate.



Depreciation Expense

From a recurrent operations perspective, the increasing depreciation expense is a significant issue for Council. The impact of depreciation expense is significant due to a unique environment of substantial growth, Council's current economies of scale and the method used to calculate depreciation expense. Council is currently constructing or receiving dedicated assets that provide for a population in the future. The straight-line method of calculating depreciation expense does not consider growth or the current population, meaning the expense is representative of a higher capacity to pay or greater economies of scale. There is also a timing issue to consider, Council must provide for infrastructure now, this cannot be done after the population arrives. There is a delicate balance between what the current population is responsible for and those who are not yet part of our community. It is not as simple as increasing revenue tomorrow to off-set the expense.

Section 7.11 Cash Reserves

Council continues to review Section 7.11 plans to ensure cash flow is consistent with the timing of planned capital works programs. Plans are assessed for cash shortfalls and if required other funding sources identified. The Section 7.11 cap placed on contributions from developers and the removal of some infrastructure (non-essential) able to be funded through Section 7.11 has made delivering Greenfield sites challenging. To assist in managing this risk a Section 7.11 Development Control Management Committee (DCMC) has been formed and monthly financial reporting is a standing agenda.

State Government Policy and Local Government Reform

Council considers the impact of State Government Policy and Local Government Reform, which both have significant impact on Local Government. Currently the Infrastructure Contributions framework in NSW is under review and therefore it is difficult to determine the financial impact at this stage.

Leppington Growth areas and funding package

While some acquisitions have commenced in key areas, work continues to identify additional funding required to support land acquisitions in Leppington.

Discussion with the State Government continues to finalise the funding package required. Increasing land valuations and part lot acquisitions unable to be funded from Section 711 remain the key funding risks to Council's long term Financial Sustainability.

Economic Uncertainty/Global Events

Council will closely monitor the current economic climate which continues to be impacted by conflict in Europe, uncertainty regarding inflation and supply chain concerns for goods and materials. Any significant changes will be identified at quarterly reviews of the budget.

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Conclusion

Camden’s extraordinary growth is a challenge but also brings great opportunity for the future, with well planned communities and smart sustainable infrastructure. The LTFP has been prepared on the basis of local knowledge and economy, respected economic publications and historical data.

The LTFP assists Council to understand its financial capacity, financial sustainability and supports the outcomes in the Community Strategic Plan. It ensures Council can meet service demand and service levels now and into the future.

While COVID-19 and current world events continue to influence our lives, Council is well positioned financially to continue to support our community through the pandemic and meet the challenges of the future.

Attachment 6



Appendices: Long Term Financial Plan – Financial Statements



Draft Camden Council Long Term Financial Plan 2022/23 - 2031/32										
Income Statement Projections - 5% Rate Increase Model										
Year Ending	Delivery Program 2022/23 - 2024/25			Delivery Program 2025/26 - 2028/29				Delivery Program 2029/30 - 2032/33		
	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Income from Continuing Operations										
Rates and Annual Charges	92,531	99,625	107,873	117,331	127,388	137,948	148,993	160,610	172,827	185,596
User Charges and Fees	19,680	22,173	28,884	29,646	30,448	31,274	32,116	32,977	33,841	34,642
Interest & Investment Revenue	2,511	2,616	2,722	2,872	2,986	3,100	3,207	3,313	3,418	3,523
Other Revenues	1,218	1,086	1,268	1,280	1,296	1,322	1,349	1,374	1,403	1,432
Other Income	2,645	2,714	2,784	2,851	2,924	3,908	4,008	4,103	4,191	4,280
Grants & Contributions for Operating Purposes	8,810	9,074	9,270	9,506	9,679	9,936	10,142	10,406	10,647	10,915
Grants & Contributions for Capital Purposes - Cash	56,955	76,852	75,517	59,566	69,566	89,566	92,266	94,366	97,166	99,966
Contributions for Capital Purposes -Non Cash (\$7.11 ,S80A)	107,354	128,527	133,408	134,203	139,776	145,300	151,000	153,000	156,000	159,600
Total Income from Continuing Operations	291,704	342,667	361,726	357,255	384,063	422,354	443,081	460,149	479,493	499,954
Expenses from Continuing Operations										
Employee Costs	59,626	62,085	64,701	67,465	70,638	73,877	77,209	80,734	84,956	89,261
Borrowing Costs	1,358	1,617	1,996	2,404	3,426	4,507	4,330	4,389	4,180	3,968
Materials and Contracts	53,214	57,609	68,696	71,732	74,943	81,332	86,925	93,044	98,496	104,124
Depreciation	35,000	36,000	37,000	38,000	39,000	40,000	41,000	42,000	43,000	44,000
Other Expenses	2,810	2,910	3,019	3,149	3,226	3,305	3,408	3,509	3,607	3,707
Total Expenses from Continuing Operations	152,008	160,221	175,412	182,750	191,233	203,021	212,872	223,676	234,239	245,060
Operating Result from Continuing Operations Surplus/(Deficit)	139,696	182,446	186,314	174,505	192,830	219,333	230,209	236,473	245,254	254,894
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes Surplus/(Deficit)	(24,613)	(22,933)	(22,611)	(19,264)	(16,512)	(15,533)	(13,057)	(10,893)	(7,912)	(4,672)



Draft Camden Council Long Term Financial Plan 2022/23 - 2031/32										
Balance Sheet Projections - 5% Rate Increase Model										
Year Ending	Delivery Program 2022/23 - 2024/25			Delivery Program 2025/26 - 2028/29				Delivery Program 2029/30 - 2032/33		
	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Current Assets										
Cash & Investments	135,419	124,147	93,044	78,356	96,628	102,745	114,363	126,594	144,780	176,595
Receivables	16,319	17,658	19,796	21,244	22,784	24,526	26,215	27,987	29,842	31,767
Inventories	628	678	804	839	876	948	1,012	1,082	1,144	1,208
Other (Includes Assets Held for Sale)	1,342	1,452	1,628	1,747	1,874	2,017	2,156	2,301	2,454	2,612
Total Current Assets	153,708	143,935	115,272	102,186	122,162	130,236	143,746	157,964	178,220	212,182
Non-Current Assets										
Investments	15,047	-	-	-	-	-	-	-	-	-
Receivables	3,928	4,229	4,580	4,981	5,408	5,856	6,325	6,818	7,337	7,879
Infrastructure, Property, Plant & Equip	2,374,264	2,596,215	2,828,160	3,041,341	3,239,526	3,450,203	3,670,040	3,890,640	4,113,063	4,331,361
Total Non-Current Assets	2,393,239	2,600,444	2,832,740	3,046,322	3,244,934	3,456,059	3,676,365	3,897,458	4,120,400	4,339,240
Total Assets	2,546,947	2,744,379	2,948,012	3,148,508	3,367,096	3,586,295	3,820,111	4,055,422	4,298,620	4,551,422
Current Liabilities										
Payables	25,771	27,839	32,989	34,445	35,958	38,933	41,553	44,414	46,967	49,602
Borrowings	3,158	3,659	4,214	4,549	5,241	5,954	6,112	6,536	6,712	5,492
Provisions	15,962	16,361	16,770	17,189	17,619	18,059	18,510	18,973	19,447	19,933
Total Current Liabilities	44,891	47,859	53,973	56,183	58,818	62,946	66,175	69,923	73,126	75,027
Non Current Liabilities										
Payables	14,566	15,735	18,646	19,469	20,324	22,006	23,487	25,104	26,547	28,036
Borrowings	52,404	63,245	71,531	94,481	116,740	110,787	109,675	103,139	96,428	90,936
Provisions	316	324	332	340	349	358	367	376	385	395
Total Non Current Liabilities	67,286	79,304	90,509	114,290	137,413	133,151	133,529	128,619	123,360	119,367
Total Liabilities	112,177	127,163	144,482	170,473	196,231	196,097	199,704	198,542	196,486	194,394
Net Assets	2,434,770	2,617,216	2,803,530	2,978,035	3,170,865	3,390,198	3,620,407	3,856,880	4,102,134	4,357,028
Equity										
Retained Earnings	1,750,422	1,932,868	2,119,182	2,293,687	2,486,517	2,705,850	2,936,059	3,172,532	3,417,786	3,672,680
Revaluation Reserves*	684,348	684,348	684,348	684,348	684,348	684,348	684,348	684,348	684,348	684,348
Total Equity	2,434,770	2,617,216	2,803,530	2,978,035	3,170,865	3,390,198	3,620,407	3,856,880	4,102,134	4,357,028

* Note: Council's Long Term Financial Plan does not include any assumptions regarding long term movements to the Revaluation Reserve.

Draft Camden Council Long Term Financial Plan 2022/23 - 2031/32										
Cash Flow Statement Projections - 5% Rate Increase Model										
	Delivery Program 2022/23 - 2024/25			Delivery Program 2025/26 - 2028/29				Delivery Program 2029/30 - 2032/33		
Year Ending	2023 \$000s	2024 \$000s	2025 \$000s	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s
Cash Flows from Operating Activities										
Receipts - Operating Activities	188,556	218,684	233,702	228,674	250,156	283,408	298,863	314,398	331,158	348,450
Payments - Operating Activities	(121,381)	(128,939)	(143,978)	(150,561)	(158,300)	(169,582)	(178,870)	(189,151)	(199,142)	(209,406)
Net Cash Provided by (or used in) Operating Activities	67,175	89,745	89,724	78,113	91,856	113,826	119,993	125,247	132,016	139,044
Cash Flows from Investing Activities										
Receipts - Property, Plant & Equipment	326	319	491	529	393	544	384	969	701	654
Receipts - Investment Securities	135,419	111,732	83,740	70,520	86,965	92,471	102,927	113,935	130,302	158,936
Purchases - Property, Plant & Equipment, Intangible Assets	(93,727)	(128,131)	(131,930)	(116,145)	(96,194)	(102,571)	(107,900)	(107,543)	(107,880)	(102,357)
Purchase - Investment Securities	(135,419)	(111,732)	(83,740)	(70,520)	(86,965)	(92,471)	(102,927)	(113,935)	(130,302)	(158,936)
Net Cash Provided by (or used in) Investing Activities	(93,401)	(127,812)	(131,439)	(115,616)	(95,801)	(102,027)	(107,516)	(106,574)	(107,179)	(101,703)
Cash Flow from Financing Activities										
Receipts - Loan Borrowings	11,850	15,350	14,700	27,300	27,300	-	5,000	-	-	-
Payments - Principal Repayments	(3,121)	(3,602)	(4,088)	(4,485)	(5,083)	(5,682)	(5,859)	(6,442)	(6,651)	(5,526)
Net Cash Provided by (or used in) Financing Activities	8,729	11,748	10,612	22,815	22,217	(5,682)	(859)	(6,442)	(6,651)	(5,526)
Net Increase/(Decrease) in Cash Assets Held	(17,497)	(26,319)	(31,103)	(14,688)	18,272	6,117	11,618	12,231	18,186	31,815
Cash Assets (incl.investments) at Beginning of Reporting Period	167,963	150,466	124,147	93,044	78,356	96,628	102,745	114,363	126,594	144,780
Cash Assets (Including Investments) at End of Reporting Period	150,466	124,147	93,044	78,356	96,628	102,745	114,363	126,594	144,780	176,595



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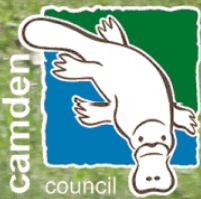
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Attachment 1

Delivery Program Progress Report

July to December 2021



Cover Page and Back Page:

Harrington Park Lake, Harrington Park

Images

The photographs featured have been obtained from many sources including professional photographers and Council officers. The illustrations used in this document were provided by children from the Camden LGA as part of Council's Children's Week Art Project.

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

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Acknowledgement to Country

Council acknowledges the Dharawal people as the traditional custodians of this land and pays our respect to their Elders both past and present and the Aboriginal Community.

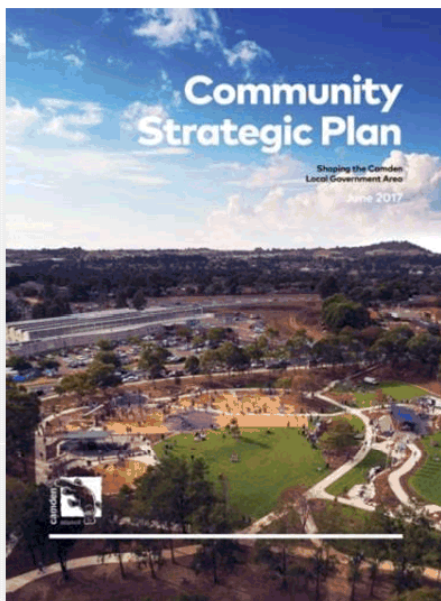
1. Council's Obligations

All councils across NSW commenced implementing the Integrated Planning and Reporting (IPR) framework from 2013. This framework allows councils to draw various plans together and plan holistically for the future.

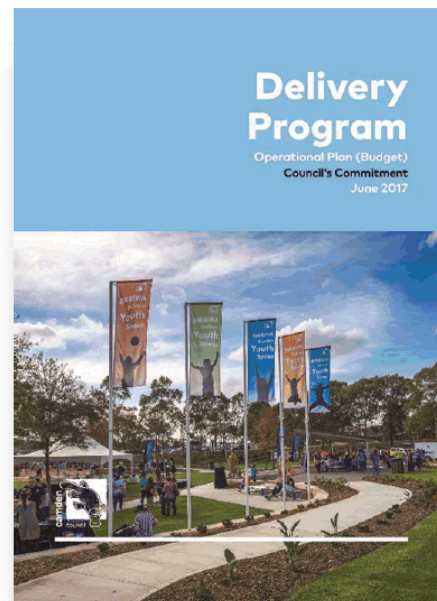
In accordance with the IPR framework, all councils are required to develop a Community Strategic Plan. The Community Strategic Plan provides a clear direction for the long-term community vision and is underpinned by the Delivery Program, Operational Plan (Budget) and Resourcing Strategy. Council reviews and develops the Community Strategic Plan, followed by preparation of Council's four-year Delivery Program, and determines appropriate methods to measure its progress.

The Delivery Program turns the strategies and objectives of the Community Strategic Plan into principal activities and identifies actions that Council commits to undertake over the next four years.

To help maintain focus for Council and provide feedback to the community, Council is required to prepare a six-monthly progress status on the adopted Delivery Program. In accordance with the [IPR framework](#), Camden Council has prepared, and adopted in June 2017, the following documents:



[Community Strategic Plan](#)



[Delivery Program and Operational Plan \(Budget\)](#)

A suite of documents relating to the [IPR framework](#), are available on Council's website

www.camden.nsw.gov.au

Camden Council actively monitors its progress in achieving the objectives stated in the Community Strategic Plan through the implementation of the Delivery Program under six Key Directions.

These six Key Directions are aligned with the four elements of the quadruple bottom line - Social, Environmental, Economic and Civic Leadership. These six Key Directions are:

1. Actively Managing Camden LGA's Growth
2. Healthy Urban and Natural Environment
3. A Prosperous Economy
4. Effective and Sustainable Transport
5. An Enriched and Connected Community
6. Strong Local Leadership

Council has 30 Local Services to assist in addressing the Key Directions with specific principal activities against the Community Strategic Plan's strategies.

The COVID-19 pandemic has had a challenging impact on projects, programs, activities and services that Council would ordinarily provide to the community under normal circumstances.

Impacts can be seen in the progress status for the overall performance this reporting period – July to December 2021 under:






*Key Direction 2 - Healthy Urban and Natural Environments; and
Key Direction 5 – An Enriched and Connected Community.*

2. Executive Summary

The Delivery Program Progress Report July to December 2021, complies with the Delivery Program 2017/18 – 2020/22.

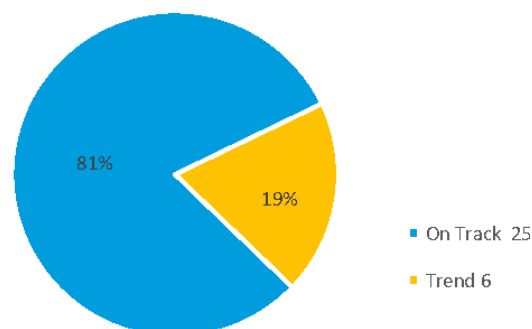
The report reflects Council's six-month progress status against 39 performance indicators and provides information on how Council is progressing with its Delivery Program.

Each Key Direction has a set of individual performance indicators. Council utilises a rating scale to ensure consistency, accountability, and transparency, when assessing the status of each performance indicator under the six Key Directions and associated symbol descriptors. The rating scale is:





Rating Scale	Symbol	Description
"On Track"		When the 'actual' is either equal, less, or greater than the set target.
"Monitoring"		Corporate variance of $\pm 10\%$ applies to the set target and is considered achievable, feasible and realistic for performance improvement, with the exception of Legislative requirements.
"Needs Work"		When the 'actual' is either below or above the corporate variance
"Trend"		Shows a pattern of change data over time where setting a target is not possible
"COVID Impact"		Deliverables impacted by COVID-19 NSW Public Health guidelines and restrictions

The COVID-19 pandemic has had a challenging impact on projects, programs, activities and services that Council would ordinarily provide to the community under normal circumstances. In recognition of this, an additional rating scale has been added for the reporting period, COVID Impact.

In brief, of the 39 Performance Indicators that were able to be delivered during the reporting period, 25 Indicators (81%) were assessed as 'On Track'; 0 Indicators (0%) as 'Needs Work'; 6 Indicators (19%) as 'Trend'; 0 Indicator (0%) as 'Monitoring'.



The table below provides a status update on the performance indicators under each Key Direction.

Key Direction	No. of Performance Indicators	Status					COVID Impact
		On Track 	Monitoring 	Needs Work 	Trend 		
Actively Managing Camden LGA's Growth	4	4	0	0	0	0	
Healthy Urban and Natural Environment	12	7	0	0	3	2	
A Prosperous Economy	3	1	0	0	2	0	
Effective and Sustainable Transport	5	5	0	0	0	0	
An Enriched and Connected Community	8	2	0	0	0	6	
Strong Local Leadership	7	6	0	0	1	0	
TOTALS	39	25	0	0	6	8	

Section 3, 'Key Directions and Performance Indicator Status', provides progress comments and the status of each performance indicator along with an explanation of each Key Direction.

Section 4, 'Overall Progress Highlights' elaborates on a few of the projects Council has undertaken over the six-months (July to December 2021) that supports Council's commitment towards the Community Strategic Plan.

3. Key Directions and Performance Indicator Status

This section provides a narrative on outcomes that supports the Community Strategic Plan under each Key Direction and associated objectives. It provides progress comments and the status of each performance indicator along with an explanation of each Key Direction.

The diagram below shows the six Key Directions.





Key Direction 1 – Actively Managing Camden LGA’s Growth

Effectively managing growth, determined under the State Government’s Metropolitan Strategy and Western City District Plan (former South West District Plan), will be an important focus area for Council and its various partners.

The community of the Camden LGA does not want to lose the character that they so highly value - its rural setting, country town feel, and the lifestyle associated with these attributes; at the same time, it must cater for well-managed development. Achieving a balance between large population increases and keeping the valued heritage/rural characteristics of the Camden LGA will be an ongoing challenge with significant new opportunities in terms of infrastructure, services, employment, housing choices and economic benefit.









The community would like to see public transport, roads, infrastructure, parks and recreational facilities, and the effective management of development as major priorities for the Camden LGA.

1.1 Urban development is managed effectively

Performance Indicator	Status	Progress Comment
Development assessments are completed in a timely fashion	✓	The median processing time (23 days) was within the target service level of 40 days. Council determined Development Applications to the value of \$565,834,397 during this six month period.
Construction certificates are provided in a timely fashion	✓	Building Construction Certificate processing timeframes continue to exceed target service levels with a four day turnaround. Legislation requires compliance of 28 days or less turnaround. This result reflects the strong performance in building certification services provided by Council.
Developers Contribution Plans are developed and monitored in a timely manner	✓	Live tracking of Council's portfolio of Contribution Plans has continued through this period. Formal reporting updates have been undertaken in accordance with agreed standards.

1.2 Rural land is adequately administered

Performance Indicator	Status	Progress Comment
Rural Lands Strategy and associated Action Plan are delivered		<p>Council officers continue to assess Planning Proposals (PP) against the Rural Land Strategy (RLS) rezoning criteria and continue to advocate for the protection of Camden’s rural land outside of the South West Growth Area.</p> <p>Council officers are working in partnership with neighbouring Council’s, particularly Wollondilly Council and the Sydney Peri-Urban Network (SPUN) on cross-region initiatives, including a submission from SPUN to the Department of Primary Industries on their proposed Agricultural Land Use Planning Strategy.</p> <p>Of the 15 Rural Land Strategy actions, 10 (67%) are ongoing which Council officers continue to implement; three (20%) are complete; with the remaining two (13%) in progress. It is anticipated that the two in progress actions will be completed by the end of 2022, as part of the Stage 2 – Local Environmental Plan (LEP) Review Planning Proposal.</p>

 On Track	4	 Needs Work	0	 Monitoring	0	 Trend	0	 COVID Impacted	0
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 **Key Direction 2 – Healthy Urban and Natural Environments**






The Camden LGA’s natural and built environment are the “setting” for all aspects of life and are essential for sustaining the health, well-being and prosperity of people who live here.




The natural environment encompasses all living and non- living things, occurring both naturally, and as a result of human activities. The built or urban environment is the human-made surroundings that provide the physical setting for human activity and enables private, economic and community life to function effectively and healthy.





2.1 Caring for urban and natural environment including heritage sites

Performance Indicator	Status	Progress Comment
Waste diverted from landfill		<p>39.3% of domestic waste collected has been diverted from landfill during the reporting period. With the implementation of the Waste Export ban there is currently limited opportunity to process particular waste streams within Australia. Council is continuing to work with its waste processing contractor on new opportunities for waste streams such as crushed glass and plastics.</p> <p>Additionally, Council is continuing to find new opportunities to divert waste from landfill by implementing initiatives such as Recycle Smart which focuses on the harder to recycle waste streams that usually end up in landfill. Through Recycle Smart, Council has diverted over 9 tonnes of difficult to recycle waste such as soft plastics, clothes and e-waste.</p>
Incidents of illegal dumping (observed by Council Officer)		<p>A total of 61 incidents of illegal dumping were identified and investigated as a result of proactive patrol services by Council officers. This was lower than the previous period due to COVID-19 restrictions impacting Council officers performing inspections.</p>

Performance Indicator	Status	Progress Comment
Incidents of illegal dumping (advice from residents)		<p>Council investigated a total of 384 incidents of illegal dumping (64 per month) due to resident reports.</p> <p>In alliance with the Regional Illegal Dumping (RID) Squad, Council is committed to continuing its strategic approach to combating illegal dumping within the region.</p>
Companion animals are appropriately identified		<ul style="list-style-type: none"> • Dogs impounded at Councils Animal Care facility – 38. • Dogs seized by Council Rangers – 88. • Dogs returned to owners by Council Rangers – 42. • Dogs that were microchipped when entering Councils Animal Care Facility – 28. • Cats impounded at Councils Animal Care facility – 30. • Cats returned to their owner by Council Rangers – 4. • Cats that were microchipped when entering at Councils Animal Care Facility – 2. <p>Council continues to work with the community to promote responsible pet ownership, including a subsidised desexing program, social media posts and free microchipping program. Council provided nine free microchips over this period. Due to COVID-19 restrictions, the free microchipping program was not undertaken over the majority of this reporting period.</p>
Monitor water quality in rivers and waterways		<p>During the reporting period, lakes and waterways monitoring was undertaken across all sites on a monthly basis. While seasonal changes influenced results, high nutrients, in particular nitrogen, were consistently high. Blue-green algae testing during the summer months were also indicating a high growth of algae in the lakes, in particular Harrington Park Lake.</p>
Number of initiatives promoted to reduce air pollution		<p>Council continues to promote better practices for wood heater operations to help reduce air pollution through local media, Council's website and educational programs.</p>
Number of complaints received regarding noise concerns		<p>There were a total of 176 customer requests received in relation to noise during the reporting period, which is an increase to the 147 received for the previous period.</p> <p>These complaints include noise from barking dogs, trail bikes, music and other sources. All complaints were investigated with appropriate compliance action taken where required.</p>

Performance Indicator	Status	Progress Comment
Increase number of public amenities, recreation facilities, open space and park		Across the Camden Local Government Area there are 325 open spaces and reserves, 27 sports fields, 119 sites with play equipment, 30 sites with exercise equipment, 25 public amenities, 47 sports amenities and two swimming leisure centres. Additional facilities continue to be delivered via various mechanisms in line with population growth.
Number of Sustainability community education programs conducted		<p>During the reporting period Council's scheduled sustainability education programs continued to be on target and implemented.</p> <p>Due to COVID-19, initiatives were delivered online including the Macarthur Nature Photography Competition, Threatened Species Art and Writing Competition, Connect with Nature, Harrington Forest Nest Box Trail and Waterway Walks.</p>
Number of community education activities conducted to promote heritage and historical sites across the Camden LGA		<p>Now in its third year, Council's Heritage Advisory Committee worked with Council officers to host the Unlock Camden event. Held online as part of NSW History Week 2021, the event was supported by the following initiatives:</p> <ul style="list-style-type: none"> • Virtual historic tour comprising a website video and teasers used for social media; • My Camden Story (#mycamdenstory) social media promotion encouraging locals to share images of their family's history in Camden, including reaching out to Camden's local Aboriginal Groups and networks; • Promote My Camden Stories received during previous campaigns; • Camden Images Past and Present (sourced from Camden's Library database) to be used for Council's social media promotion; and • Heritage of Western Sydney Virtual Tour app. <p>The initial video about the project received three comments, 20 shares and 2,300 views.</p> <p>Another initiative of the Committee, the Heritage Mapping Project, was published on the Camden Data Portal in December 2021. The online map will improve the community's access to information on heritage in the Camden LGA. Residents and visitors are now able to search and view existing heritage listed properties and locations across the Camden area online.</p>

Performance Indicator	Status	Progress Comment
Bushland under active management – number of volunteer bush care hours		Due to COVID-19, Bushcare activities have not been held in this reporting period.
Maintain biodiversity across Camden LGA		During the reporting period, Council actively maintained 54ha of natural areas including Kings Bush, Harrington Forest and Elderslie Banksia Scrub Forest in Spring Farm.

 On Track	7	 Needs Work	0	 Monitoring	0	 Trend	3	 COVID Impacted	2
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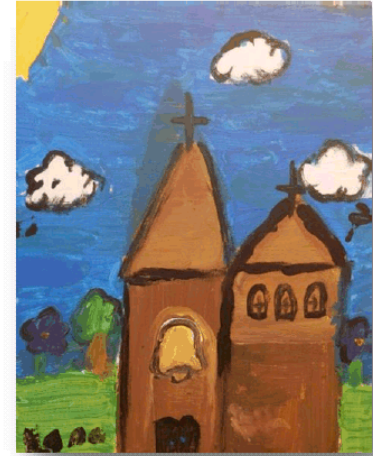
 **Key Direction 3 – A Prosperous Economy**

Prosperity means that people have enough – that they are satisfied with their standard of living and have a balance between their financial and social well-being. Financial well-being relies on access to education, employment, housing, and a strong and diverse local economy.



A strong local economy for the Camden LGA is characterised by vibrant towns and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market.


The development of a strong local economy is essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time.

The economic development and prosperity of the Camden LGA is linked with the broader South West Sydney region and much of the focus for the Camden LGA into the future will continue to be working with relevant partners on the development of a strong regional economy.



3.1 Tourism and economic development is supported

Performance Indicator	Status	Progress Comment
Utilisation of the regional tourism website is increasing		The limited travel and activity has led to a decline in tourism website activity across the sector from the previous reporting period. Camden website received 17,454 visits, Macarthur 37,953 visits, a total of 55,407 visits during July to December.
Monitor the visitation to the Tourism Information Centre		Visitor numbers have been adversely impacted by the COVID-19 pandemic, closure and travel restrictions. From July to December 2021, the Centre had 169 walk ins, 33 phone calls, 6 email enquiries. Walk ins included 108 local residents and 61 interstate travellers.

Performance Indicator	Status	Progress Comment
Increase in number of registered businesses operating within the Camden LGA		There were a total of 10,881 active and registered for GST businesses in the Camden LGA, an increase of 5.69% from the previous figure of 10,295 (source ABR), 586 new business registrations in the reporting period.

 On Track	1	 Needs Work	0	 Monitoring	0	 Trend	2	 COVID Impacted	0
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 **Key Direction 4 – Effective and Sustainable Transport**

Effective and sustainable transport underpins all aspects of an accessible and functioning place.

Transport impacts on the health of the natural environment as well as the health and well-being of people able to connect with their community and services. It impacts on the effectiveness and amenity of the urban environment, and on the viability and growth of the local and regional economy.



An accessible Camden LGA means that people are able to travel easily within their own local area and are well connected to the wider Macarthur and metropolitan regions.




Effective and sustainable transport for the Camden LGA would include:



- affordable, convenient and integrated public transport that is a viable choice over private vehicles;
- infrastructure that enables and encourages healthy forms of transport such as walking and cycling;
- safe and uncongested roads;
- support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.

4.1 Integrated and safe transport system

Performance Indicator	Status	Progress Comment
Successful completion of Black Spot funded projects		Council successfully secured funding for Cut Hill Road shoulder improvements and Narellan High Pedestrian Activity Area for implementation in 2021/2022. Designs are underway and projects are on target.
Number of transport options delivered through Pedestrian Access Mobility Plan (PAMP) and Bike Plan		During the reporting period under the PAMP and Bike Plan programs, seven programmed new paths were completed in Sutherland Street, Cobbitty; Harrington Parkway, Harrington Park; Elizabeth Street, Camden; Holdsworth Drive, Narellan Vale; Fairwater Drive, Harrington Park; Queen Street and Richardson Road, Narellan; supplemented by Local Roads and Community Infrastructure (LRCI) funding.

Performance Indicator	Status	Progress Comment
Number of Road Education Programs conducted		<p>Over the past six months Council coordinated seven road education programs, working in partnership with Local Police, TfNSW and community groups and following a COVID-safe format.</p> <p>Programs undertaken are as follows: RBT Plan B Campaign, Drive 2 Stay Alive, School Safety Program, Slow Down, Choose Right Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners In Macarthur and Community Safety Plan.</p>

4.2 Road infrastructure and transport connections are effectively established

Performance Indicator	Status	Progress Comment
Traffic Committee recommendations are actioned within the timeframe		During the reporting period 44 Traffic Committee recommendations were approved. 41 were actioned within two months of approval.
Road and traffic facility construction projects completed on-time and within budget.		Programs and projects are largely on track to be completed on time and within budget with the majority of works in progress.

 On Track	5	 Needs Work	0	 Monitoring	0	 Trend	0	 COVID Impacted	0
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Key Direction 5 – An Enriched and Connected Community


An enriched and connected community involves arts and culture, community safety, healthy lifestyles and community health. In addition, the community is further enriched through learning, access to information, recreation and leisure to build social capital and cohesion.





These are all elements that lead to a community with high levels of well-being. This is usually characterised by connection, networks and support within the community; participation and ownership; equity and access; and democratic governance. Equity and access means that all people are able to access a variety of opportunities within a community, both social and economic, regardless of background, ability or circumstance.




Community well-being describes the state of satisfaction, contentment and fulfilment of needs experienced within a particular group of people.



5.1 Celebrating social diversity and cultural expression

Performance Indicator	Status	Progress Comment
Number of programs delivered to various community groups including identified target groups		<p>A strong online presence through community programming and engagement has been maintained through very challenging times. Council's Youth, Access and Cohesive Communities Advisory Committees have maintained an active presence and the Julia Reserve Facility has continued to develop its role in Youth Service delivery.</p> <p>A wide range of activities, programs and events were held with many of these moved from face-to-face provision to online due to COVID-19. These included Camden Interagency meetings, Cohesive Communities Advisory Group meetings, Camden Community Access Advisory Group, Camden Youth Council meetings, Camden Youth Network meetings, Carers Week, Social Inclusion Week, Bins 4 Blokes, International Day of People with Disability, NAIDOC Celebrations and DIAP review consultation. Cancelled or postponed included Seniors Program Committee meetings and activities.</p>

Performance Indicator	Status	Progress Comment
Number of arts/cultural events hosted across the Camden LGA		<p>Busking activity recommenced in December 2021 with regular performances by Camden Band, Honey Sippers, and The Healing Musician.</p> <p>The Cultural Seed Grant round attracted applicants for a series of cultural programs and activities to be delivered within the first six months of 2022. Planning for cultural events has been undertaken for the delivery of programs in 2022. All 2021 programs were impacted by COVID-19.</p>
Increase number of participants in active recreational activities using Camden Memorial Pool (seasonal)		<p>COVID-19 impacted operations severely with attendances restricted due to public health order compliance and safety for the community.</p>
Increase number of participants in active recreational activities using Mount Annan Leisure Centre (seasonal)		<p>COVID-19 impacted operations severely with the facility closed for operation for three months. Attendances were also restricted due to public health order compliance and safety for the community.</p>
Ratio of returning clients to new clients for hiring Camden Civic Centre		<p>Whilst a number of events could not be held due to COVID-19, of the bookings made during the July - December period 14 new hirers booked to utilise the venue. Ten were unable to proceed with their bookings due to closure and restrictions.</p>

Performance Indicator	Status	Progress Comment
Number of non- Council events hosted at the Camden Civic Centre		A total of 47 non-Council community events were held during July to December. The period was heavily impacted by COVID-19 closure and restrictions.

5.2 Opportunities for life-long learning

Performance Indicator	Status	Progress Comment
Number of programs conducted at local libraries		100% of all scheduled library programs completed, with a total of 1,382 conducted. Libraries have led the way in continuing to provide online programming for the community.
Camden families have access to a quality Family Day Care service – hours of care provided		35 full-time Educators and one Relief Care Educator. The Educator numbers are trending down and have been over the past two years - this is due to many reasons; however, Council’s recruitment of new Educators has been significantly impacted by COVID-19. This result is consistent with Family Day Care Australia Survey trends.

 On Track	2	 Needs Work	0	 Monitoring	0	 Trend	0	 COVID Impacted	6
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Key Direction 6 – Strong Local Leadership

Strong local leadership means that the Camden LGA has strong organisations and individuals representing its interests, who are responsive to the community, and who are working together to achieve the community's vision for the future.

Strong local leadership will be needed from all levels of government, as well as the private sector, non-government organisations, business, industry groups, and community organisations. Developing leaders within the community will place the Camden LGA in good stead for the years to come.




Camden Council, as the level of government in closest contact with the local community, has a particular role in the planning, advocacy, and delivery of good outcomes on behalf of the Camden community. This role is important as the Camden LGA faces massive urban and population growth, particularly in advocating for the delivery of major infrastructure provision, and in balancing the needs and desires of the current population with the pressures of growth.




Importantly, strong local leadership can influence the way that government engages with, and responds to, the local community needs and aspirations in decision making and planning process as well as delivering services.

6.1 Maintain strong partnerships and shared responsibilities with stakeholders

Performance Indicator	Status	Progress Comment
Number of Community Small Grant Agreements		The total Grants program showcases Council's ability to make grants available within an equitable, accessible and transparent framework to a diverse group of new and emerging organisations. A total of 19 CSG agreements were endorsed during this period.
Number of donations for charitable programs		A total of five donations for charitable purposes were provided during this period. The program focuses on the provision of one-off support to individuals and organisations outside of Council's regular grants program, with applications accepted anytime throughout the year.
Number of annual subsidies extended to community organisations		The provision of Annual subsidies has identified the need to build targeted relationships with community organisations to achieve long term community outcomes. A total of eight annual subsidies were distributed during this period.

Performance Indicator	Status	Progress Comment
Number of community sponsorship programs supported		A total of nine Community Sponsorship programs were supported during this reporting period.

6.2 Community and stakeholders are kept informed

Performance Indicator	Status	Progress Comment
Maintain publication of regular Council information		Council continued to produce and disseminate regular publications and promotional material within set deadlines. These publications included: Let’s Connect (two editions in the reporting period); Rates Notice brochures (two editions in the reporting period); Mayoral print and broadcast messages; media releases; Council’s website; social media platforms; and flyers, documents and brochures designed.
Maintain Council’s social media platform		Council continued to maintain a seven days a week social media coverage to report on weekend initiatives, improve community engagement, cover community events and ensure that online customer enquiries are answered promptly. Over the past six-months 652 Facebook posts were published with followers increasing to 38, 200 and Instagram has grown to 5,490 followers.
Maintain Council’s community engagement and communication practices		Council continued to communicate and engage with the community through a range of print media and its digital media platforms. Council continued to offer a seven day a week digital and social media service and uses these platforms/channels to provide updates to the community and promote Council services, initiatives, projects and events. Additionally, Council continued to regularly review and update the corporate website and app to provide the community with information.

 On Track	6	 Needs Work	0	 Monitoring	0	 Trend	1	 COVID Impacted	0
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4. Overall Progress Highlights

This section highlights a few of the projects, programs and services, Council has undertaken over the reporting period (July to December 2021) that supports Council’s commitment towards the Community Strategic Plan.

Camden – Stronger Together

Council commenced a new campaign, ‘We’re Stronger Together’, an extension of the #camdenlove campaign. The aim of the campaign is to remind us all to stay safe, stay positive, stick together and to reach out for support if needed.

The new campaign included positive messages installed on light pole banners in Camden and Oran Park, along with bus shelters across the Camden area.



Council installed a number of floor stickers taking the form of hopscotch and snakes and ladders games to play in various locations across the Camden LGA.

In some of the most popular parks and reserves Council also installed new signs as a reminder to stay mindful of others, follow the NSW Government guidelines, practice common courtesy, be aware of park restrictions and to take care and stay safe.



Camden – A Guinness World Record Holder

Camden made history after being recognised as the title holder of the largest online quiz.

To help lift the spirits of residents during the COVID-19 restrictions, Council organised an online trivia night where residents could come together in a family fun competition.

The trivia night consisted of five rounds of ten questions each. Categories included were General Knowledge, Aussie Trivia, Camden Trivia, Logos and Music.

Council broke the record with 2,328 participants taking part in the trivia quiz for 92 minutes, officially putting Camden into the Guinness World Records™.

When the announcement was made that Camden was officially a Guinness World Record holder, the chat function of the webinar was alight with community spirit and completed a great 'end of lockdown' event.



Council Awarded RH Dougherty Award for #camdenlove Campaign

Council won the RH Dougherty Excellence in Communication Award.

The RH Dougherty Awards recognise and encourage greater understanding and communication by councils to their local communities and is run by Local Government NSW.

The #camdenlove campaign encompassed a range of initiatives to support the community during challenging times, which brought devastating bushfires, destructive floods and COVID-19.

The campaign included:

- #Camdenlove initiative – calling on residents to support local businesses and post their support using the hashtag on social media;
- Hey Neighbour! Cards – encouraging residents to stay connected and support one another
- #camdenbought bags – residents were handed environmentally friendly bags to use throughout Camden and asked to post their shopping on social media; and
- #camdenlove bears – to celebrate people in the community who provide moments of generosity, inspiration, sustainability, love and bravery, particularly during difficult times such as the COVID-19 pandemic. Residents were asked to nominate someone deserving to receive a limited-edition bear.



Residents Benefit from Community Grants - COVID-19 Community Support Package

Local charities, not-for-profit organisations and community groups shared in more than \$194,000 as part of the 2021/2022 Community Grants program.

Council's Community Grants program aims to assist the community in exploring creative projects and events that address community needs, gaps in service delivery and innovative ideas as part of Council's COVID-19 Community Support Package.

A total of 48 local groups were successful in receiving funding across three categories - health and wellbeing, culture and inclusion and minor works:

- Big Yellow Umbrella – Yellow Hamper food support for COVID-19 response - \$6,500;
- Turning Point Camden Inc – COVID-19 Recovery Food Provision Program - \$6,500;
- Rapid Relief Team Ltd – Respectful Relationships - \$6,375
- Mother Hubbard Cupboard in Camden Inc – Cooking Up a Storm - \$6,500;
- Macarthur Art Group Inc – Artmaking and exhibiting for the Camden Re(dis)covered Art Show - \$6,500;
- Cancer Patients Foundation – Look Good Feel Better - \$3,250;
- Shining Stars Foundation – Food vouchers (COVID-19 response) - \$4,000;
- The Shepherd Centre for deaf children – Confident kids, a social skills development program for children with hearing loss in Camden - \$2,500;
- The Scouts Association of Australia NSW Branch – Locks, lights and smoke alarms - \$5,727;
- Shanhe Education Inc – The Practical Australian English and Chinese Booklet - \$6,500;
- The Disability Trust – Re-engage - \$2,160;
- Karitane – Parenting support program for fathers with young children - \$6,135;
- Rotary Club of Camden Inc – Renew lights on Camden's Rotary Mural - \$3,440;
- Hope Anglican Church Leppington – Summerfest - \$1,000;
- Rainbow Club Australia Inc – Establishing a Think Sensory program at Narellan Rainbow club - \$3,000;
- Rotary Club of Gregory Hills, Next-Gen Inc – Rotary serves up support - \$3,500;
- Camden Digital Art and Culture Centre – CDACC Camden community outreach program - \$3,500;
- Mentoring Men – Thrive Program empowering young men - \$3,000;
- Men's Shed Narellan Inc – Precision drilling and machining for timber and metal projects - \$3,369;
- Camden Tigers FC – Female Football Development Program - \$6,000;
- Camden Tigers FC – Indigenous Football Program - \$6,500;
- Hamro Club Inc – Hamro Christmas Soccer - \$1,320;
- Mets Baseball Club Inc – Junior and Senior Umpire Development - \$6,422;
- Camden District Australian Football Club Incorporated – Junior Transition Academy - \$3,000;
- Camden Digital Arts and Culture Centre – NAIDOC Week Football Comp and Mentoring Day - \$2,500;
- Camden Junior Australian Football Club – Equipment and season launch - \$4,500;
- Rotary Club of Camden – 75th Anniversary of the Rotary Club of Camden - \$660 in-kind;
- Camden Tigers FC – Tharawal Cup - \$10,000;
- Rotary Club of Gregory Hills, Next Gen – Come Together music and connection - \$5,000;

- The Shepherd Centre for deaf children – Changing the story photography exhibition - \$2,000;
- C3 New Hope – Mega easter egg hunt - \$1,000;
- Camden Rugby Union Club Inc – Macarthur 10s Rugby tournament - \$5,000;
- Camden and District Netball Association Inc – Netball competitions for females and males - \$4,500 (\$2000 cash and \$2,000 in-kind);
- Camden Musical Society – Community musical theatre production - \$9,000;
- The Camden Show Society Inc – Camden Show 2022 - \$20,000 (\$9,000 cash, \$11,000 in-kind);
- Wild Heart Creatives – A Wild Showcase - \$1,500;
- Fishers Ghost Youth Orchestra – Camden Connexions - \$3,000;
- Camden Community Band – An introduction to concert band for young people - \$1,500;
- Cobbitty Gallery – Cobbitty creative program - \$3,000;
- Fishers Ghost Youth Orchestra – Seasons: Metamorphosis - \$1,450;
- Angelakikiart – Convergence of Glory - \$2,500;
- Ho Yee Wong – Introduction to the art of Chinese Calligraphy - \$2,350;
- Wen Denaro –Mother 88 - \$600;
- Camden Community Band – Snippets of Camden - \$880 in-kind;
- Macarthur Singers Incorporated – Camden Sings - \$880 in-kind;
- Fisher’s Ghost Youth Orchestra – Picture Perfect - \$880 in-kind; and
- Australian Decorative and Fine Arts Society Camden Inc – Camden Kiddies’ Concert - \$660 in-kind.



For more information on Council’s Recovery Package
visit the website

[\\$113.8 Million Recovery Package » Camden Council \(nsw.gov.au\)](https://www.camden.nsw.gov.au/recovery-package)

Doohen Sporting Facility, Kolombo Reserve Oran Park

Council, in partnership with Landcom and Greenfields Development Company, have delivered the Doohen Sporting Facility at Oran Park.

This facility includes soccer fields, basketball and tennis courts, clubhouse for soccer and tennis and a tennis pro-shop.

It also includes the areas first all abilities playground which features:

- a flying fox;
- wheelchair accessible carousel;
- unity dome;
- cruise line;
- timber balance beams; and
- sensory equipment.



Wandarrah Reserve Amenities Building Mount Annan

Council completed another high-quality sporting facility for the community with the construction of a new amenities building at Wandarrah Reserve, Mount Annan.

To compliment the new enlarged internal layout for the existing canteen building, the new amenities building includes:

- home and visitor change rooms;
- showers and toilets;
- Referee's room; and
- storage and cleaners' rooms.



Unlock Camden – NSW History Week

Each year Council celebrates its historic past, unlocks stories and images and promotes the historic locations and buildings in the Camden LGA as part of NSW History Week.

Unlock Camden, an initiative of Council's Heritage Advisory Committee, was held online due to COVID-19 restrictions. This year's theme was "From the Ground Up".

The online event included:

- a virtual historic tour exploring heritage buildings and locations in Camden;
- the #MyCamdenStory asking residents to uncover their untold stories behind Camden's rich and diverse history;
- exhibition of Camden images past and present; and
- a free colonial heritage of Western Sydney virtual tour app.

Camden Library also ran several online initiatives which included:

- an online exhibition entitled Camden's Grass Roots – people and places;
- special History Week Storytime sessions; and
- an instructional video on how to start your family tree on [ancestry.com.au](https://www.ancestry.com.au)



John Street, Camden - courtesy of Camden Historical Society



John Street, Camden 2021

Interactive Heritage Map

Residents and visitors can search and view existing heritage listed properties and locations across the Camden area online.

To improve the community's access to information the Heritage Map is an initiative of Council's Heritage Advisory Committee.

Heritage makes up an important part of the character of the Camden area and now

residents are able to easily locate historic sites easily within their own home.

The map consists of many items, places or precincts including public buildings, private houses, archaeological sites, bridges, roads, churches, schools, parks and gardens, trees, memorials, lookouts, and natural areas.

For more information visit - data.camden.nsw.gov.au/pages/heritage-items

New Email Subscription Services Available

Accessing information on Development Applications (DA) and matters on exhibition in the Camden LGA has never been easier with Council launching two new email subscription services.

Residents have the opportunity to sign up to receive a weekly email containing a comprehensive list of the new development applications that Council has placed on public exhibition.

Subscribers will receive a brief rundown on each development application, as well as a link to Council's online DA tracker, where users can access detailed information on each application.

Residents can also receive email notifications on matters on exhibition at Council's new community engagement portal – Your Voice Camden. These new services support the transparency around developments in the Camden LGA.

To sign up to the email subscriptions, visit [Development » Camden Council \(nsw.gov.au\)](#) or [Your Voice Camden \(nsw.gov.au\)](#)

Council to Deliver 3D Modelling – Smart Places

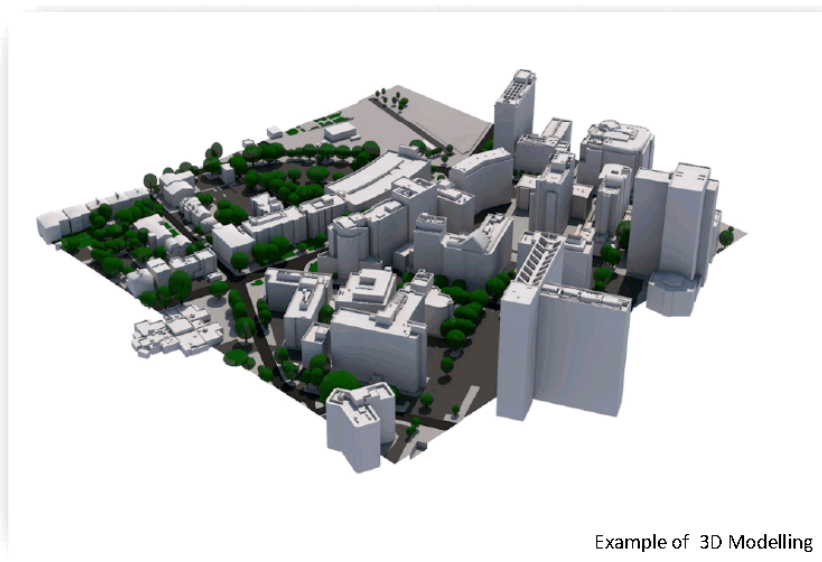
In a first of its kind partnership with the NSW Government, Council will act as a pilot for all NSW councils to adopt the implementation of Camden's 3D modelling platform.

