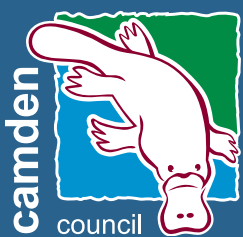




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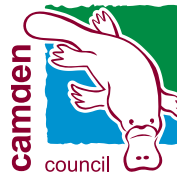


Annual Report

2020/2021

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ANNUAL REPORT 2020/2021





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Photographs

The photographs featured throughout this Annual Report have been obtained from many sources including professional photographers, stock image suppliers and Council officers. Thank you to all for your contribution.

Cover Image

#camdenlove promotion

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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Further Information: Corporate Planning Team



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Mayor's message



As the Mayor of Camden, I am proud to present Camden Council's 2020/2021 Annual Report.

This report looks at the actions Council has taken during the 2020/2021 financial year, to drive economic, social and physical improvements across the area and foster the wellbeing and prosperity of residents.

Just like last financial year, this one was filled with uncertainty and trepidation as Council, and indeed the rest of the country, continued to ride the waves associated with COVID-19 and related restrictions. For these reasons, and many more, I am particularly proud of the achievements and strides Council has made.

Once again, Council remained more dedicated than ever to helping our community through these troubling times. Council was proud to invest \$130.6 million across the three stages of our COVID-19 Community Support Package, with the third stage launched this financial year. It's estimated all three stages will boost Camden's economy by up to \$221.7 million and generate up to 507 new jobs.

Camden Council has continued to deliver high-quality planning outcomes and major projects for the Camden community which has, once again, been a source of happiness through turbulent times. Camden continues to be one of the fastest growing local government areas in the country, which makes Council proud to provide infrastructure, services, projects and initiatives that supports our community now and in the future.

This financial year, we saw the delivery of Dawson-Damer Reserve, which provided local families with 30 water features in the Water Play Space, including a large dump bucket, water slides, water spinners and more, as well as a ninja warrior course, swings, trampolines, basketball facilities, picnic areas, family change rooms and much more. The proudly accessible space was delivered in partnership with Greenfield Development Company (GDC). Also completed this year was Camden's first synthetic football field, Nott Oval. In addition

Camden Council has continued to deliver high-quality planning outcomes and major projects

to constructing the new synthetic football field over the existing turf pitch, the Nott Oval project also saw Council upgrade existing parking facilities, field marking, construct reserve bench booths and complete landscaping, fencing and footpath works.

This financial year also saw significant progress made on \$19.6 million Narellan Sports Hub Stage Two works. When complete, this stage will see the delivery of 14 additional netball courts with floodlights, a synthetic athletics track, a criterium cycling track, an additional international-size rugby league field, extra parking and so much more.

Underway, we have the highly anticipated Oran Park Leisure Centre which, at \$63.3 million, will see Council work with GDC to deliver a multipurpose community facility for our growing area. Also underway is Stage Two work of the Kirkham BMX Facility which, once complete, will allow the Facility to host international level events. We are proud to be delivering an eight-metre start hill and connecting ramps; an elite first straight, all-weather pump track, warm-up and marshalling area; and much more as part of these stages, to finalise another of Camden Council's first-class sporting facilities. Work to create Camden's newest cricket facility on Ferguson's Land in Camden continued this financial year, with the \$8.35 million first stage set to deliver a new playing field, new amenities building, five cricket training nets; and more.

I would like to thank the Australian and NSW Governments for the funding received as part of the Western Sydney City Deal's Western Parkland

City Liveability Fund, to assist with the delivery of these great projects.

Council's event space has been colourful and exciting over the past financial year. We saw the much-loved Paws in the Park return with a combination of live and online activities for our furry friends on Sunday 2 May 2021. Thousands of residents enjoyed the staple two-kilometre walk, information stalls and markets and demonstrations at the Camden Bicentennial Equestrian Park, as well as the annual pet competitions and colouring-in competition held on Council's social media channels.

Council's "e-events" have continued to take the community by storm, with many residents thankful they can still engage with others and have some fun with restrictions in place. The most popular one of the financial year was Camden Festival, which lit up our screens with a mystery celebrity chef cooking demonstration, kids cooking lessons, learn to dance and flower crown workshops, a number of competitions, a movie night and so much more.

It has been really special to see everyone band together this year to help each other get by. I am proud of the supporting role Council continues to play for the community – both residents and businesses alike – and I really do believe we will emerge from these tumultuous times much stronger than we went in. I can't wait to see what we achieve in the next financial year.

Cr Therese Fedeli

Mayor of Camden

General Manager's Message



This financial year has seen its ups and downs, and Camden Council has been there every step of the way to support our community.