Council undertook a successful proof of concept to produce a virtual 3D model of the Oran Park Town Centre in 2019 and will now implement a 3D model for the entire LGA. This model will be used for external visualisation, community consultation and site-specific planning assessment.

Leveraging datasets already available on NSW Spatial Digital twin, Data.NSW and IoT sensor data available on the Western Parkland City Open Data Sharing Portal, the 3D model will help improve the efficiency of planning decisions in the Camden LGA, improve community involvement in the decision-making for the built environment and deliver outcomes to benefit the community.

Following this first trial at whole-of-LGA scale, the project will investigate scalability and future roll-out as a 3D Modelling Service across NSW councils.

Council successfully secured funding for this project under the Smart Places Acceleration Program and is continually looking to delivery smart place initiatives and solutions for its community.



Waterway Walk Guide – Narellan Creek

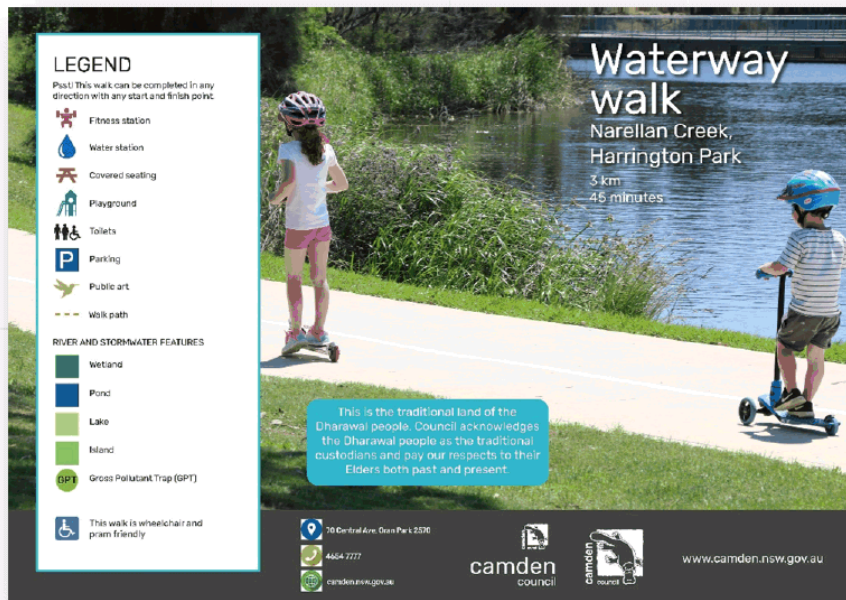
Council published a Waterway Walk guide for the Narellan Creek at Harrington Park. This guide adds to the Walkway Guide for Kolombo Creek, Oran Park.

The guides provide information about the natural and constructed features that help keep our creeks clean and healthy while you complete the easy walk around the creek.

Both paths are wheelchair, pram and stroller friendly and informative signage are installed along the route.

To compliment both waterway walks, Council has created a Bingo card to record what you can see, hear, feel and smell while on your walk.

The Waterway Walk guides and Bingo sheets are available from Council's Administration building or you can download from Council's website [Waterway-Walk-Kolombo-Creek-Oran-Park-Guide.pdf \(nsw.gov.au\)](#) [Waterway-Walk-Narellan-Creek-Harrington-Park-Guide.pdf \(nsw.gov.au\)](#)



Online Child Restraint Fittings

Council holds four free child restraint fitting events every year for residents in the Camden LGA.

These events are held to ensure the safety of young children and assist families with the correct use and fitting of child restraints.

Residents can have their child restraints, harnesses and booster seats installed and/or checked for safety and correct fit.

To offer an increased service to the community, an online booking system has been introduced to simplify the process for residents. This means that residents can book at any time day or night.

During December 2021, Council offered a voucher system where residents were able to have their child restraints fitted/checked at their homes by a Roads and Maritime Services (RMS) Authorised Restraint Fitter via their mobile service.

Child restraint fitting events are held every March, June, September and December.

For more information visit Council's website www.camden.nsw.gov.au



Council Secures Road Funding for Leppington

Council has secured \$4.5M in funding from the Department of Planning, Industry and Environment (DPIE) under the Special Infrastructure Contributions Program.

The funding is for the designing of Rickard Road from Heath Road, to south of Woolgen Park Road in Leppington. This will be an important delivery of infrastructure to support the rapid and future growth of Leppington.

Council has also secured \$4.8M from the DPIE's Voluntary Planning Agreement Program towards the designs for Dickson Road, Leppington, and Springfield Road in Catherine Field.

The upgrading of these roads will provide significant benefits to the local community including improved connectivity, safety, and less traffic congestion.



Youth Mental Health Training

Council funded the Youth Mental Health training for local teachers, youth workers, parents, sports coaches, young people themselves and others who support the youth of Camden.

This initiative was developed in response to the Camden Council Youth Consultation 2020. The consultation found that youth mental health and wellbeing was the focus area that young people would like Council to most prioritise.

The consultation also found that young people often spoke to their friends, teachers, and parents when in need of support.

Interested community members completed an expression of interest to either complete Youth Mental Health First Aid or Accidental Counselling.

Both courses equip participants with the skills to recognise and respond to an adolescent who may be experiencing a mental health problem or crisis in a safe, supportive and effective way.



Solar System Installations

Rooftop solar panels will power four community centres in the following locations in the Camden LGA:

- Gregory Hills Community Centre
- Julia Reserve Community Centre
- Harrington Park Community Centre
- Catherine Park Community Centre.



This project contributes to meeting the targets indicated in Council’s Sustainability Strategy, including to reduce energy use per capita by 20% and increase the amount of renewable energy by 20%.

Council was successful with grant funding of \$20,000 under the Federal Government’s Stronger Communities Program. Council matched the grant funding received as part of the funding agreement.

For more information on Council’s Sustainability Strategy visit [Camden-Council-Sustainability-Strategy \(nsw.gov.au\)](https://www.camden.nsw.gov.au/sustainability)

Tree Planting and National Tree Day

National Tree Day, held in August each year, is one of the largest tree planting and nature care events in the Camden LGA. This year Council was unable to proceed in the usual way due to COVID-19 restrictions.

Residents were asked to celebrate National Tree Day at home while 800 plants were installed at Merino Reserve, Elderslie. These plants will help to increase biodiversity for local wildlife and create a green corridor.

In September, Council delivered 20 native plants to 46 pre-schools/childcare centres, primary schools, and high schools within the Camden LGA.

Council runs and supports a number of programs and initiatives aimed at looking after the natural environment. Council also undertakes an annual street tree planting program to continue to build our urban tree canopy.



Platypus eDNA Monitoring Program

Earlier this year Council took its first water samples as part of a Platypus Monitoring Program in the Nepean River. The program will help Council to understand the platypus population within the Camden LGA.

The program uses environmental DNA (eDNA) technology to determine the presence and distribution of this elusive mammal. As the name suggests, eDNA refers to the genetic material that an organism leaves behind in its environment. This eDNA technology can detect the presence of platypus by analysing water samples collected at various points along the Nepean River.

A second round of sampling was undertaken at six sites. The results have detected the presence of platypus at two of the six sites. This shows that Camden



is home to a low-density platypus population.

Council will continue to work with neighbouring councils and researchers to build our knowledge and understanding of the platypus distribution in our region.

Virtual Christmas in Camden

As part of the Camden Christmas celebrations, Council installed community Christmas trees and decorations in Camden and Oran Park.

The theme this year was 'A Camden Chrissy', embracing a Camden themed holiday season that encompassed residents of all backgrounds.

A virtual Tree Lighting Ceremony was live streamed to the community in late November so that they could participate and view from home.

In addition, temporary speakers were installed on a number of light poles in Argyle Street, Camden to periodically play carols and music at a low level.

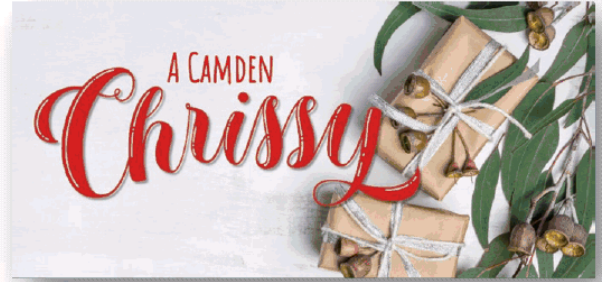
Council also ran its popular Christmas Lights Competition online with the winners listed below:

- Winner - Best Lit House - Brian Carr, Mount Annan;
- Winner - Best Novelty Display - Kate and Pavle Stojanovic, Harrington Park;
- Best Street - Swansona Avenue, Mount Annan; and
- Best Commercial/Non-Residential - De-Juliis Hair, Camden

The Mayor's Christmas Card competition had numerous entries with the following winners:

- Winner -Hand-drawn category - Hong Fei from Oran Park Public School (Year 6); and
- Winner - Digital category - Emma from Camden Public School (Year 5).

The two winning entries were used as Council's Christmas e-card.



Family Day Care – Paramedic Appreciation Project

Camden Family Day Care connected with the South West Sydney paramedics to show their appreciation for the role that they are providing during the pandemic and on the front line.

The ‘paramedic project’ aimed to investigate the role of an ambulance officer with the children and provide them with the tools to discuss and engage in conversations and artwork to reflect their thoughts and feelings.

To boost the morale of ambulance officers, a paramedic, stationed at Camden who also had a close relationship with the group, worked with the children and educators on a local art project.

With educators and children sharing ideas and working together they created artworks, with the emphasis being ‘not all superheroes wear capes’.

Using this approach children responded to engaging questions, which also provided a context for children to share, express and process their experiences creating a voice beyond words. It also demonstrated a connection to community.

Artworks were shared with local paramedics located in Camden and Campbelltown and via the NSW Ambulance website.



NSW Volunteer Team of the Year

Council’s Cohesive Communities Advisory Group has been recognised for their exceptional work in the community after taking out the NSW Volunteer Team of the Year award for South Western Sydney/Macarthur 2021.

The NSW Volunteer of the Year Awards, hosted by the Centre for Volunteering, is one of the largest celebrations of volunteering and celebrates the efforts of the state’s volunteers across seven different award categories.

The group was formed as part of Council’s commitment to inclusive communities and includes a number of residents who work

cohesively to advise, plan, develop and deliver multilayer initiatives and opportunities to build positive, inclusive, and sustainable communities.

The members are from diverse religions, cultures and refugee backgrounds including Nigerian, Aboriginal, Greek, Indian, Kenyan, Spanish, Pacific Islander, Arabic, European, Persian, United Kingdom and Australian. The age group spans across 50 years with members in their 30’s to 80’s, ensuring that everyone is included and belongs, making Camden a better place to live and grow.



5 Conclusion

The Camden Local Government Area (LGA) is one of fastest growing area in Australia, and Council continues to adapt and evolve in response to the changing expectations that come with growing communities.

The four-year Delivery Program 2017/18 to 2020/22 is Council's commitment to the community. Council, via 30 local services, will continue to implement, innovate, collaborate, and work hard to achieve in delivering the best outcomes and services for our community.

The next reporting period is January to June 2022.

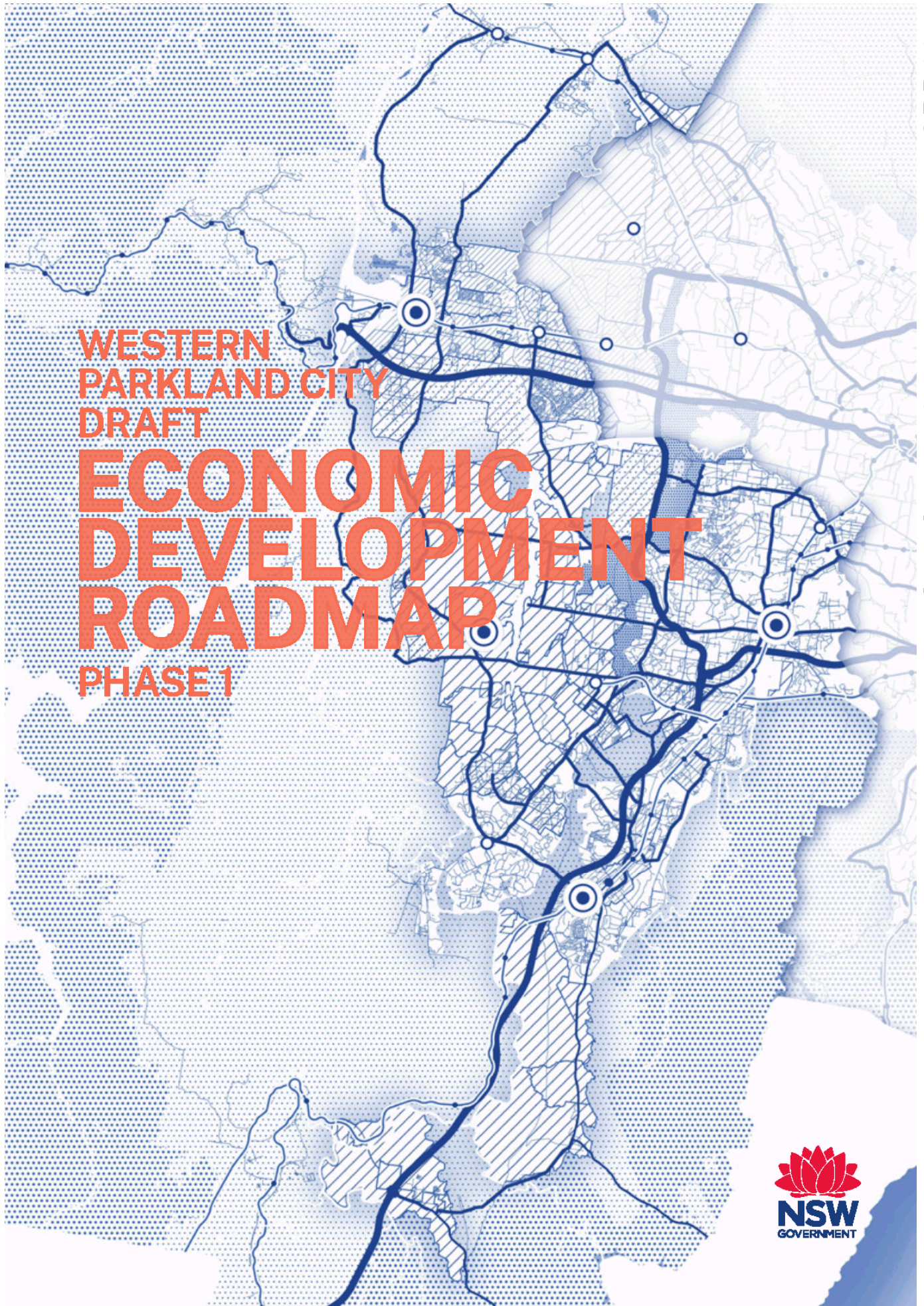
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Next Reporting Period
The next reporting period for the Delivery Program Progress Report will be January to June 2022.

For further information contact
Corporate Planning Team
Camden Council
Phone: 4654 7777
Email: mail@camden.nsw.gov.au
Website: www.camden.nsw.gov.au



**WESTERN
PARKLAND CITY
DRAFT**

**ECONOMIC
DEVELOPMENT
ROADMAP**

PHASE 1



ORD03

Attachment 1

Have your say

This Draft Economic Development Roadmap – Phase 1 has been prepared by Western Parkland City Authority (WPCA) to provide direction on the economic priorities required to deliver the vision for the Western Parkland City.

Accordingly, many of these priorities will require further planning and consultation before governments commit the resources for detailed investigation and implementation.

WPCA will work with Commonwealth and local governments and NSW Government agencies to progressively advocate for and/or deliver the priorities and continue to engage with stakeholders on emerging issues.

Your feedback can be provided by 31 March 2022 via:

WPCA website: www.wpca.sydney

Info line: 1800 312 999

General inquiries email: blueprint@wpca.sydney



Chair's Foreword

As well as being a future driver of economic growth for NSW and Australia, the Western Parkland City will be the most green, connected and advanced City in the Indo-Pacific region.

The *Economic Development Roadmap – Phase 1* aligns with the Australian and NSW governments' commitments to leverage the economic and investment potential of the Parkland City. The *Draft Roadmap* also sets out a pathway to recovery from the COVID-19 pandemic.

As the Parkland City grows – accommodating over 25% of the population growth of NSW – we have an opportunity to focus on creating the right environment for jobs to grow.

These will be the jobs of future generations that will harness future technologies. They will be the jobs that drive the innovation and industry at the heart of the Parkland City.

The Parkland City already has a wealth of endowments – a strong manufacturing sector, proximity to world heritage-listed natural areas and a skilled and culturally-diverse population. The *Draft Roadmap* seeks to drive these and grow workforce skills.

We want to see the Parkland City emerge as a centre for globally-competitive and nationally-significant industries, leveraging its strengths in people-oriented sectors like health and education services, and all underpinned by the enabling infrastructure that makes the City productive and liveable.

The *Draft Economic Development Roadmap – Phase 1* works hand in hand with the *Draft Blueprint*. Together they recognise investment attraction, liveability and infrastructure investment needed to become a City fit for the 22nd Century.

The chance to act is now. With the development of the Sydney Metro – Western Sydney Airport and Bradfield City Centre underway, we have an opportunity to ensure that the entire Parkland City shares in the jobs and liveability dividend.

I look forward to continuing the conversation about how we can best grow the economic opportunity for the Parkland City.

Jennifer Westacott, AO
Chair, Western Parkland City Authority

Acknowledgement of Country

Aboriginal people have had a continuous connection with the Country encompassed by the Western Parkland City ("Parkland City") from time immemorial. They have cared for Country and lived in deep alignment with this important landscape, sharing and practising culture while using it as a space for movement and trade.

We acknowledge that four groups have primary custodial care obligations for the area: Dharug/Darug, Dharawal/Tharawal, Gundungurra/Gandangara and Darkinjung. We also acknowledge others who have passed through this Country for trade and care purposes: Coastal Sydney people, Wiradjuri and Yuin.

Western Sydney is home to the highest number of Aboriginal people in any region in Australia. Diverse, strong and connected Aboriginal communities have established their families in this area over generations, even if their connection to Country exists elsewhere.

This offers an important opportunity for the future of the Parkland City.

Ensuring that Aboriginal communities, their culture and obligations for Country are considered and promoted will be vital for the future of the Parkland City. A unique opportunity exists to establish a platform for two-way knowledge sharing, to elevate Country and to learn from cultural practices that will create a truly unique and vibrant place for all.

The Western Parkland City Authority wish to acknowledge Aboriginal people as the traditional custodians of this land. Through thoughtful and collaborative planning, we seek to demonstrate our ongoing commitment to creating places in which Aboriginal people are included socially, culturally and economically.

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Executive Summary

With the Western Sydney International Airport commencing operation in 2026, a \$20 billion pipeline of infrastructure investment and the development of the new Bradfield City Centre, the Western Parkland City is on the cusp of becoming the engine room of the national economy.

The *Draft Economic Development Roadmap –Phase 1* provides an overarching strategy to maximise these economic opportunities and attract investment, businesses, and talent to the Parkland City and Australia. It focuses on leveraging the City's existing strengths and supporting the advanced industries that will create new jobs for the next generation.

The *Draft Roadmap* is a companion document to the *Draft Western Parkland City Blueprint*, which outlines the next critical infrastructure projects needed to make the City the greenest, most connected and most advanced in the Indo-Pacific region. The *Draft Blueprint* also signals a fundamental shift away from incremental planning and investment to alignment of government spending on infrastructure and services that supports jobs-led growth.

The *Draft Roadmap* outlines three directions for the Parkland City, each with a set of priorities. These will provide the Commonwealth, NSW, and local governments and the private sector with guidance on where to target future investment.

Subsequent phases of the *Draft Roadmap* will focus on specific industry sectors building on the opportunities identified in this *Draft Roadmap* including undertaking further industry deep dives to highlight opportunities to build on existing ecosystems in target industries in the Parkland City.

What is the role of the Western Parkland City Authority?

The NSW Government established the Western Parkland City Authority (WPCA) to coordinate infrastructure, attract investment and deliver the Bradfield City Centre. The WPCA has been tasked with guiding growth and investment for the entire Parkland City, and the *Draft Blueprint* and the *Draft Economic Development Roadmap –Phase 1* are central to that work.

Economic Directions

This *Draft Economic Development Roadmap –Phase 1* reinforces and supports the *Draft Blueprint's* vision and priorities. The *Roadmap* will unlock economic and investment opportunities across the Parkland City and support the NSW Government's COVID-19 Economic Recovery Strategy.

The *Draft Roadmap* identifies three economic opportunities:

- **Foster innovation and build global competitiveness** by developing capabilities that are export-oriented or strategically important to the NSW economy, such as defence, agribusiness, and advanced manufacturing;
- **Leverage city strengths** that deepen the range of specialised services, particularly health and education and provide infrastructure and amenities, such as parks, arts and cultural facilities, together with transport infrastructure and services to enhance liveability; and
- **Develop 22nd century workforce skills** by providing industry relevant skills and employment pathways whilst attracting global talent in existing and emerging sectors.

Context

The Western Parkland City expands across the Country of the Dharug / Darug, Dharawal / Tharawal, Gundungurra / Gandangara and Darkinjung People. It includes the the local government areas of the Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly.

The *Western Parkland City Economic Roadmap-Phase 1* builds on several economic and related strategies of the NSW Government including the Greater Sydney Region Plan, Western City District Plan, NSW 2040 Economic Blueprint, Future Transport 2056, NSW Climate Change Policy

Framework, State Infrastructure Strategy, and Global NSW together with the economic strategies of the Commonwealth and local governments.

In this regard the *Western Parkland City Economic Development Roadmap-Phase 1* has a critical interdependency with the *Draft Blueprint*.

The *Blueprint* sets out to shift the fundamentals by analysing the gaps in services and infrastructure, the pipeline of future projects slated for investigation, and the opportunities for new and augmented government action needed to deliver the vision.

Western Parkland City: Shifting the Fundamentals

1. Build for the long term: by bringing forward decisions to avoid costly retrofitting. This will shift all levels of government from incremental planning on a project-by-project basis to establishing and coordinating delivery for long-term investment needs and options.
2. Unlock the economic potential of the Parkland City: by shifting to a jobs-led approach to growth and making economic and talent attraction a key component of delivery decisions.
3. Align and increase investment in infrastructure: by identifying the infrastructure investment envelope so Government can plan ahead for the medium- to long-term. This will enable the Western Parkland City to not just 'catch-up' but leap ahead as a city ready for the 22nd century.
4. Make community central to planning and delivery by engaging upfront and on an ongoing basis with existing communities as the Parkland City grows and changes to drive equity, liveability and amenity for residents, workers and visitors.
5. Recognise the Parkland City as a green connected and advanced city in its own right: by shifting from a peripheral expansion of Greater Sydney to a Parkland City that driven by innovation, sustainability and a world-renowned city in a parkland.

Economic Snapshot

Activity

- A projected population growth rate of 2.4 per cent per year, bringing the population up to 1.7 million people by 2036. This represents 25 per cent of NSW's population growth over the period;
- Over half of Greater Sydney's industrial lands are located within the Parkland City, of which over 50 per cent is greenfield land available for development;
- Significant industry sectors include manufacturing and advanced manufacturing, health and education, construction, tourism, and agriculture; and
- The most highly competitive location for investment for the freight and logistics sector in Greater Sydney.

Major Government Investment

- \$5.3 billion Western Sydney International Airport;
- \$4.4 billion Western Sydney Infrastructure Plan providing better road linkages;
- \$11 billion Sydney Metro –Western Sydney Airport;
- \$1.1 billion investment to catalyse the Bradfield City Centre as an initial precinct in the Aerotropolis; and
- \$5 billion WestInvest fund to drive local economic outcomes focusing on creating jobs and rejuvenating local communities, boosting productivity, and improving and enhancing town centres.

What is the vision?

The vision is for a Green, Connected and Advanced Parkland City:



Delivering a green City: The Parkland City will be a green and resilient city with a unique natural landscape that protects biodiversity and supports an increasingly sustainable and compact urban form.

Our investments will enable the City to become a true 'parkland', promoting green infrastructure through networks of open space and waterways and increasing the tree canopy. The City will also attract green economic opportunities in sustainable industries.

In the development of Bradfield City Centre, the WPCA will aim to achieve Australia's first hydrogen ready and zero carbon city.



Delivering a connected City: The Parkland City will be a globally and locally connected City supported by physical, digital and social infrastructure.

The new 24/7 Western Sydney International Airport will be a major contributor to the City being one of the most connected places in Australia. The first and subsequent stages of the metro line, rapid bus corridors and more walkable neighbourhoods will allow for better access to jobs, services and amenities.

The City will also be a model for digital equity, innovation and cyber security. It will be designed to respect and Connect with Country and our First Nations people and celebrate our cultural diversity.



Delivering an advanced City: The Parkland City will be a leader in the advanced manufacturing sector with advanced education and skills to match.

The Parkland City will support the growth of clean, green and advanced industries. It will also grow our health and education precincts and leverage existing strengths in freight and logistics, construction and tourism.

This will improve the diversity of local job opportunities, rebalancing job distribution and improving wage equity across Greater Sydney.

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Attachment 1



Economic Development Roadmap – Phase 1 on a Page

The three directions of the *Draft Roadmap* – innovation and global competitiveness; City strengths and 22nd century workforce skills – will each be delivered by a set of priorities as outlined below.

Overview of Priorities	
Innovation and global competitiveness	<ol style="list-style-type: none"> 1. Attracting and coordinating inbound investment 2. Establishing and delivering the Western Sydney Investment Attraction Fund to catalyse the opportunities to attract new industry activity 3. Building on the <i>Draft Roadmap's</i> target industry sectors, undertake further industry deep dives to highlight opportunities to build on existing ecosystems 4. Establishing an expanded concierge function through the Western Sydney Investment Attraction Office to attract and support inbound investment into the Parkland City 5. Leveraging the circular economy by targeting the Parkland City's existing waste, resource recovery and manufacturing industries, including integration of advanced, sustainable and resilient food production 6. Attracting defence investment by implementing programs and building the industry ecosystems needed to improve aerospace and defence industry competitiveness 7. Attracting aerospace investment by growing space manufacturing industries and capability 8. Delivering the Bradfield City Centre: Australia's first 22nd century city centre 9. Establishing the Advanced Manufacturing Research Facility (AMRF): a future hub for next generation fabrication and advanced electronics
City strengths	<ol style="list-style-type: none"> 10. Maximising Agribusiness opportunities through a 36-hour farm gate to plate supply chain 11. Delivering a high quality 'parkland' city by supporting the effective roll-out of the WestInvest initiative to improve amenity 12. Supporting tourism by focusing on expanding visitor markets and enabling infrastructure, supported by a Destination Management Plan 13. Growing the Metropolitan centres of Campbelltown, Liverpool, and Penrith, including initiatives to support health and education precincts 14. Growing strategic and local centres through strategies that address growth barriers in local centres, enable development of new centres and grow home-based businesses across the Parkland City 15. Delivering economic enabling infrastructure investments by supporting transport and liveability outcomes 16. Improving liveability through strategies to deliver national and internationally recognised arts and cultural, recreational, and sporting facilities.
22nd century workforce skills	<ol style="list-style-type: none"> 17. Establishing the New Education and Training Model (NETM) by developing and delivering flexible and responsive industry-led skills training through the piloting of 100 micro-credentials through 7000 courses 18. Delivering the Smart Western City program through the roll out of digitally enabled places across the Parkland City 19. Growing Cyber security capability by developing and progressing strategies to achieve a mature cyber security capability across the Parkland City. 20. Focussing on workforce skills by planning and delivering programs that promote education and employment pathways, including exploring options to attract more migrants and grow local talent with skills for high tech industries

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1. The Role of The Economic Development Roadmap – Phase 1

Purpose

The Western Parkland City (Parkland City) has evolved from a series of edge townships to suburban fringe communities. The Western Sydney International Airport is now fundamentally changing the Parkland City’s economic trajectory, turning it into a city in its own right, with its fair share of resources, jobs and a greater diversity of economic drivers. This is being collectively delivered across three levels of government to leverage the Parkland City’s potential as the engine room of Australia’s economy.

This *Draft Economic Development Roadmap – Phase 1 (Draft Roadmap)* builds on these outcomes and outlines a pathway to transform the Parkland City into the most green, connected, and advanced city in the Indo Pacific region.

The Roadmap sets out directions and priorities to optimise opportunities for economic growth and development and deliver more than 200,000 new jobs, with greater diversity, higher wages and higher productivity.

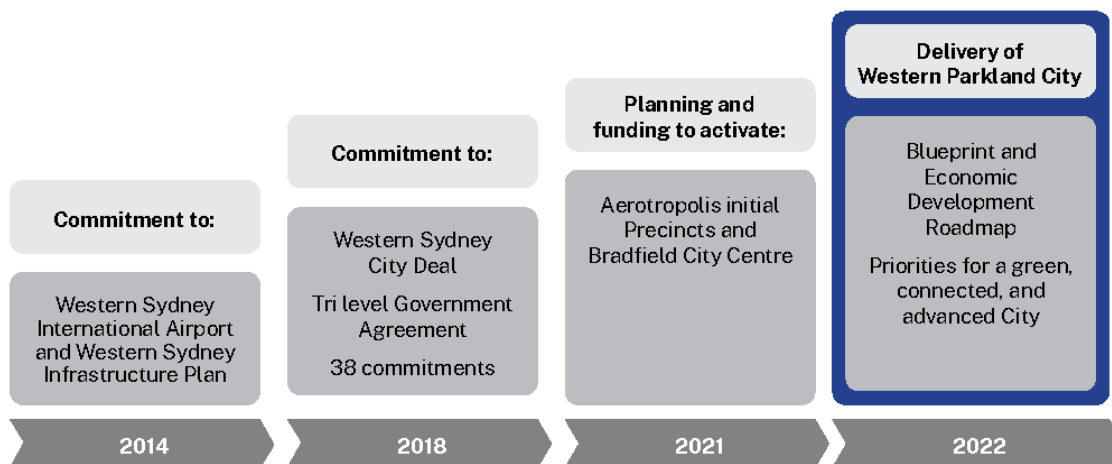
The *Draft Roadmap* has been prepared in conjunction with the *Draft Western Parkland City Blueprint*. The *Draft Blueprint* presents the next round of critical directions for governments and key stakeholders to build a foundation for success.

This new collaborative and holistic approach will allow us to unlock the economic potential of the Parkland City as the economic engine room of not only NSW but Australia. Concurrently, it will enhance liveability, rebalance jobs with population and start to address social disadvantage.

What we do today will shape the Parkland City for the next 100 years. The *Draft Economic Development Roadmap – Phase 1* sets directions that will support long-term growth to enable the Parkland City to leapfrog into the 22nd Century.

The *Draft Roadmap* is a first step—it provides a framework that will evolve and update as opportunities arise or new challenges emerge. The Western Parkland City Authority (WPCA) looks forward to refining these priorities in consultation with stakeholders.

Figure 1: Building catalysts and commitments for the Western Parkland City



Western Parkland City: Shifting the Fundamentals

Clear and co-ordinated directions and decisions are needed to overcome existing challenges while enabling the Parkland City to fast-track its development into a 22nd Century economy. To achieve this ambitious objective, we will need a fundamental shift in approach that seeks to:

- **Build for the long term:** by bringing forward decisions to avoid costly retrofitting. This will shift all levels of government from incremental planning on a project-by-project basis to establishing and coordinating delivery for long-term investment needs.
- **Unlock the economic potential of the Parkland City:** by shifting to a jobs-led approach to growth and making economic and talent attraction a key component of delivery decisions.
- **Align and increase investment in infrastructure:** by identifying the infrastructure investment envelope so Government can plan ahead for the medium-to long-term where the Parkland City does not just 'catch-up' but leap ahead as a city ready for the 22nd century.
- **Community is central to planning and delivery:** by engaging upfront and on an ongoing basis with existing communities as the Parkland City grows and changes to drive equity, liveability and amenity for residents, workers and visitors.
- **Recognise the Parkland City as a Green, Connected and Advanced City in its own right:** by shifting from a peripheral expansion of Greater Sydney to a Parkland City that is driven by innovation, sustainability and a world-renowned city in a parkland.

Delivery Context

Successful delivery of the *Draft Roadmap* is more than simply about the investment decisions of government. It requires collaboration across all relevant local, state and commonwealth agencies together with the business sector, research institutions, and local community. Implementation of the *Draft Roadmap* also occurs in the context of the delivery of existing economic and related policies of commonwealth, state, and local governments, including targeted sector policies.

The principal economic and related policies of state government include:

- COVID-19 Economic Recovery Strategy;
- Greater Sydney Region Plan;
- Western City District Plan;
- NSW 2040 Economic Blueprint;
- Future Transport 2056;
- NSW Climate Change Policy Framework; and
- State Infrastructure Strategy.

Targeted sectoral policies include:

- Smart Western Sydney Program;
- NSW Cyber Security Strategy;
- NSW advanced manufacturing industry development strategy, Modern Manufacturing Strategy (Commonwealth);
- NSW Government Defence and Industry Strategy; and
- NSW Circular Strategic Plan 2020-23.

Furthermore, the NSW and Commonwealth governments provide over 180 programs to support businesses. They are all accessible through the NSW Governments Business Connect portal: <https://www.nsw.gov.au/working-and-business>

2. Opportunities and Challenges

NSW is Australia's largest and most diverse state economy and the Parkland City itself is a key driver of significant industries within the State. The Parkland City's existing strengths provide a strong platform for further growth.

The Parkland City's growth rate is significantly higher than the rest of Greater Sydney and indeed most established cities around the world. Over the decade to 2016, the population grew by 210,000 people to a total of 1.1 million (1.3 per cent per annum). Looking forward to 2036, this growth rate is expected to nearly double to 2.4 per cent per year, bringing the population up to 1.7 million people.

This represents 25 per cent of NSW's population growth over the period and will see the population of the Parkland City approaching that of Perth.

Leveraging the Parkland City's strengths while pursuing targeted investments in prospective and emerging industries is key to achieving quality, sustainable yet rapid economic growth. This growth is underpinned by a comparatively young and culturally diverse demographic profile, an increasingly skilled workforce and unprecedented investment in critical enabling infrastructure of the \$20 billion City Deal.

More than 20 per cent of all jobs in the Parkland City are generated within the three established metropolitan centres of Campbelltown, Liverpool, and Penrith. Strong commitments to transport infrastructure servicing these centres will influence the long-term structure of the Parkland City and create economic opportunities well into the future.

These metropolitan centres also host the three major health and education precincts. They are a major focus for knowledge jobs, with 45 per cent of health workers and 65 per cent of education workers working in these areas holding a bachelor's degree or higher.

The healthcare sector employs more than 45,000 people and the education sector more than 30,000 people – making them the largest sectors of employment in the region (collectively 23.7% of all jobs).

The recent rezoning of land within the Aerotropolis means that the Parkland City provides over half of Greater Sydney's industrial lands. Over half of this area is yet to be developed. It can be used to drive future jobs growth in the Parkland City's strengths of manufacturing, freight and logistics, construction, and agri-businesses as well as emerging industries such as the circular economy.

The skills profile of the Parkland City is influenced by the strong presence of manufacturing, construction,

retail, freight and logistics industries. While the proportion of workers with tertiary qualifications in the health and education sectors is high, the proportion of residents in the Parkland City with tertiary qualifications in these sectors is still lower than for the whole of Greater Sydney (around 10 and 4 per cent lower respectively).

The skill needs of businesses continue to evolve through technological disruption. This is driving a structural transition for many workers who will need access to learning opportunities to support them to reskill as existing industries evolve and new industries emerge. The industries experiencing the impact of automation the most include transport, postal and warehousing; manufacturing; retail; and construction.

The presence of multiple universities and TAFE campuses provides an opportunity to link business with the education providers and deliver industry relevant skills and training programs – this includes the development and delivery of industry-driven micro-credentials, such as with the New Education and Training Model (NETM).

Aligning the skills of the Parkland City's resident workforce with the evolving needs of industry is crucial given that only 24% of residents have a university degree compared to 41% in Greater Sydney. Life-long learning opportunities across tertiary education will be essential to ensure workers remain industry relevant and businesses have workers with the skills they need in emerging sectors.

Providing more choices for residents to enhance their workforce skills provides greater choice in employment opportunities which in turn has the potential to enhance household income. Supporting a greater diversity of employment options for citizens underpins the vision of the Greater Sydney Region Plan, which seeks to rebalance economic and social opportunities across Greater Sydney.

Driving economic growth also requires the delivery of social infrastructure and services which reflects the needs of the community, such as the needs of youth and Aboriginal and Torres Strait Islander peoples. Similarly, there is also a need to consider people with disability and the workforce that supports them and accessible housing options to support their economic and social contribution.

Industry Sector Specialisations

Analysis by the Centre for Economic and Regional Development shows that:

- Five industry sectors have high specialisation and/or significant growth potential in the Parkland City, including advanced manufacturing, circular economy, freight and logistics, agribusiness and construction;
- Aerospace and defence industries have strong potential as part of the broader advanced manufacturing sector driven, in part, by access to a skilled workforce and land values; and
- Health and education have a substantial presence and are mature industry sectors and make up a large part of the Parkland City’s current economic base.

Figure 2: Industry specialisation and growth in the Parkland City (2011-2016)
Source: NSW Centre for Economic and Regional Development

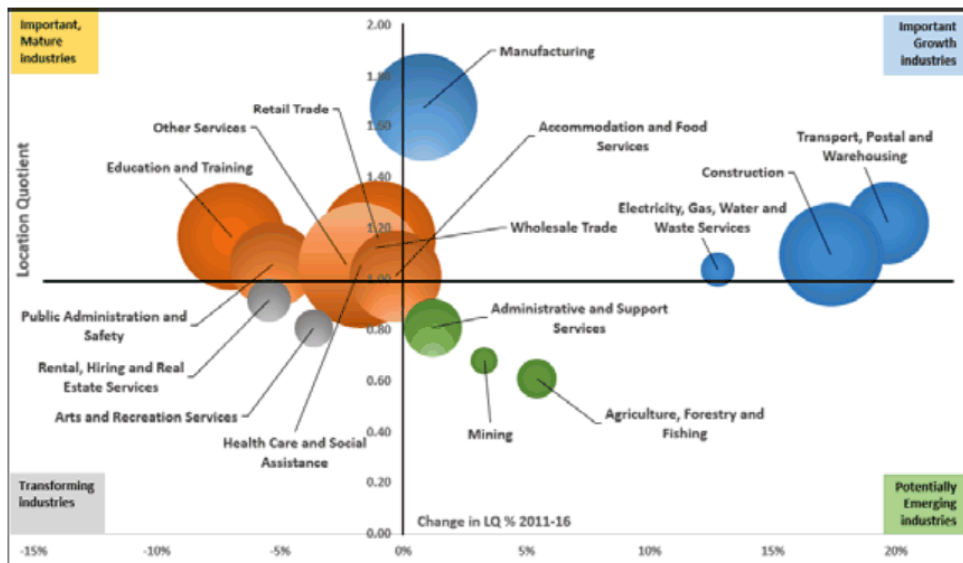
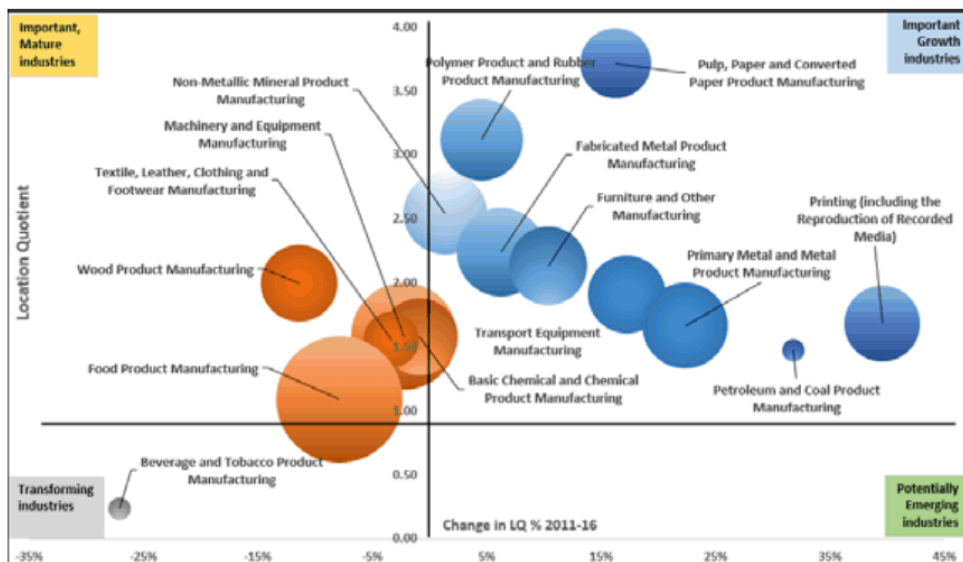


Figure 3: Manufacturing specialisation (2011-2016)
Source: NSW Centre for Economic and Regional Development

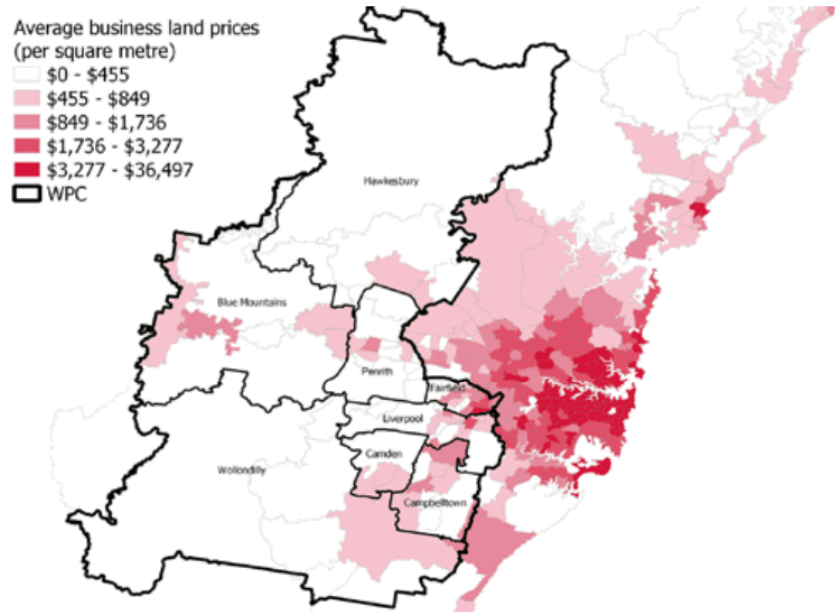


Competitive employment land

Competitive employment lands – land value

Land in the Parkland City is cheaper than for the Greater Sydney average, providing an advantage to land-intensive industries.

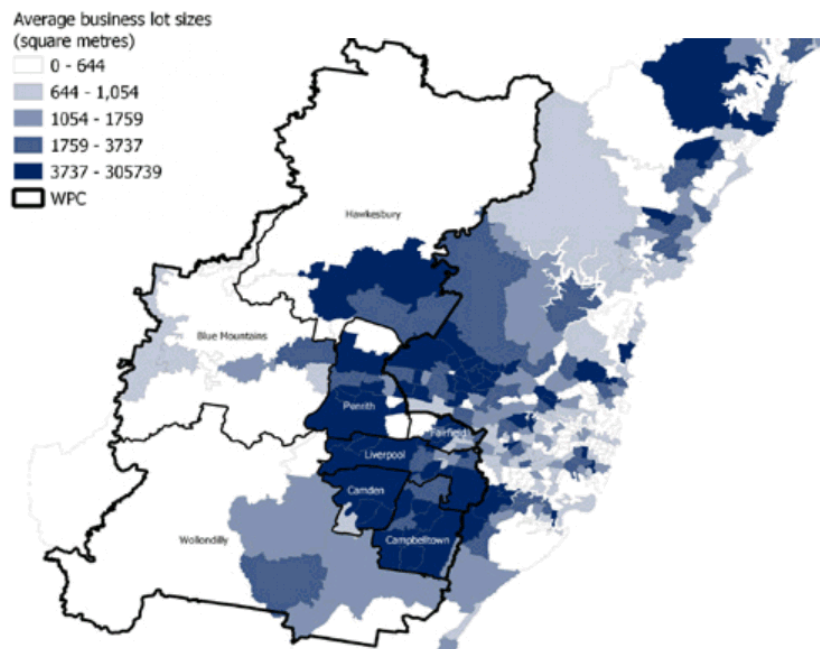
Figure 4: Average business land prices
Source: Centre for Economic and Regional Development



Competitive employment lands – lot size

Lots in the Parkland City are larger than the Greater Sydney average and are suitable for industries requiring larger footprints such as manufacturing and logistics.

Figure 5: Average business lot sizes
Source: Centre for Economic and Regional Development



Job types

Jobs by location

The Parkland City has a significantly higher proportion of industrial jobs than for the rest of Greater Sydney (35 per cent versus 21 per cent respectively).

These structural differences have significant influence on the delivery of transport networks and thus the community’s access to jobs, goods, and services.

Metropolitan and strategic centres are traditionally well serviced by transport networks and are the focus for 30-minute city investments. Industrial areas are typically underserved due to lower employment densities, even though they have significant economic output, which suggests further consideration as to how these areas can be serviced by public transport networks into the future.

Figure 6: Job locations in the Western Parkland City. Source: Greater Sydney Commission

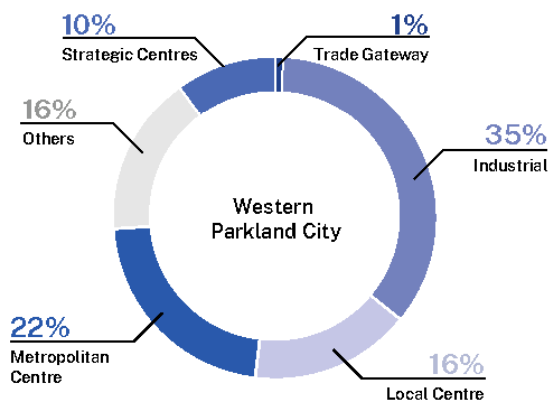
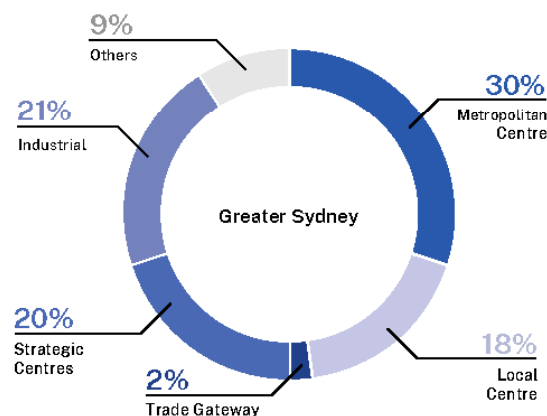


Figure 7: Job locations in Greater Sydney. Source: Greater Sydney Commission

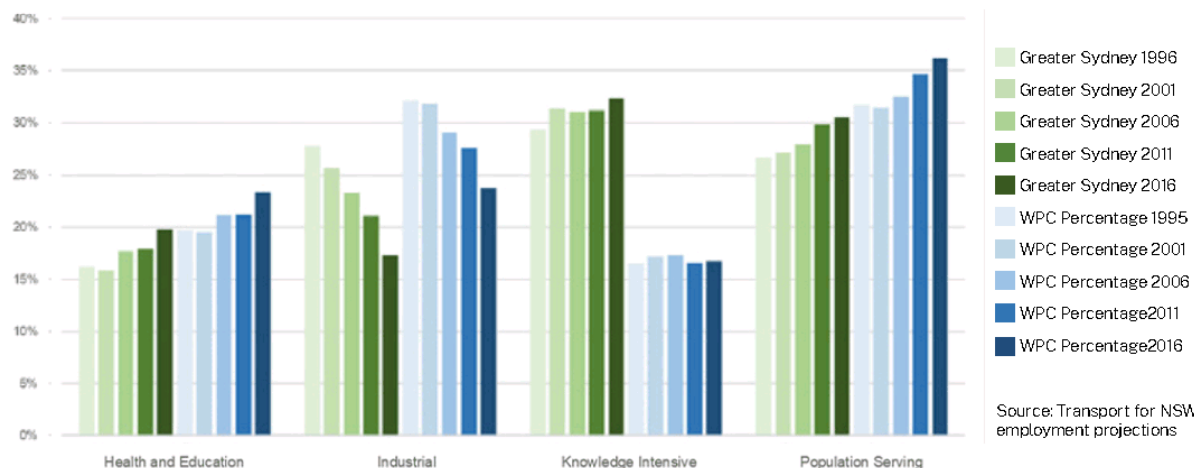


Jobs by Sector

The figure below emphasises the significant difference in employment structure between the Parkland City and Greater Sydney. The Parkland City has a significant and growing share of population serving (people-oriented) employment but a smaller

share of knowledge jobs – directly contributing to lower average income levels. There is a need to proactively diversify the economic base of the Parkland City to increase access to jobs in advanced and emerging industries and thereby wage equity.

Figure 8: Job sectors - Greater Sydney vs Western Parkland City (1996-2016)



Accessibility

Current commuting patterns

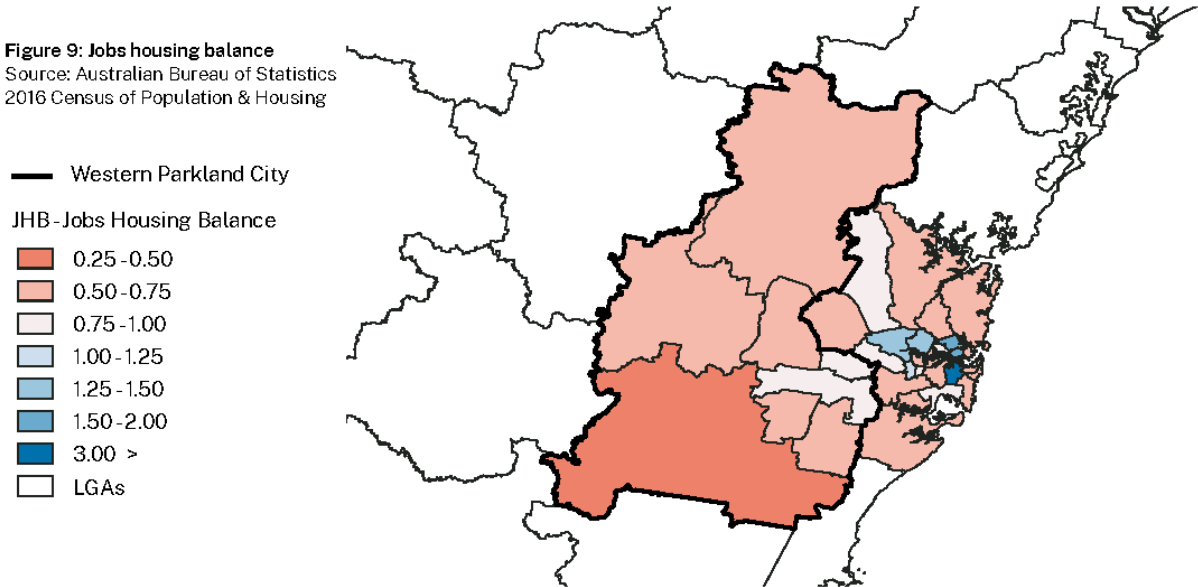
Commuting out of a local government area for work is very common across Greater Sydney. Only seven out of the 33 LGAs across Sydney have more jobs than the total resident workforce.

Figure 9 shows the ratios of total jobs to local resident workforce for local government areas across Greater Sydney. The average ratio of jobs to local resident

workforce for the Parkland City is 0.71 and no local government area has a ratio of above 1.0.

Lower ratios of total jobs to local resident workers risk making areas dormitory communities, extending travel times and increasing associated health and well-being risks.

Figure 9: Jobs housing balance
Source: Australian Bureau of Statistics 2016 Census of Population & Housing



Education opportunities

Successful cities also have quality universities and / or technical or vocational colleges at their core. They create spill over benefits such as tech-enabled and skilled start-up companies.

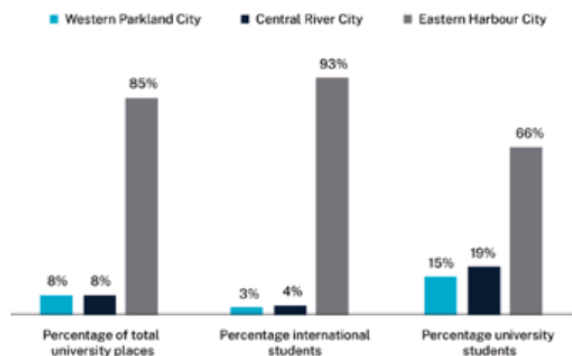
Across Greater Sydney higher education is dominated by a small number of campuses that generate economic activity through teaching and research.

The Parkland City has a comparatively limited university presence, so the benefits are unevenly spread.

Only 16 per cent of Greater Sydney’s university places are presently available outside the Eastern City whilst 34 per cent of university students live in the Central and Western Cities of Greater Sydney.

Satellite campuses of existing universities broaden the footprint of higher education, creating an effective way for non-traditional students to enter higher education. However, their broader economic impact is limited.

Figure 10: University Student population Western Parkland City vs Central River City vs Eastern Harbour City
Source: Greater Sydney Commission



Workforce attributes

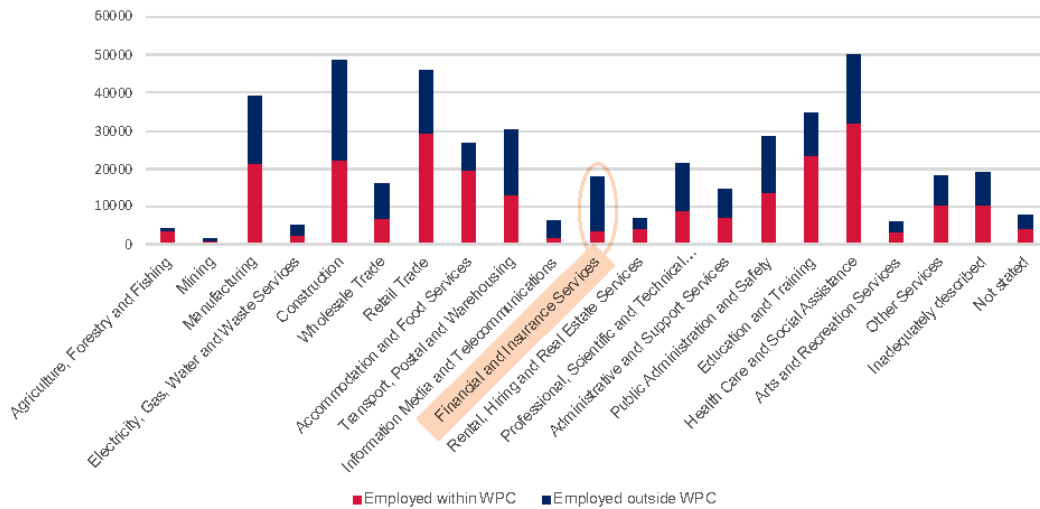
Resident workers by Industry

The Parkland City has a large resident workforce employed in manufacturing, construction, retail trade and health care and social assistance. This represents the largest skill base available in the Parkland City.

Untapped skills

Over 80 per cent of residents who work in 'financial and insurance services' commute outside the Parkland City, being the industry with the highest proportion of uncaptured skills.

Figure 11: Employment inside and outside WPC
Source: Australian Bureau of Statistics 2016 Census of Population and Housing



Untapped workforce

Employment participation and unemployment rates differ across the Parkland City. The table below has data from the ABS Labour Force survey. It shows that Fairfield, Liverpool and some parts of Camden LGAs, which are included in the Sydney-South ABS SA4 region, have levels of engagement in employment that are well below the rest of the Parkland City

(which are covered by the two other ABS SA4 regions). This represents a large latent workforce capacity within the Parkland City and in neighbouring areas.

Enhancing employment and education pathways are critical to respond to this challenge with the benefit of harnessing the potential this untapped workforce in providing a skilled workforce to support new industry growth.

Figure 12: Workforce participation rates

Region: ABS SA4	Working Age Population (15-64)	Employment Rate (15-64)	Participation Rate (15+)	Unemployment Rate (15+)	Youth Unemployment Rate (15-24)
Sydney -Outer South West (Largely Campbelltown and Wollondilly and part Camden LGAs)	192,400	73.6	68.7	6.2	11.9
Sydney -Outer South West & Blue Mountains (Largely Penrith, Blue Mountains and part Hawkesbury LGAs)	213,000	74.6	67.4	4.8	10.6
Sydney -South (Largely Fairfield and Liverpool and part Camden LGAs)	305,200	60.9	58.5	9.5	20.9
Greater Sydney	3,597,200	74.1	67.9	6.3	13.3

Summary Data Source: ABS Labour Force Survey. All statistics are 12-month averages of original data, June 2021

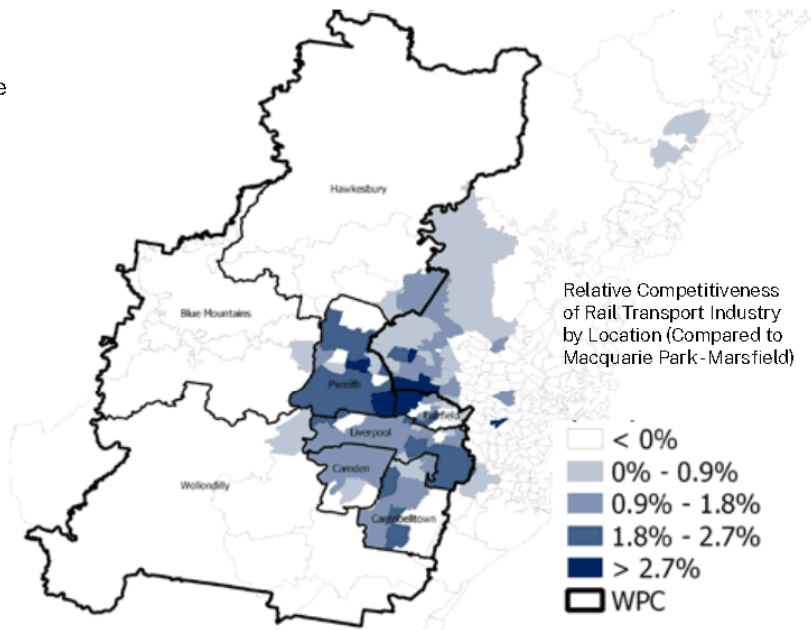
Transport connectivity

A competitive freight and logistics sector

The local government areas of Penrith, Fairfield, Liverpool, Camden and Campbelltown are the most highly competitive locations for freight and logistics industries in Greater Sydney based on the comparatively lower land and labour costs.

The rail transport industry could experience a lift in profit of over 2.7 per cent through increasing their cost competitiveness by locating around Horsley Park, compared to Macquarie Park, with the former location also aligned with the proposed Western Sydney Freight Line.

Figure 13: Relative competitiveness of rail transport industry by location
Source: NSW Centre for Economic and Regional Development

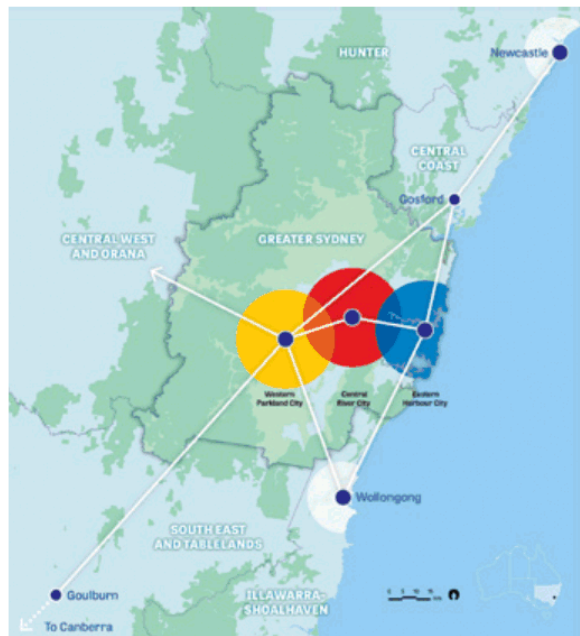


Local, regional, and global connections

The Greater Sydney Region Plan emphasises the significance of the connections between the three cities of Greater Sydney and Wollongong and Newcastle as well as to Canberra and western NSW. The Plan specifically emphasises the positive connectivity benefits of committed and planned transport infrastructure investments for freight and logistics in the Parkland City.

The opening of the Western Sydney International Airport in 2026 will cement the Parkland City's 24/7 global gateway role and national connections.

Figure 14: Greater Sydney Regional connections
Source: Greater Sydney Region Plan 2018



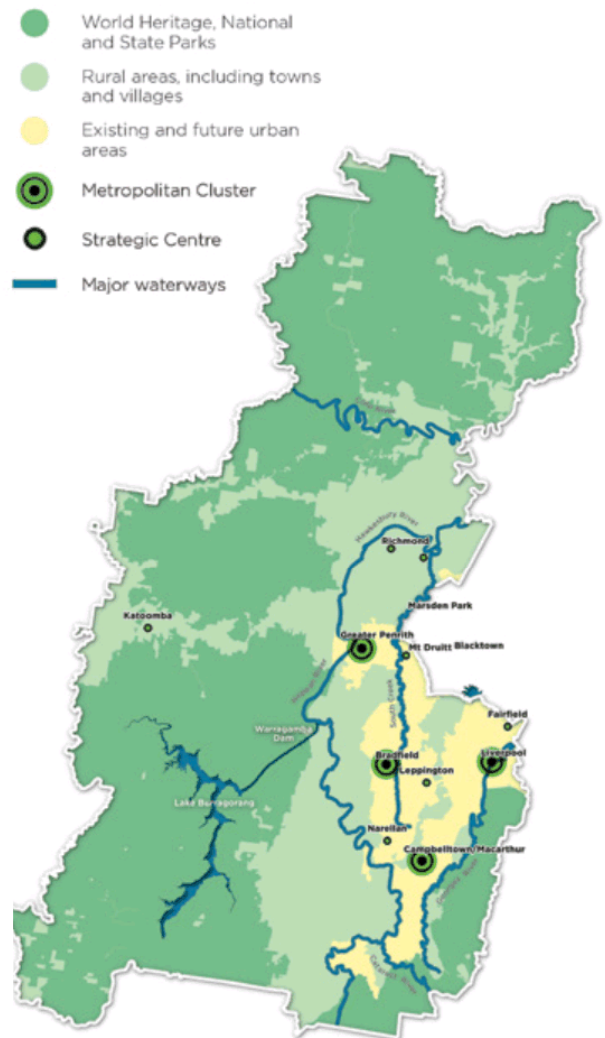
Natural endowments and liveability

The Parkland City’s many natural endowments are major visitor economy attractions and enhance Liveability. They include the World Heritage Blue Mountains, numerous national parks and the Hawkesbury–Nepean River, the Georges River, and Penrith Lakes. These extraordinary features create a unique environment that frames the Parkland City and forms a strong attractor for the tourist industry.

Liveability can be further improved by responding to gaps in infrastructure and services across greenfield and urban renewal areas. This includes addressing climatic conditions, such as the urban heat island effect, and vulnerability to natural hazards like floods and bushfires. Improving liveability and resilience to climate change and natural disasters can also help attract businesses and skilled workers.

Equally Australia and NSW have performed remarkably well through COVID compared to other jurisdictions. This has bolstered Australia’s attractiveness as a stable investment destination supported by strong governance, sound public policies, together with an attractive enabling environment for business.

Figure 15: Environmental endowments



3. Economic Directions

Over coming decades, the economy and prosperity of the Western Parkland City is set to transform from a traditional urban fringe economy into a complex, diverse and advanced economy.

The *Draft Roadmap* shows how we can optimise opportunities for economic growth and development. It is underpinned by the commitment of all three levels of government who are working together to create a new city – the Western Parkland City.

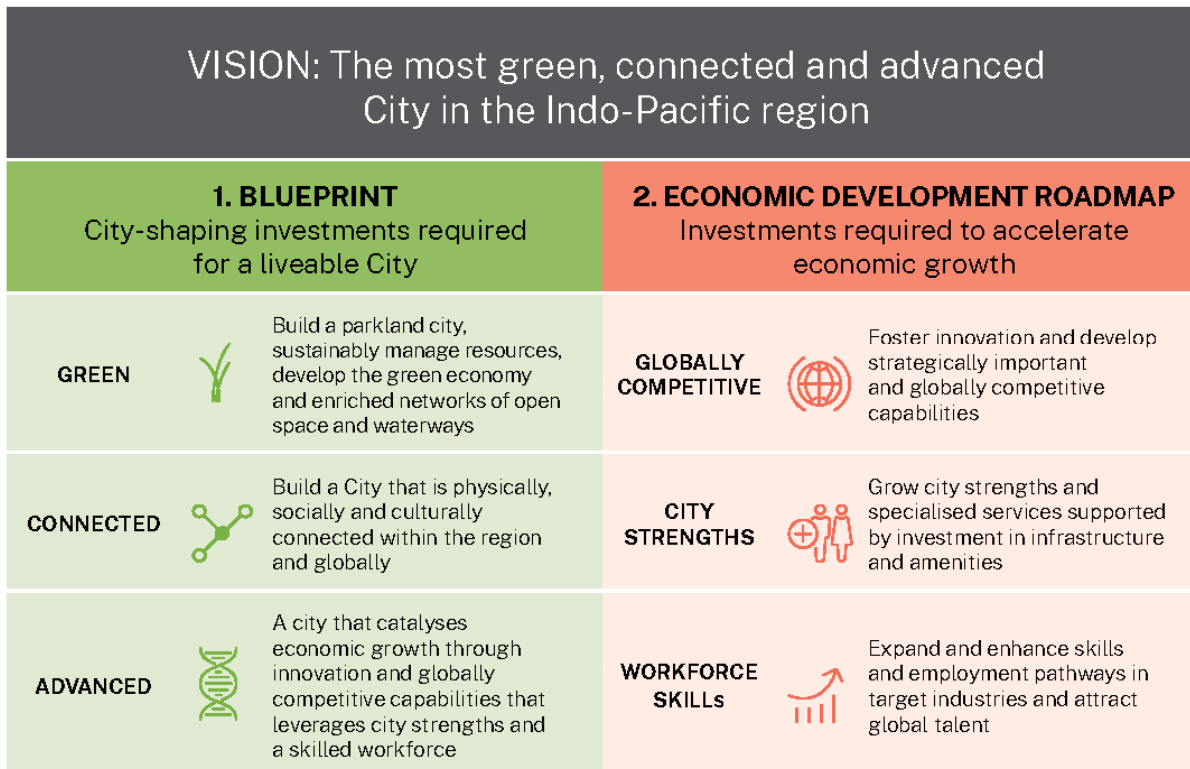
An integrated strategies framework emphasises the whole-of-city nature of the *Draft Blueprint* and the targeted economic role of the *Draft Roadmap* to support an advanced city. This also reinforces that a successful economy relies on liveability and accessibility. Hence, the importance of the green and connected elements of the *Draft Blueprint* to the successful realisation of the economic vision.

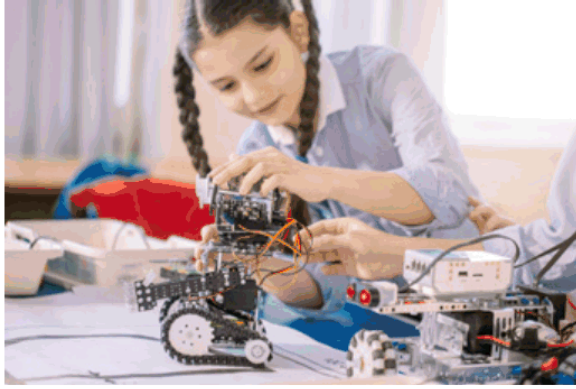
The *Draft Roadmap* works hand in hand with the *Draft Blueprint*'s priorities to unlock economic and investment opportunities across the Parkland City and support the NSW Government's COVID-19 Economic Recovery Strategy.

The *Draft Roadmap* identifies three economic opportunities that set the directions:

- **Foster innovation and build global competitiveness** by developing capabilities that are export-oriented or strategically important to the NSW economy such as defence, agribusiness, and advanced manufacturing;
- **Leverage city strengths** that deepen the range of specialised services, particularly health and education and provide infrastructure and amenities, such as parks, arts and cultural facilities, and transport infrastructure to enhance liveability; and
- **Develop 22nd century workforce skills** by providing industry relevant skills and employment pathways and by attracting global talent.

Figure 16: Integrated strategies the *Draft Roadmap* and *Draft Blueprint*





Priority industry sectors

The Parkland City’s future will be shaped by the industry sectors that leverage its current strengths and that have the greatest, potential for growth, employment diversity and national economic significance.

As the *Roadmap* is updated in subsequent phases, further sectors may be considered as markets evolve and investment and development progresses.

The priority industry sectors are:

Freight and logistics, a large existing sector and an enabling industry that will be catalysed by the new Western Sydney International Airport, intermodals, and the planned Western Sydney Freight Line.

Agribusiness, with existing agricultural activities if the Parkland City combining with the new 24/7 Western Sydney International Airport and the adjacent specialised Agribusiness precinct.

Visitor economy, leveraging existing world recognised eco-tourism assets, as well as a variety of cultural, recreation, and rural attractions and events, on the back of the new Western Sydney International Airport.

Advanced manufacturing, building on existing activities to enhance sovereign manufacturing capability.

Aerospace and defence, capitalising on the Australian Government’s \$575 billion in defence funding.

Construction, which is a critical need for the infrastructure and housing of the rapidly growing Parkland City and Greater Sydney.

Circular economy, an emerging sector focused on new and innovative business models to re-use materials, water, and waste which can attract significant investment and businesses and create jobs.

Health and education, the largest employers in the Parkland City and a strength of the metropolitan centres.



4. Innovation and Global Competitiveness

Creating opportunities to expand and develop advanced and emerging industries and their ecosystems requires coordinated action in a globally competitive environment.

Globally competitive industries are externally focused by definition – they provide goods and services to people who live outside the Parkland City. They bring income into the Parkland City from larger economies situated outside of the Parkland City – in the rest of Greater Sydney, NSW, Australia, and internationally. They are crucial to growing employment opportunities and will support the high-income knowledge intensive jobs that will increase the average incomes of local residents. These new jobs are also the key to reducing the jobs imbalance so a greater proportion of Parkland City residents can work locally and have shorter commutes.

Given the intense national and international competition for investment from innovative high technology firms, governments play an essential role in attracting investment. This may include:

- Attracting and coordinating inbound investment through the provision of proactive market engagement and investment attraction services through agencies such as Investment NSW and the Western Parkland City Authority;

- Delivering targeted investments which unlock opportunities, attract investment, and support industry, jobs, and skills formation through initiatives such as the Advanced Manufacturing Research Facility (AMRF) and the New Education Training Model (NETM);
- Providing industry-specific assistance and incentives, through industry grants and other forms of financial incentives, such as the NSW Government’s JobsPlus program;
- Creating industry ecosystems for new and emerging global fields such as defence, aviation and space, gaming and virtual reality.

There is an opportunity for the Parkland City to establish a leading role in sustainability with aspiration to be a hydrogen-ready and net zero emissions city. In addition, with half of the Parkland City yet to be developed (greenfield lands), the City could become Australia’s-leading deployer and design / manufacturing base for low-carbon infrastructure.

Ecosystems

A systems approach can help to maximise the benefits from economic development activity.

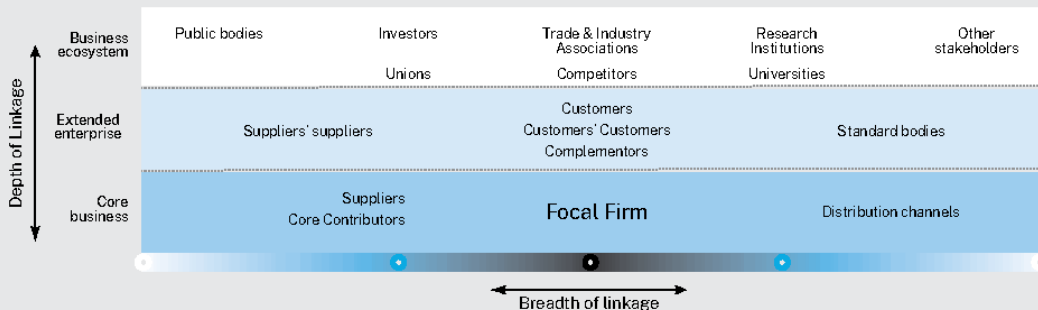
Economic ecosystems refer to the relationships and interactions between businesses, people, networks, and government that comprise an economy. By understanding the linkages between various stakeholders in a sector as well as the nature of those linkages, we can start to identify some of the preconditions for successful investment and show where strengths should be leveraged or forged, and weaknesses addressed. These insights can assist government in its role in stimulating, facilitating, coordinating, or developing initiatives for economic growth.

In any ecosystem, there are certain universal interactions. The breadth of linkage describes the extent of these interactions, ranging from the entities that supply raw goods and services to the consumers who create demand. The depth of linkage describes the nature of the interactions, for example the role of competitors in compelling innovation, a focal firm’s coordination with complementary firms and its partnerships with research bodies to tap into new resources and knowledge.

The figure below outlines a conceptual framework which seeks to emphasise that the more a firm is connected upward and outward the stronger it’s connection to the ecosystem that it is a part of.

Figure 17: Ecosystems – Conceptual framework

Source: SGS Economics and Planning



4.1 Innovation Assets

Businesses operate in an increasingly complex and evolving environments—we refer to them as ecosystems. Supplier and consumer linkages are no longer necessarily linear, or even predictable, as modern production and consumption behaviours react to dynamic macro-trends and economic drivers. Therefore, industrial ecosystems need to innovate and evolve.

Innovation and competitive advantage are in part driven by the activities of education providers, research and development institutes. These providers are presently clustered around three health and education precincts in Campbelltown, Liverpool and Penrith and an agriculture research corridor in the metropolitan rural area.

Many of these existing institutions work closely with their local councils and local businesses to support growth in allied industries.



Universities and TAFE NSW

- South Western Sydney Clinical School –UNSW;
- TAFE NSW, 23 campuses;
- University of Sydney campuses;
- University of Wollongong campuses; and
- Western Sydney University campuses.

Research institutes – health

- Ingham Institute for Applied Medical Research (Campbelltown and Liverpool);
- National Institute of Complementary Medicine– Herbal Analysis Laboratory (Penrith); and
- Research and Ethics Institute.

Education and research institutes – agriculture

- Centre for Excellence for Plant and Animal Health;
- Centre for Excellence in Agricultural Education;
- Elizabeth Macarthur Agriculture Institute;
- Hurlstone Agricultural High School;
- Richmond High School;
- Richmond TAFE; and
- Western Sydney University Hawkesbury Campus -AgriPark.

Environmental research institutes

- Australian Institute of Botanical Science;
- Australian Plantbank (Mount Annan); and
- Planetary Health Leadership Centre (Katoomba) planned.

Defence

- Liverpool Military Area;
- RAAF Base Glenbrook; and
- RAAF Base Richmond.

Other research institutes

- Co-operative Research Centres program (CRC);
- NSW Institute of Applied Technology for Construction (Kingswood); and
- Sydney School of Veterinary Science –Camden.

4.2 Harnessing the Supply Chain

Sovereign industrial capability and the de-risking of supply chains is increasingly being prioritised following the experiences of the COVID-19 pandemic. This has seen a recent resurgence in industrial activity in Australia. For example, June 2021 quarter GDP figures indicated annual growth of 9.6% compared to same period in the preceding year – though it should be noted these figures were likely impacted by COVID-19 restrictions, they suggest a positive trend for the sector.

NSW is Australia’s manufacturing heartland and the Parkland City with half of Greater Sydney’s industrial land is poised to play a key role in Australia’s future economy. The development of globally competitive industries in the Parkland City will be enabled by the scale of NSW’s existing industrial base and its skilled workforce – NSW manufacturers employ nearly 30 per cent of Australia’s direct manufacturing labour force.



Defence industries present an opportunity to capitalise on the Australian Government’s commitment to invest \$575 billion in defence capability in the period to 2030. The Parkland City is well placed to capitalise on this opportunity – it has multiple major defence facilities and is at the centre of a corridor of defence capability from Williamtown in the north to Nowra in the south and strategically positioned one hour from the Sydney CBD and two hours from Canberra.

Space industries are also highly prospective. NSW has Australia’s most highly developed space industry – with 41% of Australia’s existing space related start-ups generating around half of all revenue in the industry nationally. There is significant potential to build on this base as the industry continues its current growth trajectory and with the operation of the Western Sydney International Airport.

Priorities

Attracting and coordinating inbound investment

To attract and realise government and private investment in the Parkland City, including proactively seeking new investors in priority industry sectors.

Activities include providing industry-specific assistance and incentives, such as targeted industry grants and other forms of financial incentives, such as the JobsPlus program and the \$5 million Western Sydney Investment Attraction Fund.

Delivering infrastructure that removes barriers to growth and improves the productivity of businesses in the Parkland City is also essential with priorities identified in the Western Parkland City Blueprint.

Delivering the Western Sydney Investment Attraction Fund

The Western Sydney Investment Attraction Fund is a commitment under the Western Sydney City Deal and has been established to support Australian and international companies to establish or expand, create and fast track new jobs in the Parkland City. The Fund will be used to focus on priority growth sectors such as advanced manufacturing, agribusiness, freight and logistics, health and education, defence, the visitor economy and circular economy.

Undertaking industry deep dives to identify opportunities to build on existing ecosystems

To support the target industry sectors the WPCA will undertake further industry deep dives to highlight opportunities to build on existing ecosystems in target industries in the Parkland City.



Bradfield City Centre will be the focus of multiple specialised precincts

Priorities

Attracting and coordinating inbound investment

In a competitive global environment, ease of doing business is a key consideration for potential investors exploring opportunities to expand their business. To deliver on the priorities of the *Draft Roadmap*, it will be important to make it easier for potential investors to establish and expand businesses in the Parkland City.

The WPCA will establish an expanded investor concierge function that will provide support services to high priority businesses considering locating to the Parkland City including:

- Identification of suitable available office space and industrial spaces;
- assistance with business planning requirements including economic analysis and skills data;
- assistance to identify and develop commercial opportunities in a specific industry sector or precinct;
- coordination across key government agencies and regulatory bodies;
- assistance in identifying business-to-business solutions and opportunities;
- information on relocation requirements and introductions to support services; and
- advice on accessing grants and other financial incentives.



The initial stage of the Advanced Manufacturing Research Facility (AMRF)

Case Studies

Defence

Australia’s defence sector is experiencing unprecedented growth that has seen the Australian Government commit to invest \$575 billion over 10 years in defence sovereign capability. This growth is likely to be accelerated by the recent trilateral AUKUS security arrangement with the United Kingdom and the United States. This enshrines trilateral industrial cooperation focussed on defence-related science, technology, industrial bases and supply chains, with particular emphasis on cyber capabilities, artificial intelligence, quantum technologies and new undersea capabilities.

A major uplift in Australia’s sovereign industrial capability will be essential to successfully deliver on the objectives of this tripartite agreement. Sovereign industrial capability is integral to Australia’s ability to maintain its world class defence capability and is a necessity from a national security perspective.

Defence manufacturing has significant potential to act as a catalyst, leading the way and creating opportunities for manufacturers in other sub-sectors including aerospace and space.

Public sector defence research and development could significantly catalyse growth in adjacent high-technology sectors.

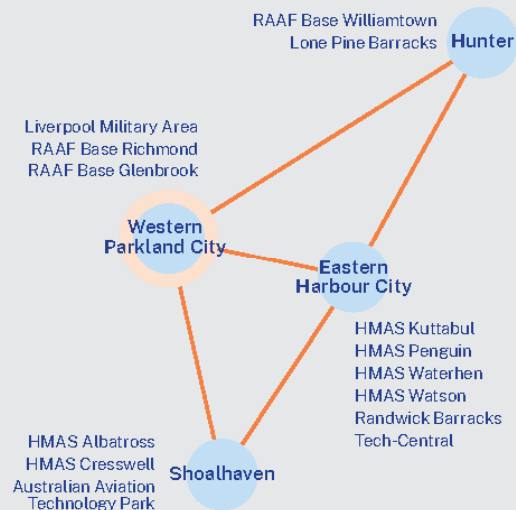
NSW is well positioned to capitalise on these programs-the defence industry already contributes \$5 billion per year to the NSW economy. However, as the scale of activity in the defence sector increases there is a significant opportunity to increase this spend. Accordingly, the NSW Government has a target of capturing 33% of Australian Government defence investment by 2030.

The Parkland City already plays an important role in the NSW aerospace and defence industries with several aerospace and defence sites located in the Parkland City on an arc from Williamtown to Nowra. These include the Richmond and Glenbrook RAAF bases, and the Liverpool

Military Area. They are important employers: for example, more than 450 aerospace specialists work at the Richmond RAAF base in Hawkesbury with Northrup Grumman, Airbus, StandardAero, and GE Aviation.

To build on these strengths and maximise benefit, governments need to collaborate with industry partners to incentivise further investment. The Bradfield City Centre’s Advanced Manufacturing Research Facility, developed by the Western Parkland City Authority, will be a key intervention to support this effort. It will build industry capability and competitiveness through supporting the supply chain to harness advanced manufacturing technologies. The holistic capability across advanced electronics and next gen fabrication at the AMRF will also create unique opportunities to increase the depth of domestic content in defence supply chains by onshoring production of critical componentry.

Figure 18: The defence corridor



Space

In 2020, the global space economy was valued at some US\$447 billion. This is 55% larger than it was a decade ago, having experienced a five-year trend of uninterrupted growth.

Significantly, space is no longer the exclusive domain of governments. Commercial space activity alone grew to nearly US\$357b in 2020, representing close to 80% of the total space economy.

Increasing domestic capability has significant potential for Australian industry given the scale and growth of the global market. Currently, the local space sector is worth A\$4.8b—but it is growing rapidly at 17.5% p.a. This rapid growth provides an opportunity to develop capabilities in new and emerging technologies with potential for export in the global space economy.

Current and emerging trends in the sector that may present opportunities include:

- The requirement for higher frequency and faster data rates from satellite communications systems;
- LEO-optimized antenna and user terminal technology development, coupled with virtualised, shared ground segment;
- Highly capable small satellites and antennae requiring a holistic approach to chip and module design;
- Potential new applications for NSW capability such as microwave power for ISRU, electric sat propulsion, and photonic components for satcom payloads; and

- Additive manufacturing which is increasingly used by the space industry for bespoke design of integrated components, not just large-scale structures.

The WPCA is currently working with the Australian Space Agency to identify the role Bradfield City Centre and the Parkland City can play to support development of Australia's space manufacturing industry in this evolving market. The objectives of the project are to:

- Determine what is required to strategically position the Parkland City as the place for national space manufacturing;
- Define the Parkland City's role in connecting, transforming, and growing the broader space industry in Australia; and
- Identify the equipment and facility needs for an emerging space manufacturing industry in Australia (including for start-ups, small-to-medium enterprises, research organisations and industry primes) to establish a presence in the Parkland City.

The initial findings from this work indicate the AMRF is well aligned with emerging opportunities in areas such as satellite manufacturing which offer enormous potential. For example, the global satellite industry is currently valued at US\$271 billion of which satellite manufacturing represents US\$12.2 billion. Continued close collaboration with the Commonwealth Government as well as leading industry players will be essential to realise this opportunity.

Attracting Defence investment

The Advanced Manufacturing Research Facility (AMRF) will improve industry competitiveness and capability and increase the profile of the Western Parkland City as a location for defence industries.

Creating new sovereign capabilities in advanced electronics to support the delivery of major priority defence programs involving drones and unmanned aircraft; advanced radar systems; sustainment of advanced radar systems; high frequency sensors; tactical sensors; and space domain awareness equipment.

Attracting Aerospace investment

Attracting Australian space manufacturing industries and capability to the Bradfield City Centre and the Parkland City through completing a space sector study with the Australian Space Agency. The Study seeks to determine what is required to strategically position the Parkland City as the place for national space manufacturing.

4.3 A 22nd Century Innovation Hub

The Bradfield City Centre is located at the heart of the Western Sydney Aerotropolis. This is where the extensive enterprise areas to the north and the suburban communities to the south meet - serviced by a new Sydney Metro.

The vision for the Bradfield City Centre, Australia's newest city centre, and surrounding Aerotropolis is to be known as an advanced industry cluster for:

- Defence and aerospace industries, such as civil space, remote defence sustainment, unmanned aircraft systems, aviation services and training;
- Manufacturing and logistics, such as robotics, automation, additive manufacturing, warehouse and supply chain automation;
- Future transport industries, such as autonomous vehicles, electric transport and last mile mobility;
- Construction technology, such as prefabricated components, modular building systems and green buildings; and
- New energy and circular economy industries, such as renewable energy generation, lithium battery storage, biodegradable packaging, and recycling.

Priorities

Delivering the Bradfield City Centre

The \$1.1 billion investment of the NSW Government includes enabling works; the first stage of the Advanced Manufacturing Research Facility (AMRF); new community and recreation facilities including 36 hectares of open public space, and a New Education and Training Model (NETM) to pilot 100 micro-credentials through 7000 courses.

This investment creates opportunities for new industry formations and by creating a 'sandbox' for a range of industries and technologies such as: circular economy, pre-fab, cyber, heat tech and renewable energy.

Private sector participation is central to the approach for delivering the Bradfield City Centre and its related initiatives.

Bradfield City Centre

The Bradfield City Centre will be Australia's first 22nd century city centre. It will be:

- Cyber-secure, to enable global advanced industries to locate and operate with confidence;
- Hydrogen and EV ready, to enable the City Centre to function in a zero carbon environment at the leading edge of climate technology;
- Sustainably designed, to maximise its energy, water and material efficiency;
- A greenfield location, on the doorstep of a global city with access to Indo-Pacific region markets;
- A multiversity campus presenting an unprecedented opportunity to collaborate with research institutions; and
- A test bed for a wide range of innovations.

The Bradfield City Centre includes:

- A National Security Quarter for Space, Defence and Aviation;
- An Education and Innovation Quarter with a focus on research and industry collaboration;
- A Lifestyle and Leisure Quarter for hotels, accommodation, retail, parkland, and an urban playground; and
- A Neighbourhood Quarter supporting a range of mixed uses and community facilities.

Delivery of the Bradfield City Centre is a multi-decade project. Its development has been activated by a \$1.1 billion commitment by the NSW government. Over time it will be primarily driven by private sector investment with the NSW government, through the WPCA, coordinating infrastructure delivery and facility innovation, supported by the Liverpool City Council.

Advanced Manufacturing Research Facility (AMRF)

The Advanced Manufacturing Research Facility (AMRF) will be a shared-use facility at the Aerotropolis. It will bring together SMEs, industry and universities and provide them with access to state-of-the-art technologies. Its key platforms will enable firms to access the latest technologies focused on advanced fabrication (additives, composites, robotics and automation) as well as advanced electronics. This will:

- Support increased commercialisation of research;
- Enable SMEs to participate in global supply chains; and
- Improve the productivity and capability of Australian industry.

This investment holds significant potential for firms in the Parkland City. The Australian Manufacturing Growth Centre has estimated that broad uptake of advanced manufacturing could

add up to \$10 billion in value nationally. It also creates the potential for new industry growth in areas such as advanced electronics –for example, the advanced packaging market for semi-conductors holds significant economic potential with an estimated compound growth rate of 6.1% and forecast value of \$42 billion by 2025.

The adoption and growth of advanced manufacturing in the Western Parkland City will be accelerated by the AMRF. It will serve as a focal point for advanced manufacturing in Australia, attracting global manufacturing companies to establish operations in the region and to expand supply chain opportunities for existing businesses. The AMRF will also act as a hub for manufacturing technology providers, anchoring investment in the region which supports process technologies and their implementation.



Bradfield City Centre will support a wide range of commercial development opportunities

4.4 Leveraging the City Build

The Parkland City is experiencing unprecedented growth—it is one of the fastest growing urban areas in Australia. With a Greater Sydney Region Plan housing target of over 184,000 new dwellings by 2036 and 200,000 jobs this growth creates opportunities to harness the city build to capture first mover advantage in emerging industries by leveraging the substantial level of new greenfield development.

The Parkland City will seek to set new standards for sustainability that will make it a magnet for investment in the new green economy. For example, efforts to build a net-zero emissions Bradfield City Centre and to achieve a net zero emissions Parkland City ahead of 2050 will create significant opportunities to attract industries in areas such as the circular economy and renewable energies.



Circular economy is an emerging sector focused on new and innovative business models to reduce and re-use materials, water, and waste. It includes the integration of advanced, sustainable, and resilient food production, which can attract significant investment and businesses and thus create jobs. The Parkland City will have sustainability at its core—and NSW Government investment will reflect this focus.

As the Parkland City grows, there is an opportunity to harness the significant levels of greenfield development to innovate and lead in the circular economy from the very outset. This focus is already attracting significant interest from firms eager to contribute to the development of the Parkland City as the world's first 22nd century city through the application of smart city technologies.

Utilities industries (water and energy) are key to the circular economy, such as in renewable energy from waste (biogas/co-generation facilities at wastewater treatment plants) and hydrogen production (such as gas and water utilities).

Build-tech. There are around 20,000 construction businesses, employing about 44,400 people in the Parkland City and sector is currently experiencing significant activity due to unprecedented government investment and the release of new land for housing and commercial development.

Prefabricated construction is sometimes called modular construction and refers to a building method whereby most or all of the building is constructed offsite in a factory.

Prefabrication has become increasingly popular due to advances in materials science, architecture, additive manufacturing (3D printing), digital design, freight, and logistics.

Prefabricated systems allow construction to occur in a controlled environment with the possibility of mass production and economies of scale. When compared to traditional building approaches prefabricated and modular construction can potentially provide quicker build-times, cost savings and environmental benefits.

Enhancing skills capability is an important enabler to deliver on this opportunity and the commitment to delivering the NSW Institute of Applied Technology Construction will support this outcome—refer to the case study in Section 5.3.

Priorities

Leveraging the circular economy

Leverage the Parkland City's existing waste, resource recovery and manufacturing industries and utilities industries (water, electricity and gas) to develop new partnerships and places that support the transition to a circular economy. In the first instance WPCA's activities will concentrate on the Bradfield City Centre. A further focus includes WPCA investigating the potential for the preparation of a masterplan for a clean tech zone in the Northern Gateway precinct.

Phase 2 activities will include investigation of fostering industry ecosystems including integration of advanced, sustainable, and resilient food production, new procurement models, monitoring, and reporting.

5. City Strengths

The Parkland City has an established economy with strengths in manufacturing, agri-business, tourism, health and education and construction. Together with a network of centres and the global gateway of the Western Sydney International Airport these form a strong foundation for economic growth.

5.1 Globally Connected

Global connections support businesses to expand markets.

Committed and planned transport infrastructure place the Parkland City at the confluence of global and national supply chains, whether by air, sea, rail or road. The combination of the 24/7 Western Sydney International Airport and the existing and proposed intermodal terminals that create inland ports will enable the Parkland City to become the most connected location in Australia. Of significance is the extensive greenfield and zoned land available for freight and logistics development directly linked to the agri-precincts and Western Sydney International Airport can deliver agglomeration opportunities to the sector.

This global gateway infrastructure provides businesses with access to new markets, creating business and investment opportunities previously unseen in NSW.

The opportunities extend across multiple industry sectors, in particular agriculture and the visitor economy. The Parkland City can also become a national leader in freight and logistics technologies.

Opportunities for further development include:

- markets such as fresh and value-added food, medical (vaccines, pharmaceutical goods), high value animal movement (e.g. companion animals, breeding stock, breeding horses) and maintenance repair operations.
- horticulture, nurseries, livestock, dairy/milk, waste and circular economy industries, advanced food systems/production.
- tourism assets such as the World Heritage Blue Mountains National Park, Lake Burragarang, Penrith Lakes and other natural settings of the region together with Aboriginal cultural heritage and Aboriginal tourism; and
- business and industry conferences in the medicinal research, science or transport sectors given the proximity to the Western Sydney International Airport and the attraction of tourist destinations such as the Blue Mountains.



Western Sydney International Airport as a market catalyst

Freight and logistics is a large existing sector that supports the effective function of a wide range of other industries. Its growth potential will be catalysed by the new Western Sydney International Airport operating 24 hours a day, 7 days a week, existing freight intermodals, and the planned Western Sydney Freight Line. Opportunities will also emerge due to curfew and quota restrictions on some freight only aircraft utilising Sydney Airport.



The new Western Sydney International Airport will also drive increased passenger volumes –enabling growth of the visitor economy to view existing world recognised eco-tourism assets, as well as a variety of cultural attractions and events.

The Parkland City’s freight and logistics sector employs nearly 15,000 people, or 5 per cent of the Parkland City’s workforce.

A productive freight sector creates opportunities for businesses to export, which will support the entire economy to become more competitive. The Parkland City’s endowments include:

- The availability of zoned and affordable land with half of Greater Sydney’s industrial land located within the Western Parkland City;
- Well-developed existing road and freight networks, including the M7 and M5 motorways, the Hume and Great Western Highways to other parts of Greater Sydney and NSW as well as intermodals at Moorebank and Minto, a new intermodal at St Marys (under construction);
- Committed, under construction, and planned investments including the Western Sydney Airport, M12 motorway, and the Western Sydney Freight Line. The latter will connect the Western Parkland City to Port Botany; and
- The presences of existing national and international logistics companies including DB Schenker, Linfox, Toll, FedEx, Australia Post, DHL, and Amazon.

The *Draft Western Parkland City* Blueprint outlines the transport infrastructure investment priorities needed to support the freight and logistics industry sectors expansion further.



Agribusiness

Export-oriented agribusiness relies on established access to global markets, international standing as a reputable producer, and capitalising on counter-seasonality during the northern winter. The Parkland City's committed and planned infrastructure will support a global and national gateway essential in the food supply chain.

Export opportunities will be driven by agribusinesses across both Greater Sydney and Regional NSW. Infrastructure requirements will be wide ranging and not simply limited to transport investments but will also need to consider specialised considerations such as biosecurity measures.

The Parkland City is home to several intensive facilities producing large volumes of mushrooms and potted herbs. For example, almost 90 per cent of the gross value of mushrooms grown in NSW are grown in the Parkland City.

These endowments will allow the Parkland City to be a hub of agricultural innovation, preserving food security for the Sydney Basin with proximity to cutting-edge research facilities, strong biosecurity protection, extensive freight and manufacturing infrastructure and a skilled workforce underpinning a modern urban agriculture industry.

Tourism

Greater Sydney is Australia's prime destination for global tourism visitations and the World Heritage Blue Mountains are a key feature.

The Western Sydney International Airport dramatically changes how the Parkland City interacts with the global and national tourist markets. It creates the opportunity for Penrith to emerge as the gateway to the World Heritage Blue Mountains as well as creating opportunities for new attractions and activities to emerge right across the Parkland City as the Western Sydney International Airport creates the opportunity for overnight stays.

Priorities

Maximising Agribusiness opportunities

Agri precinct: Unlock the full potential of the 24/7 curfew-free international airport with a seamless freight experience for exporters. Including connecting to Asian markets with world-class producers in the Parkland City's agri-corridor spanning from the Hawkesbury in the north, through Penrith, Camden, and Wollondilly in the south and regional NSW spanning from the coastal strip of Northern NSW to the Sunraysia district of South West NSW.

Rural lands study: Protecting land for viable agriculture production mitigates risks posed by incompatible land uses to enhance the productivity of rural lands and improve the agriculture value chain of produce and processes to enhance and expand markets.

Supporting tourism

Western Parkland City Destination Management Plan: Leverage the future Western Sydney International Airport to create opportunities for eco-tourism, Aboriginal cultural and tourism experiences, the adventure tourism sector, a network of natural environment attractions, and arts and cultural experiences, including enabling infrastructure.

5.2 Metropolitan centres

More than 20 per cent of all jobs in the Parkland City are within the three established metropolitan centres of Campbelltown, Liverpool and Penrith.

Each of the metropolitan centres serves an urban area that will ultimately have a population similar to or greater than the city of Canberra. Unlocking their potential will require continued infrastructure investment and coordination of the activities of all levels of government.