Our residents and local businesses continue to be our number one priority as we strive to improve on our already exceptional customer service standards. We've gone from strength to strength in this area, taking home the National Local Government Customer Service Team 2020 award.

As an organisation, we have adapted and responded to the challenges that COVID-19 has presented, while still maintaining our high standards of service and delivering a diverse range of city shaping projects.

We have continued to bolster our presence online. We have seen more and more of our residents turning to our digital and social channels to connect with Council and access information and services. When looking at our Facebook page alone, we've seen significant increases, with all our social media platforms rapidly growing in popularity.

As an organisation, we worked in a collaborative way with our elected Council to deliver a comprehensive, well targeted and industry leading Community Support Package in response to COVID-19. This package will have significant positive community impacts over the medium term.



Our 2020/2021 Operational Plan saw \$336 million invested in community services and infrastructure, including the delivery of a \$178 million Capital Works Program.

Our 2020/2021 Operational Plan saw \$336 million invested in community services and infrastructure, including the delivery of a \$178 million Capital Works Program. This program allowed Council to continue delivering high-quality facilities and projects to support our rapidly growing community.

This financial year has also seen Council recognised with a number of awards. While we took home awards that recognised Council as a whole, individual teams and Council facilities, the real pride is knowing we have a great team of people working extremely hard to achieve the best possible outcomes for our community, every day.

I thank Mayor Therese Fedeli and our elected Councillors for their leadership and support over 2020/2021. I also thank our dedicated, hardworking and innovative staff who go over and above every day to serve the citizens of Camden.

Ron Moore
General Manager

Councillors and Council

The role of Councillors is to:

- 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 has the same role and responsibilities as a Councillor. In addition, the role of Mayor is to:

- Preside at meetings of Council
- Exercise urgent policy-making functions, where necessary
- Carry out civic and ceremonial functions of the Mayoral office

Central Ward



Cr Therese Fedeli
Mayor



Cr Rob Mills
Deputy Mayor



Cr Ashleigh Cagney

North Ward



Cr Lara Symkowiak



Cr Cindy Cagney



Cr Michael Morrison

South Ward



Cr Eva Campbell



Cr Paul Farrow



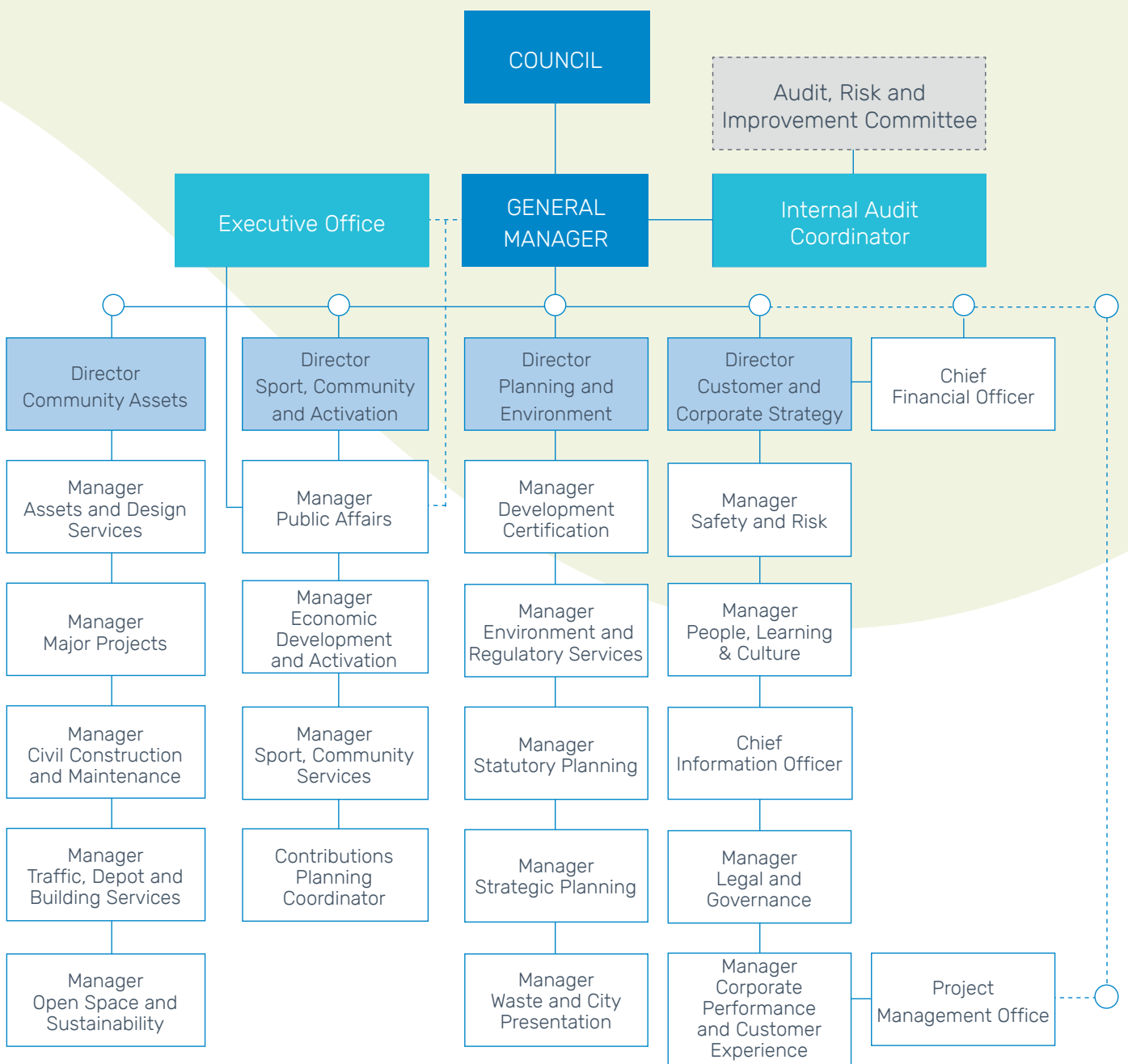
Cr Peter Sidgreaves
Elected State Member
for Camden, completed
term March 2021