A core strength for each centre is their health and education precinct which are important foci for knowledge jobs. The strengths and opportunities of these precincts varies. All are recipients of significant government investment in health infrastructure and the respective councils already have programs in place to enhance the attractiveness of the precincts.

Health

The healthcare industry will continue to grow as the population becomes larger, older, and more affluent. The Parkland City is already well represented in terms of healthcare employment. Supporting the clustering of health and education activities around precincts creates economic benefits.

Health research reinforces clusters and can also deliver spill-over benefits to support other industries, such as pharmaceuticals or manufacturing medical devices.

Education

Long-established tertiary institutions already provide the service infrastructure that can readily support the diversification of industry sectors of the Parkland City. Currently there are six university campuses across the Parkland City, including Western Sydney University (four campuses), University of Sydney and University of Wollongong. In addition, TAFE NSW has an extensive presence across the Parkland City as do privately run registered training organisations.

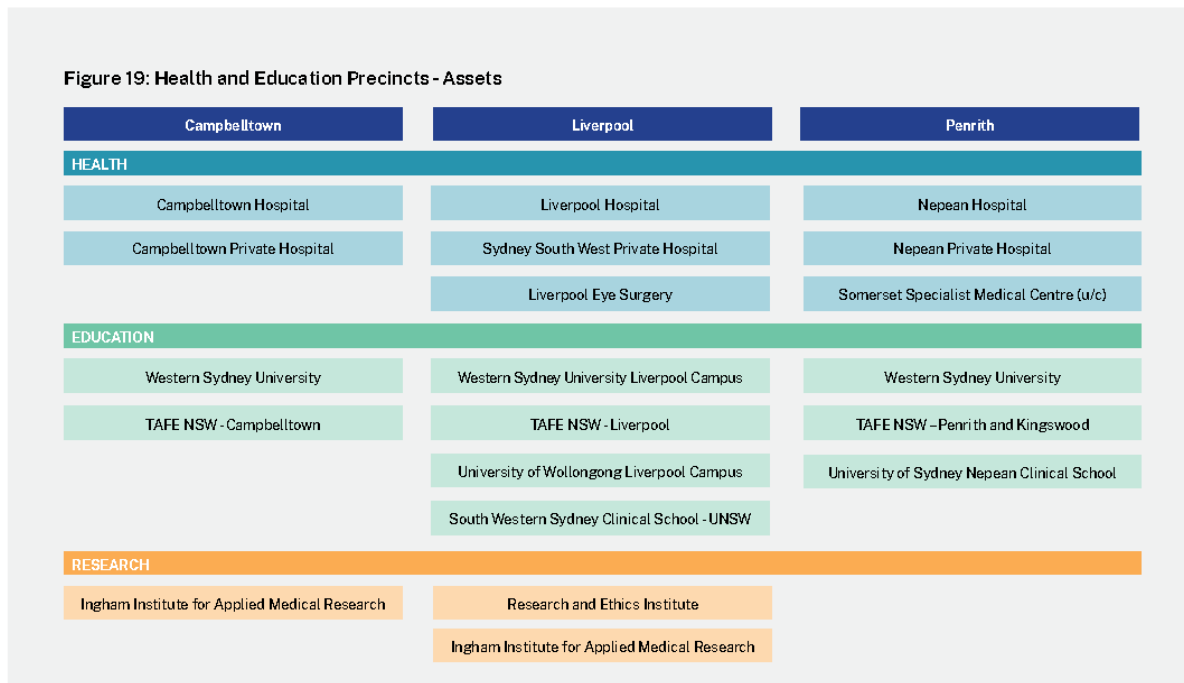
Research contributes to broader economic activity and is also the key source of knowledge spill-overs. Attracting research to the Parkland City is central to diversifying the economy. The Parkland City is already a focus for research in the agriculture industry sector.

Priorities

Growing Metropolitan centres: Campbelltown, Liverpool, and Penrith

Continue to collaborate with councils and state agencies to implement cross agency programs which build on initiatives in metropolitan centres including:

- Campbelltown Community and Justice Precinct and the Campbelltown Health and Education Precinct;
- Liverpool Innovation Precinct; and
- The Quarter Penrith.



Campbelltown

The evolution of the Campbelltown-Macarthur centre is being driven by two initiatives.

- A new *Community and Justice Precinct*. Growing the Campbelltown City Centre as the civic and economic heart of the Macarthur region includes a major intensification of the civic services near Campbelltown Station to become a new Community and Justice Precinct.
- The precinct could house NSW and federal courts as well as co-located community services that would deliver high-value jobs and career opportunities driven by the growing demand for justice services in South West Sydney. A \$1 million strategic business case is underway to investigate its potential.
- The Campbelltown Health and Education Precinct includes four new economic sub-precincts identified with potential for catalytic economic transformation and targeted investment attraction:
 - The health, medical and education city core;
 - The medical sciences and community related education core;
 - The civic, cultural and heritage urban core; and
 - The future advanced health and manufacturing business area.



Community and Justice Precinct

Liverpool

The Liverpool Innovation Precinct is reimagining how health, education and research is undertaken individually and collaboratively to drive innovation in Liverpool. With 15,000 health and knowledge workers already in the Liverpool local government area, that number is set to more than double to over 30,000 workers by 2036. Key stakeholders from across government, education, and business sectors are collaborating to deliver an aspirational vision for the Precinct, with a focus on developing the area as a growth precinct.



Source: lhap.health.nsw.gov.au

Three key components include:

- **Health and Research:** where Liverpool Hospital anchors the Precinct as a health and research hub, with industry and academic partners providing world class translational research, health care and training;
- **Education:** where Liverpool provides the opportunity to become a world-class education precinct that caters for the future needs of students, researchers, industry partners and the broader Liverpool community; and
- **Innovation:** leveraging Liverpool's the key characteristics of a successful innovation district, including leading-edge anchor institutions, collaboration between companies and organisations, and the physically compact cluster in Liverpool's City Centre offering of mixed-use housing, office and retail spaces.

A supporting masterplan shows the wide range of opportunities in the city centre in concert with the NSW Government's \$740 million Liverpool Hospital redevelopment. Improvements for transport include plans for the rapid bus link to the Western Sydney International Airport and Bradfield City Centre via Fifteenth Avenue.

Penrith

The Penrith CBD is transforming into a diverse commercial, retail and entertainment precinct with new A-grade office development now coming onstream as well as significant urban renewal activity.

The Quarter is a leading centre for health and education, spanning 400 hectares between Penrith and St Marys. Health and education assets include Nepean Hospital, Nepean Private Hospital, The University of Sydney Nepean Clinical School, TAFE NSW, Nepean Health Hub, and Kingswood (Oncology).



The strategy underpinning The Quarter seeks to leverage the government and private sector investments and identifies the potential for 6,000 additional jobs in 10 years to be driven by:

- Investment in major hospitals;
- Telehealth and eHealth initiatives;
- Expansive academic and education facilities;
- Funding for technology and research;
- Medical training placements; and
- Medical tourism.

Opportunities to expand screen and creative industries can help build a global profile. A proposal to transform part of Penrith Lakes into a \$150 million, 41-hectare film production precinct was recently exhibited and could include up to 10 production stages, filming tanks, construction and design facilities, and a film school. Once completed, the site would employ up to 2,000 people on major movie projects.



Nepean Hospital Stage 2

5.3 Infrastructure and amenities

Growing and diversifying an economy requires a liveable community to attract talent and businesses. The Parkland City's current endowments include:

- a variety of lifestyle choices from urban to rural residential;
- diverse cultural centres such as Cabramatta, historic rural towns and villages such as Picton and Leura, or the urban and cosmopolitan qualities of Campbelltown, Liverpool, and Penrith; and
- an urban area framed by national parks, rural communities and urban areas edged by two rivers, the Georges and Hawkesbury–Nepean.

With strong global competition for talent and business attraction continued investment to build on these foundational endowments is required.

This includes initiatives such as:

- **Create a connected Parkland City** by improving transport links, growing active transport connections, expanding the freight network, enabling integrated planning, supporting culture and the arts, and strengthening Connection to Country;
- **Develop metropolitan centre precincts** by collaborating across government to support investment projects that contribute to improved amenity and underpin efforts to grow existing business while attracting new investment; and
- **Deliver a green and liveable Parkland City** by improving amenity, strengthening resilience to natural hazards like floods, bushfires, and extreme heat, protecting the natural environment, and supporting integrated water cycle management.

WestInvest

Westinvest is a new \$5 billion fund to rejuvenate Western Sydney communities and boost jobs. It will build new and improved facilities and local infrastructure to support communities impacted by COVID-19.

The new Westinvest Fund will allocate \$3 billion to future projects across six areas:

- Parks, urban spaces and green space;
- Enhancing community infrastructure such as local sporting grounds;
- Modernising local schools;
- Creating and enhancing arts and cultural facilities;
- Revitalising high streets; and
- Clearing local traffic.

The remaining \$2 billion will be reserved for high priority projects that will be developed in consultation with local communities.

This fund reflects the NSW Government's recognition that the Parkland City is an economic powerhouse that will be at the forefront of Australia's post-COVID recovery. The investment in amenity will play a critical role in revitalising urban centres and increasing liveability. While this is essential to maintain living standards for the citizens of the Parkland City it also plays a critical role in attracting inbound investment.

Growth and a network of centres

The Parkland City's strategic centres include Fairfield, Katoomba, Leppington, Narellan, Richmond–Windsor, and St Marys. Their continued growth and accessibility is an important economic objective which will require infrastructure investment and support from both local government and state agencies.

Over the next 40 years the population of the Parkland City is forecast to increase by more than 1 million people. This growing population means there will be a continual demand for people-oriented jobs such as retail, business and community services which in turn will create demand for investment in additional strategic and other major centres and many local centres.

Retail development is a major focus for most centres and with significant projected population growth the demand for retail development will create the need to plan and deliver new centres as well as allowing the expansion of existing centres.

Retail growth in existing and new centres is also critical to delivering walkable communities so goods and services are in close proximity to people's homes and jobs.

Managing growth outside of the metropolitan and strategic centres and industrial areas is also important. These areas contain 32 per cent of all jobs in the Parkland City including the local centres and many towns and villages in the metropolitan rural area.

The Sydney Metro-Western Sydney Airport will expand the network of centres with urban regeneration opportunities at St Marys as it becomes an important interchange. The new stations at Orchard Hills and Luddenham will be the focus of new local centres and urban development.

Liveability

Improvements to amenity and service provision have real economic benefits. Liveability is important to attracting businesses and skilled workers to the Parkland City. Liveability is a function of city characteristics like infrastructure, services, and environment. These characteristics are reflected in global liveability indices such as the annual publication by the Economist Intelligence Unit, which includes metrics such as education, health, culture, and environment. Initiatives to improve the Parkland City's performance against these metrics will help make the city a magnet for talent and business investment.

With half of the Parkland City's urban area yet to be developed, investing in social infrastructure to build on these existing endowments will be critical. Investment will need to cover a range of areas from parks to the performing arts. Arts and culture infrastructure, in particular, are less well-developed than elsewhere in Greater Sydney. There will also be a need to address social infrastructure and services needs reflecting the diversity of the population.

Transport networks

Population growth in the Parkland City will create demand for growth in existing centres and the development of new centres. Both Future Transport 2056 and the Greater Sydney Region Plan outline the transport network to support this growth.

Already there have been unprecedented levels of transport infrastructure investment in the Parkland. Many of these investments are now complete and are thus new enablers of economic activity, particularly the upgrades (duplications) of The Northern Road and Bringelly Road.

High levels of projected population growth require continued prioritisation of transport infrastructure to maximise economic activity. The considerations for prioritising new investments include:

- **Business connections.** Supply chains, business to business connections, access to labour, and customers;
- **Transport connectivity.** Within and between precincts and residential areas;
- **Land use functionality.** Centres, precincts, economic agglomerations, and corridors.
- **Resident / employee access.** Education, training, and work;
- **Liveability.** Amenity both functionality (shade) and visual amenity (city image); and
- **Sustainability.** Modal choice.

Priorities

Growing strategic and local centres

Plan and implement strategies which:

- identify and respond to the barriers of growth to local centres;
- are based on regular reviews of retail demand and supply assessments;
- ensure new centres are identified earlier so their planning can be aligned with progressive delivery of transport infrastructure;
- grow home-based businesses across the Parkland City, including actions to enhance digital connectivity; and
- consider the funding opportunities provided by the \$5 billion WestInvest program.

Delivering a high quality 'parkland' city

An integrated program including:

- Promote and connect organisations to the opportunities of the \$5 billion WestInvest initiative.

Develop and implement a set of integrated programs which provide for:

- Public realm works in all metropolitan and strategic centres, where costs are shared;
- Tree canopy delivery across the designated green grid network; and
- Boulevard planting that connects the Western Sydney International Airport to the Blue Mountains via the Penrith city centre.

Establish a governance framework for cross boundary coordination of initiatives to deliver the Greater Sydney Green Grid.

Deliver economic enabling infrastructure investments

The draft Western Parkland City Blueprint outlines the initial infrastructure investments that can support job and housing growth and enhance economic activity. Priorities cover freight rail, roads networks to support employment precincts and centres, arts and culture, and public realm works.

Improve liveability

Plan and implement strategies to deliver national and internationally recognised arts, cultural, recreational, and sporting facilities.

Construction

Construction is a major economic contributor to the Parkland City, with around 20,000 construction businesses, employing about 44,400 people. The construction sector has a ‘multiplier’ effect for other industries through building networks and supply chains.

The sector is currently experiencing significant activity due to unprecedented government investment in airport, road, rail, and health infrastructure, population growth, and the release of new land for housing and commercial development. This pipeline provides investment certainty for firms and workers, which presents opportunities to foster innovation and research and development.

Key construction activities include:

- Western Sydney International Airport
- Sydney Metro–Western Sydney Airport
- New Bradfield City Centre
- Greenfield and urban renewal including demand for 184,500 dwellings in the twenty years to 2036



NSW Institute of Applied Technology Construction

The NSW Institute of Applied Technology Construction will be located at TAFE NSW Kingswood campus. With state-of-the-art simulated workplace environments and maker spaces, the Institute has been specifically designed to become a signature training hub, equipping the next generation of trades workers with the skills to build the smart cities of the future.

The Institute will be a flagship educational centre supporting the pipeline of major infrastructure projects, civil construction works, and residential developments, as well as future projects that will service Western Sydney’s fast-growing population.

The NSW Institute of Applied Technology Construction will:

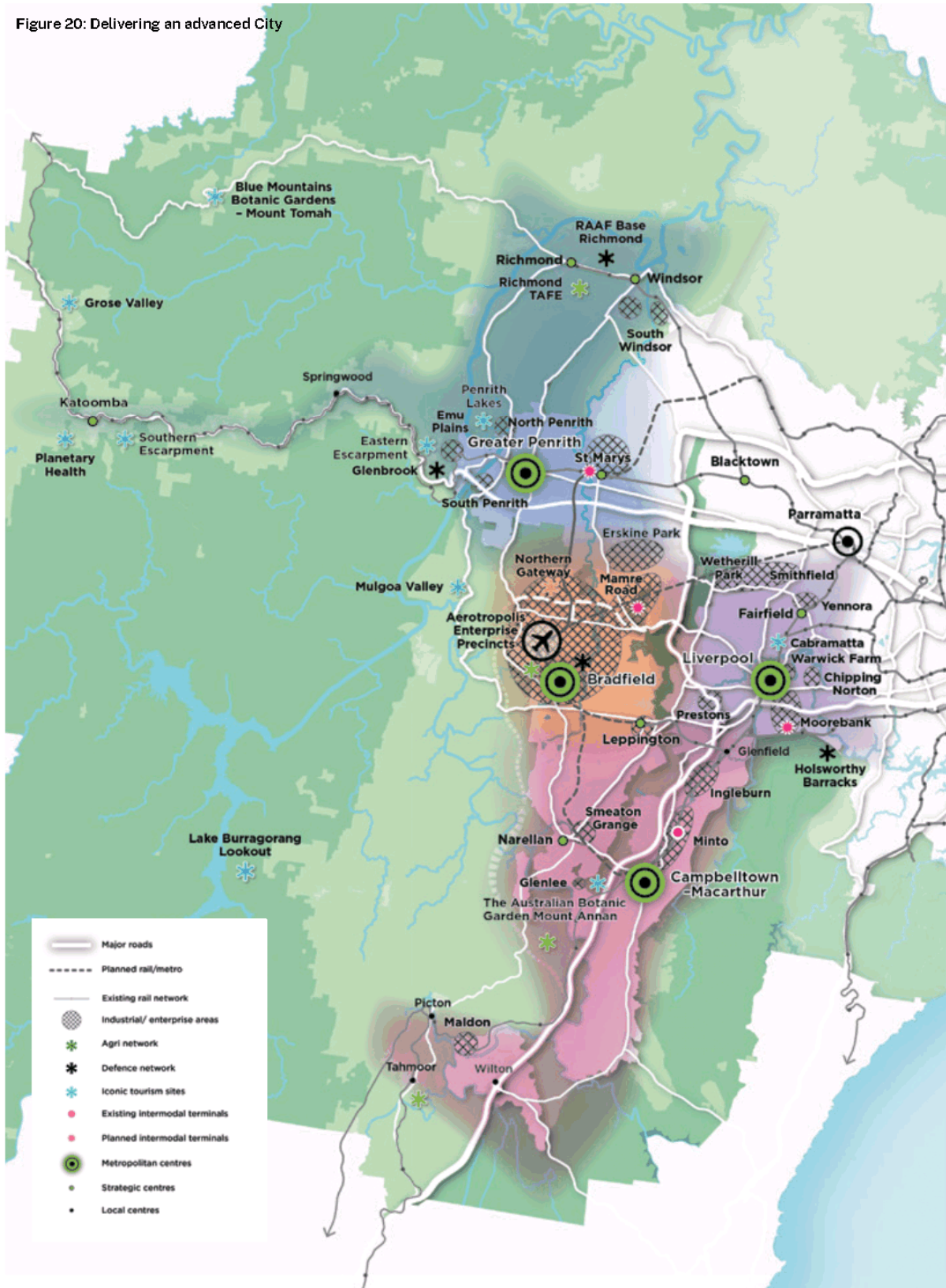
- enable student and staff engagement with industry partners;
- create an education environment to address skills gaps in the economy;
- foster a network between schools, VET, universities and industry to co-design future-focused courses and innovative training models;
- enable seamless study pathways between university and TAFE NSW;
- deliver early exposure to students through programs and exclusive access to the latest technologies;
- enable and encourage cross-disciplinary collaboration, industry engagement, and educational excellence;
- enable upskilling and reskilling of workers throughout their careers; and
- improve accessibility through digitally-enabled facilities, providing virtual classes for remote and regional NSW communities.

5.4 30-Minute City Systems

This table sets out the geographical links to Draft Western Parkland City Blueprint to deliver an advanced economy supported by local government economic strategies.

Penrith-Hawkesbury-Blue Mountains	
Greater Penrith Metro Centre	<ul style="list-style-type: none"> • Delivery of urban regeneration of St Marys centre; 'The Quarter' health and education precinct (Kingswood-Werrington) (Penrith Council, NSW Health, Department of Education) • Develop and implement masterplans for Katoomba strategic centre and Planetary Health, former Katoomba Golf Course (Blue Mountains Council)
Specialist growth areas	<ul style="list-style-type: none"> • Leverage manufacturing specialisations and construction sector • Leverage defence RAAF Bases at Richmond and Glenbrook (Defence NSW) • Sustainability and Planetary Health (Blue Mountains Council) • Leverage the Western Sydney International Airport to grow agricultural and tourism opportunities and support research assets • Develop and implement a rural lands strategy which supports agricultural production (Hawkesbury and Penrith LGAs)
Aerotropolis	
Bradfield City Centre	<ul style="list-style-type: none"> • 22nd century innovations in urban amenity (WPCA) • Develop the National security quarter for Space, Defence & Aviation (WPCA) • Develop the Education-Innovation Quarter with industry partners, (WPCA) • Grow cyber-security capability and a create a hydrogen and EV-ready precinct (WPCA) • Work with universities and TAFE NSW to develop Bradfield City Centre as a world class campus for research and development
Specialist growth areas	<ul style="list-style-type: none"> • Deliver the Advanced Manufacturing Research Facility • Attract and develop aerospace investment and capability • Facilitate an 'ILH Airfreight Interface Concept' to support agribusiness and exports • Freight and logistics including planned new freight line (OSO and WSFL) and Mamre Road Intermodal
Liverpool-Fairfield	
Liverpool Metropolitan Centre	<ul style="list-style-type: none"> • Planning and delivery of the Liverpool Innovation Precinct and enhanced River setting (Liverpool Council, NSW Health) • Plan and implement an employment strategy for the Smithfield / Wetherill Park precinct
Specialist growth areas	<ul style="list-style-type: none"> • Leverage manufacturing specialisation • Targeted employment and skills initiatives to support Settlement City role of Fairfield Council • Leverage agricultural research assets, industries, and production
Camden, Campbelltown, Wollondilly (Macarthur)	
Campbelltown Metropolitan Centre	<ul style="list-style-type: none"> • Implementation of the Reimagining Campbelltown strategy including the Community and Justice Precinct and the Health and Education Precinct (Campbelltown Council, Department of Community and Justice, NSW Health) • Asset leverage including, Campbelltown Sports Stadium and Arts and Entertainment Centres (Campbelltown Council) • Develop and implement plans for Camden's network of major centres: Leppington, Narellan, Camden, and Oran Park (Camden)
Specialist growth areas	<ul style="list-style-type: none"> • Leverage manufacturing specialisation (Camden, Campbelltown and Wollondilly LGAs) • Leverage agricultural research and production (Camden and Wollondilly LGAs) • Develop and implement a rural lands strategy which supports agricultural production (Camden, Campbelltown, and Wollondilly) • Enhance the liveability of centres through improvements to the public realm and creating increased hospitality opportunities across the network of centres
38	Draft Economic Development Roadmap – Phase 1

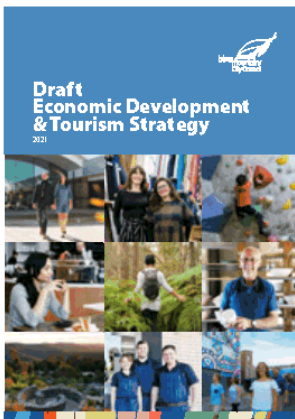
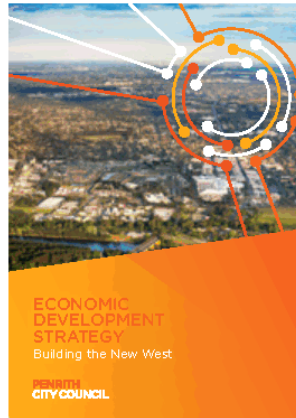
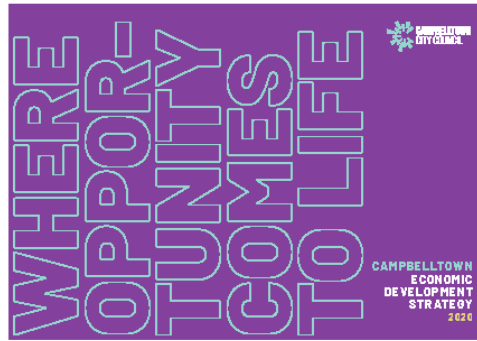
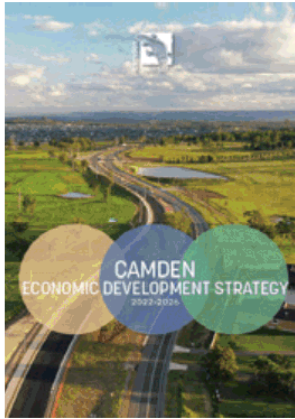
Figure 20: Delivering an advanced City



Local Economic Development Strategies

The eight councils of the Parkland City have economic development strategies that outline their aspirations for growing their local government area's economies. The strategies combine business development initiatives to support local business and attract investment as well as targeted initiatives for place-based activities in centres and a range of policy areas.

Business development initiatives cover marketing and promotion, collaborating with State agencies, improving processes for development approvals, procurement processes to support local businesses, investment attraction and targeting specific industry sectors.



6. 22nd Century Workforce Skills

Invest in people to maximise economic opportunities

One of the most important determinants for investment attraction for a country or region is human capital, which includes the skills and education of the workforce. Companies can't grow and won't invest where they can't readily attract workers with the right types of skills, aptitudes, and knowledge.

Successful regions generally have high quality universities and/or technical or vocational colleges at their core. These institutions create spillover benefits such as tech-enabled and skilled start-up companies.

Disruption has been so rapid in the 21st century economy that industry is constantly looking for workers to upskill or re-skill. Life-long learning opportunities across tertiary education will continue to be essential in the future to ensure workers remain industry relevant and businesses have workers with the skills they need in emerging sectors.

Long-established tertiary institutions already provide the service infrastructure that can readily support the diversification of industry sectors of the Parkland City including multiple university campuses and 23 campuses of TAFE NSW, as well as many privately run registered training organisations.

Digital infrastructure upgrades create greater economic benefits in regions with highly educated and skilled workers. Internet speed and reliability are consistently positively correlated with economic growth.

Skills context

The educational profile for the Western Parkland City reflects the types of jobs in the region and will change with labour demand. Average levels of educational attainment in the Parkland City are changing, with professionals the fastest growing employment cohort.

Job advertisement data shows increasing demand for advanced manufacturing skills in the Parkland City relative to the rest of NSW.

Knowledge skills are also the highest in demand in terms of job advertisement. However, only 16 per cent of Greater Sydney's university places currently exist outside of the Eastern City whilst 34 per cent of university students live in the Central and Western Cities.

Moreover, with an estimated one-third of the Parkland City's workforce speaking more than one language, the region is well positioned to host major global firms and headquarter regional operations.



6.1 Digital Networks

Connectivity is much more than transport infrastructure—digital connectivity is a key element of city building. Seamless digital connectivity is also a critical element of business productivity. NSW Government has recognised this and is investing accordingly, through the Smart Western City Program.

Therefore, digital networks are essential infrastructure. The accessibility they create for business to business, and people to services / institutions supports productivity and enhancing workforce skills.

The Smart Western City Program will provide common policies, frameworks, and structures so every organisation participating in the smart city can do so consistently. This includes:

- Delivering policies and guidance materials like the Cyber Risk Management Framework, to apply to all projects and entities deploying and managing smart technologies across the City;
- Including smart considerations in master planning and establishing planning requirements in instruments like Development Control Plans so digital plumbing obligations are clear and included early in the development of new communities; and
- Augmenting and testing data sharing platforms like the Spatial Digital Twin, so it can perform as a workbench for the planning and operations of the Parkland City.

Cyber-security and capability are also critically important considerations as connected infrastructure and the internet of things become ubiquitous. NSW Government will invest to make the Parkland City the most cyber-secure place in Australia—creating a new source of comparative advantage that encourages more businesses to invest and innovate in the Parkland City.

Priorities

Delivering the Smart Western City program

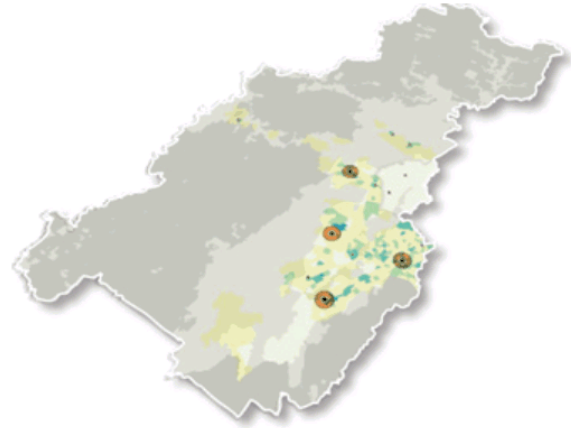
Deliver the Smart Western City Program across the Western Parkland City including ensuring the enabling digital infrastructure is included in the planning for and delivery of the Bradfield City Centre.

Growing Cyber security capability

Progress strategies to achieve a mature cyber security capability across the Western Parkland City. With the aim of minimising cyber risks, including by taking a cyber secure by design approach to the Bradfield City Centre at the precinct, building, and office space level to attract targeted industries such as defence.

6.2 Building workforce skills

Robotics and automation are driving structural shifts that are creating demands for a more highly skilled workforce. While this poses a near term challenge, in the longer term it presents a compelling opportunity for the Australian economy—these structural shifts enable skilled workers to command higher wages and at the same time the skilled workers provide the opportunity for industry to pursue less labour-intensive production approaches



Government commitments such as the New Education Training Model (NETM) alongside targeted talent attraction initiatives will play a key role in supporting businesses and employees in responding to this skills challenge.

The potential to leverage the Australian government's commitment to enhance sovereign manufacturing capability will be influenced by the ability to match the skill requirements of industry. Through the Advanced Manufacturing Research Facility (AMRF), the NSW Government will support the development of cutting-edge capability in areas such as advanced electronics and fabrication techniques.

These capabilities can be applied across a host of industry verticals. For example, they are highly relevant to the defence and space industries which rely on advanced electronics and materials for fundamental componentry. Similarly, robotics and automation play an increasing role in the freight and logistics sector as it is disrupted by technological change.

In addition, there is a Western Sydney City Deal commitment to deliver a VET facility in the Aerotropolis. TAFE NSW is seeking to deliver on this commitment through the establishment of a Strategic Advanced Training Centre at the Bradfield City Centre.

Case Studies

New Education Training Model (NETM)

The Parkland City has a unique opportunity in the coming years to attract significant industry investment and establish itself as Australia's growth hub for advanced manufacturing, aerospace, defence and emerging industries. To achieve this, the region needs a workforce with the appropriate skills.

The NSW Government's \$37 million New Education and Training Model (NETM) – a pilot funded by the NSW government to develop and deliver micro-credentials, co-designed and co-delivered by industry over the next four years – will test a new way of thinking about training that can deliver these skills in a rapid, flexible and industry-focused way.

Developed in partnership with industry, universities, vocational education and training (VET) providers and government, this industry-led training model will deliver micro credentials that provide skills, knowledge, and/or experience in a given subject area or capability aligned to employer needs.

For employers, this also means access to an agile and highly skilled workforce that can meet the demands of advancing operations. For students and workers, it means access to lifelong learning and the potential for an exciting career that can evolve over time.

Key features embodied in the NETM include:

- **Industry-led** – With industry partners at the forefront of the design, development, delivery, and recognition of critical new skills as they emerge, the NETM will enable rapid upskilling in key industry growth areas to support the economic vision for the Parkland City;
- **Place-based** – NETM micro-credentials are tailored to the emerging industries and skills required for people who live and work in the Parkland City;

- **Cross-sector learning** – The NETM brings together vocational education, higher education and workplace learning to provide a greater range of qualifications spanning multiple sectors and skills;
- **Flexibility** – The NETM offers flexible opportunities for existing and future employees looking to upskill, reskill or develop careers, offering them flexible pathways to shape their own learning journeys and create new job opportunities. NETM
- **micro-credentials** are short, so learners can quickly develop the skills they need while working at the same time; and
- **Stackable learning** – Micro-credentials in related fields will be able to be stacked together. Over the long term, this will allow learners to custom-build a qualification or a suite of skillsets that is best suited to their needs, aspirations and career goals, making lifelong learning practical.

Anticipated outcomes of the NETM include:

- Short and long-term solution to address skills shortages to support accelerated industry growth;
- Collaborative development of fit-for-purpose courses, delivering tailored skills at reduced cost to industry,;
- A platform for workers to reskill and upskill efficiently; and.
- An increased skills density to boost productivity and growth in the Western Parkland City.

Growing Aboriginal enterprises in the Western Parkland City

The Parkland City is home to the largest population of Aboriginal people in Australia.

Three per cent (approximately 32,500) of the Western Parkland City's residents are Aboriginal or Torres Strait Islanders, compared with 1.27 per cent of the Greater Sydney population.

The NSW Government will continue to develop skills and business development initiatives which enable Aboriginal economic self-determination. The OCHRE Plan and Aboriginal Economic Prosperity Outcomes Framework require new that new initiatives are developed in partnership with Aboriginal people and communities,

and focus on local, place-based and people-centred solutions. This approach addresses the disparity between Government priorities and the aspirations of local Aboriginal communities as articulated by them.

Over the last decade, the fastest growing category of employment growth in the Parkland City for Aboriginal workers has been in management roles. In 2016, there were three times more Aboriginal people employed in management positions than in 2006.

The Western Sydney City Deal recognise the contribution of Aboriginal people to the Parkland City with the NSW and Australian Governments committed to adopt Indigenous employment and procurement targets in construction projects, including a 2.4 per cent indigenous employment target and a three per cent Indigenous procurement target for construction.

The NSW Aboriginal Land Council has delivered the Yarpa Business Hub in Liverpool, an Aboriginal-run business support service, helping businesses to thrive in the Parkland City.

Aboriginal owned and operated businesses such as GWS Engineering & Construction have utilised Yarpa networking events to secure Laing O'Rourke and John Holland contracts.

Governments have been prioritising Aboriginal firms in competitive processes through targets for Aboriginal employment, social employment and procurement including:

- a 2.4 per cent employment target; and
- a three per cent procurement target for construction projects in Western Sydney.

Although local innovation is taking place more needs to be done to support the economic prosperity of Aboriginal people, communities, and enterprises, including the need for place-based, people-centred, local solutions, including the delivery of cultural infrastructure which supports the economic and social participation of Aboriginal people. Along with the need to form genuine partnerships and allow the local community to articulate their aspirations.

Only around 4 per cent of Aboriginal residents in the Western Parkland City holding a bachelor's degree or higher and with Aboriginal employment focused heavily on health care/ social assistance and retail trade sectors, there is a need to work with Aboriginal people to support their economic prosperity aspirations.

NSW Government programs

iSTEM

Australian businesses competing in a global economy will need more employees trained in science, technology, engineering, and mathematics (STEM). iSTEM is a student-centred Stage 5 elective course that delivers science, technology, engineering, and mathematics education in an interdisciplinary, innovative, and integrated fashion. It was developed in direct response to industry's urgent demand for young people skilled in science, technology, engineering, and mathematics.

School Success Model

The NSW Department of Education's School Success Model balances stronger support for schools to make evidence-based decisions with clearer responsibilities for performance targets. The School Success Model delivers evidence-based guidance on effective practice that improves student outcomes, more support for schools that need it the most, less administrative burden, stronger and clearer responsibilities for schools and the system, and recognition and the scaling of practice of our most successful schools.

Training Services NSW

Training Services activities which support the Western Parkland City include supporting the infrastructure upgrades required for the Aerotropolis, such as the Northern Road and other infrastructure, working to provide skills to job seekers and upskill existing workers, and Skills Brokers.

Priorities

Establish the New Education and Training Model (NETM)

The New Education and Training Model (NETM) will develop and deliver flexible and responsive industry led skills training for the Parkland City. The NETM will offer new industry relevant micro-credentials that can be taken individually or 'stacked' to develop larger skill sets tailored to the skills needs of the learner and industry. They will be accessible to Parkland City businesses.

Focussing on workforce skills

Talent attraction: Addressing skills gaps to support the delivery of the advanced manufacturing, defence markets, and academic and research institutions, including exploring options to attract more migrants and grow local talent with skills for high tech industries.

Education and employment pathways: Addressing opportunities such as tertiary facilities at the Bradfield City Centre, secondary school campuses within education precincts, pathways for secondary school students to enter the workforce, and enhancing the economic opportunities related to the high concentrations of refugees in Fairfield Council.

Enabling Aboriginal participation: Enabling Aboriginal participation in the Parkland City including:

- Business Connect (NSW Treasury);
- Aboriginal Business Advisory Initiative (Department of Education);
- Barranggirra Aboriginal Skilling for Employment (Department of Education); and
- Yarpa NSW Indigenous Business and Employment.

ORD03

Attachment 1



7. Implementation and Governance

The Parkland City's vision is to become the most green, connected, and advanced city in the Indo-Pacific region. To support this vision, the Western Parkland City Authority is collaborating with State and Commonwealth government agencies and local councils on delivering, coordinating, and attracting investment to the Parkland City.

This Phase 1 report provides an overarching roadmap which outlines three directions as the pathway (roadmap) to grow and transform the economy including the identification of priority sectors. For each direction an integrated set of priorities are identified.

Realising these priorities will take time. It will require all levels of government, industry and research institutions working together to build off the existing economic base in the Parkland City and its existing endowments.

The principal role of the WPCA is to drive economic growth and development. This includes:

- the Western Sydney City Deal delivery office, now part of the WPCA providing annual progress reports against key milestones. The City Deal governance brings together the three levels of government; and
- investment attraction to optimise the Western Sydney City Deal outcomes through the Western Sydney Investment Attraction Office, which is part of the WPCA.

More broadly the Western Sydney Investment Attraction Office, seeks to attract and realise government and private investment in the Parkland City, including through the Western Sydney Investment Attraction Fund.

Activities include proactively seeking new investors in priority industry sectors to support the economic development of Bradfield City Centre and the broader Parkland City and while providing business liaison services, including cultivating and managing relationships with potential investors. The WPCA also works directly with eighteen foundational partners to create opportunities for development and investment.

Local government drive a range of strategies and programs. In 2020 the Western Parkland Councils completed local strategic planning statements that identify planning priorities and actions to support productivity. The statements inform and activate development through local planning frameworks. Councils have also completed supporting strategies including local economic development strategies, local housing strategies and local rural land strategies.

Commonwealth and NSW government programs to support economic development are wide ranging covering areas such as of investment concierge, export, defence, Aboriginal businesses, research and innovation, energy efficiency, skills, start-ups, cyber capabilities, manufacturing commercialisation, youth pathways, starting, strengthening and growing a business, and circular economy.

The NSW Government initiatives include specialised agency inputs under the umbrella of Investment NSW. These have included:

- Defence NSW;
- NSW Circular;
- Destination NSW; and
- Invest NSW.

Delivering on the *Draft Roadmap* will also include undertaking further industry deep dives to highlight opportunities to build on existing ecosystems in target industries in the Parkland City. These subsequent phases of the *Draft Roadmap* will require collaboration and partnerships across all government and private sector stakeholders.

Monitoring

Monitoring of the *Draft Roadmap* will be linked to the monitoring for the *Draft Blueprint*. It has identified six measures which include jobs and skills as well as liveability considerations which support investment attraction and access to jobs.

Measure 1: Parkland for people

Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space.

Measure 2: A net zero city

Develop low carbon, high efficiency strategies to deliver net zero emissions before 2050, including carbon neutral buildings in Bradfield City Centre.

Measure 3: 30-minute city

Progress towards a 30-minute City with better access to a wider range of jobs.

Measure 4: Collaboration with Aboriginal communities

Collaboration to give a stronger voice to the Aboriginal people of the region to support Connection to Country outcomes.

Measure 5: Jobs

The city will create more than 200,000 additional jobs and greater job diversity by 2036.

The fundamental shift to put the economic potential of the Parkland City at the centre of planning and delivery priorities means that jobs growth is prioritised. This is essential to rebalancing the economy and job opportunities across the Greater Sydney Region and driving economic recovery.

Measure 6: Skills

The City will educate and train today's workforce for the jobs of the future.

The Parkland City has a significant opportunity to work in partnership with industry to grow a skilled workforce in partnership with industry targeting nationally competitive industries. Micro credential model offers a more agile way to deliver training and provides industry with the ability to adapt, innovate and improve productivity over time at a scale available few other places in Australia.

Next Steps

This *Draft Roadmap* is put forward by WPCA to provide direction on the economic priorities required to deliver the vision for the Parkland City.

Accordingly, many of these priorities will require further planning and consultation before governments commit the resources for detailed investigation and implementation.

WPCA will work with Commonwealth and local governments and NSW Government agencies to progressively advocate for and/or deliver the priorities and continue to engage with stakeholders on emerging issues.

WPCA looks forward to engaging with governments and other stakeholders and invites feedback to help in our role to encourage economic growth and development. The key channels of feedback include:

- Delivery priorities; and
- Additional opportunities, gaps and issues.

Feedback is to be provided by 31 March 2022 via:

WPCA website: www.wpca.sydney

Info line: 1800 312 999

General inquiries email: blueprint@wpca.sydney

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Draft Western Parkland City Economic Development Roadmap – Phase 1, December 2021

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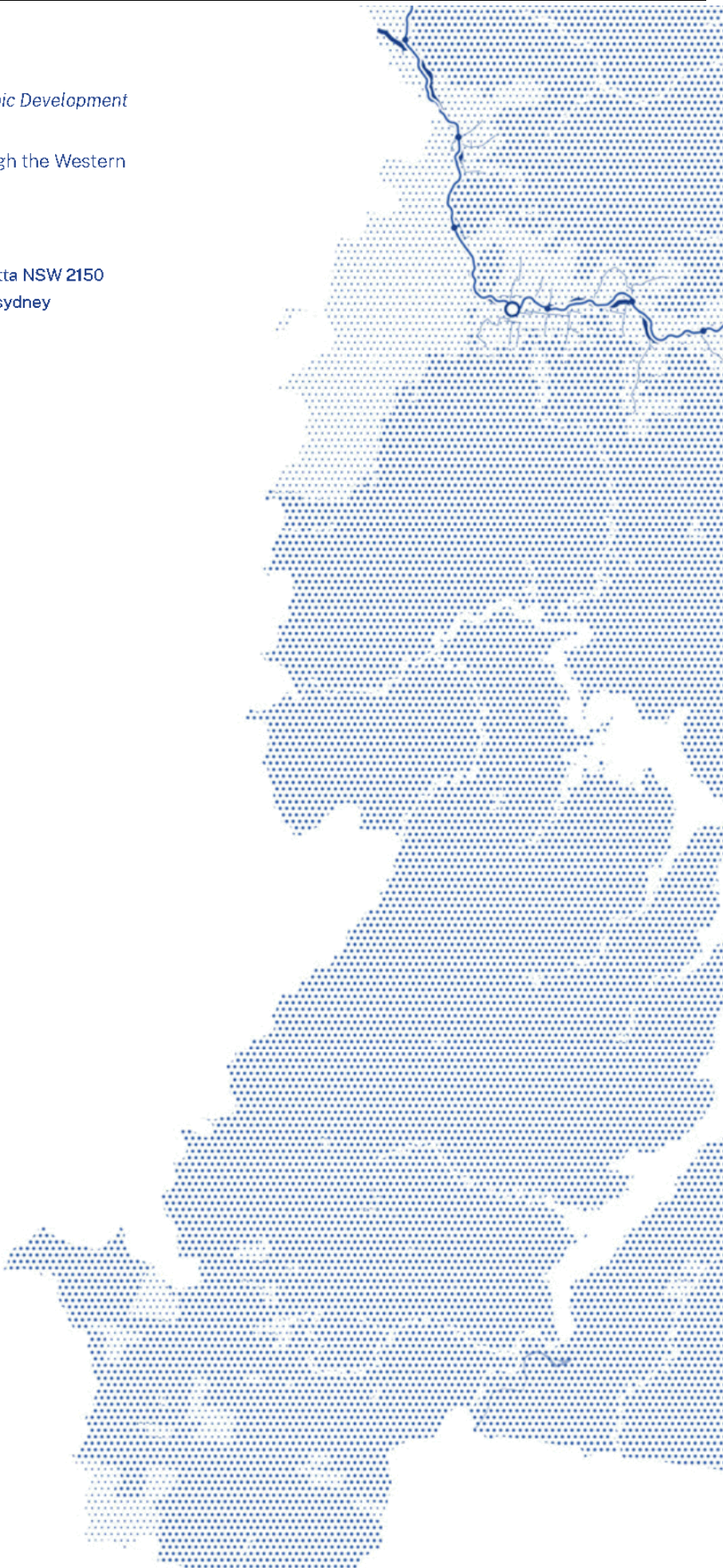
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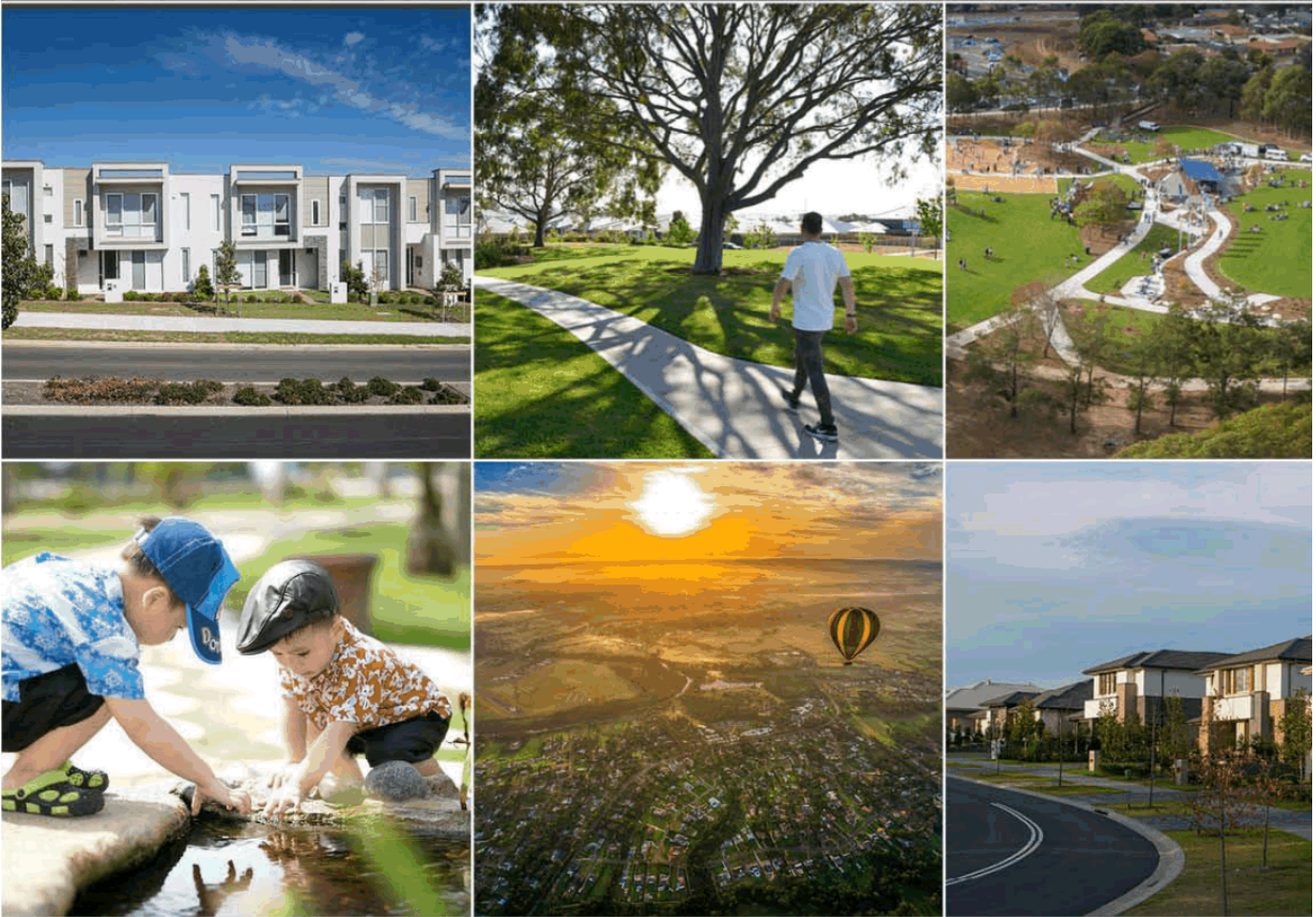
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Draft Submission

Draft Blueprint for the Western Parkland City and Draft Western Parkland City Economic Development Roadmap - Phase 1

April 2022





Draft Submission – Draft Blueprint for the Western Parkland City and Draft Western Parkland City Economic Development Roadmap - Phase 1

DRAFT

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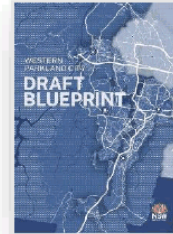
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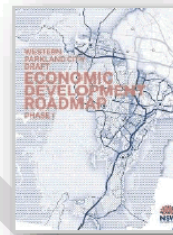


Executive Summary

The Western Parkland City is undergoing rapid change, which provides numerous challenges and opportunities for the Camden Local Government Area (LGA), one of the fastest growing LGAs in Australia. In response to the NSW Government's vision for the Western Parkland City (WPC), Council welcomes the opportunity to provide comments on the *Draft Blueprint for the Western Parkland City (Draft Blueprint)* and *Draft Western Parkland City Economic Development Roadmap - Phase 1 (Draft Economic Roadmap)*.



Through the Draft Blueprint and Draft Economic Roadmap, the NSW Government has outlined a vision for the WPC, supported by key infrastructure, and the creation of jobs and economic opportunities in Western Sydney. Council supports the overall vision for a green, connected, and advanced WPC and looks forward to working together with the NSW Government in realising the vision for Australia's first 22nd Century City.



In response to the Draft Blueprint and Draft Economic Roadmap, Council has prepared the following submission, which highlights key issues for the Camden LGA, underpinned by four (4) critical elements for its place in the WPC, summarised as follows:

Source: The Western Parkland City Authority (2022). <https://wpc.a.sydney>. Retrieved March 15, 2022.

1. The Western Parkland City Authority (WPCA) has considered earlier feedback prepared by the Western Parkland Councils, relating to the issue of funded and unfunded infrastructure priorities for the Camden LGA. Notwithstanding, clearer timeframes and funding mechanisms are required for delivery of the infrastructure priorities that have been identified to support Councils in the planning process for the WPC. **Council welcomes a collaborative approach by the NSW Government to ensure holistic planning is undertaken and infrastructure is delivered in a consistent manner across the Western Parkland City.**
2. It is Council's understanding that the Draft Blueprint will succeed the Western Sydney Place-based Infrastructure Compact (PIC) program as the mechanism for implementation of land use and infrastructure planning across the WPC. Notwithstanding, it is not altogether clear how the former PIC program is reflected in the Draft Blueprint. **It is recommended that the Draft Blueprint consider the established PIC equally with other infrastructure planning and prioritisation works, to support housing delivery and economic growth across the entire Western Parkland City.**
3. The South West Growth Area (SWGA) presents a unique opportunity for housing, employment generation, infrastructure provision, and liveability in the Camden LGA. The existing SWGA Structure Plan (circa 2006), a framework to guide the development of this area, is outdated and reflects a 'road-based' transport network. Consequently, a planning disconnect has been identified for the SWGA as to its context in an overarching Structure Plan for the WPC. **It is recommended that the Draft Blueprint include a contemporary planning vision for the SWGA in the Western Parkland City.**



4. Council commends the Draft Blueprint's depiction in prioritising the completion of investigations of the rail connection between Bradfield and Leppington, linking Bradfield City Centre to Liverpool. **Council strongly supports that this rail link (i.e. the South West Rail Link Extension) is fully constructed by 2031, and that a final business case for the future rail connection between Bradfield, Oran Park, Narellan and Macarthur (i.e. the North South Rail Line) is completed by 2023.**

While detailed comments on the Draft Blueprint and Draft Economic Roadmap are individually outlined further in this submission, following is a summarised list of Council's recommendations in response to each of the WPCA's documents.

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Recommendations

Role of the Draft Blueprint

Key Strategies and Plans

1. That the Draft Blueprint identify its relationship to other key State and Federal strategies, plans and delivery programs, in particular those relating to the Western Sydney Aerotropolis and Western City District Plan.

Infrastructure Initiatives

2. That the Draft Blueprint includes a section headed 'Gaps and Opportunities', to explore and directly address the gaps and opportunities that relate to future infrastructure and service provision.
3. That clarification is provided on how future infrastructure initiatives will be identified and added to the Draft Blueprint, and how these initiatives will be prioritised and funded.
4. That consideration be given to linking infrastructure initiatives to future population projections and employment growth.

Resilience

5. That consideration be given to the resilience of the Western Parkland City in the event that the Western Sydney International Airport (WSIA) does not generate the volume of forecast economic activity.

Place-based Infrastructure Compact (PIC)

6. That the Draft Blueprint identifies its relationship to the previously prepared Western Sydney Place-based Infrastructure Compact.
7. That clarification is provided on how the Draft Blueprint will be monitored, the cycle of its review process and the manner in which a review would be undertaken.

Vision

8. That the Draft Blueprint references the 'NSW 2040 Economic Blueprint', in providing context for its relationship to both the Draft Blueprint and the Draft Economic Roadmap.
9. That the 'Connected City' vision in the Draft Blueprint be further refined, to differentiate between key transport and social infrastructure themes.

Delivering A Green City

10. That the Draft Blueprint provides details on how the Western Parkland City will be delivered, given the reduction of proposed open space in Bradfield and the broader Aerotropolis area.
11. That clarification is provided on the method of calculation for green and open space, having regard to the NSW Government Greener Places Guide.
12. That the Draft Blueprint illustrates how the water networks are leveraged and influence liveability and connectivity, and provides a gap analysis of natural resources and infrastructure.



13. That the Draft Blueprint provides details on consultation and engagement with affected landowners on the agricultural impacts for the WPC.

Delivering A Connected City

14. That the Draft Blueprint states how the '30-minute City' and '15-minute walkable neighbourhoods' will integrate in facilitating seamless and sustainable travel throughout the WPC.
15. That clear mode-shift targets are established in the Draft Blueprint for the WPC.
16. That Camden Council continues to be directly involved in planning for infrastructure provision/projects .
17. That the Draft Blueprint describes clearly how the issue of housing affordability in the WPC can be addressed.
18. That clarification is provided as to whether the content of the exhibited Draft Blueprint is reflective of the pending updates made by Transport for NSW on transport infrastructure planning in the WPC.
19. That an amendment be made to *C1 Priority ('Prepare a Western Parkland City transport structure plan increasing north-south and east-west links across the City')* to reflect an up-to-date planning vision of the structure planning required for the WPC.
20. That clarification is provided as to the steps and timing in the process for Transport for NSW to complete their investigations and business case for a rail connection between Bradfield City Centre and Leppington, in ensuring delivery of the rail line in the stipulated 2031 timeframe.
21. That the statement to *'complete investigations and staging for north-south extension of the Sydney Metro: Western Sydney Airport'* expressly states the need for completion of a Final Business Case, with a clear and definitive timeframe for its conclusion.
22. That the WPCA, TfNSW and DPE consult with Councils in investigating the *C5 Priority ('Investigate potential for additional transit orientated nodes to optimise rail investments')*, as part of ongoing planning for growth in the WPC and that wording for *C5 Priority* be amended to reflect this arrangement.
23. That clarification is provided as to the relationship between *C1 Priority ('Prepare a Western Parkland City transport structure plan increasing north-south and east-west links across the City')* and *C7 Priority ('Deliver road activation packages in the Aerotropolis, South West, Greater Macarthur and Wilton Growth Areas and support delivery of rapid, frequent, and local bus connections')*.
24. That the Draft Blueprint states the intent to include local government in the rollout of *C8 Priority ('Pilot a multi-utilities approach and investigate renewable energy opportunities to support early and efficient activation of the Aerotropolis')* in future infrastructure provision, planning and delivery.
25. That a land acquisition strategy is developed by the NSW Government for *C12 Priority ('Protect the land corridor for the M9 Outer Sydney Orbital, freight/motorway links, from*



Macarthur to Penrith), to provide certainty as to timing for landowners/residents who may be impacted by the corridor.

Delivering an Advanced City

26. That the Draft Blueprint aligns with the Western Sydney City Deal vision for 200,000 jobs proposed across a wide range of industries, and identify how these jobs are proposed to be apportioned across the WPC.

Implementation and Governance

27. That the vision outputs of the Draft Blueprint are evidenced-based, and that the data/information on which this vision is established, is readily available/accessible to key stakeholders e.g. local government.

Appendix A

28. That the Draft Blueprint acknowledges the cycle/timing in its future review, relative to the referenced 'plans, strategies and initiatives' prepared by Councils.
29. That 'Appendix A' in the Draft Blueprint includes WSA Co. (as to the management/development of the WSIA site), given the significance of how WSA Co. will catalyse land-use and infrastructure change in the WPC through the Airport's infrastructure development.
30. That the '*Connected (Transport): Regional Priorities*' section of the Draft Blueprint includes reference to the Outer Sydney Orbital (OSO) as a regional transport issue.
31. That the statement "*provide connections between metropolitan centres*" under the rapid bus services section on page 62 is amended, not to preclude the provision of rapid bus services to defined 'strategic centres'.
32. That the project description under the Spring Farm Parkway Stage 2 includes reference to the provision of 'south facing' ramps, providing direct access to the southern extent of the M31 Hume Motorway.

Delivery Priorities for the Camden LGA

33. That the completion of a final business case for the rail connection between Bradfield City Centre and Oran Park (through to Narellan and Macarthur) is noted in the list of highest priorities.

Additional opportunities, gaps, and issues for Camden LGA (Draft Blueprint)

34. That an additional layer to the Draft Blueprint is included, titled 'Delivering a Prosperous City', that consolidates the economic initiatives identified to make the WPC a success.
35. That further consideration is given on how the Draft Blueprint will address the Urban Heat Effect in the WPC.
36. That further consideration is given to the need for a significant health facility in the South West Growth Area.



Role of the Draft Economic Roadmap

37. That in the process of implementing actions and activities from the Draft Economic Roadmap, strong consideration be given for the employment and economic opportunities which will help in facilitating infrastructure, transport connectivity, skills development, and liveability requirements of LGAs with high population growth.

Economic Priorities for the Camden LGA

38. That further consideration be given for supporting and attracting SMEs into strategic and local centres, with particular consideration for cultural and creative businesses and organisations.

Additional opportunities, gaps, and issues for Camden LGA (Draft Economic Roadmap)

39. That further consideration be given to small and medium-sized enterprises – attracting, retaining, supporting, and growing the businesses that will support the WPC’s ongoing growth and prosperity, in particular, on ways to support small business owners of non-English speaking backgrounds.
40. That further consideration be given to the role that a robust network of community services plays in the health, wellbeing, and economic prosperity of the WPC.

This document represents Camden Council’s formal submission to the Draft Blueprint and Draft Economic Roadmap. At its meeting on 12 April 2022, Council resolved to endorse and forward this formal submission for the consideration of the Western Parkland City Authority.



Introduction

The Draft Blueprint provides significant opportunities regarding employment, investment attraction and infrastructure provision, with the objective of creating a liveable Western Parkland City. The overall vision and intended outcomes to deliver a green, connected, and advanced City are supported by Council.

The Draft Economic Roadmap provides an overarching strategy to maximise these opportunities, attract investment, businesses, and talent to the Western Parkland City. It focuses on leveraging the City’s existing strengths and helping to support the advanced industries that will create new jobs for the next generation. In-principle, Council is supportive of the strategic intent of the Draft Economic Roadmap that will facilitate the delivery of new jobs and economic growth for the Western Parkland City.

A range of opportunities and challenges have been identified by Council in the Draft Blueprint and Draft Economic Roadmap that impact on the Camden LGA, along with corresponding recommendations to address these issues; all of which are outlined under the ‘Key Issues and Considerations’ section of this submission.

Strategic Context

Camden Local Strategic Planning Statement

Council adopted its Local Strategic Planning Statement (LSPS) on 14 April 2020. Embedded in the Camden LSPS is a commitment to infrastructure and collaboration, liveability, productivity, and sustainability objectives to demonstrate how the Camden LGA will change to meet the community’s needs across a 20-year planning vision.

The Camden LSPS implements in part, the strategic direction of The Greater Sydney Region Plan and Western City District Plan at the local level by setting clear local priorities for jobs, homes, services, and open space that the Camden community will need in the future.

Community Strategic Plan

These priorities are in keeping with the objectives proposed in the Draft Blueprint, demonstrating a correlation between the Draft Blueprint and Council’s LSPS.

Camden Community Strategic Plan June 2017

The Camden Community Strategic Plan (CSP) sets out the community’s vision for the Camden LGA and identifies key directions to achieve this vision. ‘Key direction 1’ of the CSP aims to actively manage Camden’s growth with a strategy to better achieve a balance between population growth, urban development, and the environment.

Strategies

- 1.1.1 Ensure provision of appropriate urban development for sustainable growth in the Camden LGA
- 1.1.2 Manage and plan for a balance between population growth, urban development and environmental protection
- 1.1.3 Ensure adequate, accessible and high quality open and public space is made available across the Camden LGA
- 1.2.1 Ensure rural land and associated landscape impacts are addressed.

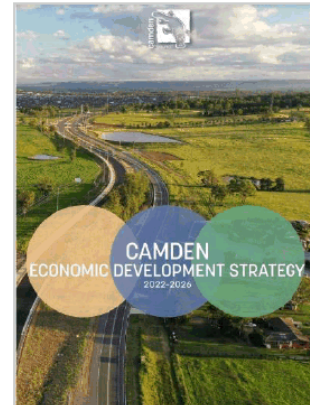
Source: Camden Community Strategic Plan June 2017 (page 23).



Camden Economic Development Strategy 2022-2026

The Camden Economic Development Strategy 2022-2026 (EDS) was adopted on 8 March 2022. The EDS identifies four strategic directions which will support and enhance the Camden LGA local economy. The four directions include:

1. facilitating business and industry growth;
2. strengthening education, training, and career pathways;
3. attracting investment to the region; and
4. supporting the development of vibrant places.

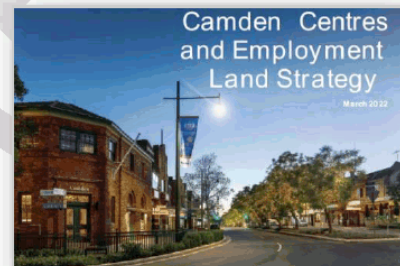


Source: Camden Economic Development Strategy 2022-2026 (cover page).

Camden Centres and Employment Land Strategy

The Camden Centres and Employment Land Strategy (CELS, 2022) sets a strategic planning vision for the Camden LGA's retail centres and industrial and urban services land development for the next 20 years. The development of existing and future centres and industrial and urban services land will help to build a diverse range of employment opportunities throughout the Camden LGA. The Strategy includes an Action Plan and guiding criteria for development. There are 34 actions in the CELS, developed under the following four key directions:

1. A network of successful, integrated and attractive retail centres;
2. A network of productive industrial and urban services land;
3. Agribusiness, tourism and health care services that support the local economy; and
4. Capitalise on existing and future infrastructure.



Source: Camden Centres and Employment Land Strategy (cover page).

Key Issues and Considerations

Section 1 - Role of the Draft Blueprint

Key Strategies and Plans

- While the Draft Blueprint acknowledges other key strategies and plans e.g. Western City District Plan etc., it would benefit from an expanded overview of the Blueprint's role relative to these other planning initiatives e.g. pictorially depict the Blueprint's context relative to other plans and strategies and articulate how it will influence (or be influenced) by other plans/strategies, whether they be Federal, State or local.
- It is also unclear what role the Draft Blueprint has in a statutory and policy formulation sense. Ideally the Draft Blueprint would work iteratively with the Greater Sydney



Region Plan (Region Plan) and Western City District Plan (District Plan) to plan for and manage growth in the Western Parkland City.

Recommendation:

- 1. That the Draft Blueprint identify its relationship to other key State and Federal strategies, plans and delivery programs, in particular those relating to the Western Sydney Aerotropolis and Western City District Plan.**

Infrastructure Initiatives

- One of the key objectives/outputs sought from the Draft Blueprint is to identify 'gaps and opportunities' for the WPC, particularly regarding infrastructure and services. While it is noted that the Draft Blueprint references many opportunities in the WPC, it does not identify some of the existing gaps to the delivery of infrastructure, such as the absence of an Integrated Transport Plan for the Western Parkland City. This may assist other government organisations in understanding the extent of their required input in helping to effectively close some of the gaps and successfully realising the objectives of the Draft Blueprint.
- Pursuant to identification of gaps and opportunities in infrastructure and service provision, it is unclear how future infrastructure/service initiatives will be identified and added to the Draft Blueprint, and how these initiatives will be prioritised and funded.
- Council notes the previous work completed by the Greater Sydney Commission (GSC) on a Place-based Infrastructure Compact (PIC), for part of the WPC area. The intent of the PIC was to provide an evidence-based approach to infrastructure investment decisions, utilising datasets such as the 'Common Planning Assumptions'. In formulating the infrastructure vision via the Draft Blueprint, it is recommended that a similar approach is taken in linking infrastructure initiatives to future population projections and employment growth.

Recommendation:

- 2. That the Draft Blueprint includes a section headed 'Gaps and Opportunities', to explore and address the gaps and opportunities that relate to future infrastructure and service provision.**
- 3. That clarification is provided on how future infrastructure initiatives will be identified and added to the Draft Blueprint, and how these initiatives will be prioritised and funded.**
- 4. That consideration be given to linking infrastructure initiatives to future population projections and employment growth.**

Resilience

- The issue of resilience is addressed in the Draft Blueprint, in the context of withstanding climate change, natural disasters (fire/flood), even the ongoing global



pandemic. While these are important considerations in quantifying resilience in the future WPC, there is also a need for commentary on how the WPC will be resilient in the event that the WSIA is not a success (either as an economic generator, or international airport). In the event that the WSIA does not generate the volume of forecast economic activity, given the WPC (particularly Bradfield) is heavily leveraged on this strategically significant piece of infrastructure, the Draft Blueprint should include a contingent provision in the event the WSIA does not realise its forecasted economic potential.

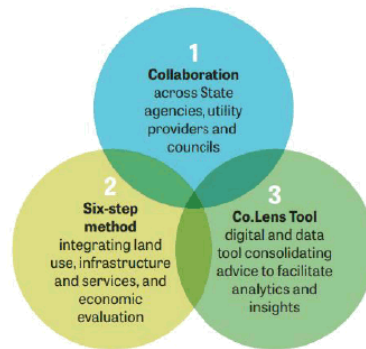
Recommendation:

- 5. That consideration be given to the resilience of the Western Parkland City in the event that the Western Sydney International Airport (WSIA) does not generate the volume of forecast economic activity.**

Place-based Infrastructure Compact (PIC)

- As previously noted, the PIC process undertaken by the GSC for the WPC was publicly exhibited, thus creating an expectation of its intent to guide infrastructure planning in the WPC. It is Council’s understanding that the Draft Blueprint ‘incorporates’ the PIC work previously undertaken by the GSC, however, the Draft Blueprint appears not to make any overt reference to this work, nor how it is encapsulated in the drafting/implementation of the Draft Blueprint. There is merit in providing some narrative as to the history of the PIC, and how it relates to the Draft Blueprint, in the interests of continuity/transparency.

The new PIC model



Source: GSC Place-based Infrastructure Compact (page 3).

- With regard to future refinement of the Draft Blueprint, there is some uncertainty as to its post-adoption development/review. Clarification is sought on how the Draft Blueprint will be monitored into the future, the cycle of this review process and the manner in which a review would be undertaken.

Recommendation:

- 6. That the Draft Blueprint identifies its relationship to the previously prepared Western Sydney Place-based Infrastructure Compact.**
- 7. That clarification is provided on how the Draft Blueprint will be monitored, the cycle of its review process and the manner in which a review would be undertaken.**



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Vision

- Given that the Western Parkland City is likely to be a major catalyst for the NSW economy in the years ahead, it is important to reference the *'NSW 2040 Economic Blueprint'*, in outlining the vision via the Draft Blueprint and Draft Economic Roadmap.
- In reference to the three core themes for the WPC (i.e. Green City, Connected City and Advanced City), while it is acknowledged that the term 'Connected City' is fitting to describe both transport links, and the social framework of a City, they are each significant enough to warrant their own individual 'Vision' theme in providing clarity of what is planned for the WPC. For example, in the Western City District Plan, the vision for social initiatives is grouped under the heading of 'Liveability'. Council has adopted a similar approach in its LSPS, to articulate the need to plan for infrastructure and services to meet the community's needs. Developing a 'Liveability' theme for the Draft Blueprint could ensure that social issues are appropriately afforded an equal status alongside the other themes for the WPC.



Local Priority L1

Providing housing choice and affordability for Camden's growing and changing population

Local Priority L2

Celebrating and respecting Camden's proud heritage

Local Priority L3

Providing services and facilities to foster a healthy and socially connected community

Local Priority L4

Encouraging vibrant and connected centres which reflect Camden's evolving character

Local Priority L5

Supporting cultural infrastructure to promote cultural and creative spaces

Recommendation:

8. That the Draft Blueprint references the *'NSW 2040 Economic Blueprint'*, in providing context for its relationship to both the Draft Blueprint and the Draft Economic Roadmap.
9. That the 'Connected City' vision in the Draft Blueprint be further refined, to differentiate between key transport and social infrastructure themes.

Source: Camden Local Strategic Planning Statement 2020 (page 25).

Delivering A Green City

- In response to submissions, the planning outcomes for Bradfield and the broader Aerotropolis area resulted in a reduced amount of planned open space compared to what was originally proposed. Council's submission requests that the draft Blueprint clarify how a 'Green City' will delivered and the method to calculate green and open space.
- The Western Parkland City is endowed with an extensive network of rivers, creeks, and tributaries, all of which underpin the 'Green City'. It is recommended that the Draft Blueprint is bolder in its vision of how these water networks are leveraged – for example, references to the Georges, Hawkesbury and Nepean Rivers are depicted more prevalently in the local government appendix of the Draft Blueprint.



- There is an opportunity for the Draft Blueprint to provide more insight on sustainability issues, pertaining to water and energy efficiency, informed by a gap analysis of natural resources and infrastructure.
- While the Draft Blueprint makes a passing reference to supporting the agriculture sector to access international markets, it makes no mention of managing impacts on the existing agricultural industries in the WPC.

Recommendation:

- 10. That the Draft Blueprint provides details on how the Western Parkland City will be delivered, given the reduction of proposed open space in Bradfield and the broader Aerotropolis area.**
- 11. That clarification is provided on the method of calculation for green and open space, having regard to the NSW Government Greener Places Guide.**
- 12. That the Draft Blueprint illustrates how the water networks are leveraged and influence liveability and connectivity, and provides a gap analysis of natural resources and infrastructure.**
- 13. That the Draft Blueprint provides details on consultation and engagement with affected landowners on the agricultural impacts for the WPC.**

Delivering A Connected City

- The aspirations of a '30-minute City' for the Western Parkland City are described in the Draft Blueprint. It is noted that Transport for NSW is currently developing the concept of '15- minute walkable neighbourhoods' – this initiative may be expanded further on public exhibition of their revised '*Future Transport 2056*'. The Draft Blueprint needs to reflect how the '30-minute City' and '15-minute walkable neighbourhoods' will integrate in facilitating seamless/sustainable travel throughout the WPC.
- While the Draft Blueprint notes the merits for 'mode-shift' as stated on page 35 ("*The planning of transport of systems needs to be adaptable and allow for shifts in mode share*"), it does not set a clear target in this regard. Without a specific, measurable goal, WPC transport systems are more likely to evolve based on historical patterns and influence i.e. a radial transport network, that is overly car dependant, not necessarily integrated, and without temporal nexus. Mode-shift targets are essential for inclusion in the Draft Blueprint.
- The overview of '*Aligning Growth with Infrastructure*' (page 42) in the Draft Blueprint is commended; particularly, any governance arrangements to support a collaborative place-based approach. In this regard, Council would request ongoing involvement in planning for infrastructure provision/projects, in conjunction with the corresponding delivery agencies.

Council has previously prepared a 'South West Growth Area Infrastructure Study', the object of which is to guide the coordinated delivery of infrastructure provision in the



South West Growth Area, in support of housing development. In keeping with 'Local Priority 14' enshrined in Council's LSPS, this Infrastructure Study is intended in part to facilitate orderly development in the Camden LGA.

Camden Council

Local Priority 14

Working in partnership to deliver a more liveable, productive and sustainable Camden

Council recognises that greater coordination in the planning and delivery of infrastructure is required, in collaboration with all levels of government, industry and the community, to ensure that growth is managed appropriately and Camden's unique characteristics are protected. A key action of the LSPS is for Council to develop a strategy which will be used to advocate for key infrastructure to support growth in the Camden LGA.

Whilst the City Deal is a key partnership for Council, there are many other partnerships and collaborations that Council is involved in. With the SWGA being located almost entirely within the Camden LGA there is an important partnership between Council and the DPIE to deliver new urban development for the local community. Council will continue to work closely with DPIE to plan and deliver the SWGA.

Source: Camden Local Strategic Planning Statement 2020 (page 34).

- Further to the point of 'Aligning Growth with Infrastructure', the issue of 'Orderly Development' (page 42) warrants an expanded narrative.
 - For example, there is a need to establish measures where/when 'out of sequence' development is proposed i.e. how this will be managed, so as to not adversely impact already sequenced development fronts. There are existing examples of this occurring in the WPC e.g. Leppington precinct, and with the onset of Bradfield and the emerging Greater Macarthur Growth Area, limited capital investment resources of Government may be stretched thin across multiple/large development fronts.
- *Monitoring to inform decision making* – further to the point made ('Orderly Development', (page 42) of universal access to common data sets, WPCA is encouraged to work with other NSW Government agencies in facilitating access to other infrastructure planning sources e.g. Transport for NSW – South West Sydney Transport Structure Plan, Sub District Integrated Network Plan, Integrated Transport Action Plans; Department of Education and Training – school infrastructure plan. These outcomes would generate a genuinely transparent, integrated infrastructure planning approach across all tiers of government for the WPC.
- *Housing Affordability* – while local government (Appendix A) highlights the pervasive issue of affordable housing throughout the WPC, the Draft Blueprint has limited commentary (other than a passing reference to the NSW Housing Strategy, page 41). There is an opportunity for the Draft Blueprint to make a stronger statement of how the challenge of housing affordability in the WPC can/should be addressed.
- *Future Transport 2056* – it is noted that at the time of the Draft Blueprint's exhibition, Transport for NSW were due to exhibit their revised/updated 'Future Transport 2056' strategy. Clarification is sought as to whether the content of the Draft Blueprint is reflective of the pending updates made by Transport for NSW on transport infrastructure planning in the WPC?



- While the Draft Blueprint is acknowledged as a high-level, strategic document, it would benefit from a quantitative correlation between future growth and provision of new infrastructure, particularly in the greenfield areas of the WPC.
 - For example, for the Draft Blueprint could reconcile outputs of the NSW Housing Strategy with outputs from the PIC process. This would describe where the occurrence of infrastructure stimulates growth, and where growth will stimulate the need/timing of infrastructure.
- *C1 Priority – ‘Prepare a Western Parkland City transport structure plan increasing north-south and east-west links across the City’ (page 37).*

While the need for an integrated transport network strategy is acknowledged (and strongly supported by Council), the Draft Blueprint does not respond to/acknowledge the legacy planning disconnect in the South West Growth Area (SWGA) i.e. the current status of the SWGA Structure Plan, relative to the current status of supporting infrastructure. In recent years, Council has advocated for the NSW Government to conduct a comprehensive review of the SWGA Structure Plan, noting the inherent challenges associated with precinct planning based on a Structure Plan that is considerably outdated.

- For example, since its inception in 2006, the SWGA Structure Plan (centres hierarchy) is predicated on a ‘road-based’ transport network. The NSW Government have since gazetted two rail corridors in the SWGA, catalysing the need for the Draft Blueprint to reflect an up-to-date planning vision for this area in the WPC. Council recommends an amendment to *C1 Priority* to reflect this element of the structure planning required for the WPC.
- *C2 Priority – ‘Complete investigations to prioritise a rail connection between Bradfield City Centre and Leppington, linking Bradfield City Centre to Glenfield and Liverpool by 2031’ (page 37).*

Council strongly supports this priority in the Draft Blueprint, as it will be instrumental in facilitating ‘city-shaping’ infrastructure in the WPC, that will influence the urban form of adjacent areas as they transition from existing rural uses. In reference to the ‘Delivery Horizon’; further clarification is required as to the steps in the process i.e. pursuant to Transport for NSW completing their investigations and business case for a rail connection between Bradfield City Centre and Leppington, additional points should be noted regarding the approval and funding process, in ensuring delivery of the rail line in the stipulated 2031 timeframe.



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- *C4 Priority – ‘Complete investigations and staging for north – south extension of Sydney Metro – Western Sydney Airport connecting Bradfield City Centre and Western Sydney International Airport south towards Campbelltown-Macarthur and north towards Schofields/ Tallawong and the east -west link connecting Westmead to Bradfield City Centre via the Airport. (page 37).*

Council recommends that the statement to ‘complete investigations and staging for north-south extension of the Sydney Metro: Western Sydney Airport’ is emboldened in its intent i.e. that it expressly articulates the need for completion of a Final Business Case, with a definitive timeframe for its conclusion e.g. by 2023. As per the adjacent map extract from Council’s LSPS, the future rail corridors are depicted as strategically significant in shaping in the future structure of the Camden LGA and broader WPC.



Source: Camden Local Strategic Planning Statement 2020 (page 27).

- *C5 Priority – ‘Investigate potential for additional transit orientated nodes to optimise rail investments’ (page 37).*

Council recommends that, along with the WPCA, that TfNSW and DPE consult with Councils in investigating this *C5 Priority*, as part of ongoing planning for growth in the WPC (and that wording for *C5 Priority* is amended to reflect this arrangement).

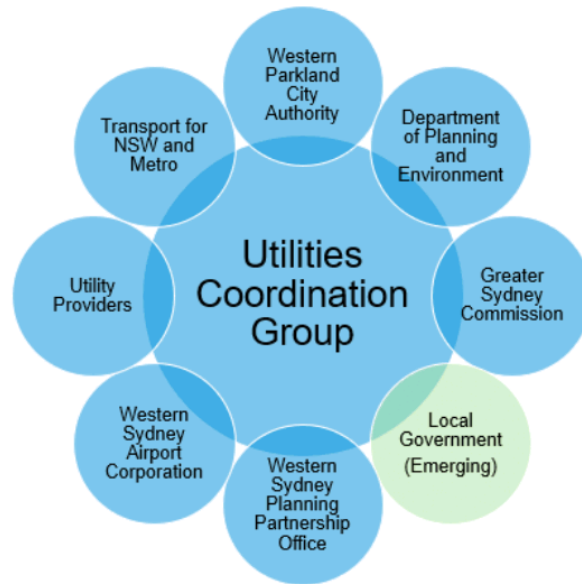
- *C7 Priority – ‘Deliver road activation packages in the Aerotropolis, South West, Greater Macarthur and Wilton Growth Areas and support delivery of rapid, frequent and local bus connections’ (page 38).*



Council seeks clarity as to the relationship between C7 Priority and C1 Priority, in particular, as to whether the road activation packages will be an output from the 'integrated network strategy' referenced in C1 Priority? How would these relate to other plans developed previously by Transport for NSW e.g. Sub-District Integrated Network Plan, and pending work by DPE e.g. SWGA Structure Plan Review – Integrated Transport and Land Use Planning?

- C8 Priority – 'Pilot a multi-utilities approach and investigate renewable energy opportunities to support early and efficient activation of the Aerotropolis' (page 38).

The piloting of a multi-utilities approach, to group utilities and services into a single space to minimise redundancies and improve the safety and performance of services (while saving investment costs), is supported by Council. However, a similar 'Western Sydney Utilities Collaboration' group, facilitated by DPE since 2019, to date has not holistically engaged all local government in the process. It is anticipated that more than \$70bn will be invested in utilities to service the WPC between 2021 and 2025. It is only practical that partnerships that include local government would be able to definitively plan, innovate, coordinate, and deliver utility infrastructure across the WPC. Council requests that the Draft Blueprint articulates the intent to include local government in the rollout of this strategically significant investment opportunity in future infrastructure provision, planning and delivery.



- C12 Priority – Protect the land corridor for the M9 Outer Sydney Orbital (freight/motorway links) from Macarthur to Penrith (page 39).

Pursuant to finalising the gazettal of the Outer Sydney Orbital corridor, Council recommends that a land acquisition strategy is developed by the NSW Government, to provide certainty as to timing for landowners/residents who may be impacted by the corridor.

- There is some inconsistency in the mapping across the extent of the Draft Blueprint e.g. new major mass transit corridors (rail, rapid bus) are shown on some maps, and not others (as is the case for the Outer Sydney Orbital corridor, particularly for OSO 2) – while not essential in every instance, if these corridors were mapped throughout the Draft Blueprint, it would provide a consistent viewpoint of the WPC vision.

**Recommendation:**

14. That the Draft Blueprint states how the '30-minute City' and '15-minute walkable neighbourhoods' will integrate in facilitating seamless and sustainable travel throughout the WPC.
15. That clear mode-shift targets are established in the Draft Blueprint for the WPC.
16. That Camden Council continues to be directly involved in planning for infrastructure provision/projects.
17. That the Draft Blueprint describes clearly how the issue of housing affordability in the WPC can be addressed.
18. That clarification is provided as to whether the content of the exhibited Draft Blueprint is reflective of the pending updates made by Transport for NSW on transport infrastructure planning in the WPC.
19. That an amendment be made to *C1 Priority ('Prepare a Western Parkland City transport structure plan increasing north-south and east-west links across the City')* to reflect an up-to-date planning vision of the structure planning required for the WPC.
20. That clarification is provided as to the steps and timing in the process for Transport for NSW to complete their investigations and business case for a rail connection between Bradfield City Centre and Leppington, in ensuring delivery of the rail line in the stipulated 2031 timeframe.
21. That the statement to '*complete investigations and staging for north-south extension of the Sydney Metro: Western Sydney Airport*' expressly states the need for completion of a Final Business Case, with a clear and definitive timeframe for its conclusion.
22. That the WPCA, TfNSW and DPE consult with Councils in investigating the *C5 Priority ('Investigate potential for additional transit orientated nodes to optimise rail investments')*, as part of ongoing planning for growth in the WPC and that wording for *C5 Priority* be amended to reflect this arrangement.
23. That clarification is provided as to the relationship between *C1 Priority ('Prepare a Western Parkland City transport structure plan increasing north-south and east-west links across the City')* and *C7 Priority ('Deliver road activation packages in the Aerotropolis, South West, Greater Macarthur and Wilton Growth Areas and support delivery of rapid, frequent and local bus connections')*.

**Recommendation:**

- 24. That the Draft Blueprint states the intent to include local government in the rollout of C8 Priority (*Pilot a multi-utilities approach and investigate renewable energy opportunities to support early and efficient activation of the Aerotropolis*) in future infrastructure provision, planning and delivery.**
- 25. That a land acquisition strategy is developed by the NSW Government for C12 Priority (*Protect the land corridor for the M9 Outer Sydney Orbital, freight/motorway links, from Macarthur to Penrith*), to provide certainty as to timing for landowners/residents who may be impacted by the corridor.**

Delivering an Advanced City

The Western Sydney City Deal states that the WPC will create 200,000 new jobs across a wide range of industries over the next 20 years. The Draft Blueprint needs to align with this vision and identify how the 200,000 jobs are proposed to be apportioned across the Western Parkland City (*Draft Blueprint - Measure 5: Jobs page 52*).

JOBS FOR THE FUTURE

The Western Parkland City will create 200,000 new jobs across a wide range of industries over the next 20 years. The Airport and Aerotropolis will attract infrastructure, investment and knowledge-intensive jobs, and the benefits will flow into health and education, retail, hospitality, and industrial activities that will power the City.

The Australian and NSW governments, with support from local governments, will supercharge job creation in the Western Parkland City. The Aerotropolis will be the catalyst for employment growth in the metropolitan centres of Liverpool, Penrith and Campbelltown, and the broader City. An Investment Attraction Office will be established to attract international companies, with global defence and security leader Northrop Grumman the first to commit to the Aerotropolis.

A Development Authority will be set up, with an initial focus on the Commonwealth land within the Aerotropolis to commence delivery of 200,000 jobs, over 20 years, needed for our community.

Source: Western Sydney City Deal 2018 (page 12).

**KEY FEATURES**

- The Badgerys Creek Aerotropolis will be a world-class employment sector for jobs in aviation, aerospace, defence industries and advanced manufacturing
- A high employment agribusiness precinct to leverage the airport by providing new domestic and export opportunities for NSW farmers
- An Investment Attraction Fund and Western Sydney Investment Attraction Office
- A Western Sydney Development Authority to plan and develop the genesis of the Aerotropolis
- Establishing the NDIS Quality and Safeguards Commission in Penrith
- Releasing government land to drive economic growth
- Targets for Indigenous employment, social employment and procurement

Recommendation:

- 26. That the Draft Blueprint aligns with the Western Sydney City Deal vision for 200,000 jobs proposed across a wide range of industries and identify how these jobs are proposed to be apportioned across the WPC.**

Implementation and Governance

In providing assurance for future investment in the WPC, it is important that the Draft Blueprint is evidenced-based, and that the data/information on which it is predicated, is readily available/accessible to key stakeholders e.g. local government. One of the key shortcomings of the Place-based Infrastructure Compact process was not being able to rationalise some of its recommendations e.g. priority rating of certain infrastructure projects, in the absence of being able to see the basis of information used in making strategically significant infrastructure investment decisions.



Earlier in this submission, *‘Recommendation 1’* notes the need for the Draft Blueprint to clearly articulate its relationship to other key State and Federal strategies, plans and delivery programs. Expanding on this recommendation, in the context of its future implementation, a shortcoming of the Draft Blueprint is that while it references theme-based planning activities, it doesn’t overly reference the corresponding planning strategies in place.

- For example, the Draft Blueprint provides an overview of Sydney Water’s work in the WPC but makes no reference to their *‘Growth Servicing Plan 2020 – 2025’*; similarly, there is only passing reference made to TfNSW’s *‘Future Transport 2056’*. There is an extensive list of existing plans and strategies that should be cross-referenced in the Draft Blueprint to ensure an integrated planning approach (noting that they’re not as yet listed in the draft document).

Regarding a minor governance issue for the Draft Blueprint; in reference to the ‘Western City District Plan’, it is noted that centres such as Penrith, Liverpool, Bradfield etc., are referred to as ‘Metropolitan Clusters’, whereas in the Draft Blueprint, they’re generally referred to as ‘Metropolitan Centres’. To avoid the potential for confusion on this issue, there may be benefit in having consistent naming conventions between the Draft Blueprint and the Western City District Plan.

Recommendation:

27. That the vision outputs of the Draft Blueprint are evidenced-based, and that the data/information on which this vision is established, is readily available/accessible to key stakeholders e.g. local government.

Appendix A

- As noted on page 55 of the Draft Blueprint – *“The preliminary inputs have been drawn from a range of local plans, strategies and initiatives prepared by or for the Western Parkland Councils”*. It is important to acknowledge the cycle/timing in review of the Draft Blueprint, relative to the referenced ‘plans, strategies and initiatives’ prepared by Councils.
 - For example, the Western Parkland Councils are due to review their respective Community Strategic Plans; there will also eventually be a cyclic review of the LSPS’, and LEPs etc.; it is worth noting that the Draft Blueprint would be subject to further refinement resulting from these local planning/strategic updates.



Camden 2036
Help refine our vision, aspirations and priorities for the future, then work with us to achieve these goals.
+ Follow

Home / Camden Community Strategic Plan

A review of your Community Strategic Plan is underway
The plan sets a vision that guides our future actions.
Camden's Community Strategic Plan outlines how Council and the community will collaborate to deliver a shared vision. It will also guide our key planning, investment, management and operational decisions up to 2036.
The Community Strategic Plan must be reviewed and used by the new Council to guide its actions for the term of office.
Community input is vital.
We want to understand your aspirations for the future and identify where we should be focusing our efforts to make Camden an amazing place to live, work and play.

Community input is vital for our future
Please complete a survey to tell us how we can improve the Community Strategic Plan and where we should focus our efforts.

Source: yourvoice.camden.nsw.gov.au/CSP.

- The role/function of Appendix A in the Draft Blueprint (preliminary inputs by local government area, funded and unfunded) is acknowledged as a positive initiative, in that it articulates the extent to which Council has been consulted in part development of the Draft Blueprint. Council recommends expanding this section, to include the WSA Co. (as to the management/development of the WSIA site), given the significance of how they will catalyse land-use and infrastructure change in the WPC through the Airport's (and associated/supporting) infrastructure development.
- *Connected (Transport): Regional Priorities* (page 56) – further to the other regional priorities identified, it may be prudent to reference the Outer Sydney Orbital (OSO) as a regional transport issue. While it is acknowledged that the OSO's planning may not necessarily rate as a 'high priority'; it is recommended to note it in the context of the other projects listed. It's possible that the Federal Government 'High Speed Rail' initiative may also require similar treatment.



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- *Rapid bus services (page 62)* – reference is made to the statement “provide connections between metropolitan centres”. Council recommends amending this statement, so as to not preclude the provision of rapid bus services to defined ‘strategic centres’.

- For example, Leppington is classified as a strategic centre under the Western City District Plan. Leppington is also identified as being on a ‘city-serving corridor’ for rapid bus services (via Rickard Road), as per Transport for NSW’s ‘Future Transport 2056’. Therefore, it is important that the Draft Blueprint depicts rapid bus services as connecting to strategic centres as it does to metropolitan clusters.

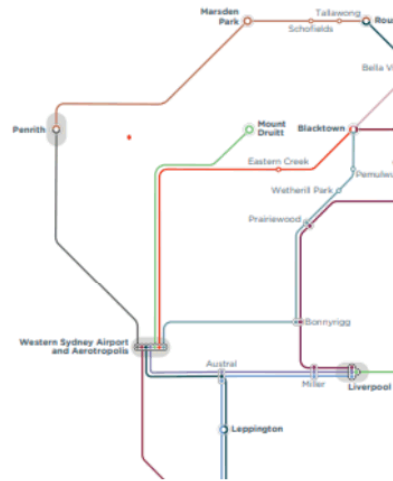
- *South West Growth Area (page 62)* – It is Council’s understanding that DPE is currently conducting a review of the South West Growth Area ‘Special Infrastructure Contribution’ (SIC) schedule. It is noted that this review may identify further key ‘Intra-City Transport Infrastructure Priorities and Preferences’, with input from Transport for NSW and Camden, Campbelltown and Liverpool City Councils.

- *Spring Farm Parkway Stage 2 (page 62)* – the project description requires an included reference to the provision of ‘south facing’ ramps, providing direct access to the southern extent of the M31 Hume Motorway.

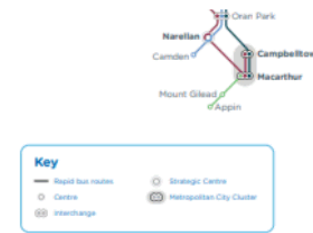
- Of the other preliminary inputs that were identified by Council (page 63), following are further suggested edits (in italics) to the items already noted:

- Rapid bus services in 2026 via The Northern Road and Narellan Road that will connect to Oran Park, and Narellan, through to Campbelltown.
- Spring Farm Parkway Stage 2 – extension of link from the M31 Hume Motorway to the Camden Bypass.

2036 Rapid bus lines



Source: Future Transport Strategy 2056 (page 136).





- In reference to pages 64 & 65 – this part of the Draft Blueprint appears unclear. It does not appear 'titled' as the other pages are and references local infrastructure for LGAs that are covered previously e.g. Liverpool (page 60), Penrith (page 58) and Fairfield (page. 60).

Recommendation:

- 28. That the Draft Blueprint acknowledges the cycle/timing in its future review, relative to the referenced 'plans, strategies and initiatives' prepared by Councils.**
- 29. That 'Appendix A' in the Draft Blueprint includes WSA Co. (as to the management/development of the WSIA site), given the significance of how WSA Co. will catalyse land-use and infrastructure change in the WPC through the Airport's infrastructure development.**
- 30. That the 'Connected (Transport): Regional Priorities' section of the Draft Blueprint includes reference to the Outer Sydney Orbital (OSO) as a regional transport issue.**
- 31. That the statement "provide connections between metropolitan centres" under the rapid bus services section on page 62 is amended, not to preclude the provision of rapid bus services to defined 'strategic centres'.**
- 32. That the project description under the Spring Farm Parkway Stage 2 includes reference to the provision of 'south facing' ramps, providing direct access to the southern extent of the M31 Hume Motorway.**

Section 2 – Delivery Priorities for the Camden LGA

- Council supports the Draft Blueprint prioritising the completion of investigations for the rail connection between Bradfield City Centre and Leppington, linking Bradfield City Centre to Liverpool by 2031. In proceeding with the Final Business Case for the South West Rail Link Extension, resulting in its construction/operation by 2031, this will ensure communities in South West Sydney have functional mass transit access to the Western Sydney International Airport (WSIA) and employment opportunities in the Aerotropolis.
- Equally, the completion of a final business case for the rail connection between Bradfield City Centre and Oran Park (through to Narellan and Macarthur) is significant in providing key mass transit for the Western Parkland City (WPC), and thus should also be noted in this list of highest priorities.

Recommendation:

- 33. That the completion of a final business case for the rail connection between Bradfield City Centre and Oran Park (through to Narellan and Macarthur) is noted in the list of highest priorities.**



Section 3 - Additional opportunities, gaps, and issues for the Camden LGA (Draft Blueprint)

- While the layers in the Draft Blueprint provide a sound rationale, there may be merit in considering the economic dimension of the WPC e.g. employment, business investment etc, as a ‘standalone’ component of the Draft Blueprint – while the Draft Economic Roadmap obviously addresses this element, given the implications for success of the WPC, the economic considerations as a separate layer in the Draft Blueprint would be of benefit e.g. ‘Delivering a Prosperous City’.
- In reference to the ‘*economic ecosystems*’ stated on page 20, this highlights the limitations of the Camden LGA capitalising on economic benefits, given the ‘ecosystems’ have a unique geographical context.
 - For example, it appears the vision for these ‘ecosystems’ are hinged on elements such as ‘networks’ (hub infrastructure, efficient corridor development) and ‘people’ (universities, TAFE) – if the Camden LGA is lacking in some of these elements (e.g. efficient rail corridor development could be years away, there is little certainty of there being leading education facilities in the Camden LGA), what does that mean for the Camden LGA’s prospects in cultivating these ‘economic ecosystems’?
- Additional key challenges that have been identified for the Camden LGA are noted as follows:
 - To ensure that infrastructure is delivered in line with development.
 - The Urban Heat Effect is a key issue for the Western Parkland City. Hence, Council questions how the Draft Blueprint will address this challenge to help deliver more positive outcomes for the community.
 - There is a need for a significant health facility in the South West Growth Area / Aerotropolis to be identified.

Recommendation:

34. That an additional layer to the Draft Blueprint is included, titled ‘*Delivering a Prosperous City*’, that consolidates the economic initiatives identified to make the WPC a success.
35. That further consideration is given on how the Draft Blueprint will address the Urban Heat Effect in the WPC.
36. That further consideration is given to the need for a significant health facility in the South West Growth Area.



Section 4 - Role of the Draft Economic Roadmap

- The Draft Economic Roadmap aims to deliver more than 200,000 new jobs throughout the Western Parkland City. In planning to achieve this ambition, Council encourages the WPCA to recognise that a large portion of these new jobs will be filled by existing and future residents of the Western Parkland City, as the region continues its trajectory as one of the fastest growing in Australia.

Recommendation:

- 37. That in the process of implementing actions and activities from the Draft Economic Roadmap, strong consideration be given for the employment and economic opportunities which will help in facilitating infrastructure, transport connectivity, skills development, and liveability requirements of LGAs with high population growth.**

Section 5 - Economic Priorities for the Camden LGA

In-principle, Council is supportive of the Economic Directions and the outlined Priorities, noting the following:

- Camden's ample supply of greenfield land, located within close proximity to the Bradfield City Centre and Western Sydney International Airport, presents a range of development opportunities across industries, including agribusiness, freight and logistics and advanced manufacturing. Activities and planning for growing these, and supporting industries, such as those outlined in Economic Direction One, should be approached with consideration for the leverage benefits that come from Camden's prime position in the heart of the Parkland City, along with its abundant capacity to accommodate the growth of the industries for the future.
- Section 5.3 *Infrastructure and amenities* – it is noted that construction and retail are identified as major focus areas for most centres, and that Camden's two biggest industries are construction and retail, bolstered by its rapid population growth in recent years. The Camden LGA and its network of major centres (Leppington, Narellan, Camden, Oran Park) is therefore well-positioned to continue to grow these industries in line with projected population and business growth throughout the Western Parkland City, with the potential to be a base for major construction firms and industry-supporting training and education providers.
- *Priority 14: Growing strategic and local centres* – the Leppington Town Centre is classified as a future Strategic Centre that will service the immediate needs of the Western Sydney International Airport and Bradfield City Centre, as well as the commercial, entertainment, amenity, and retail needs of two of the fastest growing LGAs in Australia – Camden and Liverpool.