Council administers services, programs and facilities to the Camden LGA.

The Mayor and Councillors delegate the management and delivery of Council services to the General Manager, who in turn oversees the day to day operations of Council through its adaptive framework detailed below:



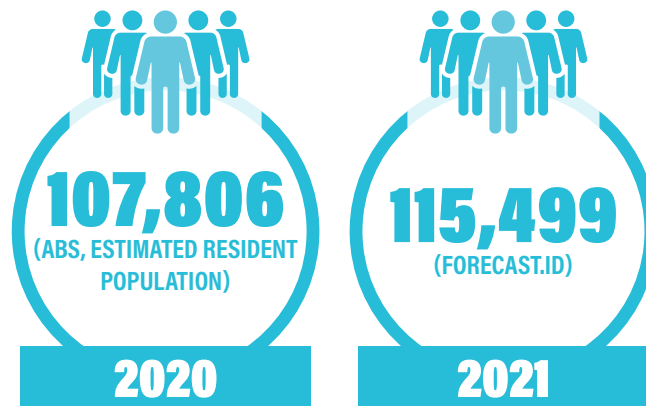
Camden LGA Profile

The Camden LGA is the fastest growing population amongst LGAs across Australia.

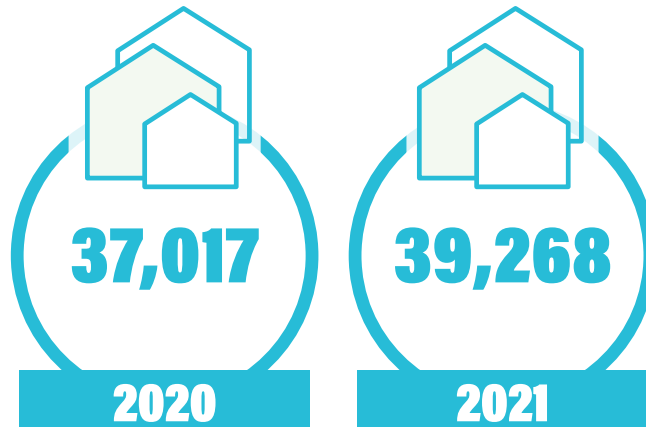
The Camden LGA is located within the Western Parkland City and is 19km from the Western Sydney International Airport (Nancy Bird Walton). Suburb and ward map of Camden LGA is shown below:



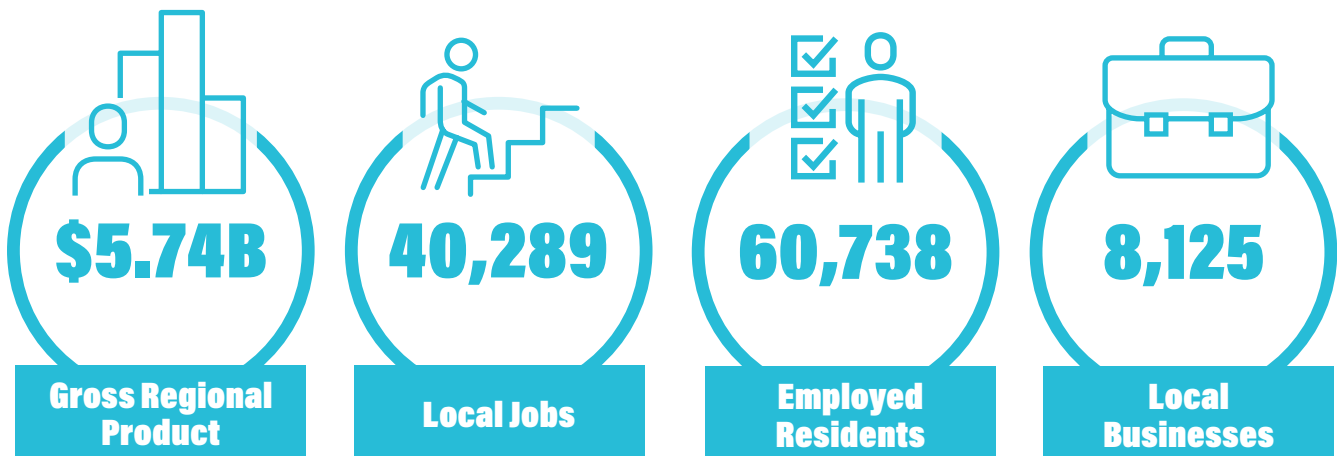
Population Growth



Dwellings



Growing Economy



Source: forecast.id and economic.id

Progress Status on Key Directions

There are six Key Directions as stated in the Community Strategic Plan, driving Council to meet the stated Objectives under each direction.

The six Key Directions are:



key direction 01

Actively Managing Camden LGA's Growth

- Urban development is managed effectively
- Rural land is adequately administered



key direction 02

Healthy Urban and Natural Environment

- Caring for urban and natural environment including heritage sites



key direction 03

A Prosperous Economy

- Tourism and economic development is supported



key direction 04

Effective and Sustainable Transport

- Integrated and safe transport system
- Road infrastructure and transport connections are effectively established



key direction 05

An Enriched and Connected Community

- Celebrating social diversity and cultural expression
- Opportunities for life-long learning



key direction 06

Strong Local Leadership

- Maintain strong partnerships and shared responsibilities with stakeholders
- Community and stakeholders are kept informed



camden
ALAN BAKER
ART GALLERY

Portraits
of Camde

camden
ALAN BAKER
ART GALLERY

This report reflects Council's annual progress status against 39 performance indicators and provides information on how Council is progressing with its Delivery Program 2017/2018 to 2020/2021.

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:



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

Below is the snapshot of this year's progress status against each Key Direction

| Key Directions | No. of Performance Indicators | Status | | | | | COVID Impact |
|--|-------------------------------|---|--|---|--|----------|--------------|
| | | On Track  | Monitoring  | Needs Work  | Trend  | | |
| KD 1 - Actively Managing Camden LGA's Growth | 4 | 4 | 0 | 0 | 0 | 0 | |
| KD 2 - Healthy Urban and Natural Environment | 12 | 9 | 0 | 0 | 3 | 0 | |
| KD 3 - A Prosperous Economy | 3 | 1 | 0 | 0 | 2 | 0 | |
| KD 4 - Effective and Sustainable Transport | 5 | 4 | 1 | 0 | 0 | 0 | |
| KD 5 - An Enriched and Connected Community | 8 | 6 | 0 | 0 | 0 | 2 | |
| KD 6 - Strong Local Leadership | 7 | 6 | 0 | 0 | 1 | 0 | |
| TOTALS | 39 | 30 | 1 | 0 | 6 | 2 | |

Details of Council's achievements are available in the Delivery Program Progress Reports on Council's website

www.camden.nsw.gov.au/council/interated-planning/delivery-program

CATHERINE PARK
COMMUNITY
HALL

This section includes information under each Key Direction with Council's progress comments that supports the long-term objectives as stated in the Community Strategic Plan.







Key Direction 01

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.

Objectives

- Urban development is managed effectively.
- Rural land is adequately administered.