Draft Submission – Draft Blueprint for the Western Parkland City and Draft Western Parkland City Economic Development Roadmap - Phase 1

- *Priority 14: Growing strategic and local centres* – it is suggested that consideration is given for support and attraction of small-to-medium enterprises into these centres, with particular consideration for cultural and creative businesses, in light of the limited cultural infrastructure and activity in the WPC identified on page 35 of the Draft Economic Roadmap. These are the types of businesses that bring vibrancy and activation to centres, attract visitors, and facilitate a diverse workforce.

38. That further consideration be given for supporting and attracting SMEs into strategic and local centres, with particular consideration for cultural and creative businesses and organisations.

- *Priority 15: Delivering economic enabling infrastructure investments* – to reiterate the importance of enabling transport infrastructure in the development and growth of centres, as noted earlier in the submission, Council continues to advocate to the relevant government agencies in progressing identified future transport projects, such as the future rail connection to Oran Park and Narellan, as more immediate and funded priorities in support of Camden’s rapid population growth.
- *Priority 20: Focussing on workforce skills* – of note is the Camden LGA’s rapid population growth, relative to a shortage of skilled local workers across a range of industries and a lack of local training opportunities, as identified through consultations undertaken for the *Camden Economic Development Strategy*. These trends point to the requirement for local, accessible, diverse, and inclusive education, training, and employment pathways throughout the WPC. Camden is 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 demands.
- The priority industry sectors identified in the Draft Economic Roadmap align with those identified in the *Camden Economic Development Strategy 2022-2026*, such as visitor economy, construction, agribusiness, advanced manufacturing, health and education and circular economy.

TOP THREE INDUSTRIES FOR LOCAL EMPLOYMENT





Source: Camden Economic Development Strategy 2022-2026 (page 27).

Section 6 - Additional opportunities, gaps, and issues for Camden LGA (Draft Economic Roadmap)

- The Draft Economic Roadmap does not demonstrate sufficient consideration for small and medium-sized enterprises – attracting, retaining, supporting, and growing the small businesses that will support the Western Parkland City's ongoing growth and prosperity. There should also be particular focus on ways to support small business owners of non-English speaking backgrounds to thrive in their businesses and leverage off the Western Parkland City's abundant opportunities.
- Additionally, the Draft Economic Roadmap lacks adequate consideration for the role that a robust network of community services plays in the health, wellbeing and economic prosperity of the Western Parkland City and its citizens. As the most culturally diverse region within Australia, with a high intake of refugees and migrants and a significant non-English speaking population, the Western Parkland City is well-positioned to support, leverage off and grow the workforce potential of a huge and expanding migrant population.

Recommendation:

- 39. That further consideration be given to small and medium-sized enterprises – attracting, retaining, supporting, and growing the businesses that will support the WPC's ongoing growth and prosperity, in particular, on ways to support small business owners of non-English speaking backgrounds.**
- 40. That further consideration be given to the role that a robust network of community services plays in the health, wellbeing and economic prosperity of the WPC.**

Conclusion

Camden Council welcomes the release of a new vision for the Western Parkland City in the form of the Draft Blueprint and Draft Economic Roadmap and commits to a continued collaborative approach toward realising the aspirations of Australia's first 22nd Century City.

Council's submission supports the broad intent and aims of the Draft Blueprint and Draft Economic Roadmap and notes the synergy between both documents and Council's key land use planning, and community and economic development strategies. This submission has outlined recommendations to address a number of concerns and has sought further clarification on several key matters.

Council commends the NSW Government on its collaborative approach to date on preparing the Draft Blueprint and Draft Economic Roadmap and welcomes any further opportunity to discuss the recommendations noted in this submission.

ORD03



Draft Submission – Draft Blueprint for the Western Parkland City and Draft Western Parkland City Economic Development Roadmap - Phase 1

Attachment 2



camden
council





IPART Independent Pricing and Regulatory Tribunal | NSW

Review of Domestic Waste Management Charges

Draft Report

December 2021

Local Government >>

Tribunal Members

The Tribunal members for this review are:

Carmel Donnelly, Chair
Deborah Cope
Sandra Gamble

Enquiries regarding this document should be directed to a staff member:

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Invitation for submissions

IPART invites comment on this document and encourages all interested parties to provide submissions addressing the matters discussed.

Submissions are due by Friday, 25 March 2022

We prefer to receive them electronically via our [online submission form](#).

You can also send comments by mail to:

Review of Domestic Waste Management Charges
Independent Pricing and Regulatory Tribunal
PO Box K35
Haymarket Post Shop, Sydney NSW 1240

If you require assistance to make a submission (for example, if you would like to make a verbal submission) please contact one of the staff members listed above.

Late submissions may not be accepted at the discretion of the Tribunal. Our normal practice is to make submissions publicly available on our [website](#) as soon as possible after the closing date for submissions. If you wish to view copies of submissions but do not have access to the website, you can make alternative arrangements by telephoning one of the staff members listed above.

We may decide not to publish a submission, for example, if we consider it contains offensive or potentially defamatory information. We generally do not publish sensitive information. If your submission contains information that you do not wish to be publicly disclosed, please let us know when you make the submission. However, it could be disclosed under the *Government Information (Public Access) Act 2009* (NSW) or the *Independent Pricing and Regulatory Tribunal Act 1992* (NSW), or where otherwise required by law.

If you would like further information on making a submission, IPART's [submission policy](#) is available on our website.

The Independent Pricing and Regulatory Tribunal (IPART)

Further information on IPART can be obtained from [IPART's website](#).

Acknowledgment of Country

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders, past, present and emerging.

We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.

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1 Executive summary

The Independent Pricing and Regulatory Tribunal of NSW (IPART) is reviewing domestic waste management (DWM) charges levied by NSW local councils.

Domestic waste management is a key responsibility for councils, with social, public health, environmental and economic significance. NSW councils provide a range of DWM services to their residents, such as kerbside collection, drop-off facilities and periodic clean-up services. To recover the cost of these services, councils levy DWM charges (separate to general rates) on their residential ratepayers.^a DWM charges are the price paid for household waste services on a 'user-pays' basis^b, while general rates are a tax based on land value. Total DWM charges revenue in NSW is \$1.29 billion (2018–19) each year.^c This is 28% of councils' total annual revenue.^c

The NSW Government recently released its *Waste and Sustainable Materials Strategy 2041* (Waste Strategy).² The Waste Strategy outlines actions to ensure that we have the services and infrastructure in place to deal with waste safely, achieve waste recovery and recycling targets, and support a circular economy.

What is IPART's role?

In 2010 the Minister for Local Government delegated to IPART the function of approving special rate variations and minimum rates, and the function of varying annual domestic waste management charges.

1.1 A 'benchmark' waste peg and pricing principles

On 13 December 2021, IPART decided not to set a limit on annual DWM charges made by local councils for 2022–23.³ This decision is in line with our decisions on these charges to date and is not a part of the current review.⁴

^a Councils are required to set DWM charges that do not exceed the reasonable cost of providing DWM services and revenue collected through DWM charges may only be used for DWM purposes: *Local Government Act 1993*, s 504(3). Revenue from the DWM charge must be kept separate from general rating income, and only used for expenditure related to DWM services: *Local Government Act 1993*, s 409(3)(a).

^b User-pays charges are reflective of the cost of providing the service to that customer.

^c General rates revenue is \$3.373 billion each year (IPART calculations based on 2018–19 data from Office of Local Government, *Your Council Report*, accessed on 24 November 2021).

To protect ratepayers and also assist councils in setting their own DWM charges we propose to publish annually a 'benchmark' waste peg. The benchmark waste peg would be non-binding on councils. It is intended to give guidance to ratepayers and councils on how much the reasonable cost of providing DWM services should change year-to-year. We propose to request councils whose charges increased more than the benchmark waste peg to explain why. There may be good reasons why a council may need to increase more than the benchmark peg, such as a step-up in costs resulting from the competitive tendering of their waste services.

We propose to publish an annual report that highlights councils whose DWM charges have increased by more than the benchmark waste peg and include the councils' explanations for the increases. This will provide greater transparency to ratepayers, councils and IPART. Ratepayers will gain greater awareness of increases in DWM charges and we will gain a better understanding of the drivers of the price changes. This will enable us to assess if DWM charges should be regulated through a binding DWM waste peg or setting individual DWM charges in future.^d

We also propose to recommend to the NSW Office of Local Government (OLG) that they provide guidance to councils through pricing principles in their *Council Rating and Revenue Raising Manual*,^e on how to set DWM charges to ensure they reflect the costs of providing the service and best value for ratepayers. We propose pricing principles for inclusion in OLG's Manual.

We consider our draft decisions are a proportionate response to the issues we have identified to date. While we have evidence that domestic waste charges have increased by more than double inflation and general rates, and there is a wide range of charges across councils, we don't have sufficient evidence to explain why the costs of providing services have varied. We have identified a wide range of factors that may be contributing to variability in charges, including the possibility that DWM charges may either be under or over recovering the cost of providing domestic waste services.

Most Sydney metropolitan councils contract out most of their DWM services to external providers, while many regional and rural councils provide most DWM services in-house.^g The number and type of DWM services provided across councils varies widely – some councils provide regular kerbside collection of general waste, recycling and organics, while in other areas residents deliver their waste directly to a waste facility.

There are multiple external factors likely to be putting upward pressure on DWM costs, such as the change in the market for recyclables, increases in the waste levy and shortages in landfills. And these all impact costs.

^d Throughout this report we talk about setting individual councils' DWM charges or setting a waste peg as shorthand for our delegated functions which require us to specify 'the percentage' by which a council can increase the amounts of annual charges for DWM services. We can set a positive or negative percentage, or nil percentage, so in effect we can set the resulting charge.

1.2 The review so far

Since being given the delegation in 2010, IPART has decided not to set a limit on the annual DWM charges made by councils.⁷ We had been satisfied that DWM charges were likely to be reasonable, and that the cost of additional regulation would likely outweigh the benefit as:

- Councils are required to set charges that do not exceed the reasonable cost of providing DWM services.⁸
- DWM costs have been independently audited as required by OLG each year.
- Many councils outsource DWM services through a competitive tender process.

In 2019 OLG informed IPART that it had ceased conducting audits of the reasonable cost basis of DWM charges in 2016–17. We decided it was necessary to investigate the level of DWM charges across NSW to help inform our future decisions on DWM charges. We asked councils to report on their DWM expenses and services for the 2017–18 and 2018–19 financial years as part of our 2019–20 Local Government Cost Index (LGCI) survey to inform this process.⁹

We found:

1. Relatively large increases in DWM charges in recent years.
2. DWM charges vary significantly across councils and between similar councils.

Based on those preliminary findings, we released a Discussion Paper⁹ in August 2020 to seek feedback on whether stakeholders considered that there are issues with the prices charged for domestic waste services and whether any regulatory or other action is required. We also sought feedback on potential options if regulatory action is required, noting that we would favour a less prescriptive approach. We outlined our proposed regulatory approach may include developing, in consultation with stakeholders a reporting, monitoring and benchmarking regime. This would involve developing a publicly available comparison tool, comparing DWM charges for equivalent services across comparable councils, and pricing principles.

In response to our Discussion Paper, **Councils** told us the major contributors to increases in DWM charges were external cost drivers outside their control. They also had major concerns about:

- the lack of investment in waste recycling and disposal infrastructure
- the Waste Levy¹⁰ increasing, but not resulting in additional funding to councils for recycling
- market concentration in the waste services industry.

Most councils were not in favour of any regulation of DWM charges. Nevertheless, many councils indicated support for clear and unambiguous pricing principles. However, some councils were concerned that benchmarking DWM charges would not work, because it would be 'comparing apples to oranges'.

⁹ We note that the response rate for the LGCI survey questions on DWM charges was relatively low. We received a response from 67 (i.e. 52%) of councils. Of councils that responded, 42% were 'metropolitan', 30% 'regional' and 28% were 'rural'.

In contrast, most **ratepayers'** submissions indicated their support for detailed regulation of DWM charges and the introduction of publicly available benchmark comparisons. They also raised specific concerns about:

- high landfill charges leading to significant illegal dumping
- an inequitable practice in one council of providing limited tip vouchers on a first-in first-served basis
- councils imposing DWM charges on residents of multi-unit developments (MUDs) that require waste collection by private contractors due to physical limitations in accessing bins.

Submissions from **industry** - waste contractors and related industry associations - generally were not in favour of IPART intervening because they consider the market is competitive, and charges are cost reflective.

1.3 We propose to publish a 'benchmark' waste peg that reflects the changes in the costs of providing DWM services

Councils are required to ensure that their DWM charges are calculated so as not to exceed the reasonable cost to the council of providing DWM services.

To assist councils in setting their annual DWM charges and to protect ratepayers from unjustified price increases we propose to publish a benchmark waste peg that reflects the average annual change in costs of providing DWM services. Councils can use this information to compare how their costs have varied compared to the benchmark and where their costs are increasing at a faster rate, investigate what's driving these increases and why. We would request councils explain to us and their ratepayers why their charges for DWM services are increasing at a faster rate than the average.

The benchmark waste peg would not prohibit councils increasing charges above the peg. But it spotlights these increases and would encourage councils to explain to their ratepayers the reason for the increases. Councils can recover the costs of providing waste services and are also accountable to their ratepayers. We would review the councils' information about cost drivers and where councils cannot justify the increase in their charges, we may consider regulating the individual council's charges or implementing a binding waste peg.

1.4 We propose to recommend that OLG publish pricing principles

We also propose recommending that OLG publish pricing principles to guide councils on how they should recover the costs of providing DWM services. Our proposed principles are:

1. DWM revenue should equal the efficient incremental cost of providing the DWM services.
2. Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of the collection and the individual charges for each service.

- 3. Within a council area, customers that are:
 - a. imposing similar costs for a particular service should pay the same DWM charge
 - b. paying the same DWM charge for a particular service should get the same level of service.
- 4. Any capital costs of providing DWM services should be recovered over the life of the asset to minimise price volatility.

 Have your say

We are now seeking written submissions on this Draft Report and encourage all interested parties to comment on the draft decisions by 25 March 2022.

[Submit feedback »](#)

[Attend the public hearing »](#)

We will also hold an online public hearing on 28 April 2022.

1.5 List of draft decisions

Draft Decisions

1.	IPART proposes to publish annually a 'benchmark' waste peg to assist councils in setting their domestic waste management charges. We would publish the benchmark waste peg at the same time we publish the rate peg to assist councils setting charges from 1 July each year.	16
2.	IPART proposes to publish annually a report on the extent to which councils' annual domestic waste management charges increase more than the benchmark waste peg each year.	16
3.	IPART proposes recommending that the Office of Local Government publish pricing principles to guide councils on how they should recover the costs of providing domestic waste management services. Our proposed pricing principles are in section 3.3.1.	16

1.6 List of issues for stakeholder comment

Seek Comment

1.	Do you think our proposed annual 'benchmark' waste peg will assist councils in setting their DWM charges?	18
2.	Do you think the pricing principles will assist councils to set DWM charges to achieve best value for ratepayers?	23
3.	Would it be helpful to councils if further detailed examples were developed to include in the Office of Local Government's <i>Council Rating and Revenue Raising Manual</i> to assist in implementing the pricing principles?	23

1.7 Structure of this report

The following chapters provide more information on this review, our approach and our draft decisions:

Chapter

02	Sets out what we found in relation to increases and variability in councils' DWM charges, and the context for our review.
03	Explains our approach and our proposed decisions to provide guidance and create greater transparency through publishing a 'benchmark' waste peg, reporting and pricing principles.

2 What we found

We have found that DWM charges have increased more than inflation and general rates, and there is a wide range of charges across councils. We further analysed the available data to identify the possible cost drivers responsible for these increases and wide price variability. We also considered what you had to say in response to our Discussion Paper and the broader context in which councils undertake their domestic waste management functions. Since our Discussion Paper, the NSW Government has released its Waste Strategy.

We discuss our findings in this chapter.

2.1 Increases in prices

We recently updated the analysis of DWM charges levied by councils to include the last five years of DWM cost data from OLG (2013–14 to 2018–19). We have compared this to the change in Sydney CPI and the Local Government Rate Peg for the same period.

Over the last five years DWM charges have increased by more than double the rate of inflation and the rate peg.^f



^f There are 128 local councils in NSW, but this includes several mergers that occurred during this period. We have controlled for this by only considering the change in total revenue across the State of the 108 councils that did not merge.

2.2 External cost drivers cause price increases

Stakeholders identified several factors they believed were putting upward pressure on DWM costs that were largely outside councils' control. These are set out below.

- | | |
|-----------|---|
| 01 | <p>China's National Sword policy¹¹
China significantly reduced the level of contamination in recyclable material that it will accept in recycled waste exports for processing in China. Councils consider this has reduced the demand for and the revenue from recyclable materials and increased landfill costs.</p> |
| 02 | <p>Federal Government's export ban on waste and recyclables¹²
The Federal Government has legislated to prohibit the export of waste and recyclable materials from 2022. Councils consider this has reduced the value in recycling and increased landfill costs.</p> |
| 03 | <p>Lack of new investment in waste infrastructure
NSW lacks investment in waste and recycling infrastructure. According to stakeholders, regulatory uncertainty faced by the private sector – such as that around mixed waste organics output (MWO)⁹ – is contributing to this lack of investment.</p> |
| 04 | <p>Increases in the Waste Levy¹³
Increases in the Waste Levy are driving up councils' DWM charges. Around 33% of the levy is being used to fund recycling or reduce waste.¹⁴ Stakeholders consider this has contributed to an increase in illegal dumping, particularly of hazardous materials such as asbestos.¹⁵ This results in significant clean-up costs for councils.</p> |
| 05 | <p>Market concentration
A small number of large players dominate each sector of the domestic waste market – about 70% of waste collection services, 69% of materials recovery facilities services and 98% of landfill services in Sydney are provided by the 3 largest private service providers.¹⁶</p> |
| 06 | <p>The Container Deposit Scheme (CDS)^h
According to councils, the CDS removes a large amount of the high value recyclables from yellow bins, lowering offsetting revenue to councils from recyclables and increasing net costs.</p> |

We note in **Table 2.1** that most of these factors did not have an impact until after December 2017.ⁱ

⁹ The NSW EPA revoked mixed waste organics output (MWO) approvals due to contamination of recyclables, which is increasing landfill charges and decreasing recovery rates. See NSW EPA, [Future use of mixed waste organic outputs](#), accessed on 22 November 2021.

^h The NSW CDS 'Return and Earn' is a litter reduction scheme. Under CDS people can earn a 10-cent refund when they return an eligible drink container. See NSW EPA, [Return and Earn](#), accessed 23 November 2021.

ⁱ Councils would have set charges for the 2018–19 financial year in March 2018. The DWM charges data is only up to the 2018–19 financial year.

Table 2.1 Impact of external cost drivers on DWM charges

External cost driver	Starting date
Increases in Waste Levy	Has been continuous
Market concentration	Has been continuous
Container deposit scheme	Commenced December 2017
China Sword	Commenced January 2018
Lack of investment/regulatory risk (e.g. MWO0)	Occurred October 2018
Federal waste export ban	Commenced July 2021

2.3 Variability in prices

We have found a wide range of charges across councils for their domestic waste services. In 2018–19 the average^j DWM charge was \$439 (\$2018–19)^k and the median DWM charge was \$389 (\$2018–19). However, DWM charges ranged as high as \$728 (\$2018–19).¹⁷

The large variability in prices among councils could be partially explained by:

- economies of scale, that is, the size of the council
- differing service levels and/or scope of services
- potentially different timing of negotiating long term contracts, where those negotiated more recently could be impacted by external drivers of increasing costs that older contracts may not yet fully reflect
- different cost allocation practices
- locational cost differences
- differing number of properties serviced per kilometre
- whether some councils are inside or outside the Waste Levy zone.

2.3.1 DWM charges vary across council groupings

Table 2 below is a summary of the 2018–19 DWM charges for all 128 councils disaggregated to their 11 OLG peer groupings based on size and population density.

The large variations within peer council groupings of a similar size is significant and indicates that the variation in costs may not be explained by scale alone. Some of the difference may reflect different services such as how frequently waste is collected.

^j We calculated a weighted average DWM charge by adding the DWM revenue from each of the 108 unmerged councils and dividing it by the number of residential properties in those 108 councils that receive a DWM service.

^k The standard deviation was \$106 (2018–19) (IPART calculations based on Office of Local Government, [Your Council Report](#), accessed on 24 November 2021).

Table 2 Variation of DWM charges by OLG grouping (2018–19)

OLG Grouping	Red Bin Services ^a	No. of Councils	Average DWM Charge \$	Maximum Charge \$	Minimum Charge \$	Variation Charges (%)
Sydney (1)	113,504	1	464	NA	NA	NA
Small Metro (2)	76,220	6	536	728	419	74%
Large Metro (3)	1,135,393	18	494	667	381	75%
Small Regional (4)	391,966	26	357	569	245	132%
Large Regional (5)	521,600	11	424	663	339	96%
Small Metro Fringe (6)	40,814	2	517	523	509	3%
Large Metro Fringe (7)	414,433	7	464	520	383	36%
Small Rural (8)	637	1	406	NA	NA	NA
Medium Rural (9)	16,557	14	325	617	220	180%
Large Rural (10)	75,853	23	365	495	207	139%
Very Large Rural (11)	95,016	19	365	522	207	152%

a. Red bin services are the number of households that are serviced weekly by the council. In some areas with multi-unit developments that the councils service, councils may use "dumpsters". In this case councils determine a red bin equivalent.

Note: We excluded the lowest reported DWM charges in the Small Regional (4) and Large Regional (5) groupings, as these charges appeared to be erroneous. Otherwise the variation in charges would have been greater in these two OLG council groupings.

Source: IPART calculations based on data from OLG "Your Council" data cube and 2018–19 DPIE WARR data.

2.3.2 DWM charges vary across regional affiliations

Most NSW councils (126 of the 128) are members of a Regional Organisation of Councils (ROC) or Joint Organisation (JO) by their affiliation. Councils in ROCs and JOs often undertake joint tendering for the provision of DWM services and this can result in similar service costs for councils in the same ROC or JO.

Below is a summary of the 2018–19 DWM charges for councils disaggregated to their 14 ROC / JO peer groupings.

Average DWM charges also vary by ROC. Some of this variation may be explained by differences in services (such as how frequently bins are emptied, and the level of recycling provided). There may be other council specific factors within ROCs or JOs causing cost variations. However, there is an absence of comparable data on cost drivers, such as bin lifts per kilometre, to enable this to be assessed. We undertook further analysis of one of the ROCs to see if the variation in service levels could explain the variation in DWM charges. However the available information does not permit conclusive findings on the causes of the cost variations (see Appendix A).

Table 2.3 Variation of DWM charges by Regional affiliation (2018–19)

ROC/JO Name	Red Bin Services ^a	No. of Councils	Average DWM Charge \$	Maximum Charge \$	Minimum Charge \$	Variation Charges (%)
WSROC	571,781	9	453	523	386	36%
SSROC	664,925	11	521	667	422	58%
REROC	45,573	8	333	397	207	91%
RAMJO Riverina	18,870	6	306	387	248	56%
RAMJO Murray	47,076	8	272	329	207	59%
NSROC	220,616	8	468	570	381	50%
NIRW	67,353	12	358	485	269	81%
NEWF	116,489	7	357	443	312	42%
MidWaste	131,026	6	493	663	372	78%
MACROC	106,103	3	414	509	383	33%
ISJO	191,915	5	427	569	364	57%
Hunter	409,309	10	453	520	339	54%
CRJO	87,654	8	296	410	237	73%
NetWaste	119,246	25	374	617	218	183%

a. Red bin services are the number of households that are serviced weekly by the council. In some areas with multi-unit developments that the councils service, councils may use "dumpsters". In this case councils determine a red bin equivalent.

Note: We excluded two councils with low charges, one in Midwaste and one in Netwaste, as the charges appeared erroneous. This has had the effect of reducing the variation in those two ROC/JO groupings.

Source: IPART calculations based on data from OLG "Your Council" data cube and 2018–19 DPIE WARR data.

2.3.3 Cost allocations cause price variability

In their submissions to our Discussion Paper and consultations¹, councils noted the lack of clarity as to what costs could be attributed to DWM charges. Some councils indicated they were unclear whether specific items such as pensioner concessions, street sweeping, public space bins and illegal dumping costs should be attributed to DWM charges or general rates. It was apparent from our consultations that the approach taken by councils varied significantly, with some attributing these costs to DWM charges and others to general rates, potentially resulting in cross-subsidisation between DWM charges and rates. The way councils allocate corporate overheads to DWM charges can also lead to variations in prices.

¹ IPART convened a working group with 15 representatives from councils and representatives from OLG to further work through the issues and develop our proposals.

2.3.4 Pensioner concessions cause variability

Currently many councils increase their DWM charges to account for the pensioner concessions they are required to provide. Where councils do so, this would cause significant variations in DWM charges among councils.

Data from OLG indicates that the percentage of pensioners in the different LGAs varies from 3% in Woollahra up to 38% in Kyogle.¹⁸ This means that charges are higher in areas with a higher percentage of pensioners to fund the cost of providing pensioner concessions.¹⁹

How pensioner concessions should be funded is outside the scope of this review. Councils that provide water and sewerage services also fund concessions for these services.

A separate targeted review would be best placed to consider issues around the equity and efficiency of funding pensioner concessions.

2.4 What you told us

In August 2020, we published our Discussion Paper and sought submissions from you. We have taken these submissions into account in formulating our draft decisions in this report.

What councils told us

We received 64 submissions from councils, ROCs, JOs, professional organisations and Local Government NSW, which are available on our [website here](#).

Approximately two-thirds of councils opposed IPART regulating charges in any form. Of those opposed, a small number suggested councils should be allowed to engage their own external auditors or OLG should return to conducting low level audits of DWM charges.

Approximately one-third of councils supported benchmarking indicators and offered suggestions on what indicators should be included. Councils opposed to benchmarking argued that there were too many variables in levels of service, environmental outcomes, population density and transport costs for benchmarking to work. Some councils commented ratepayers can easily benchmark councils now because much of the information is available on individual council websites. However, a small number of councils also commented that the community would not understand the benchmarks and it would generate complaints to council.

Nearly all councils identified the external cost drivers (see section 2.2 of this chapter) as leading to recent significant increases in DWM charges. Councils' submissions were most concerned about the lack of investment in waste and landfill facilities. They were also concerned about further market concentration now that 2 of the largest waste management companies had then recently announced an intention to merger.²⁰

Most councils commented that the Waste Levy should fund waste and recycling infrastructure and ensure sufficient landfill capacity exists for waste that cannot be recycled.

However, most of these issues are outside the scope of this review. The NSW Government's recently released Waste Strategy seeks to address many of councils concerns through its key reforms, targets, actions and financial support. We discuss the Waste Strategy further in section 2.5.1.

Councils also provided comment on our proposed pricing principles. We have sought to capture and address those comments in section 3.3.1 of chapter 3 below.

What ratepayers told us

We received 33 submissions from individuals and one submission from a neighbourhood group, which are available on our [website here](#).

Most submissions argued for detailed regulation of councils' DWM charges and supported introducing a publicly available benchmark comparison. Two submissions said DWM charges are fair and IPART should not be involved in regulating DWM charges.

Five submissions related to a complaint concerning access to a service in a particular LGA. These ratepayers said their council had reduced access to local tips. Residents used to receive 3 annual tip vouchers per residential property. Now the council offers a total of 5,000 tip vouchers per year on a first-in-first-served basis across the 19,000 properties in the area. This results in all DWM customers funding the 5,000 tip vouchers through their DWM charges, but less than 25% of customers can get a tip voucher. Our proposed pricing principles would mean that if customers are paying the same DWM charge then they should all receive the same number of tip vouchers (see section 3.3.1 of chapter 3).

Another five submissions related to high density multi-unit developments (MUDs) in metropolitan LGAs. These submissions complained that councils' garbage trucks cannot get into their basements to collect the waste and recyclables, so residents must arrange collection by a private contractor but are still charged a DWM charge by councils. Application of our recommended pricing principles should result in councils' charges for MUDs being lower than the full DWM charge.

Submissions also raised issues that are outside of the scope of this review. For example, a small number of ratepayers wanted to be able to opt out of DWM services and not pay for them. Some also suggested they should only pay by weight. Some individuals and Sydney Water also raised the issue of illegal dumping. There was concern that high landfill charges have led to significant illegal dumping, with associated environmental and clean-up costs.

What industry told us

We received 7 submissions from contractors and their industry association, which are available on our [website here](#).

Industry contractors generally were not in favour of IPART regulating DWM charges because they consider the market is competitive, and charges are cost reflective. A number of submissions attributed many of the cost increases to risk around EPA decisions.²¹

Generally, contractors did not favour benchmarking and publication of councils' DWM charges. However, one contractor who services MUDs supported benchmarking because it would highlight the cost difference between private contractors and council in servicing MUDs.²²

We also received a submission from a consulting firm which argued that the increase in DWM charges has largely been driven by the increase in the Waste Levy and the fall in the value for recycled material. They also commented that benchmarking is a good way for councils to compare costs and performance, to drive savings initiatives.²³

2.5 Changes in the waste management sector

There are currently many challenges being faced in the waste management sector that impact on councils' DWM costs and services, such as the disruption that China's National Sword policy and the Federal Government Waste Export Ban are having on the recycling market. The NSW Government recently released its Waste Strategy to address these challenges.

2.5.1 NSW Government's Waste Strategy

The Waste Strategy outlines the actions the Government will take over the next six years, as a first phase, to deliver long-term objectives such as:

- Transitioning to a circular economy, minimising waste and using and reusing resources efficiently.
- Putting the services and infrastructure in place to deal with waste safely for the benefit of future generations.²⁴

The key reforms of the Strategy include:

- phasing out problematic single-use plastic items
- financial incentives for manufacturers and producers to design out problematic plastics
- having government agencies prefer recycled content
- mandating the separation of food and garden organics for households and selected businesses (FOGO)
- incentivising biogas generation from waste materials.

The Strategy targets are:

- reduce total waste generated by 10% per person by 2030
- have an 80% average recovery rate from all waste streams by 2030
- significantly increase the use of recycled content by governments and industry
- phase out problematic and unnecessary plastics by 2025
- halve the amount of organic waste sent to landfill by 2030
- reduce litter by 60% by 2030 and plastics litter by 30% by 2025
- triple the plastics recycling rate by 2030.

Some of the key actions under the Strategy involve:

- Strategically planning for critical waste infrastructure, working closely with local councils and industry, with a focus on co-locating businesses in precincts that support circular economy and clean technology activities
- Helping local councils to jointly procure waste services at scale to underpin investment in new infrastructure
- Reviewing and updating planning instruments to make it easier to develop waste and circular economy infrastructure.

The NSW Government announced \$356 million in funding to help deliver the Strategy.²⁵

2.6 The way forward

It is clear from the evidence we have gathered to date that there have been significant increases in average DWM charges across NSW, coupled with wide variations in DWM charges among similar councils. But it is not clear to what extent the cost drivers we have identified are contributing to these increases and variability. There is a lack of comparable data to assess this.

In developing our draft proposals, the benefit of our regulatory approach needs to outweigh the costs. We have an obligation to protect ratepayers, but our approach needs to be proportionate and effective.

We have considered the responses of stakeholders to our Discussion Paper and the broader issues they raise. We have also considered our ability, and councils', to address these issues for the benefit of ratepayers. Our delegated powers cannot respond to many of the issues raised. We can only set an annual limit on the extent to which councils' DWM charges may be varied.

Having taken all these matters into account we propose to provide guidance to councils through a 'benchmark' waste peg and recommend that OLG provide further guidance through pricing principles. We also propose to collect more information from councils to provide transparency to ratepayers and help guide the future decisions of IPART. The details of our approach are in Chapter 3.

3 A benchmark waste peg and pricing principles

To protect ratepayers and to assist councils in setting DWM charges we propose to:

1. Release an annual 'benchmark' waste peg.
2. Publish an annual report that highlights councils whose DWM charges have increased by more than the benchmark waste peg and include the councils' explanations for the increases.
3. Recommend OLG provide guidance to councils through pricing principles in their *Council Rating and Revenue Raising Manual*²⁶ on how to set charges to reflect reasonable costs.

Our approach is intended to:

- Raise awareness and provide more information in the public domain on DWM charges
- Inform and protect ratepayers, as they will have greater awareness of their DWM charges
- Help provide better information and transparency on DWM costs and the drivers of price changes to ratepayers. We would review the councils' information about cost drivers and where councils cannot justify the increase in their charges, we may consider regulating the individual council's charges or implementing a binding waste peg.

Draft Decisions

1. IPART proposes to publish annually a 'benchmark' waste peg to assist councils in setting their domestic waste management charges. We would publish the benchmark waste peg at the same time we publish the rate peg to assist councils setting charges from 1 July each year.
2. IPART proposes to publish annually a report on the extent to which councils' annual domestic waste management charges increase more than the benchmark waste peg each year.
3. IPART proposes recommending that the Office of Local Government publish pricing principles to guide councils on how they should recover the costs of providing domestic waste management services. Our proposed pricing principles are in section 3.3.1.

3.1 Publish an annual benchmark waste peg

We propose to release annually a benchmark waste peg that gives guidance on how much the reasonable costs of providing DWM services have changed over the previous year. The proposed benchmark waste peg for 2022–23 is 1.1%.

We propose to calculate the waste peg using a similar methodology to the one we use to calculate the change in the Local Government Cost Index (LGCI) – a key component of the rate peg.²⁷ The difference being that the rate peg applies to revenue, while the waste peg would apply to DWM charges.

The proposed Waste Cost Index (WCI) will be a price index for domestic waste services provided by NSW councils. It will measure average price changes over the past year for goods, services materials and labour used by a council to provide DWM services. It would be similar, in principle, to the Consumer Price Index (CPI), which is used to measure changes in prices for a typical household. We propose to set the benchmark waste peg equal to the annual change in the WCI.

We propose to calculate the WCI for the 2022–23 benchmark waste peg as follows:

- We will construct the 'basket' of cost items by using the information councils provided to us on DWM expenditure in 2017–18 and 2018–19 as part of our 2019 LGCI survey. The 'basket' has 26 cost items, such as contracts, waste levy and employee benefits and on-costs. The cost items represent the costs or purchases made by an average council to undertake its typical waste-related activities (See Appendix B).
- We will use the 2019 LGCI survey information to decide how much each cost item in the 'basket' contributes to the total value of the 'basket' (i.e. each item's expenditure weight). We will combine the items using these expenditure weights.
- To measure changes in these cost items, we will use ABS price indexes for wages costs, producer and consumer prices. The ABS uses quality adjustments in its price measures to take into account improvements in labour and capital productivity. We will use the same indices that we use to calculate the LGCI.

Many councils use contractors to provide DWM services, so a large proportion of expenditure (around 52%) is captured under the 'contracts' cost item. A further 17% is the Waste Levy and 13% is unspecified 'other' expenditure. The ABS does not have indices specific to waste management services, so for 'contracts' we propose to use the index that we apply to 'other business services' in the LGCI.²⁸ For the Waste Levy and 'other' expenditure we propose to use CPI.

We aim to refine our benchmark waste peg for 2023–24 by obtaining more detailed information on the costs of providing waste services by surveying councils. This (more detailed information) would allow us to apply the available ABS indices at a more disaggregated level.

The proposed benchmark waste peg for 2022–23 is 1.1%, which represents the change in the WCI over the year to June 2021 (Appendix B).

Seek Comment



1. Do you think our proposed annual 'benchmark' waste peg will assist councils in setting their DWM charges?

3.2 Report on councils' performance against the benchmark waste peg

We propose to request councils whose charges increased more than the benchmark waste peg to report to us on:

- How much their average DWM charges have varied compared to the benchmark waste peg.
- Why charges have increased more than the benchmark waste peg.

The weight to be applied to each charge is the number of services provided on that charge as at 30 June. Appendix C provides a simple example of how to calculate the change in the weighted average price.

We propose to publish this information on our website for the benefit of ratepayers.

3.3 Provide pricing principles guidance on how to set DWM charges

To assist councils setting cost-reflective charges and to protect ratepayers from unjustifiably high DWM charges we propose to recommend that OLG provide guidance to councils on how to set DWM charges in their *Council Rating and Revenue Raising Manual* through clear pricing principles. Our proposed principles identify the categories of costs that can be included in DWM charges.

We further developed the following draft pricing principles after considering submissions and consulting further with representatives from metro, regional and rural councils and OLG. We seek feedback from stakeholders whether it would also be helpful to develop further detailed examples for OLG to include in the Manual to support councils' ability to implement the principles.

Our intention is that the pricing principles provide guidance to councils on best practice cost-reflective pricing. Where councils find that implementing them leads to a reduction in DWM revenue as functions and/or allocated costs are shifted to general rates, then councils can apply for a special rate variation to address any revenue shortfall.

3.3.1 IPART's proposed pricing principles

Our proposed four pricing principles are as follows:

- 01 DWM revenue should equal the efficient incremental cost of providing the DWM service

- 02 Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of the collection and the individual charges for each service

- 03 Within a council area, customers that are:
 - imposing similar costs for a particular service should pay the same DWM charge
 - paying the same DWM charge for a particular service should get the same level of service

- 04 Any capital costs of providing DWM services should be recovered over the life of the asset to minimise price volatility

We explain our pricing principles and how we have responded to stakeholder feedback below.



Principle One

DWM revenue should equal the efficient incremental cost of providing the DWM service

DWM services should reflect efficient incremental costs

Our first proposed pricing principle is that councils only charge the additional cost of providing the domestic waste service over and above the cost of providing its general or base functions (e.g. roads, libraries, planning). This is the costs that would not be incurred by the council if the council no longer undertook its DWM function. This proposed pricing principle applies whether the council directly provides the waste services or whether it contracts out the functions to an external party.

Using an incremental cost approach would assist councils to understand the costs of providing the services. This is particularly important where a council might be considering the most cost-efficient way of providing the service, including evaluating options such as competitively tendering out the services or providing them in-house.

Some councils commented in submissions that they did not support the use of incremental cost pricing, mainly because they were concerned it may reduce their total revenue. Where applying these principles sees costs being allocated from DWM charges to general rates then councils can apply for a special variation.

Councils also commented during consultations that it was not clear how an incremental cost approach would be applied in calculating DWM charges. We have provided a simplified worked example of how the incremental cost principle would apply in Appendix D.

The services councils can fund through DWM charges

Councils are required to separate revenue from DWM services from general rates revenue and to treat DWM revenue as restricted funds.²⁹ Domestic waste is waste generated on domestic premises and includes waste that may be recycled (not including sewage).³⁰

DWM charges recover only the costs directly related to the service of removing waste from domestic properties.

In practice this means councils should only levy charges to cover the cost of providing the following services, and services associated with these services:

1. Landfill waste (normally a red lidded bin)
2. Dry recycling (normally a yellow or blue lidded bin)
3. Green waste and FOGO (normally a green lidded bin)
4. Bulk collections &/or tip vouchers for bulk collections.

Costs that can reasonably be collected through DWM charges include:

- direct costs of providing services or contracts for DWM services, including staff on-costs
- some council overheads (discussed below)
- education costs directly related to separating recycling.

Education costs directly related to sorting of waste and inspections of bins should be included to the extent education helps reduce the level of contamination in recyclables (normally yellow or blue lidded bins) and lowers landfill costs.

Other functions related to waste which do not involve the periodic collection of domestic waste from households should be funded through general rates. To the extent that the functions do not involve the periodic collection of domestic waste from premises, the following costs should not be collected through DWM charges:

- street sweeping
- public place rubbish bins
- general litter reduction campaigns not related to collecting domestic waste
- cleaning up illegal dumping.



Principle Two

Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of the collection and the individual charges for each service

Our second proposed pricing principle would require councils to publish on their website details of all the DWM services they offer, along with the individual charges for those services.

For the published details to be comparable, councils should publish these details using the following common categories of waste services:

- landfill waste (normally red lidded bin)
- recyclable waste (normally yellow or blue lidded bin)
- green waste (normally green lidded bin)
- FOGO (normally green lidded bin).

For each service offered we propose that councils publish details of the:

- bin size
- frequency of collection (e.g. weekly or fortnightly), and
- individual charge for each service offered.

Where councils offer kerbside bulky goods collections or tip vouchers, we propose councils publish the:

- weight/volume of the service
- frequency (e.g. 4 times per year), and
- separately calculated charge.

Providing public and readily accessible information on DWM services and charges assists ratepayers to engage more readily with councils on their desired level of service and costs by comparing peer councils. This data will also make it easier for councils to compare themselves and their costs.



Principle Three

Within a council area, customers that are:

- imposing similar costs for a particular service should pay the same DWM charge
- paying the same DWM charge for a particular service should receive the same level of service.

Our third proposed pricing principle is about DWM charges being both cost-reflective and equitable:

- The service level a council provides is a question for councils to decide after consulting with their ratepayers.
- Once a council has decided on a level of service, there must be equal access to that service for all ratepayers paying the same amount for that service.
- This does not preclude regional or rural councils from having different charges for a similar service based on the cost of providing that service in different locations.



Principle Four

Any capital costs of providing DWM services should be recovered over the life of the asset to minimise price volatility

Spreading capital costs over the life of the assets rather than charging for them in the year of purchase helps stabilise prices, while reflecting the costs current ratepayers impose.



These capital costs include:

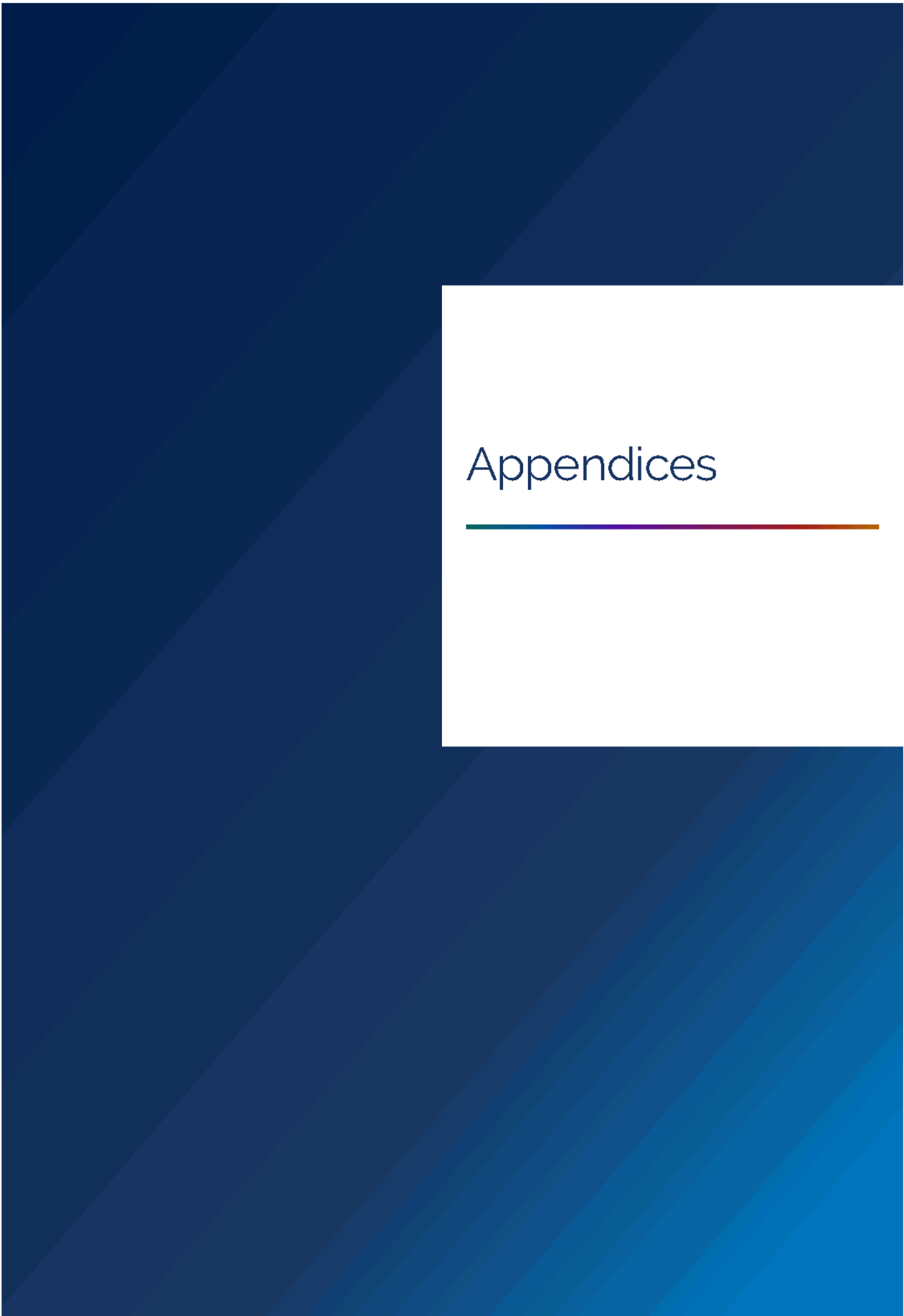
- garbage trucks
- workshops
- bins
- remediation cost of landfills.

Where councils have excess or insufficient DWM reserves to meet these obligations then councils may wish to transition DWM charges over a small number of years to prevent large fluctuations in DWM charges.

A benchmark waste peg and pricing principles

Seek Comment

-  2. Do you think the pricing principles will assist councils to set DWM charges to achieve best value for ratepayers?
-  3. Would it be helpful to councils if further detailed examples were developed to include in the Office of Local Government's *Council Rating and Revenue Raising Manual* to assist in implementing the pricing principles?



Appendices



Analysis of Southern Sydney ROC DWM charges

A Analysis of Southern Sydney ROC DWM charges

	DWM Charge 2018-19 (\$)	Red Bin Services: 2018-19 (\$)	DWM Revenue 2018-19 (\$)	Residual Waste			Dry Recycling			Garden Organics			FOGO*			Total DWM Weight and Recycle		
				Typical bin size	Frequency	Kg/hh/wk	Typical bin size	Frequency	kg/hh/wk	Typical bin size	Frequency	kg/hh/wk	Typical bin size	Frequency	kg/hh/wk	Typical bin size	Frequency	kg/hh/wk
Bayside (3)	466	62,743	29,245,767	240L	Weekly	12.76	240L	F/N	3.05	240L	F/N	3.31	240L	F/N	0.00	19.12	3	37%
Burwood (2)	429	13,458	5,778,631	120L	Weekly	11.02	240L	F/N	3.06	240L	F/N	3.33	240L	F/N	0.00	17.41	3	35%
Canada Bay (3)	422	26,423	11,146,695	120L	Weekly	13.21	240L	F/N	5.04	240L	F/N	4.63	240L	F/N	0.00	22.8	3	39%
Canterbury-Bankstown (3)	550	126,833	69,799,247	120L	Weekly	12.25	240L	F/N	3.40	240L	F/N	4.51	240L	F/N	0.00	20.17	3	38%
Georges River (3)	470	50,656	23,768,977	120L	Weekly	10.76	240L	F/N	4.52	240L	F/N	4.46	240L	F/N	0.00	19.75	3	45%
Inner West (3)	582	72,661	42,312,538	120L	Weekly	9.56	120L	Weekly	3.86	120L	Weekly	3.63	240L	Weekly	0.84	17.50	5	46%
Randwick (3)	657	58,238	38,849,941	140L	Weekly	8.16	240L	F/N	3.34	240L	F/N	3.13	240L	F/N	0.00	14.64	3	64%
Sutherland (3)	475	86,071	40,913,170	120L	Weekly	8.82	240L	F/N	4.67	240L	F/N	6.86	240L	F/N	0.00	20.3	3	50%
Sydney (1)	464	113,504	52,694,251	240L	Weekly	7.58	240L	Weekly	2.30	120L	F/N	2.67	240L	F/N	0.00	12.55	3	63%
Waverley (3)	594	29,399	17,471,737	240L	Weekly	9.24	240L	Weekly	3.55	240L	F/N	4.18	240L	Weekly	0.00	16.96	3	70%
Woolahra (2)	574	24,939	14,319,724	120L	Weekly	8.47	120L	Weekly	4.60	120L	Weekly	0.00	240L	Weekly	2.97	16.04	4	70%
Total Revenue	3,463,318,680																	
Total Services Red Bin	664,925																	
Services																		
Count	11																	
Average Charge 2018-19	521																	
Median Charge 2018-19	475																	
STD DEV 2018-19	80																	
MAX CHARGE	667																	
MIN CHARGE	422																	
Variation in Range of Charges	58%																	

a. Red bin services are the number of households that are serviced weekly by the council. In some areas with multi-unit developments that the councils service, councils may use "dumpsters". In this case councils determine a red bin equivalent.

b. FOGO is mixed garden waste and kitchen scraps. This processing reduces the amount of kitchen waste that goes to landfill.

c. Inner West council is not providing both FOGO and a separate Garden Organics service to the same properties. Parts of the amalgamated LGA receive a FOGO service and other parts receive a Garden Organics service.

Source: IPART calculations based on data from OLG "Your Council" data cube and 2018-19 DPFE WARR data

A.1.1 Different service levels causing variability

We undertook further analysis of one of the ROCs to see if the variation in service levels could explain the variation in DWM charges.

We selected the Southern Sydney Regional Organisation of Councils (SSROC) for this analysis.^a SSROC provides 23% of NSW's DWM services.

SSROC has a weighted average^b DWM charge of \$521 per property with a median charge of \$475. There is a standard deviation of \$80 and a range of \$422 to \$667 for DWM charges. The range of \$245 between the lowest charge and the highest charge represents a range of 58% based on the lowest charge.

All councils in 2018–19 had a weekly red bin service with the typical bin size varying between 120L and 240L. There is no correlation between the red bin size and the DWM charge or the average kg per property of weekly red bin waste and the DWM charge. All the councils provided a dry recycling (yellow bin) service with 4 of the 11 councils providing a weekly service. The seven councils that provided a fortnightly yellow bin service used 240L bins. Two of the four councils with a weekly service used 120L yellow bins. There is no discernible correlation between yellow bin service and the average DWM charges.

Ten of the 11 councils provided a fortnightly garden waste (green bin) service with City of Sydney and the Inner West providing smaller 120L bins given the percentage of units and terraces.

Woollahra provides a weekly 240L food and garden organics (FOGO) purple bin service.

The variation in DWM charges between councils in part may reflect differences in service levels but is likely to also reflect differences in council specific costs and cost allocations.

^a SSROC comprises Bayside Council, Burwood Council, Canterbury-Bankstown Council, City of Canada Bay, City of Sydney, Georges River Council, Inner West Council, Randwick City Council, Sutherland Shire Council, Waverley Council and Woollahra Municipal Council.

^b Weighted by households serviced each week.

Change in the WCI for the year ended June 2021

B Change in the WCI for the year ended June 2021

Cost components	Weight as at end June 2020	Price change to end June 2021	Contribution to index change
	%	(% annual average)	(percentage points)
Operating cost components			
Employee benefits and on-costs ^a	14.5	1.2	0.17
Plant and equipment leasing	0.3	1.1	0.00
Contracts	50.1	1.0	0.48
Legal and accounting services	0.1	1.4	0.00
Cleaning services	0.2	1.4	0.00
Other business services	0.1	1.0	0.00
Insurance	0.1	3.0	0.00
Telecommunications	0.0	-2.4	0.00
Printing, publishing and advertising	0.1	2.3	0.00
Motor vehicle parts	0.1	-1.2	0.00
Motor vehicle maintenance	0.5	1.4	0.01
Automotive fuel	0.5	-2.4	-0.01
Electricity	0.1	-3.8	0.00
Gas	0.0	-6.8	0.00
Water and sewerage	0.0	-6.6	0.00
Building materials - roads and bridges	0.2	1.1	0.00
Building materials - other	0.8	0.0	0.00
Office supplies	0.1	0.9	0.00
Waste levy	15.3	1.5	0.23
Other expenses ^b	12.4	1.5	0.19
Capital cost components			
Buildings - non-dwelling	0.3	0.0	0.00
Construction works - roads and bridges	0.1	1.1	0.00
Construction works - other	1.2	1.1	0.00
Plant and equipment (machinery)	2.9	-0.3	0.00
Plant and equipment (furniture)	0.0	0.1	0.00
Information technology and software	0.0	-0.4	0.00
Total change in WCI	100.0		1.08

a. Employee benefits and on-costs includes salaries and wages.

b. Comprises mainly 'other materials and contracts' and unspecified 'other' expenses. Also includes miscellaneous expenses with very low weights in the index - e.g. postage and contributions and donations.

Note: Figures may not add due to rounding. Percentage changes are calculated from unrounded numbers.

The change in the weighted average price – a worked example

ORD04

C The change in the weighted average price – a worked example

To calculate the change in the weighted average price, the first step is to calculate the revenue you would receive by applying the existing and new charges to the same number of services in both years. **Table C.1** provides a simple example of how to calculate the revenue.

Table C.1 Step 1 - Calculate total revenue on new and old prices for the same number of services

Service	Price in 2021–22 a \$ pa	Price in 2022–23 b \$ pa	Number of each service provided as at 30 June 2022 c number	Revenue with 2021–22 prices d = a x c \$	Revenue with 2022–23 prices e = b x c \$
Standard Prices					
Urban	410	422	10,000	4,100,000	4,220,000
Vacant land	45	47	100	4,500	4,700
Rural	355	355	3,000	1,065,000	1,065,000
Additional services					
Recycling bin	125	126	2,000	250,000	252,000
Organics bin	245	247	2,000	490,000	494,000
Mixed waste bin (urban)	125	129	3,500	437,500	451,500
Mixed waste bin (rural)	245	250	200	49,000	50,000
Total			20,800	6,396,000	6,537,200

In the second step, you use the information from the first step to calculate the weighted average price in each year, and the change in this price. **Table C.2** provides a simple example of how to calculate the change in the weighted average price.

Table C.2 Step 2 - Calculate the increase in the weighted average price.

	Weighted average price in 2021–22 f = d(total)/c(total)	Weighted average price in 2022–23 g = e(total)/c(total)	Increase in weighted average price to 2022–23 Increase = g/f - 1
Revenue	6,396,000	6,537,200	na
Volume	20,800	20,800	na
Weighted average Price	308	314	na
Increase in weighted average price	na	na	2.2%

Attachment 1

D Applying the pricing principles – a worked example

Table D.1 presents a simplified example of an incremental allocation of DWM costs. It demonstrates how to calculate the revenue to be recovered from DWM charges by estimating/calculating the costs that would not be required if councils stopped providing DWM services.

Table D.1 Incremental cost allocation for collection services

Contracted out		Day labour	
Direct operating cost		Direct operating cost	
Contract costs	\$8.00 m	Day labour (+ on-costs)	\$4.00m
Direct managers (+on costs)	\$0.40 m	Direct managers (+ on-costs)	\$0.80 m
Mileage allowance (shared Car)	\$0.05 m	Fuel maintenance	\$1.20 m
Waste Levy	\$1.00 m	Waste Levy	\$1.00 m
Direct operating cost subtotal	\$9.45m	Direct operating cost subtotal	\$7.00 m
Direct capital costs		Direct capital costs	
Capital costs		(DWM asset base = \$50 m)	
		Return on assets (@ 3%)	\$1.50 m
		Depreciation (@1%)	\$0.50 m
Direct capital cost subtotal	\$0.00m	Direct capital cost subtotal	\$2.00 m
Direct cost subtotal	\$9.45m	Direct cost subtotal	\$9.00 m
Overhead costs		Overhead costs	
CEO/directors	\$0.00 m	CEO/directors	\$0.30 m
Education	\$0.10 m	Education	\$0.10 m
HR/IT	\$0.05 m	HR/IT	\$0.10 m
Call centre	\$0.20 m	Call centre	\$0.20m
Lease space	\$0.00 m	Lease space	\$0.10 m
Overhead subtotal	\$0.35m	Overhead subtotal	\$0.80m
Total waste cost	\$9.80m	Total waste cost	\$9.80m

Where a council has contracted out collection services

Direct operating costs

Contract costs – The contract agreement costs would not be required if councils were no longer responsible for the DWM service, so 100% of the contract costs go into the DWM incremental cost basket.

Direct managers – The direct contract managers' positions would not be required if councils were no longer responsible for the DWM service, so 100% of their salary and on-costs go into the DWM incremental cost basket.

Mileage allowance – In this example, we assume the vehicles the DWM contract managers drive are council pool vehicles. If council was no longer responsible for the DWM service, there would be less mileage on the vehicles. A cents/kilometre mileage allowance goes into the incremental cost basket.

Waste Levy – If the DWM function went to another agency, council would not be paying the Waste Levy. Therefore, 100% of the Waste Levy goes into the DWM incremental cost basket.

Direct capital cost

Direct capital costs – In this example, the council has contracted out the collection service and the bins are owned by the contractor. There are no direct capital costs to the council and therefore \$0 goes into the DWM incremental cost basket.

Overhead/indirect costs

CEO/directors salary – In this example with contracted out collection, there would be very little change in council staff if the DWM function left council. If no senior executive positions were removed, 0% of these salaries would go into the DWM incremental cost basket.

Education – The council has an education budget of, say, \$500,000 spread across companion animals, tidy towns, recycling and domestic waste. Council calculates \$100,000 of that budget relates directly to education on separating waste and notifications of council clean-ups. Therefore, \$100,000 goes into the DWM incremental cost basket.

HR & IT – A 10% reduction in total staff numbers if council was no longer responsible for the DWM function. It is important for councils to consider how many IT and HR staff would be reduced if council was no longer responsible for the DWM function when apportioning HR and IT costs to the DWM incremental cost basket. In this case, we assumed only 2% of council's total HR and IT costs would not be required if the DWM function was transferred to another agency. Therefore, in this simple example 2% of HR and IT costs (\$50,000) goes into the DWM incremental cost basket.

Lease costs – In this example where the collection services are contracted out, only the reduction in these costs if the council was no longer responsible for the DWM function should be included in the incremental cost basket.

Where a council uses day labour for collection services

Direct operating costs

Day labour – All the salaries and salary on-costs of the day labour staff would be removed if council was no longer responsible for the DWM function. Therefore 100% of these costs go into the DWM incremental cost basket.

Direct managers – The direct contract managers' positions would not be required so 100% of their salaries and on-costs go into the DWM incremental cost basket.

Fuel and maintenance cost – This example assumes garbage trucks are owned by the council. Therefore, the fuel and maintenance costs of these vehicles would not be incurred if the council was no longer responsible for the DWM function, so these costs go into the DWM incremental cost basket. (We address the capital component of the infrastructure below.)

Waste Levy – If the DWM function went to another agency, council would not pay the Waste Levy. As with the contracted out example, 100% of the Waste Levy would go into the DWM incremental cost basket.

Direct capital cost

Direct capital costs – DWM asset base – It is important that capital costs are recovered from all the customers who benefit from that capital over the life of the asset. To achieve this, councils would have developed a DWM asset base. It would include all the capital assets including trucks, tools and garbage bins (assuming in this example that council own the bins).

Return on assets – Having established a DWM asset base, the opportunity cost of the capital invested in the DWM asset base is included in the DWM incremental cost basket.

In our example, the DWM asset base is \$50 million and we are assuming if council was no longer responsible for the DWM function it would be able to invest that \$50 million and earn a 3% per year return (\$50 million x 3% = \$1.5 million). Therefore, council would include \$1.5 million of return on assets in its DWM incremental cost basket.

Depreciation – In this example, we assume the average life of the assets in the DWM asset base is 100 years.^c This means every year, 1% of the assets are consumed and need replacing (\$50 million x 1% = \$500,000). If council was no longer responsible for the DWM function, we assume council would sell its assets and therefore avoid depreciation on those assets. All of the \$500,000 of depreciation costs would be included in the DWM incremental cost basket.

Overhead/indirect costs

CEO/directors salary – Assuming a significant DWM day labour force, if council was no longer responsible for the DWM function this would materially reduce total council staff numbers. We assumed staff changes would save \$300,000 per year. Therefore, \$300,000 would be included in the DWM incremental cost basket.

Education – The council has an education budget of, say, \$500,000 spread across companion animals, tidy towns, recycling and domestic waste. Council calculates \$100,000 of that budget relates directly to education on separating waste and notifications of council clean-ups. \$100,000 goes into the incremental cost basket.

HR & IT – A 10% reduction in total staff numbers if council was no longer responsible for the DWM function. It is important for councils to consider how many IT and HR staff would be reduced if the DWM function transferred when apportioning HR and IT costs to the DWM incremental cost basket. In this day labour example, we assumed double the reduction in HR and IT costs compared with the contracted out example. Therefore, \$100,000 would be included in the DWM incremental cost basket.

^c In reality the average asset life will be much shorter, but this assumption simplifies the calculation in this example.

Lease costs – In the contracted out collection example, we assumed there would be no reduction in lease costs because the size of the council administration building would not be reduced. In this day labour example, we assumed the depot for the council garbage truck fleet and maintenance facility is leased and the lease cost would not be required if the DWM function went to an outside agency. Therefore, in this example \$100,000 of lease/rent costs would go into the DWM incremental cost basket.

-
- ¹ IPART calculations based on Office of Local Government, [Your Council Report](#), accessed on 24 November 2021.
- ² NSW Department of Planning, Industry and Environment, [NSW Waste and Sustainable Materials Strategy 2041](#), June 2021.
- ³ IPART, [Order under section 507, Local Government Act 1993](#), 13 December 2021.
- ⁴ For more information, see our [Media Release](#), 13 December 2021.
- ⁵ Department of Local Government, [Council Rating and Revenue Raising Manual](#), January 2007.
- ⁶ IPART, [Local Council Domestic Waste Management Charges – Discussion Paper](#), August 2000, Appendix A, Table A.1 (Marsden Jacobs, [Overview of DWM in NSW](#)), p 29.
- ⁷ See [Local Government Act 1993](#), s 508(7).
- ⁸ [Local Government Act 1993](#), s 504(3).
- ⁹ IPART, [Local Council Domestic Waste Management Charges – Discussion Paper](#), August 2000.
- ¹⁰ The Waste Levy is established under section 88 of the [Protection of the Environment Operations Act 1997](#).
- ¹¹ Yale Environment 360, Yale School of the Environment, [Piling up: How China's ban on importing waste has stalled global recycling](#), accessed 22 November 2021.
- ¹² University of Technology Sydney, [Australia's waste export ban becomes law](#), accessed 22 November 2021.
- ¹³ The Waste Levy is established under section 88 of the [Protection of the Environment Operations Act 1997](#). The Levy aims to reduce the amount of waste being landfilled and promote recycling and resource recovery. The Waste Levy is payable on each tonne of waste received at a licensed waste facility in NSW. It only applies in the regulated area of NSW. The regulated area of NSW comprises the Sydney metropolitan area, the Illawarra and Hunter regions, the central and north coast local government areas to the Queensland border, as well as the Blue Mountains, Wingecarribee and Wollondilly local government areas.
- ¹⁴ Audit Office of NSW, [Waste levy and grants for waste infrastructure](#), 26 November 2020, p 7.
- ¹⁵ For example, Watson-Will, B. submission to IPART Discussion Paper, 18 August 2020 and other anonymous submissions to IPART Discussion Paper.
- ¹⁶ IPART, [Local Council Domestic Waste Management Charges – Discussion Paper](#), August 2000, Appendix A, Table A.2 (Marsden Jacobs, [Overview of DWM in NSW](#)).
- ¹⁷ NSW Office of Local Government, ["YourCouncil" website](#), accessed 22 November 2021.
- ¹⁸ IPART calculations based on 2018/19 data from Office of Local Government, [Your Council Report](#), accessed on 24 November 2021.
- ¹⁹ Pensioner concessions are funded 55% by the NSW Government and 45% by councils: Office of Local Government, [Council Rates and Charges Pensioner Concession – Factsheet](#), accessed 24 November 2021.
- ²⁰ Australian Competition & Consumer Commission, [Public registers](#), accessed on 8 December 2021.
- ²¹ See The Waste Management & Resource Recovery Association of Australia, Cleanaway Waste Management Ltd and SUEZ submissions to IPART Discussion Paper, October 2020.
- ²² Waste Wise Environmental Pty Ltd submission to IPART Discussion Paper, 5 October 2020.
- ²³ GSC Consulting submission to IPART Discussion Paper, 24 August 2020.
- ²⁴ NSW Department of Planning, Industry & Environment, [Waste and Sustainable Materials Strategy](#), accessed on 24 November 2021.
- ²⁵ NSW Department of Planning, Industry & Environment, [Waste and Sustainable Materials Strategy](#), accessed on 24 November 2021.
- ²⁶ Department of Local Government, [Council Rating and Revenue Raising Manual](#), January 2007.
- ²⁷ For more information on the LGCI and Rate Peg, see IPART, [Rate peg for NSW councils for 2022-23 - Information Paper](#), 13 December 2021.
- ²⁸ 6427.0 - Producer Price Indexes, Australia, Table 25, Output of the Administrative and support services industries, group and class index numbers, Index Numbers: 7299 Other administrative services n.e.c.
- ²⁹ [Local Government Act 1993](#), s 409.
- ³⁰ [Local Government Act 1993](#), s 3.

Applying the pricing principles – a worked example

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camden
council

ORD04

* April 2022

Independent Pricing and Regulatory Tribunal
2-24 Rawson Place
Sydney NSW 2000

To whom it may concern,

The purpose of this letter is to provide Camden Council's response to the NSW Independent Pricing and Regulatory Tribunal's (IPART) *Review of Domestic Waste Management Charges* draft report. Council's response to the three (3) questions raised in the draft report is provided below.

Q1. Do you think our proposed annual 'benchmark' waste peg will assist councils in setting their DWM charges?

Council supports the principle of an annual benchmark as a guide and reference point for comparison, however the proposed 1.1% waste peg for 2022-2023 is considered too low.

Over the past 5 years the state average annual increase in domestic waste charges was 4.5%, with Camden Council's average annual increase being 2%. Over this same period, the average annual CPI increase was 1.9%. Based on this, the proposed 1.1% waste peg for 2022-2023 is considered unrealistic and too low.

It is noted that a large proportion of councils cost drivers that determine the actual cost of providing the domestic waste service are outside of Council's control, including CPI, award-based salary increases and fuel prices.

Council's long-term financial plan is based on an annual domestic waste charge increase of between 2.5% to 3.0% to address projected increases across the key cost drivers, CPI increases and growth in the region. Reducing the annual domestic waste management charge increase to 1.1% will impact Council's ability to recover costs in relation to its service provision.

Council recommends that IPART review the way the benchmark is calculated and bring it in line with CPI as a recognised cost index. Additionally, Council proposes a two (2) part process similar to the current rate peg (as recently developed by IPART) process where:

Part 1 - Base increase (in line with CPI)

Part 2 – Population / growth factor

This would allow for councils in high growth areas to respond to the additional costs associated with managing growth.

Q2. Do you think the pricing principles will assist councils to set DWM charges to achieve best value for ratepayers?

Council supports the intention behind the pricing principles proposed by IPART. However, it is recommended that the proposed waste peg include the costs of providing a broader range

Attachment 2



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of services associated with managing domestic waste, including the domestic waste costs associated with litter collection, illegal dumping and community recycling centres.

As such, it is recommended that Principle One be amended to read:

'DWM revenue should equal the efficient incremental cost of collecting all waste generated by domestic properties.'

This recommended change will provide councils with clarity and ensure that a broad range of essential and existing domestic waste services and functions can continue to be funded from domestic waste budgets.

Q3. Would it be helpful to councils if further detailed examples were developed to include in the Office of Local Government's Council Rating and Revenue Raising Manual to assist in implementing the pricing principles?

Detailed examples would provide clarity and guidance in relation to the calculation of costs, and ensure stakeholders have consistent definitions of reasonable costs.

Council would support a general review and update of the Rating and Revenue Raising Manual which was last updated in 2007.

Thank you for the opportunity to provide feedback on the draft report. Should you require further information please contact Council's Manager Waste and City Presentation Corey McArdle on 02 4645 5150 or Corey.McArdle@camden.nsw.gov.au.

Yours sincerely,

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Terms of reference

Independent review of the effectiveness of the framework for dealing with councillor misconduct in NSW



ORD05

Independent review of the effectiveness of the framework for dealing with councillor misconduct in NSW

The Minister for Local Government, the Hon. Shelley Hancock, has requested the Office of Local Government to commission and independent review of the framework for dealing with councillor misconduct in NSW.

In serving their local communities, council officials, including councillors are expected to uphold the highest standards of behaviour. Councillors are expected to:

- conduct themselves in a manner that will not bring the council into disrepute
- act lawfully, honestly and exercise due care
- treat others with respect and not harass or discriminate against them, or support others who do so
- consider issues consistently, promptly and fairly
- ensure development decisions are properly made and deal fairly with all parties involved
- disclose and appropriately manage conflicts of interests including, in the case of councillors, from reportable political donations
- use and secure information appropriately and not disclose confidential information
- use council resources ethically, effectively and efficiently.

The Model Code of Conduct sets the minimum standards of conduct for council officials. It is prescribed by regulation to assist council officials to:

- understand and comply with the standards of conduct that are expected of them
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439)
- act in a way that enhances public confidence in local government.

The community needs to have confidence in the processes for dealing with misconduct

The Minister for Local Government has initiated this review to ensure the community and councils have confidence in the misconduct framework, specifically, the process for making complaints, the investigation process, the timeliness of disciplinary action, and the efficacy of the disciplinary action and penalties available.

Terms of reference

1. Review the effectiveness of the framework for dealing with councillor misconduct with particular reference to:
 - a. The standards of conduct set out in the Model Code of Conduct and the way these are applied;
 - b. the process for making complaints under the Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW;
 - c. The tools and process for conducting an investigation into alleged misconduct

Attachment 1

Terms of reference



Independent review of the effectiveness of the framework for dealing with councillor misconduct in NSW

- d. the efficacy of the disciplinary actions and penalties available to councils, the departmental chief executive and the NSW Civil and Administrative Tribunal as a deterrent to councillor misconduct;
 - e. the timeliness of disciplinary action in response to councillor misconduct.
2. Make recommendations about policy, legislative and operational changes to improve the system for dealing with councillor misconduct.

Methodology

- Receive public submissions
- Review similar processes in other jurisdictions
- Consult with key NSW government agencies
- Liaison with stakeholder groups and councils.

Secretariat

Secretariat support is provided by the Office of Local Government

Contact

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Councillor Conduct Accountability in NSW Local Government

Consultation paper

November 2021

ORD05

Attachment 2

ORD05

Attachment 2



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1. Introduction

About the review

The Minister for Local Government, the Hon. Shelley Hancock MP, has commissioned an independent review of the processes and procedures for dealing with allegations of councillor misconduct.

The review will examine the current administrative framework under which complaints about councillor misconduct are managed, with the aim of identifying possible areas for improvement. The review will include an examination of similar frameworks used in other jurisdictions for any lessons they may offer for improving the New South Wales framework.

This consultation paper has been prepared to facilitate an understanding of the current framework and to invite submissions identifying areas for improvement, together with suggestions for the practical application of those improvements.

All stakeholders are invited to respond to this consultation paper, including voters, ratepayers and citizens served by councillors, councils and joint organisations, individual councillors and council staff, conduct reviewers, professional and employee representative organisations, local government industry stakeholder groups and key NSW Government agencies and other related stakeholders.

The review will be undertaken by an independent consultant experienced in local government, who will author the final report canvassing options for improvement and making recommendations accordingly. Administrative support for the reviewer will be provided through the Office of Local Government (OLG) for coordination purposes. The findings and recommendations of the final report however will be those of the independent reviewer.

Who may make submissions?

Anyone is welcome to offer comment through formal written submissions. These will be collated, and their views considered in identifying options for improvement. The views of all stakeholder groups will be given equal weight and evaluated in terms of the most

advantageous approach to achieving the best outcomes associated with fulfilling the principles for local government enshrined in the *Local Government Act 1993* (the Act).

Anyone making submissions for consideration by the review should use the Guidelines referred to in Section 2 below to formulate their contributions in the most effective way.

Closing date for submissions

Submissions should be made before **28 March 2022**.

It is recognised that the timing of this review coincides with the forthcoming council elections and the caretaker period preceding the elections, as well as the Christmas/New Year period when many councils are in recess. Accordingly, a long lead time is provided for the making of submissions.

Terminology

References to councils in this paper are to be taken as a reference to general purpose councils, county councils and joint organisations.

The term "misconduct" carries a specific technical meaning under the Act and includes among other things:

- a breach by a councillor of the Act or regulations,
- a failure by a councillor to comply with their council's code of conduct,
- an act of disorder by a councillor at a meeting and
- any act or omission intended by a councillor to prevent the proper or effective functioning of the council or a committee of the council.

The phrase "councillor misconduct" used in this paper carries this broader meaning and includes breaches by councillors of a council's code of conduct.

2. Guidelines for submissions

In order to assist stakeholders in formulating submissions that will be informative to the review and that can be compiled in a way that facilitates communication and integration into the review analysis, guidelines have been prepared and are incorporated as Attachment 1 to this consultation paper.

The guidelines generally provide advice on the form and structure of submissions to create a focus on the best way of providing information and experiences from stakeholders, to enable their valuable contribution to the review.

3. Overview

This section of the consultation paper provides information and general commentary about the current framework for dealing with complaints about councillor misconduct and identifies various issues that may assist stakeholders to consider and reflect on those aspects of the framework that could be improved. While not exhaustive, the following information is intended to provide a broad overview for the purposes of consultation.

How is councillor conduct regulated?

Australians are rightly proud of their democracy and embrace the representation they receive through their elected councils in local decision-making. Local communities rightly expect that their elected representatives on councils will observe standards of good governance and demonstrate appropriate standards of conduct as elected officials.

The legislation prescribing the framework for managing complaints about councillor misconduct has been formulated in response to a community expectation that elected representatives should observe appropriate standards of conduct and that there are appropriate mechanisms in place for enforcing compliance with those standards.

In addition to being accountable to their communities through the electoral process, councils are also subject to regulation and oversight by the NSW Government.

It does this in part through the prescription of standards of conduct that all council officials (including councillors) are required to observe through the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct) prescribed under the Act and the *Local Government (General) Regulation 2021* (the Regulation). All councils, (including county councils and joint organisations), are required to adopt a code of conduct based on the Model Code of Conduct.

Uniquely in Australia, the NSW Model Code of Conduct applies to all classes of council officials including councillors, staff and delegates of councils.

Breaches of a council's code of conduct are to be dealt with by councils in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW* (the Model Procedures) These are also prescribed under the Act and the Regulation. All councils (including county councils and joint organisations) must adopt procedures for the administration of their codes of conduct that incorporate the provisions of the Model Procedures.

The Model Code of Conduct and Model Procedures can be found [here](#).

The Model Code of Conduct and Model Procedures are supplemented by provisions in the Act that allow the “departmental chief executive” of OLG to investigate allegations of councillor misconduct and that confer disciplinary powers on the departmental chief executive and the New South Wales Civil and Administrative Tribunal (NCAT) with respect to councillor misconduct. These provisions are referred to below as the “misconduct provisions” of the Act.

Overview of the framework

The current framework for dealing with complaints about councillor misconduct is multi-layered with complaints escalated based on the seriousness of the alleged conduct and the severity of the disciplinary action attached to it. There is a strong focus on the informal resolution of less serious matters.

Complaints alleging breaches of a council’s code of conduct by a councillor are required initially to be dealt with locally by the council concerned in accordance with the Model Procedures.

Code of conduct complaints about councillors must be made in writing to the general manager of a council at first instance. The general manager (or a person authorised to exercise the general manager’s complaints management functions in relation to code of conduct matters) has a discretion to decline code of conduct complaints about councillors at the outset or to informally resolve them. The Model Procedures set out grounds on which complaints may be declined at the outset.

If a complaint is not declined or informally resolved at the outset, it is referred to an independent expert conduct reviewer who will deal with the matter at arms’ length of the council. The conduct reviewer will undertake a preliminary assessment to determine how the matter should be dealt with.

Conduct reviewers may decline or informally resolve complaints at the preliminary assessment stage by means such as explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology, or an undertaking not to repeat the offending behaviour.

Only more serious matters may be formally investigated by conduct reviewers. Investigations must follow strict rules that are designed to ensure that matters are dealt with fairly, confidentially and with rigour.

Where, following a formal investigation, a conduct reviewer determines that a councillor has breached the code of conduct, the conduct reviewer may recommend that the council formally censures the councillor for the breach and, where the breach is serious, that the matter is referred to OLG for further disciplinary action under the misconduct provisions of the Act.

Where the council censures a councillor for a breach of the code of conduct, the council must specify in its resolution the grounds on which the councillor is being censured. It does this by disclosing in the resolution the conduct reviewer’s findings and determination. This information is recorded in the minutes of the meeting, thereby ensuring the councillor is publicly accountable to their electors for their conduct.

As noted above, serious breaches of the code of conduct may also be referred to OLG for further disciplinary action. Some matters are automatically deemed to be serious and are referred to OLG for consideration instead of being dealt with by councils. These include allegations of:

- pecuniary interest breaches
- failure to disclose conflicts of interest arising from the receipt of political donations, and
- breaches of the “integrity” provisions of councils’ codes of conduct (ie misuse of the code of conduct, reprisal action, disclosure of information about code of conduct matters and failure to comply with a council resolution).

The departmental chief executive of OLG can take disciplinary action or refer more serious matters to the NCAT. Disciplinary action can include suspension from office or suspension of the payment of fees for up to three months by the departmental chief executive, or for up to six months by the NCAT.

The NCAT can also disqualify a councillor from holding office in any council for up to five years. Councillors who have been suspended by either the departmental chief executive or the NCAT on three or more occasions are automatically disqualified for five years.

In the case of pecuniary interest breaches, the departmental chief executive can also apply to the Supreme Court for an order requiring a councillor to pay to the council any financial benefit they received from a pecuniary interest breach.

Code of conduct statistics

Each year, councils are required to report on the numbers of code of conduct complaints made about councillors and the general manager, how they were dealt with and how much it cost the council to deal with them. This is to ensure that councillors are individually and collectively accountable to their communities for their conduct and performance.

OLG also collects data from councils on code of conduct complaints received about councillors and the general manager each year. To date it has not been possible to separate the data based on whether a complaint was about a councillor or the council's general manager. Consequently, for the purposes of this Consultation Paper the statistics shown reflect the combined data only and any analysis needs to take this into consideration.

In the 2019/20 reporting period (from 1 September 2019 to 31 August 2020), the total number of code of conduct complaints received by councils about councillors or the general manager was 400.

Councils received on average 2.9 code of conduct complaints about councillors or their general manager during the 2019/20 reporting

period. Out of 128 general purpose and 9 county councils, 59 councils received no code of conduct complaints during that period and 25 received only 1 code of conduct complaint.

As noted above, most code of conduct complaints about councillors or the general manager are declined or resolved informally at the outset by the general manager (or the mayor in the case of complaints about the general manager) or by a conduct reviewer at the preliminary assessment stage following referral.

Of the total number of complaints finalised in the 2019/20 reporting period (411), 94 complaints (22.8%) were declined or resolved by the general manager at the outset. 139 (33.8%) complaints were declined or resolved following a preliminary assessment by a conduct reviewer.

178 (43.3%) complaints finalised in the 2019/20 reporting period were the subject of a formal investigation. Of the complaints formally investigated, 47 (26.4%) resulted in a determination that the councillor had breached the code of conduct and resulted in disciplinary action by the council such as censure. Of these, 2 complaints were referred to OLG for further disciplinary action under the misconduct provisions of the Act. In 71 cases, the conduct reviewer determined there had been no breach. 60 cases were still under investigation at the time of reporting.

There has been an increase in the number of code of conduct complaints made about councillors and general managers over time. For example, in the 2013/14 reporting period (from 1 September 2013 to 31 August 2014), 322 code of conduct complaints were received by councils about councillors or the general manager.

Data collected by OLG indicates that the proportion of complaints being declined or resolved by the general manager prior to referral to a conduct reviewer has decreased over time. The proportion of complaints declined or resolved by conduct reviewers at the preliminary assessment stage has remained constant. The proportion of complaints progressing to formal investigation has increased.

4. Objectives and expectations

Purpose of the Model Code of Conduct

Section 8A of the Act sets out principles for local government. These principles relate to three broad areas of:

- exercising functions generally,
- decision-making and
- community participation.

These principles articulate the following terms and values:

- strong and effective representation, leadership, planning and decision-making
- work with others to secure appropriate services for local community needs
- act fairly, ethically and without bias in the interests of the local community
- provide a consultative and supportive working environment for staff
- recognise diverse local community needs and interests
- consider social justice principles
- be transparent and be accountable for decisions and omissions.

The Model Code of Conduct sets out standards of conduct that councillors are required to observe that reflect these principles and values. Under the Model Code of Conduct, council officials are expected to:

- conduct themselves in a manner that will not bring the council into disrepute
- act lawfully, honestly and exercise due care
- treat others with respect and not bully, harass or discriminate against them, or support others who do so
- consider issues consistently, promptly and fairly
- ensure development decisions are properly made and deal fairly with all parties involved
- disclose and appropriately manage conflicts of interests including from reportable political donations
- use and secure information appropriately and not disclose confidential information
- use council resources ethically, effectively and efficiently.

Defining expectations

The purpose of the Model Code of Conduct is to prescribe minimum ethical and behavioural standards that all council officials are required to comply with and to ensure that councils and council officials exercise their functions and make decisions ethically and appropriately and in a way that promotes community confidence in the council and its decisions.

As with any organisation, councils can experience interpersonal conflict. This is accentuated by the fact that they operate in a political environment.

The code of conduct and the misconduct framework are not designed to prevent or resolve interpersonal or political conflict which is often a natural feature of democratic processes and political discourse. Nor is it designed or intended to prevent or restrict normal and respectful debate or constrain free speech.

Adoption of the Model Code of Conduct by councils

All councils are required to adopt a code of conduct based on the Model Code of Conduct prescribed under the Act and the Regulation. In doing so, councils have the flexibility to strengthen the ethical and behavioural standards prescribed under the Model Code of Conduct should they choose to do so. For example, where the Model Code of Conduct allows the acceptance of gifts with a value of up to \$100, many councils have chosen to ban the acceptance of all gifts.

In adopting a code of conduct, councils must not weaken the ethical and behavioural standards prescribed under the Model Code of Conduct. A provision of a council's code of conduct that is weaker than an equivalent provision of the Model Code of Conduct is invalid, and the stronger standard prescribed in the Model Code of Conduct automatically overrides it.

As noted above, the Model Code of Conduct automatically applies to all councillors, council staff and others who exercise council functions under delegation from the council. However, in adopting a code of conduct, councils may also

extend its application to other persons such as volunteers, advisory committee members and contractors. It is also open to councils to adopt separate codes of conduct for councillors, staff and other types of council officials, provided the adopted codes are consistent with the Model Code of Conduct.

Councillor training

Councils are required under the Regulation to deliver induction training for newly elected mayors and councillors and refresher training for returning mayors and councillors within 6 months of each ordinary council election. Councils are also required to provide ongoing professional development to mayors and councillors over the balance of the council term.

OLG has issued *Councillor Induction and Professional Development Guidelines* to inform the delivery of councillor induction training and professional development. The Guidelines are available [here](#). A key focus of the

training recommended in the Guidelines is on ethical conduct, appropriate behaviours and compliance with the council's code of conduct.

To assist councils to induct councillors into their roles and responsibilities, OLG has also delivered "Hit the Ground" running workshops after each local government elections. One of the workshop modules relates to compliance with the code of conduct.

Councils are required to report on councillors' participation in induction training and professional development in their annual reports.

OLG's Guidelines also recommend that councils hold pre-election information sessions to ensure that candidates understand their role and responsibilities if they are elected, including their obligations under the council's code of conduct. OLG has issued a Candidate Guide and an online training tool for candidates to assist councils to deliver candidate training.

Considerations:

Should there be separate codes of conduct prescribed for councillors, staff and other classes of council official?

Are the standards of conduct currently prescribed in the Model Code of Conduct appropriate? Do they need to be strengthened or softened?

Is the level of prescription in the Model Code of Conduct appropriate? Should it be more, or less prescriptive?

Does there need to be any changes to the types of conduct currently regulated under the Model Code of Conduct?

Are the current training requirements for mayors and councillors adequate? Do these requirements need to be strengthened?

5. Complaint processes

Making complaints

Under the Model Procedures, all code of conduct complaints, including complaints about councillors, staff and delegates of the council are to be made to the general manager at first instance. Complaints about the general manager are to be made to the mayor.

Concerns have been raised about whether the Model Procedures may place general managers in the invidious position of having to receive and deal with code of conduct complaints about their employers, namely the councillors.

It should be noted that under the Model Procedures, general managers are not required to have any involvement in the management of code of conduct complaints about councillors after their receipt if they choose not to. However, some general managers have observed that by simply not electing to decline a complaint and allowing it to be referred to a conduct reviewer, (even though no positive decision is required for

this to occur under the Model Procedures), they may still be exposed to criticism or reprisal by aggrieved councillors and their supporters.

General managers are permitted under the Model Procedures to delegate their functions in receiving, declining, and resolving code of conduct complaints about councillors to another member of staff or persons outside of the council if they wish.

It is also open to councils to establish shared complaints management arrangements that allow code of conduct complaints about councillors to be managed externally. There is currently only one such arrangement in place, the shared internal ombudsman service established by the City of Parramatta, Cumberland and Inner West Councils. Some councils have set up their own internal ombudsman functions and have delegated the general managers' complaints management functions to the internal ombudsman.

Considerations:

Should code of conduct complaints about councillors continue to be dealt with locally by councils in the first instance? If not, how should they be dealt with?

Should code of conduct complaints about councillors continue to be received by the general manager of a council? If not, who should receive code of conduct complaints about councillors?

Should mayors have a more active role in the management of code of conduct complaints about councillors?

Should there continue to be a discretion to decline or resolve complaints about councillors before they are referred to a conduct reviewer?

Are the procedures for dismissing frivolous and vexatious complaints adequate and effective? How might they be improved?

Preliminary assessment of complaints by conduct reviewers

Code of conduct complaints about councillors that are not declined or resolved at the outset by the general manager must be referred via the council's complaints coordinator to an independent conduct reviewer selected from a panel of conduct reviewers established by the council.

The complaints coordinator is a member of staff (who must not be the general manager) who is responsible for coordinating the management of code of conduct complaints, providing administrative support to conduct reviewers and acting as a point of liaison between the conduct reviewer and the council.

All councils are required to appoint a panel of conduct reviewers to manage code of conduct complaints about councillors. Many councils operate regional panels that are shared by all councils within the region.

To qualify for appointment to a panel, conduct reviewers are required to satisfy independence requirements and to possess specialist skills. The independence requirements and qualifications conduct reviewers need to satisfy to be appointed to a council's panel are prescribed under the Model Procedures.

The Model Procedures also establish guidelines for how conduct reviewers are to approach the exercise of their functions including managing conflicts of interests or bias and maintaining independence.

After complaints are referred to them, conduct reviewers are required to make a preliminary assessment of how the complaint is to be managed against criteria set out in the Model Procedures. Conduct reviewers have the following options for managing complaints about councillors. They may:

- decline to take any action in relation to the complaint (eg because it lacks merit), or
- resolve the complaint using a range of possible strategies including explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology,

or an undertaking not to repeat the offending behaviour, or

- refer the matter back to the general manager for resolution by explanation, counselling, training, mediation, informal discussion, negotiation, a voluntary apology, or an undertaking not to repeat the offending behaviour, or
- refer the matter to an external agency such as OLG or ICAC, or
- formally investigate the matter.

The Model Procedures place an emphasis on the informal resolution of complaints. Only serious complaints (as defined by the Model Procedures) may be formally investigated. The Model Procedures set out criteria for determining whether a complaint is sufficiently serious to warrant formal investigation. Conduct reviewers are also required to justify their decision to formally investigate matters in their final reports after investigations are concluded.

As noted above, of the total number of complaints finalised in the 2019/20 reporting period, 33.8% complaints were declined or resolved following a preliminary assessment by a conduct reviewer. This is in addition to the 22.8% of complaints declined or resolved by the general manager prior to referral to a conduct reviewer.

Formal investigations

As noted above, conduct reviewers may only formally investigate code of conduct complaints about councillors where they are satisfied the complaint is serious. Conduct reviewers must be satisfied as to the following before they can make a decision to formally investigate a complaint:

- that the complaint is a "code of conduct complaint" as defined under the Model Procedures, and
- that the alleged conduct, if substantiated, would be sufficiently serious to warrant the formal censure of a councillor, and
- that the matter is one that could not or should not be resolved by alternative means.

The Model Procedures set out benchmarks for seriousness that conduct reviewers must consider in making an assessment of whether a complaint is sufficiently serious to warrant formal investigation. In determining whether a matter is sufficiently serious to warrant formal censure, conduct reviewers must consider the following:

- the harm or cost that the alleged conduct has caused to any affected individuals and/or the council
- the likely impact of the alleged conduct on the reputation of the council and public confidence in it
- whether the alleged conduct was deliberate or undertaken with reckless intent or negligence
- any previous proven breaches by the councillor whose alleged conduct is the subject of the complaint and/or whether the alleged conduct forms part of an ongoing pattern of behaviour.

As noted above, of the total number of complaints finalised in the 2019/20 reporting period, 43.3% complaints were the subject of a formal investigation.

In undertaking formal investigations, conduct reviewers are required to follow strict rules to ensure that procedural fairness is complied with. The Model Procedures prescribe detailed requirements in this respect.

At the start of the investigation, the person being investigated (the respondent) is notified of the allegations against them and they are invited to respond by written submission. Conduct reviewers are also required to give respondents an opportunity to make submissions in person to the conduct reviewer.

Conduct reviewers are required to undertake all necessary enquiries when investigating matters.

Before completing their investigation, the conduct reviewer is required to provide a draft of their investigation report to the respondent, invite them to make a submission, and to consider their submissions.

The investigator's final report must:

- make findings of fact in relation to the matter investigated, and,
- make a determination that the conduct investigated either, constitutes a breach of the code of conduct, or does not constitute a breach of the code of conduct, and
- provide reasons for that determination.

The Model Procedures provide a detailed list of the minimum standards for the content of conduct reviewers' final investigation reports.

Oversight by OLG

OLG exercises an oversight role to ensure code of conduct complaints are managed by councils in accordance with the Model Procedures.

OLG may, at any time, whether or not in response to a request, review the consideration of a matter under a council's code of conduct where it is concerned that a person has failed to comply with a requirement prescribed under the Model Procedures or has misinterpreted or misapplied the standards of conduct prescribed under the code of conduct in their consideration of a matter.

OLG will also review any complaints made either directly to it or through the general manager in relation to conduct reviewers.

Considerations:

Does the current system for referring code of conduct complaints about councillors to independent conduct reviewers work effectively? If not, how can it be improved?

Should there continue to be an emphasis on the informal resolution of code of conduct complaints about councillors? How can those processes be improved?

Are the current procedures governing the formal investigation of code of conduct complaints about councillors effective in ensuring investigations and their outcomes are robust and fair? If not, how can they be improved?

Are OLG's oversight powers adequate and effectively implemented? What improvements might be considered?

6. Investigation timeframes

An issue for both councils and OLG is the time taken to deal with allegations of councillor misconduct and to take disciplinary action.

The management of complaints by councils

The Model Procedures require councils' complaints coordinators to refer code of conduct complaints about councillors that are not declined or resolved at the outset by the general manager to a conduct reviewer within 21 days of their receipt by the general manager.

Conduct reviewers are required to complete their preliminary assessments of complaints about councillors within 28 days. However, there are no time limits imposed on conduct reviewers' formal investigations of complaints.

No data is held on the average time taken by conduct reviewers to complete formal investigations.

Investigations by OLG

Councillor misconduct matters referred by councils to OLG are dealt with in accordance with its *Framework for Managing Councillor Misconduct Allegations*. The framework is available [here](#).

The time taken by OLG to complete misconduct investigations, often includes the review and adoption of findings of investigations completed by conduct reviewers. A key concern is that disciplinary action loses its efficacy as a deterrent if it is taken long after the conduct in question occurred.

There are three factors that contribute to the time taken between the occurrence of councillor misconduct and disciplinary action taken in relation to it by OLG or the NCAT.

First, where a matter is first dealt with at the local level by a council and subsequently referred to OLG, there is the time that elapses between the complaint being made and the completion of the conduct reviewer's investigation and a decision being made by the council to refer the matter to OLG based on the conduct reviewer's recommendation.

Second, there are the timeframes taken by OLG to complete investigations of councillor misconduct.

Third, where a matter is referred to the NCAT or where disciplinary action by the departmental chief executive of OLG is appealed to the NCAT, the ultimate decision in a matter becomes even more remote in time.

Data collected on misconduct matters finalised by OLG between April 2020 and September 2021 indicates that on average, it takes OLG 59 weeks to complete misconduct investigations where disciplinary action is taken by the departmental chief executive. Where a misconduct matter is referred to the NCAT, the average time taken by the Tribunal to hand down its decision is 49 weeks (based on data collected over the last 5 years).

Considerations:

How can the time taken to deal with allegations of councillor misconduct be reduced?

How can the efficiency of the processes for dealing with code of conduct breaches by councillors under the Model Procedures be improved?

How can the efficiency of referrals of councillor misconduct to OLG for investigation and disciplinary action be improved?

Are there opportunities for councillor misconduct to be dealt with summarily? If so, how can this be done in a way that ensures due process and that is procedurally fair?

7. Outcomes

Penalties available to councils for councillor misconduct

Where, following an investigation, a conduct reviewer determines there has been a breach of the council's code of conduct, their report is submitted to the council for disciplinary action and possible referral to OLG for further disciplinary action.

Councils are not obliged to adopt the conduct reviewer's recommendation. Where they do not do so, the council is required to provide its reasons for not adopting the recommendation in its publicly available resolution and to notify OLG of the decision. If OLG considers that disciplinary action is warranted, OLG can take disciplinary action for the breach instead of the council.

As a result of Supreme Court's decision in the matter of *Cornish v Secretary, Department of Planning, Industry and Environment*, the only penalty now available to councils for misconduct by councillors is to censure them by resolution under section 440G of the Act. During the 2019/20 reporting period, 18 code of conduct matters resulted in a recommendation that the councillor be censured.

The content of censure resolutions has been strengthened to ensure they operate more effectively as a deterrent by publicly naming councillors who have breached the council's code of conduct. When censuring a councillor, councils are now required to disclose in the resolution, the conduct reviewer's findings and determination and any other information the council considers may be relevant or appropriate.

Where councils consider that a more serious penalty is warranted, in addition to censure, they may resolve to refer a matter to OLG for further disciplinary action under the misconduct

provisions of the Act where this has been recommended by the conduct reviewer who investigated the breach. Conduct reviewers are required to consult with OLG before recommending that a matter is referred to OLG to ensure that it is suitable for referral. During the 2019/20 reporting period, two code of conduct matters resulted in the councillor being censured and the matter being referred to OLG for further disciplinary action.

Under the current Model Procedures, councillors may seek to avoid public censure for breaches of the code of conduct by voluntarily agreeing to undergo training or counselling, to apologise for their conduct or to give undertakings not to repeat their conduct before the investigator finalises their report to the council. Conduct reviewers can finalise their investigations without a report to the council where they consider these to be an appropriate outcome to the matter they are investigating.

Many councils believe that censure is an insufficient deterrent against councillor misconduct.

An objection in the past to expanding or strengthening the disciplinary powers available to councils in relation to councillors who have breached the council's code of conduct has been that these powers could be misused against minority councillors or could be used in a partisan manner. A key difference now is that the Model Procedures ensure that the only circumstances in which a council could exercise any expanded or stronger disciplinary powers, are where an independent conduct reviewer has first determined the councillor has breached the council's code of conduct and recommended disciplinary action following a formal investigation in which procedural fairness has been afforded.

Rights of review against penalties imposed by councils

As noted above, councils are subject to oversight by OLG in the management of code of conduct complaints.

The Model Procedures allow anyone to seek a review by OLG of the way code of conduct matters have been dealt with. In reviewing code of conduct matters, as a matter of practice OLG does not seek to substitute its views for the views of a conduct reviewer on the merits of a matter, and will only intervene in the consideration of a matter where the Model Procedures have not been correctly followed or the conduct reviewer has not correctly applied the standards prescribed under the council's code of conduct to the facts found by them.

The Model Procedures also confer on councillors who have been censured by councils the right to seek a review of the council's decision by OLG. Under the Model Procedures, a respondent councillor who has been censured by a council for a breach of the council's code of conduct may, within 28 days of the sanction being imposed, seek a review by OLG of the conduct reviewer's determination and recommendation. A review may be sought on the following grounds:

- that the conduct reviewer has failed to comply with a requirement under the Model Procedures, or
- that the conduct reviewer has misinterpreted or misapplied the standards of conduct prescribed under the council's code of conduct, or
- that in imposing its sanction, the council has failed to comply with a requirement under the Model Procedures.