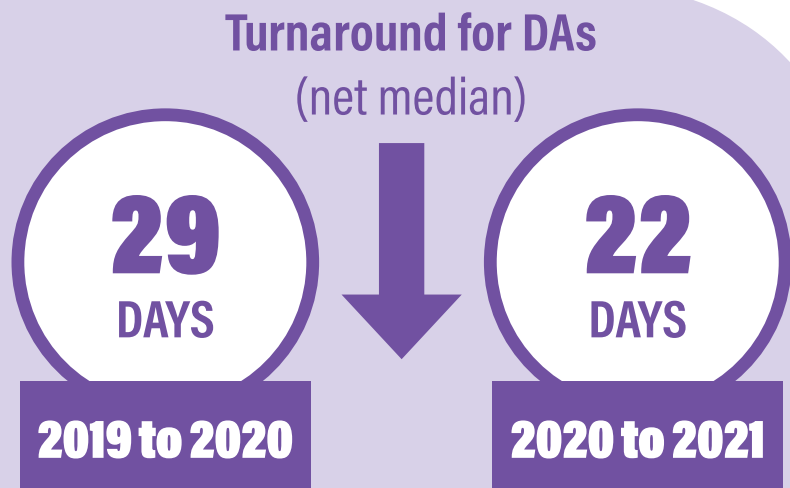
To support the above objectives...

Council has a range of services to ensure that the LGA, as a fast-growing area, is actively managed in keeping its local characteristics which are highly valued by the community.

Below are some of the actions and activities Council undertook in managing the urban development and adequately administering rural lands.

Development Assessments Turnaround Time within the Legislative Timeframe

Council's median development assessment processing time was 22 days in the 2020/2021 reporting period which is less than the 40-day turnaround time stated by the legislation. During this reporting period Council determined development applications to the value of \$1,691,397,307.



This was under the legislation target of 40 DAYS

Turnaround for Construction Certificates (net median)



Construction Certificates are Approved in a Timely Manner

Building Construction Certificates were processed with an average determination time of four days throughout the 2020/2021 reporting period. This result reflects the strong performance in building certification services provided by Council.

Development Contributions Plans are Developed and Monitored in a Timely Manner

In 2019 expenditure and income of each plan has been live tracked. The performance of each plan is reported to Council's Development Contributions Management Committee monthly and to Council's Executive Leadership Group bi-annually. In September 2020, the process to develop and monitor Council's Contributions Plans was formalised in the new Contributions Planning Policy.

Data used for the live tracking of Developer Contribution Plans will inform the Contributions Planning software project.

Management of Urban Development

- Development Control Plan Website

Council created a website solely focused on its local Development Control Plan (DCP).

The user-friendly and interactive DCP website allows users to see what planning controls apply across the Camden LGA and includes:

- an interactive map allowing users to search easily for relevant information;
- functionality that lets users save their favourite pages allowing for a quick return access;
- links to Assessment tables for specific development guidance; and
- functionality that allows users to clearly view relevant Legislation applying to their own land within Camden.

The website allows users to easily navigate to their area and see what planning controls apply to their own, and surrounding properties.

- Online Development and Certificate Applications

Lodging development and certificate applications online via the NSW Planning Portal became mandatory as of 31 December 2020 with hard copy applications no longer being accepted. All development approvals from Council are now issued online through the NSW Planning Portal. This online lodgement/determination service has resulted in a quicker and easier process for those building a new house or renovating a property.

- Leppington Town Centre – Planning Controls

Council accepted funding from the Department of Planning, Industry and Environment to progress the review of the planning controls for Leppington Town Centre.

This includes technical reports to inform the project, consultant/contractor costs to review the draft planning proposal and to help prepare the place strategy consultation with the community.

Leppington Town Centre is identified as a 'priority precinct' because of its social, economic and environmental impacts on surrounding areas.

Camden will work in partnership with Liverpool City Council in this new approach to precinct planning which gives councils and communities a greater say in shaping the vision and delivery of projects. This approach will enhance better coordination across all levels of government to ensure infrastructure such as schools, parks, community facilities, public transport and road upgrades are delivered to support community needs.

- Stage 1 Local Environmental Plan Review

Stage 1 of the Local Environmental Plan (LEP) Review is focussed on:

- Housing Strategy
- Employment Lands and Centres Strategy
- Green and Blue Grid Analysis
- Heritage Review
- Scenic and Visual Analysis

Rural Lands Strategy and its Implementation

- The Stage 1 Local Environment Plan (LEP) Review Planning Proposal seeks to enable non-agricultural land uses (including tourism-related uses) where they are compatible with the agricultural, environmental and conservation values of the land. The Planning Proposal was finalised in February 2021.
- Council continued to participate in the Sydney Peri Urban Network of Councils (SPUN). SPUN aims to deliver on the goals outlined in the Greater Sydney Region Plan and Western City District Plans to protect and enhance rural land and to be a leader and advocate for a solution-focused approach to peri-urban issues.
- Council joined Wollondilly Shire Council's Agri-business Credit Scheme Working Group in September 2020. The Working Group is investigating ways to protect agricultural land and encourage local food production. Council will continue to work with Wollondilly Shire Council to investigate this issue.
- In March 2021, Council endorsed a submission to the NSW Agriculture Commissioner on an Agricultural Land Use Planning Strategy Options Paper. The submission identified where there is consistency between the Options Paper and Council's Rural Lands Strategy. Council's submission supports the scope of the options to be expanded to support and enhance agricultural production and rural economies.







Key Direction 02

Healthy Urban and Natural Environment

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.

Objective

- **Caring for urban and natural environment including heritage sites.**

To support the above objective...

Council services ensures that the Local Government Area's natural and built environment are protected, managed and supports the well-being and prosperity of residents and community life.

Below are some of the actions and activities Council undertook in administrating the urban and natural environment.

Active Management of Reserves, Bushlands, Rivers, Lakes and Waterways

- Lakes and Waterways Monitoring

Monitoring is 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 and Lake Yandel'ora.

- Landholder Guide - Caring for Nepean River

Council developed the Caring for the Nepean River: A Guide for Landholders publication to summarise the management actions Council will implement to deliver long-term protection and management of the biodiversity values of the Nepean River Corridor.

The guide provides landholders with important information about the bushland found on their property and what key actions can be undertaken to protect the environmental values of this land. It also provides an opportunity for residents to become involved in the conservation of native plants and animals.

Proactive Management of Biodiversity

- Natural Areas

Council actively maintained 54ha of natural areas including regenerating Elderslie Banksia Scrub Forest in Spring Farm.

- Bushcare Volunteers

Bushcare volunteers contributed by protecting and restoring natural areas. Due to COVID-19, bushcare activities were discontinued, however once relaunched, volunteers undertook 644 hours; the equivalent of 92 standard working days.

- Camden White Gum Project

Council worked with the CSIRO Australian Seed Centre on the Connecting White Gum Project. Funded under the Greening our City Program, 500 genetically diverse Camden White Gum trees will be planted along the Nepean River at Elizabeth Macarthur Reserve in Camden South.

This will help to cool the suburb of Camden South and reduce the urban heat island effect by increasing the tree canopy and reducing the risk of the Camden White Gum becoming extinct without intervention.

Two hundred Camden White Gums have already been planted along the Nepean River to promote gene flow with wild stands to ensure the long-term survival of the species.

- Habitat and Wildlife Conservation Award

Council was awarded the Habitat and Wildlife Conservation Award at the Keep Australia Beautiful NSW Sustainable Cities Awards 2020 for its Creating Habitat for Camden White Gum Project.

This project was funded under the Australian Government's 20 Million Trees Program and included the removal of 4ha of woody weeds along a portion of the Nepean River at the Camden Town Farm.

This removal of woody weeds allowed replacement planting of 22,000 native trees and shrubs to extend the River-flat Eucalypt Forest (an Endangered Ecological Community) and create habitat for the Nationally Threatened plant, Camden White Gum (*Eucalyptus benthamii*).

- Sustainability Strategy 2020-2024

Council endorsed the Sustainability Strategy 2020-2024 which sets key direction and local priorities, including:

- o Building Sustainable Communities – increasing awareness, knowledge and capacity in the community to take action on sustainability issues;
- o Creating Sustainable Urban Environments – embedding sustainability principles into urban planning and design to support the



delivery of low carbon communities;

- o Improving Resilience to Climate Change – understanding the climate risk for the Camden LGA and build resilience to climate and natural disasters;
- o Protecting Our Natural Environments – improving biodiversity management and the health of our waterways; and
- o Leading by Example – demonstrating leadership to the community by improving the sustainability performance of Council.

Below is a summary of the progress towards achieving the success measures:

- More than 1,500 trees planted and Grant Funding from NSW Government Greening our City Program for Trees of \$927,720 was received to plant more than 5,000 trees across the Camden LGA.
- Grant funding from the Public Spaces Legacy Program (Department of Planning, Industry and Environment) of more than \$5M to extend the Blue and Green Grid and make the Nepean River more accessible.
- Over 10,000 solar systems installed with a combined capacity of almost 65,000 kilowatts.
- A focus on retaining native vegetation in new urban precincts and greater connectivity with restoration works in a number of new release areas.
- A review of Council’s Bushcare program and creation of a new group at Camden Town Farm.
- Rapid riparian assessments of priority waterways completed.
- Water quality monitoring of local creeks, lakes and the Nepean River continued, with sampling detecting a small population of platypus in the north of the LGA.
- Progress on completion of a climate risk assessment and response plan.
- Council contributed to the Western Sydney Street Design Guide and Engineering Design Manual including targets for urban tree canopy cover, permeable pavements and water sensitive urban design elements.
- Built for Comfort launched to encourage sustainable homes that are designed and built for Camden LGA’s climate.
- Key sustainability issues incorporated into Council’s Advocacy Action Plan.
- 35 tonnes of waste chemicals were collected through a Chemical CleanOut event.
- Incorporated sustainability measures in new facilities including the Oran Park Leisure Centre, Depot upgrade, Narellan Sports Hub Stage 2 and Camden Cricket Facility.
- New measures such as rainwater capture and reuse, water and energy efficient appliances, solar systems, passive solar design and use of sustainable materials.