Where a respondent councillor requests a review, OLG may direct the council to defer any action to implement a sanction while the review is undertaken. Where the conduct reviewer or council has been found to have erred, OLG may direct the council to reconsider its decision.

If councils were to be permitted to impose more severe penalties on councillors that carried more serious consequences, consideration may need to be given to what rights of appeal should be available for these more onerous penalties.

Penalties available to the departmental chief executive of OLG for councillor misconduct

As noted above, where a breach is serious, in addition to censure, the council may refer the matter to OLG for additional disciplinary action. Conduct reviewers are required to consult with OLG before recommending to a council that a matter is referred to OLG, to ensure that it is suitable for referral. OLG can also initiate disciplinary action on its own motion without a referral by a council.

The departmental chief executive may take the following disciplinary action in relation to councillor misconduct:

- counsel the councillor
- reprimand the councillor
- direct the councillor to cease engaging in the misconduct
- direct the councillor to apologise for the misconduct in a specified manner
- direct the councillor to undertake training
- direct the councillor to participate in mediation
- suspend the councillor from civic office for a period not exceeding 3 months
- suspend the councillor's right to be paid any fee or other remuneration for up to 3 months (without suspending the councillor from civic office for that period).

In determining which disciplinary action, if any, to take against a councillor who has engaged in misconduct, the departmental chief executive may take into account any previous incidents of misconduct by the councillor, any disciplinary action previously taken against the councillor and any other relevant matters.

In the last five years, the departmental chief executive has taken the following types of disciplinary action against councillors under the misconduct provisions of the Act:

Disciplinary action	Number of times imposed
Counselling	1
Reprimand	6
Order to cease engaging in misconduct	7
Order to apologise	3
Suspension of fees	8
Suspension from civic office	4

Rights of appeal against disciplinary action by the departmental chief executive

Where the departmental chief executive of OLG takes disciplinary action against a councillor under the misconduct provisions of the Act, the councillor may, within 28 days, appeal the decision to the NCAT. The NCAT may stay any decision made by the departmental chief executive until such time as the NCAT determines the appeal.

On hearing the appeal, the NCAT may confirm the decision, amend the decision, or set aside the decision and substitute a new decision.

In the past five years, disciplinary action taken by the departmental chief executive has been the subject of appeal to the NCAT on 3 occasions. On one of these occasions, the NCAT has amended the departmental chief executive's decision and on one occasion it has set the decision aside.

Penalties available to the NCAT for councillor misconduct

Under the misconduct provisions of the Act, if a breach is particularly serious, OLG may refer councillor misconduct to the NCAT for disciplinary action following investigation. The NCAT can take the following disciplinary action in relation to councillor misconduct:

- counsel the councillor
- reprimand the councillor
- suspend the councillor from civic office for a period not exceeding 6 months
- suspend the councillor's right to be paid any fee or other remuneration for up to 6 months (without suspending the councillor from civic office for that period)
- disqualify the councillor from holding civic office for a period not exceeding 5 years.

One challenge in seeking the imposition of the stronger penalties currently available for councillor misconduct under the Act is that currently they can only be imposed by NCAT. This usually requires a lengthy hearing with no guarantee of success. Recent experience indicates that NCAT also tends not to impose stronger penalties.

In the last five years, the departmental chief executive has referred 9 matters to the NCAT for disciplinary action against councillors under the misconduct provisions of the Act. All these referrals resulted in disciplinary action being taken by the NCAT against the councillor concerned (two matters are currently before the NCAT).

Where the NCAT has taken disciplinary action against councillors during this five-year period, it has taken the following types of disciplinary action against councillors:

Disciplinary action	Number of times imposed
Reprimand	4
Suspension of fees	1
Suspension from civic office	1
Disqualification from civic office	1

Decisions by the NCAT are subject to appeal to the Supreme Court or the Land and Environment Court depending on the grounds on which the appeal is being sought.

In the past five years, one decision by the NCAT to take disciplinary action against a councillor has been overturned on appeal (*Cornish v Secretary, Department of Planning, Industry and Environment*).

Other types of penalties for councillor misconduct

Under the misconduct provisions of the Act, if a councillor has been suspended on three or more occasions by OLG or the NCAT for breaches of a council's code of conduct, they are automatically disqualified from holding office in any council for 5 years and their office automatically becomes vacant. Only one councillor has been disqualified from holding civic office on these grounds.

In the case of councillors who have financially benefitted from a breach of their pecuniary interest obligations, OLG also can apply to the Supreme Court for an order forcing the councillor to surrender the financial benefit to the council. This power has never been exercised.

Considerations:

Should the full range of disciplinary powers previously available to councils under the Model Procedures before the Cornish decision be restored by legislation?

If councils were once again able to require councillors to apologise for breaches of the code of conduct or to give undertakings not to repeat their conduct, how should apologies and undertakings be enforced?

Should the disciplinary powers available to councils for breaches by councillors of the code of conduct be strengthened? If so, what additional disciplinary powers should be given to councils?

If councils were given stronger disciplinary powers, should the right of appeal in relation to the exercise of those powers be to OLG or to another agency or tribunal?

Are the disciplinary powers currently available to the departmental chief executive of OLG and the NCAT for councillor misconduct sufficient? If not, what additional disciplinary powers should be made available to them?

8. Costs

Councils' costs

Councils are required to publicly report on the cost of dealing with code of conduct complaints about their councillors and general manager annually. This is intended to identify a "price signal" for misconduct and to make councillors accountable to their communities for their conduct and the costs of dealing with that conduct.

In the 2019/20 reporting period, the average cost incurred by councils in dealing with a single code of conduct complaint about a councillor was \$7,126.68.

OLG's costs

Currently, OLG's complaint handling, intervention, general investigations and councillor misconduct functions are undertaken by a team that comprises of a manager and six senior investigators. The team is also supported by a lawyer embedded in the team. These resources are also called upon to undertake interventions, investigations and public inquiries arising from council maladministration.

There is no separate data that would indicate the annual costs incurred by OLG in dealing with councillor misconduct matters.

The Act allows OLG to recover the reasonable expenses incurred in the investigation of councillor misconduct from councils. This option has not been exercised to date.

Considerations:

Who should carry the cost of dealing with complaints about councillor misconduct?

Should councils be accountable to their communities for the cost of dealing with complaints about councillor misconduct?

Should OLG be able to recover the cost of misconduct investigations from councils?

Should councils and/or OLG be able to recover the cost of dealing with complaints about councillor misconduct from councillors who have been found to have engaged in misconduct? If so, what mechanism should be used to recover these costs?

9. Insights from other jurisdictions

This section reports trends in the way other states and the Northern Territory handle issues of councillor conduct. The coverage is far from comprehensive but includes examples of how other systems work that may point to possible changes in New South Wales.

Clarifying the nature of 'misconduct'

There is a trend away from defining all breaches of the Local Government Act or codes of conduct as 'misconduct'. 'Lower-level' breaches are now commonly defined as 'behavioural' or 'inappropriate conduct', to be handled largely by councils themselves (with expert assistance if necessary).

- South Australia does not use the term 'misconduct' at all. The Act is written in terms of 'behaviour' and 'integrity' – the latter term covering serious cases of fraud, misuse of position/information, conflicts of interests, bullying/harassment etc that are handled by the Ombudsman and SACAT.
- Queensland uses the terms 'unsuitable' and 'inappropriate' conduct.
- Western Australia refers to 'behavioural' breaches and breaches of 'rules of conduct'.

Using the Local Government Act

Several states have expanded or strengthened conduct provisions in the Act itself, with less reliance on codes, regulations and policies, to give greater weight to issues of behaviour, integrity and good governance.

- Nearly all jurisdictions spell out more serious offences (as well as associated procedures and penalties) in the Act.
- South Australia has abandoned its code of conduct and sets out all the relevant principles and processes in the Act.

Robust supporting principles

Assessing the nature and gravity of 'misconduct', and enforcing required standards, depends on clear and consistent statements of objectives, principles and responsibilities that flow through the Act, codes of conduct and meeting practices, as well as related policies for handling complaints.

- 'Ethical and legal behaviour' is one of Queensland's five overarching Local Government Principles that underpin the Act.
- South Australia recently made extensive changes to its Act, including 'to act with integrity' as the primary role of a councillor.

Application of codes of conduct

No other state or the Northern Territory includes general managers and staff in the same code or standards of conduct as councillors.

- South Australia and Victoria are the only states without a mandatory or detailed model code of conduct.
- Victoria prescribes 'Standards of Conduct' that each council must incorporate into its own code of conduct for councillors.
- Western Australia's code extends to committee members and nominated candidates.

Links to training programs

Required standards and reasonable expectations for good conduct are being translated into 'universal' training/professional development programs.

- Western Australia and South Australia have amended their Acts to strengthen mandatory training, including in relation to conduct and integrity; failure to complete training may lead to a fine (WA) or suspension (SA).

'In-house' management of meeting behaviour and councillor-to-councillor disputes

Several jurisdictions have introduced formal procedures to avoid escalating unacceptable behaviour at meetings and personal disputes between councillors to external bodies. This may include significant additional responsibilities for mayors.

- In Queensland the chair of a meeting, acting on his/her own authority, may reprimand a councillor, order a councillor to leave a meeting and stay away from the meeting place, and have a councillor removed from the meeting place; failure to comply may become a higher-level offence.
- Victoria has a system of 'internal arbitration' to deal with councillor-to-councillor disputes, using state-approved arbiters.

Independent panels to handle 'mid-range' breaches

Most jurisdictions use standing or ad hoc panels for conduct matters that cannot be handled by councils themselves but fall short of warranting very heavy penalties.

- South Australia and Western Australia have 'standards' panels; Queensland has a 'conduct tribunal'; in the Northern Territory, Tasmania and Victoria 'conduct' or 'complaints' panels are convened as required, drawn from a list of pre-approved members.
- In South Australia serious 'integrity' matters are investigated by the Ombudsman; while in Victoria they are handled by the independent Local Government Inspectorate; and in Queensland by the Independent Assessor.
- State departments/offices of local government agencies in Queensland, South Australia and Victoria have at most a minimal role; elsewhere they provide administrative support to panels and handle serious offences that require referral to state tribunals.

Streamlining investigations and hearings

At the 'mid-range' level it is common for Local Government Acts to seek maximum informality in proceedings and swift resolution of allegations. The scope for parties to seek reviews and lodge appeals may be restricted.

- Most states and the Northern Territory enable panels to determine their own procedures, subject to generic principles – right to be heard, natural justice and procedural fairness.
- Tasmania limits appeals against panel decisions to denial of natural justice.

'Lower-level' disciplinary measures

All states have a similar range of 'basic' sanctions (censure, apology, training/counselling, short periods of suspension etc) for offences below those handled by state tribunals or courts, but some have more severe options.

- Additional measures may include reimbursement of the council's costs, temporary loss of allowances, exclusion from meetings, suspension/exclusion from positions held other than being a councillor (eg mayor/deputy, committee chair, council's representative).
- Queensland's tribunal may require payment of a 'fine' to the council.
- Tasmania and Victoria provide for longer periods of suspension (up to 3/12 months).
- Victoria's review panels may order 'remedial action' (eg. training/counselling) regardless of whether or not misconduct has been proven.

Significant roles for local government associations

In some jurisdictions processes for handling conduct complaints reveal a high level of cooperation or even a formal partnership between the state agency and the local government association.

- The Northern Territory association is a 'prescribed corporation' under the Act and may convene complaints panels on behalf of councils
- In South Australia, the new Behavioural Standards Panel is funded by the association under an agreement with the Minister; costs may be recovered from member councils
- In Western Australia, the association delivers approved training programs under the Act and provides guidelines and templates to help councils meet statutory requirements.

Requirements for lodging complaints

The number of unwarranted complaints may be contained by shortening the timeframe within which they may be lodged and requiring more detailed information by means of standard form.

- Several states have standard forms for lodging complaints and require detailed information (including a statutory declaration in some cases).
- In Tasmania, complaints must be lodged within 3 months, detail efforts made to resolve the issue, and involve a lodgement fee (about \$80, refunded if complaint upheld).
- In Queensland, repeated frivolous complaints and vexatious, reckless, mischievous or malicious complaints may attract a fine.

Role of the council chief executive

Several jurisdictions limit the potential difficulties council chief executives face if they are required – or perceived – to play a significant role in handling complaints against the mayors and councillors who employ them.

- Queensland has removed CEOs from the initial phases of handling conduct complaints; all complaints (except corrupt conduct) are 'triaged' by the Office of the Independent Assessor.
- Western Australia requires councils to have a designated complaints officer – not necessarily the CEO.
- Victoria excludes CEOs from the position of Councillor Conduct (complaints) Officer.

Considerations:

Are there any elements of interstate frameworks for dealing with complaints about councillor misconduct that could be adapted to improve the NSW framework?

10. Conclusion

The review seeks input from stakeholders to identify any legislative, systemic, procedural or resourcing issues impacting adversely on the effectiveness of the current framework for dealing with councillor misconduct that need to be addressed by this review.

The consideration bullet points provided throughout the Consultation Paper are intended only as prompts to generate discussion on key issues. In making submissions, please feel free to address any other relevant issues that have not been specifically highlighted in the Consultation Paper.

Submissions, comments and suggestions are welcomed to inform further discussion, debate and deliberation on the key areas such as:

- Fairness and equity
 - access of complainants
 - substantiation of allegations
 - natural justice for councillors
 - independence of investigations and disciplinary processes
 - objective determination
 - appeal and review
- Effective procedures
 - opportunities for early resolution
 - constructive rather than adversarial approaches
 - results focused processes
 - uncomplicated procedural steps
 - timely progression
 - cost effective procedures
- Integrity of outcomes
 - increased respect for and compliance with appropriate standards of conduct
 - confidence in the framework to encourage positive conduct and to deter misconduct
 - community confidence in outcomes

Attachment 1

How to make a submission

Submissions may be made in writing by **28 March 2022** to the following addresses.

Post: Locked Bag 3015 NOWRA NSW 2541

Email: olg@olg.nsw.gov.au

Submissions should be labelled 'Councillor Conduct Accountability Review'.

To ensure submissions offer maximum value in assisting this review to identify the issues it needs to consider and address and to identify possible opportunities for improvement, they should be made based on the following guidelines:

- Submissions should be framed to offer constructive responses to the considerations identified in the dialogue boxes at conclusion of each section of the Consultation Paper. These are designed to prompt consideration of the key issues that need to be considered and addressed by the review.
- Submissions should focus on making positive suggestions for improvement rather than seeking to remedy past errors or failures. However, examples that illustrate any deficiencies in the current framework may assist the review in identifying opportunities for improvement.
- The review is not a vehicle to re-prosecute individual cases or as an appeal mechanism for past decisions. Submissions seeking to do this will not be considered.
- In identifying opportunities for improvement, please provide clear and relevant examples that identify deficiencies in the current framework in delivering the desired outcomes. Suggested options for improvement should be practical and readily capable of implementation.
- There is no word limit on submissions. However, the inclusion of copious attachments and appendices to illustrate the points made in a submission is discouraged and will only detract from the attention that can be given to the submission.

While every effort will be made to preserve any confidential information provided in submissions, submissions or extracts from submissions may be incorporated into the review report and may otherwise be made publicly available at the discretion of OLG in consultation with the independent reviewer. If submissions are made public, contact details will be redacted. The name of the person making a submission may be released unless that person has requested to remain anonymous.

Any submissions received are also subject to the *Government Information (Public Access) Act 2009*.

For more information, please contact OLG's Council Governance Team on (02) 4428 4100 or via email at olg@olg.nsw.gov.au.

ORD05

Attachment 2





camden
council

ORD05

{insert date}

Mr Gary Kellar PSM
c/o Office of Local Government
Locked Bag 3015
Nowra NSW 2541
Sent via email to: olg@olg.nsw.gov.au

Dear Mr Kellar PSM,

Re: Councillor Conduct Accountability Review

In Office of Local Government (OLG) Circular No. 21-38, councils and other stakeholders were invited to provide feedback on the consultation paper 'Councillor Conduct Accountability in NSW Local Government' (the consultation paper) that was published by the OLG on 26 November 2021.

It is noted that the review will broadly examine the current administrative framework under which complaints about councillor misconduct are managed, with the aim of identifying possible areas for improvement. In particular, the review will consider the process for making complaints, the investigation process, the timeliness of disciplinary action, and the efficacy of the disciplinary action and penalties available.

At its Ordinary Meeting on 12 April 2022, Council resolved as follows:

{insert resolution details}

In accordance with this resolution, Council provides this submission for your consideration. Where applicable, the submission provides feedback on each of the subject areas identified in the consultation paper in turn, with the exception of the section on 'Insights from Other Jurisdictions' as any relevant ideas that were provided in the consultation paper have been incorporated in the feedback below.

Objectives and Expectations

- Separate Codes of Conduct should be prescribed for Councillors and other Council officials (including staff, volunteers, contractors etc.) respectively. This would make each Code of Conduct a more relevant and user-friendly document, given that the current iteration includes several provisions pertaining only to Councillors.
- There should be clarity of objectives included from the legislation through to the relevant codes and procedures, so the expectations are consistent and readily understood. However,

Attachment 3

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any objectives included in the *Local Government Act 1993* (the Act) should be principle-based rather than prescriptive, due to the less agile and responsive process available for amending the Act compared with the delegated legislation.

- There should be further guidance provided with respect to managing lobbying, as recommended in the NSW Independent Commission Against Corruption reports on Operation Dasha and Operation Eclipse.

Complaint Processes

- The general manager should have limited involvement in dealing with complaints about councillors. Given that they are employed by the councillors, there is a risk that their involvement could create unnecessary conflict with the council and subject them to undue influence or at least the perception thereof. Similarly, the mayor should likewise have limited involvement, due to the risk that this will create unwarranted political difficulties when the mayor is elected by councillors (for those councils where that occurs). Instead, it should be mandatory for councils to appoint a complaints coordinator or similar position, who would have primary responsibility for dealing with complaints about councillors. However, it should still remain open to the general manager and mayor to endeavour to resolve lower-level complaints by informal means, if possible, before referring to a complaints coordinator.
- The current emphasis on the informal resolution of complaints is appropriate and should be maintained. In particular, procedural informality and the faster resolution of lower- and mid-level breaches is desirable, so long as adequate procedural fairness is preserved.
- A template form for making complaints should be prescribed, both to ensure that adequately detailed information is provided at the outset and to discourage frivolous or vexatious complaints. Tightening the timeframes for lodgement of a complaint may also serve to support the latter of these objectives.

Investigation Timeframes

- A maximum timeframe should be specified for conduct reviewers to complete an investigation, noting that currently no timeframes are provided for this. A 90-day period is suggested as a reasonable option to effectively balance the requirements for procedural fairness and the need to ensure the appropriate and timely resolution of complaints.

Outcomes

- A distinction should be made between higher-level misconduct and lower-level behavioural breaches, to reflect the relative seriousness of each.
- Consideration should be given to restoring the disciplinary powers previously available to councils under the Model Procedures before the *Cornish* judgement by the Supreme Court, including the ability for councils to impose the following penalties on councillors: to undertake training or other education; to be counselled for their conduct; removing a councillor from membership of a committee or any other body or organisation that the councillor serves on as the council's representative; to give an undertaking not to repeat offending behaviour; to apologise to any person or organisation affected by a breach. This provides councils with greater flexibility for responding to misconduct



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Costs

- Whilst it is noted that this option has not been utilised to date, the ability of the OLG to recover the reasonable expenses incurred in the investigation of councillor misconduct from councils is not supported. This investigatory function of the OLG is an appropriate and accepted one for a regulatory agency and as such should be financed within its own budget.
- Particularly for higher-level misconduct, councils or the OLG (whichever is relevant) should be permitted to recover the cost of dealing with complaints about councillors by other councillors, where the other councillors have been found to have engaged in misconduct. This would provide a further disincentive for councillors to breach the Code of Conduct. Standard debt recovery measures consistent with the Debt Management and Hardship Guidelines published by the OLG may be suitable so long as they are proportionate.
- It would be preferable for a pre-qualified panel of independent investigators to be established to ensure consistency of approach and outcome, as well as streamlined costs. This could be achieved through Local Government Procurement.

I thank you for the opportunity to provide feedback on these matters.

Please contact me via email at cr.fedeli@camden.nsw.gov.au or phone me directly on 0419 180 183 if you would like to discuss this submission further.

Yours sincerely,

Mayor Therese Fedeli

 70 Central Ave,
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**Investment Summary Report
February 2022**



Investment Holdings

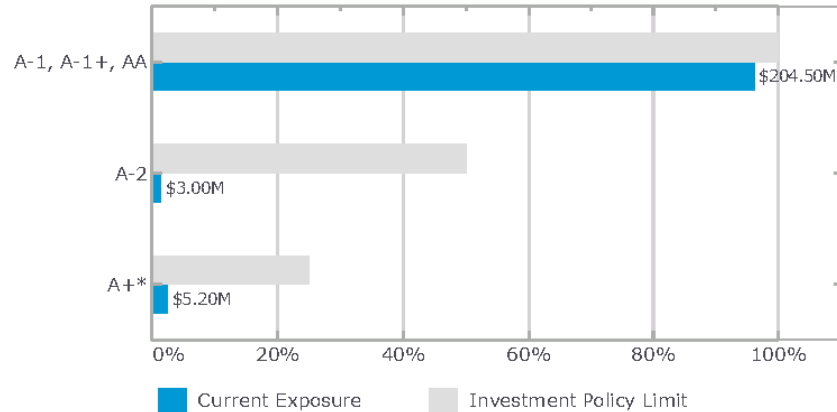
	Amount (\$)	Current Yield (%)
Cash	3,500,000.00	0.20
Term Deposit	209,200,000.00	0.78
	212,700,000.00	

Term to Maturity

	Amount (\$)	Policy Max
Between 0 and 1 Year	190,500,000	90% 100% <input type="checkbox"/>
Between 1 and 3 Years	22,200,000	10% 60% <input type="checkbox"/>
	212,700,000	

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

Total Credit Exposure



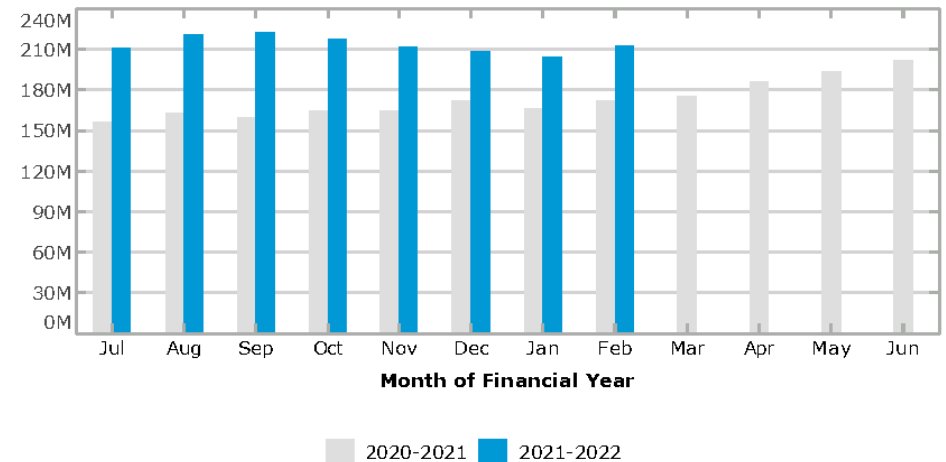
**Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 25% of the total portfolio*

Sources of Funds

	Amount (\$)
Section 7.11 Developer Contributions	136,509,335
Restricted Grant Income	14,667,131
Externally Restricted Reserves	13,669,761
Internally Restricted Reserves	38,727,010
General Fund	9,126,763
Total Funds Invested	212,700,000

Council's investment portfolio has increased by \$8.5m since the January reporting period. The increase primarily relates to income received during the month of February.

Investment Portfolio Balance



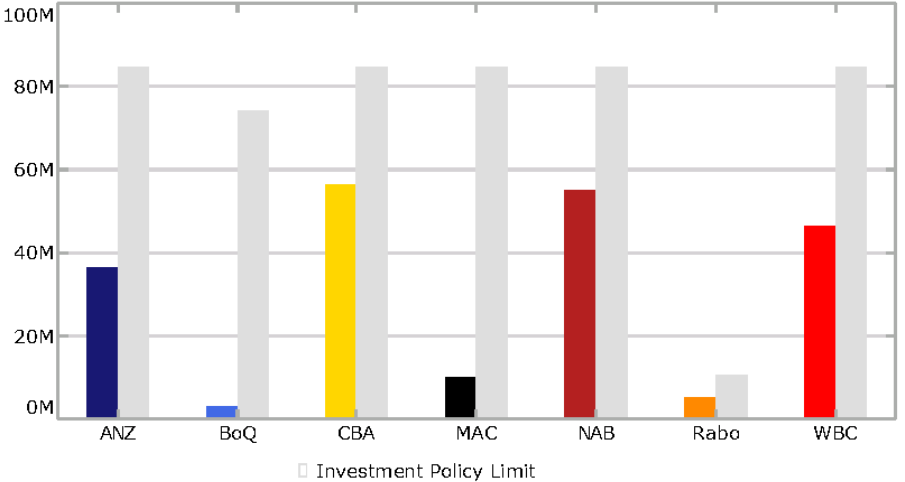
Camden Council

Individual Institutional Exposures Report - February 2022



Individual Institutional Exposures Individual Institutional Exposure Charts

Parent Group	Exposure (\$M)	Credit Rating	Policy Limit	Actual	Capacity
ANZ Group	36.50M	A-1+, AA-	40.00%	17.16%	48.58M
Bank of Queensland	3.00M	A-2, BBB+	35.00%	1.41%	71.44M
Commonwealth Bank of Australia	56.50M	A-1+, AA-	40.00%	26.56%	28.58M
Macquarie Bank	10.00M	A-1, A+	40.00%	4.70%	75.08M
National Australia Bank	55.00M	A-1+, AA-	40.00%	25.86%	30.08M
Rabobank Aus (Foreign Sub)	5.20M	A-1*, A+*	5.00%	2.44%	5.43M
Westpac Group	46.50M	A-1+, AA-	40.00%	21.86%	38.58M
212.70M					

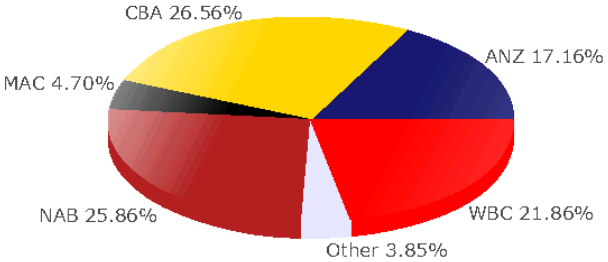


*Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 5% of the total portfolio in any single entity

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.





Interest Summary **Investment Performance**

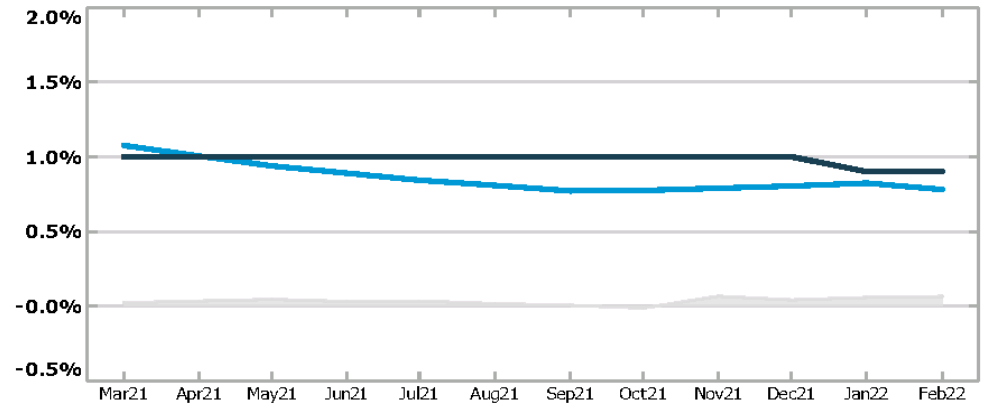
Interest Summary as of February 2022

Number of Investments	128
Average Days to Maturity	198
Weighted Portfolio Yield	0.78%
CBA Call Account	0.20%
Highest Rate	3.80%
Lowest Rate	0.27%
Budget Rate	0.90%
Average BBSW (30 Day)	0.01%
Average BBSW (90 Day)	0.07%
Average BBSW (180 Day)	0.26%
Official Cash Rate	0.10%
AusBond Bank Bill Index	0.07%

Interest Received During the 2021/2022 Financial Year

	February	Cumulative	Original Budget	*Revised Budget
General Fund	\$53,136	\$364,209	\$700,000	\$550,000
Restricted	\$83,427	\$749,946	\$1,750,000	\$1,150,000
Total	\$136,563	\$1,114,155	\$2,450,000	\$1,700,000

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



■ Portfolio ■ Budget ■ AusBond BB Index

Historical Performance Summary

	Portfolio	AusBond BB Index	Outperformance
Feb 2022	0.78%	0.07%	0.71%
Last 3 Months	0.80%	0.06%	0.74%
Last 6 Months	0.79%	0.04%	0.75%
Financial Year to Date	0.80%	0.03%	0.77%
Last 12 months	0.86%	0.03%	0.83%

Investment Performance

Council's portfolio returned 0.78%pa on a weighted average yield basis during February. This compares favourably with the Ausbond Bank Bill Index's return of 0.07% pa for the month.

Camden Council
Investment Holdings Report - February 2022



Cash Accounts

Amount (\$)	Current Yield	Institution	Credit Rating	Amount (\$)	Deal No.	Reference
3,500,000.00	0.20%	Commonwealth Bank of Australia	A-1+	3,500,000.00	535548	
3,500,000.00				3,500,000.00		

Term Deposits

Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
1-Mar-22	1,000,000.00	3.58%	Westpac Group	A-1+	1-Mar-17	1,008,827.40	535543	8,827.40	Quarterly	2952
2-Mar-22	2,000,000.00	1.40%	Macquarie Bank	A-1	3-Mar-20	2,027,846.58	539519	27,846.58	Annually	3333
3-Mar-22	1,000,000.00	3.60%	Westpac Group	A-1+	3-Mar-17	1,008,679.45	535545	8,679.45	Quarterly	2954
7-Mar-22	2,000,000.00	0.35%	Macquarie Bank	A-1	18-Feb-21	2,007,210.96	540953	7,210.96	At Maturity	3477
9-Mar-22	1,000,000.00	3.61%	Westpac Group	A-1+	9-Mar-17	1,008,110.14	535546	8,110.14	Quarterly	2956
9-Mar-22	3,000,000.00	0.38%	Westpac Group	A-1+	8-Mar-21	3,002,592.33	541092	2,592.33	Quarterly	3488
14-Mar-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	13-May-21	1,503,840.00	541328	3,840.00	At Maturity	3516
15-Mar-22	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	22-Apr-21	1,505,145.21	541279	5,145.21	At Maturity	3508
21-Mar-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	13-May-21	1,503,840.00	541329	3,840.00	At Maturity	3517
23-Mar-22	500,000.00	3.80%	Bank of Queensland	A-2	23-Mar-17	517,854.79	535485	17,854.79	Annually	2960
23-Mar-22	500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	14-May-21	501,474.93	541333	1,474.93	At Maturity	3520
23-Mar-22	1,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	19-May-21	1,002,820.82	541352	2,820.82	At Maturity	3521
28-Mar-22	1,000,000.00	0.37%	Commonwealth Bank of Australia	A-1+	20-May-21	1,002,889.04	541355	2,889.04	At Maturity	3522
28-Mar-22	500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	25-May-21	501,380.82	541365	1,380.82	At Maturity	3524
30-Mar-22	3,000,000.00	0.36%	Westpac Group	A-1+	31-Mar-21	3,001,775.34	541235	1,775.34	Quarterly	3496
30-Mar-22	1,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	26-May-21	1,002,751.78	541366	2,751.78	At Maturity	3525
4-Apr-22	500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	27-May-21	501,370.96	541379	1,370.96	At Maturity	3526
4-Apr-22	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	9-Jun-21	1,003,121.92	541507	3,121.92	At Maturity	3535
6-Apr-22	500,000.00	0.32%	ANZ Banking Group	A-1+	9-Jun-21	501,161.64	541506	1,161.64	At Maturity	3534
6-Apr-22	500,000.00	0.42%	Commonwealth Bank of Australia	A-1+	10-Jun-21	501,518.90	541517	1,518.90	At Maturity	3536
11-Apr-22	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	12-Apr-21	1,505,309.59	541258	5,309.59	At Maturity	3502 Green

Camden Council
Investment Holdings Report - February 2022



Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
13-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,002,314.52	541518	2,314.52	At Maturity	3537
19-Apr-22	1,500,000.00	0.36%	National Australia Bank	A-1+	21-Apr-21	1,504,645.48	541274	4,645.48	At Maturity	3503
20-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,002,314.52	541519	2,314.52	At Maturity	3538
26-Apr-22	1,500,000.00	0.43%	Commonwealth Bank of Australia	A-1+	10-Jun-21	1,504,665.21	541521	4,665.21	At Maturity	3539
27-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	28-May-21	1,002,428.49	541416	2,428.49	At Maturity	3527
2-May-22	3,000,000.00	0.36%	Westpac Group	A-1+	22-Apr-21	3,001,065.21	541277	1,065.21	Quarterly	3506
2-May-22	1,500,000.00	0.31%	ANZ Banking Group	A-1+	11-Jun-21	1,503,350.55	541525	3,350.55	At Maturity	3540
4-May-22	1,000,000.00	3.60%	Bank of Queensland	A-2	8-May-17	1,029,095.89	535487	29,095.89	Annually	2971
9-May-22	1,500,000.00	0.32%	National Australia Bank	A-1+	15-Jun-21	1,503,406.03	541531	3,406.03	At Maturity	3541
11-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	17-Jun-21	1,002,746.03	541550	2,746.03	At Maturity	3543
16-May-22	1,500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	16-Jun-21	1,504,029.04	541540	4,029.04	At Maturity	3542
18-May-22	1,000,000.00	0.33%	ANZ Banking Group	A-1+	18-Jun-21	1,002,314.52	541554	2,314.52	At Maturity	3544
23-May-22	500,000.00	0.35%	Westpac Group	A-1+	21-May-21	500,038.36	541357	38.36	Quarterly	3523
23-May-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	18-Jun-21	1,002,805.48	541555	2,805.48	At Maturity	3545
25-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	28-May-21	1,002,959.73	541424	2,959.73	At Maturity	3528
30-May-22	1,000,000.00	0.34%	ANZ Banking Group	A-1+	18-Jun-21	1,002,384.66	541556	2,384.66	At Maturity	3546
31-May-22	500,000.00	0.35%	Westpac Group	A-1+	31-May-21	500,004.79	541442	4.79	Quarterly	3531
1-Jun-22	500,000.00	0.32%	ANZ Banking Group	A-1+	22-Jun-21	501,104.66	541562	1,104.66	At Maturity	3548
1-Jun-22	1,000,000.00	0.35%	ANZ Banking Group	A-1+	28-Jun-21	1,002,358.90	541588	2,358.90	At Maturity	3553
6-Jun-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	23-Jun-21	1,503,300.82	541566	3,300.82	At Maturity	3550
8-Jun-22	1,000,000.00	0.36%	National Australia Bank	A-1+	28-Jun-21	1,002,426.30	541589	2,426.30	At Maturity	3554
14-Jun-22	500,000.00	0.36%	ANZ Banking Group	A-1+	28-Jun-21	501,213.15	541590	1,213.15	At Maturity	3555
14-Jun-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	6-Jul-21	1,002,608.22	541631	2,608.22	At Maturity	3561
14-Jun-22	4,000,000.00	0.50%	National Australia Bank	A-1+	9-Dec-21	4,004,493.15	542192	4,493.15	At Maturity	3609
20-Jun-22	3,000,000.00	0.40%	National Australia Bank	A-1+	30-Apr-21	3,010,027.40	541293	10,027.40	Annually	3510
20-Jun-22	1,500,000.00	0.35%	National Australia Bank	A-1+	21-Jun-21	1,503,639.04	541560	3,639.04	At Maturity	3547

Camden Council
Investment Holdings Report - February 2022



Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
22-Jun-22	1,000,000.00	0.42%	Commonwealth Bank of Australia	A-1+	23-Jun-21	1,002,888.22	541565	2,888.22	At Maturity	3549
22-Jun-22	2,000,000.00	0.44%	Commonwealth Bank of Australia	A-1+	28-Jun-21	2,005,930.96	541587	5,930.96	At Maturity	3552 Green
27-Jun-22	1,500,000.00	2.10%	Bank of Queensland	A-2	26-Jun-19	1,521,230.14	538082	21,230.14	Annually	3242
27-Jun-22	500,000.00	0.37%	National Australia Bank	A-1+	25-Jun-21	501,262.05	541586	1,262.05	At Maturity	3551
28-Jun-22	1,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	1,000,552.33	541623	552.33	Quarterly	3557
29-Jun-22	2,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	2,001,104.66	541624	1,104.66	Quarterly	3558
30-Jun-22	2,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	2,001,104.66	541625	1,104.66	Quarterly	3559
4-Jul-22	1,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	1,000,552.33	541626	552.33	Quarterly	3560
4-Jul-22	500,000.00	0.47%	Commonwealth Bank of Australia	A-1+	16-Jul-21	501,467.95	541661	1,467.95	At Maturity	3565
6-Jul-22	1,000,000.00	0.38%	National Australia Bank	A-1+	12-Jul-21	1,002,415.34	541647	2,415.34	At Maturity	3564
11-Jul-22	1,500,000.00	0.41%	Commonwealth Bank of Australia	A-1+	21-Jul-21	1,503,757.40	541671	3,757.40	At Maturity	3566
13-Jul-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	22-Jul-21	1,002,372.05	541672	2,372.05	At Maturity	3567
18-Jul-22	500,000.00	0.37%	National Australia Bank	A-1+	26-Jul-21	501,104.93	541677	1,104.93	At Maturity	3568
18-Jul-22	1,000,000.00	0.36%	National Australia Bank	A-1+	29-Jul-21	1,002,120.55	541687	2,120.55	At Maturity	3571
18-Jul-22	1,000,000.00	0.27%	ANZ Banking Group	A-1+	5-Aug-21	1,001,538.63	541705	1,538.63	At Maturity	3575
20-Jul-22	1,500,000.00	0.41%	Commonwealth Bank of Australia	A-1+	11-Aug-21	1,503,403.56	541740	3,403.56	At Maturity	3578
25-Jul-22	2,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	28-Jul-21	2,004,497.53	541681	4,497.53	At Maturity	3569
27-Jul-22	3,000,000.00	0.40%	National Australia Bank	A-1+	28-Jul-21	3,007,101.37	541683	7,101.37	At Maturity	3570
29-Jul-22	2,500,000.00	0.32%	Commonwealth Bank of Australia	A-1+	2-Aug-21	2,504,624.66	541693	4,624.66	At Maturity	3572
3-Aug-22	1,000,000.00	0.31%	Westpac Group	A-1+	3-Aug-21	1,000,220.82	541699	220.82	Quarterly	3574
8-Aug-22	2,000,000.00	0.36%	National Australia Bank	A-1+	9-Aug-21	2,004,024.11	541723	4,024.11	At Maturity	3576
10-Aug-22	1,500,000.00	0.36%	National Australia Bank	A-1+	17-Aug-21	1,502,899.73	541748	2,899.73	At Maturity	3579
10-Aug-22	1,500,000.00	0.35%	National Australia Bank	A-1+	18-Aug-21	1,502,804.79	541754	2,804.79	At Maturity	3580
16-Aug-22	1,500,000.00	0.39%	Commonwealth Bank of Australia	A-1+	20-Aug-21	1,503,093.29	541765	3,093.29	At Maturity	3581
23-Aug-22	1,000,000.00	0.34%	National Australia Bank	A-1+	23-Aug-21	1,001,769.86	541768	1,769.86	At Maturity	3582
24-Aug-22	1,000,000.00	0.35%	National Australia Bank	A-1+	25-Aug-21	1,001,802.74	541777	1,802.74	At Maturity	3583

Camden Council
Investment Holdings Report - February 2022



Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
29-Aug-22	1,500,000.00	0.35%	National Australia Bank	A-1+	30-Aug-21	1,502,632.19	541794	2,632.19	At Maturity	3586
5-Sep-22	1,000,000.00	0.41%	Commonwealth Bank of Australia	A-1+	1-Sep-21	1,000,639.64	541808	639.64	SemiAnnually	3588
7-Sep-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	8-Sep-21	1,001,859.18	541870	1,859.18	At Maturity	3596
12-Sep-22	1,000,000.00	0.37%	National Australia Bank	A-1+	6-Sep-21	1,001,784.11	541854	1,784.11	At Maturity	3594
12-Sep-22	3,000,000.00	0.46%	ANZ Banking Group	A-1+	13-Dec-21	3,002,949.04	542194	2,949.04	At Maturity	3610
12-Sep-22	3,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	6-Sep-21	3,001,825.32	541853	1,825.32	SemiAnnually	3595
19-Sep-22	2,000,000.00	0.27%	ANZ Banking Group	A-1+	30-Aug-21	2,002,707.40	541795	2,707.40	At Maturity	3587
28-Sep-22	2,000,000.00	0.29%	ANZ Banking Group	A-1+	27-Aug-21	2,002,955.62	541787	2,955.62	Annually	3585
28-Sep-22	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	27-Aug-21	1,000,670.85	541788	670.85	SemiAnnually	3584
4-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,219.18	541826	2,219.18	Annually	3589
4-Oct-22	3,500,000.00	0.46%	Commonwealth Bank of Australia	A-1+	22-Apr-21	3,502,511.77	541278	2,511.77	SemiAnnually	3507
10-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A-1	13-Sep-21	1,002,083.56	541895	2,083.56	At Maturity	3597
10-Oct-22	2,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	11-Oct-21	2,002,781.37	541984	2,781.37	At Maturity	3599
17-Oct-22	1,500,000.00	0.57%	Commonwealth Bank of Australia	A-1+	15-Nov-21	1,502,483.01	542086	2,483.01	At Maturity	3604
17-Oct-22	1,500,000.00	0.35%	Commonwealth Bank of Australia	A-1+	15-Sep-21	1,500,819.05	541902	819.05	SemiAnnually	3598
24-Oct-22	1,500,000.00	0.49%	Commonwealth Bank of Australia	A-1+	25-Oct-21	1,502,557.40	542008	2,557.40	At Maturity	3601
25-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,219.18	541827	2,219.18	Annually	3590
27-Oct-22	5,000,000.00	0.50%	ANZ Banking Group	A-1+	1-Dec-21	5,006,164.38	542148	6,164.38	At Maturity	3608
7-Nov-22	1,000,000.00	0.53%	Commonwealth Bank of Australia	A-1+	8-Nov-21	1,001,640.82	542046	1,640.82	At Maturity	3602
8-Nov-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,219.18	541828	2,219.18	Annually	3591
9-Nov-22	2,000,000.00	0.54%	Commonwealth Bank of Australia	A-1+	10-Nov-21	2,003,284.38	542057	3,284.38	At Maturity	3603
14-Nov-22	500,000.00	0.47%	National Australia Bank	A-1+	13-May-21	501,880.00	541331	1,880.00	Annually	3519
16-Nov-22	1,500,000.00	0.64%	Commonwealth Bank of Australia	A-1+	17-Nov-21	1,502,735.34	542098	2,735.34	At Maturity	3605
16-Nov-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	13-Oct-21	1,000,592.84	541989	592.84	SemiAnnually	3600
21-Nov-22	2,000,000.00	0.59%	Commonwealth Bank of Australia	A-1+	23-Nov-21	2,003,168.22	542109	3,168.22	At Maturity	3606
22-Nov-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,219.18	541829	2,219.18	Annually	3592

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Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
23-Nov-22	5,000,000.00	0.54%	Westpac Group	A-1+	30-Nov-21	5,000,073.97	542141	73.97	Quarterly	3607
30-Nov-22	2,000,000.00	0.50%	National Australia Bank	A-1+	31-May-21	2,007,506.85	541441	7,506.85	Annually	3530
5-Dec-22	1,500,000.00	0.40%	Westpac Group	A-1+	9-Jun-21	1,501,347.95	541511	1,347.95	Quarterly	3533
6-Dec-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,219.18	541830	2,219.18	Annually	3593
7-Dec-22	1,000,000.00	0.50%	National Australia Bank	A-1+	8-Jun-21	1,003,643.84	541501	3,643.84	Annually	3532
13-Dec-22	5,000,000.00	0.64%	ANZ Banking Group	A-1+	14-Jan-22	5,004,032.88	542246	4,032.88	At Maturity	3612
19-Dec-22	5,000,000.00	0.75%	ANZ Banking Group	A-1+	22-Feb-22	5,000,719.18	542363	719.18	At Maturity	3616
4-Jan-23	5,000,000.00	0.79%	National Australia Bank	A-1+	28-Feb-22	5,000,108.22	542378	108.22	At Maturity	3617
10-Jan-23	5,000,000.00	0.71%	Westpac Group	A-1+	10-Jan-22	5,004,863.01	542232	4,863.01	At Maturity	3611
25-Jan-23	2,000,000.00	0.55%	National Australia Bank	A-1+	27-Jan-21	2,000,994.52	540890	994.52	Annually	3466
31-Jan-23	3,000,000.00	0.85%	Westpac Group	A-1+	1-Feb-22	3,001,956.16	542283	1,956.16	Quarterly	3613
6-Feb-23	5,000,000.00	0.88%	Westpac Group	A-1+	9-Feb-22	5,002,410.96	542325	2,410.96	Quarterly	3614
8-Feb-23	1,500,000.00	0.52%	National Australia Bank	A-1+	11-Aug-21	1,504,316.71	541739	4,316.71	At Maturity	3577
14-Feb-23	5,000,000.00	0.95%	Westpac Group	A-1+	14-Feb-22	5,001,952.05	542338	1,952.05	Quarterly	3615
6-Apr-23	1,500,000.00	0.47%	Westpac Group	AA-	8-Apr-21	1,500,965.75	541257	965.75	Quarterly	3501
3-May-23	1,500,000.00	0.62%	National Australia Bank	AA-	5-May-21	1,507,643.84	541306	7,643.84	At Maturity	3513
8-May-23	1,500,000.00	0.60%	National Australia Bank	AA-	10-May-21	1,507,273.97	541311	7,273.97	Annually	3515
10-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	13-May-21	1,004,800.00	541330	4,800.00	Annually	3518
29-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	28-May-21	1,004,553.42	541423	4,553.42	Annually	3529
10-Jul-23	500,000.00	0.65%	National Australia Bank	AA-	8-Jul-21	502,101.37	541635	2,101.37	Annually	3562
12-Jul-23	1,500,000.00	0.65%	National Australia Bank	AA-	12-Jul-21	1,506,197.26	541645	6,197.26	Annually	3563
2-Aug-23	1,500,000.00	0.65%	National Australia Bank	AA-	3-Aug-21	1,505,609.59	541698	5,609.59	Annually	3573
11-Dec-23	2,000,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	2,012,254.79	537431	12,254.79	Annually	3070
18-Dec-23	4,500,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	4,527,573.29	537432	27,573.29	Annually	3071
3-Jan-24	2,000,000.00	3.40%	Rabobank Australia	A+*	4-Jan-19	2,010,432.88	537443	10,432.88	Annually	3173
28-Feb-24	1,000,000.00	3.20%	Rabobank Australia	A+*	28-Feb-19	1,000,087.67	537586	87.67	Annually	3189

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Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
4-Mar-24	1,200,000.00	3.20%	Rabobank Australia	A+*	4-Mar-19	1,238,084.38	537601	38,084.38	Annually	3192
27-Mar-24	1,000,000.00	3.00%	Rabobank Australia	A+*	29-Mar-19	1,027,698.63	537765	27,698.63	Annually	3200
24-Feb-25	500,000.00	0.80%	Westpac Group	AA-	24-Feb-21	500,054.79	540967	54.79	Quarterly	3481
209,200,000.00						209,757,986.73		557,986.73		