- 95% of street sweeping waste is now recycled through a new contract.
- A trial of recycled road materials used in the upgrade of Holdsworth Drive, with plans for a broader roll out.

Implement Initiatives and Host Community Education Programs

- Sustainability Education Programs

Council continued to deliver scheduled sustainability education programs, also during COVID-19 restrictions.

The Threatened Species Art and Writing Competition and Macarthur Nature Photography Competition, Connect with Nature, Harrington Forest Nest Box Trail and Waterway Walks were delivered online.

- Silver Accreditation

Council received Silver accreditation under the NSW Government's Sustainable Advantage Program.

- Solar Panels

Council secured \$20,000 in funding to install solar panels on four community centres in the Camden LGA during 2021/2022. Solar photovoltaic systems will be installed at Julia Reserve, Catherine Park, Harrington Park and Gregory Hills. These will be in addition to solar panels already installed at Council's Oran Park Administration building, Mount Annan Leisure Centre, Narellan and Camden Libraries and the Narellan Child, Family and Community Centre.

- Water Wise Guidelines

Council installs plants with low watering requirements in landscaping and streetscapes, and has programmed irrigation systems on gardens and lawns, complying with the Water Wise Guidelines.

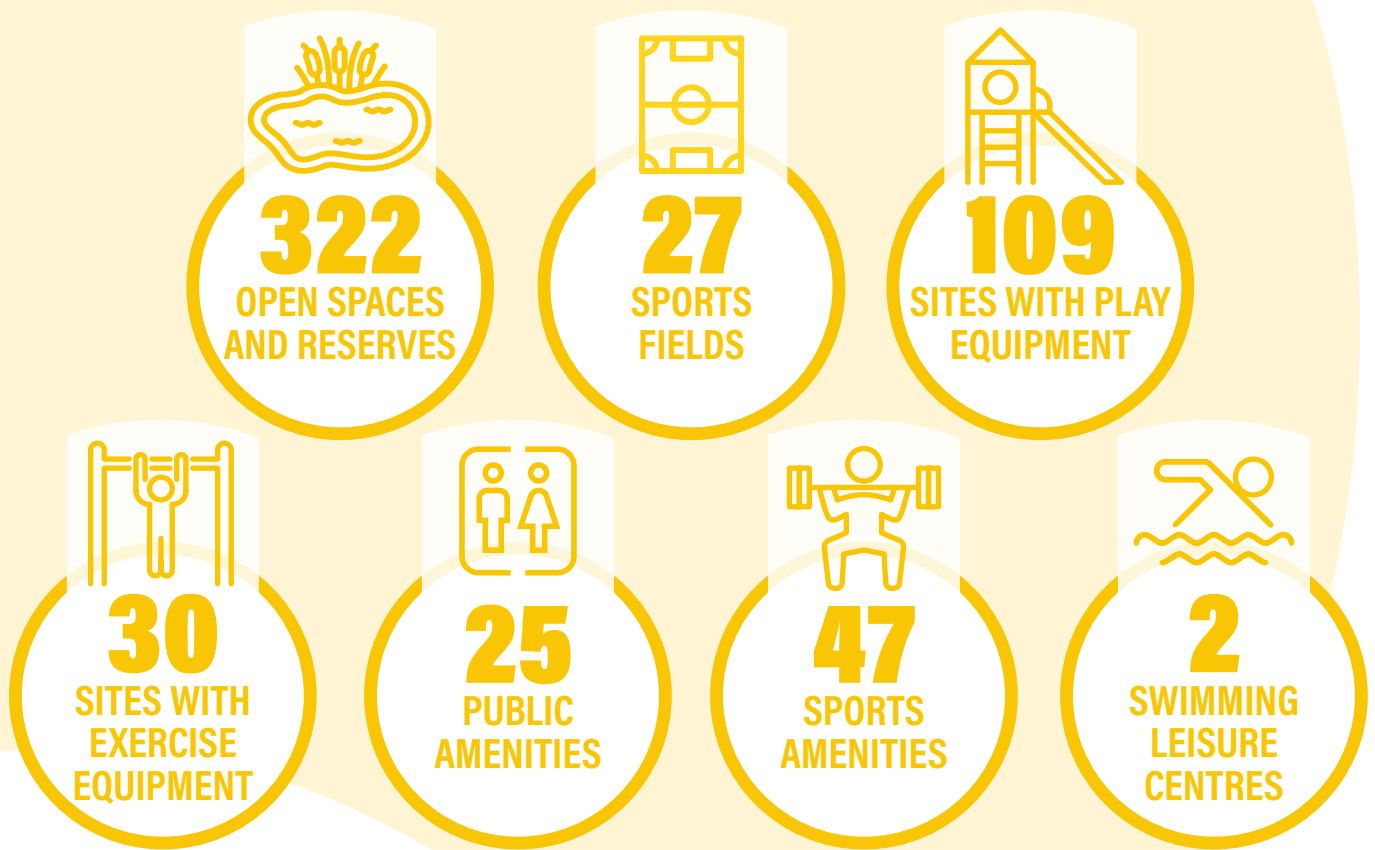
- Nest Box Trail in Harrington Forest

Council successfully secured funding of \$20,000 from the Australian Government's Communities Environment Program, to restore the bushland through woody weed removal and the installation of 10 nest boxes for native species.

Children from a variety of local childcare centres and primary schools decorated the nest boxes which have been installed for native birds and mammals to use.

A Nest Box Trail Map was created, and residents can download it from Council's website.

The Nest Box Trail Map encourages students and the community to be citizen scientists for Council and monitor the wildlife that moves into the nest boxes within Harrington Forest.



Promote Heritage and Historical Sites

- Unlock Camden

In its second year, the Unlock Camden initiative sought to unlock Camden's historic past through stories and images. Unlock Camden moved online to celebrate NSW History Week (5 to 13 September 2020). More than 20,000 people have viewed the Unlock Camden virtual walking tour video.

- Heritage Advisory Committee

Council's Heritage Advisory Committee ran a 'My Camden Story' social media campaign over the 2020/2021 festive season, asking residents to uncover their untold stories behind Camden's rich and diverse history. The initial video about the project received three comments, 20 shares and 2,300 views. Five submissions were received, with work underway to publish the stories on the Camden Library website.

- Heritage Item Advice

On-going advice was provided to applicants relating to works proposed to heritage items through DA's and DA exemption requests for minor works to a heritage item. Council officers responded to 53 DA Referrals, nine DA exemption requests for minor works, and 60 customer enquiries.

Provision of Adequate Public Amenities, Recreation Facilities, Open Space and Parks

- Social Infrastructure

Across the Camden LGA there are 322 open spaces and reserves, 27 sports fields, 109 sites with play equipment, 30 sites with exercise equipment, 25 public amenities, 47 sports amenities and two swimming leisure centres.

- Narellan Sports Hub Stage 2

Stage Two construction work at Narellan Sports Hub is on track to be completed by the end of the year with earthworks and construction commenced.

The cost of Stage Two works is \$17.6M and is funded through a \$5M grant from the Greater Sydney Sports Facility Fund, \$11.3M under the Western Parkland City Liveability Program with the Australian and NSW governments jointly contributing, and Council providing \$1.3M.

New and improved access to the site from Millwood Avenue and Porrende Street as well as new car parking for the hockey and rugby league facilities are now completed, along with a pedestrian bridge and 2km shared path.

- **Fergusons Land Cricket Facility Stage 1**

Stage One of this project is on track and will include a new playing field with irrigation, picket fencing, turf wicket, new amenities building, new bridge access and carparking facilities, five cricket training nets and landscaping.

- **Catherine Park Community Facility**

The \$2.4M Catherine Park Community facility includes a combined sports field amenities building and community hall for the growing suburb. The building allows for the community hall and sports field amenities to operate independently and includes sporting amenities.

- **New Parks and Upgrades to Sporting Facilities**

Council provided two new parks at Cobbitty and Emerald Hills as well as upgraded existing playgrounds as part of Council's Infrastructure Renewal Program. Some of these included:

- o Macquarie Grove Reserve fencing - a wire rope fencing with two gates for maintenance access installed around the perimeter of Macquarie Grove Reserve;
- o McCrae Drive Playground upgrade - installation of new playground equipment and park furniture, replacement of soft-fall rubber and landscaping works;
- o Royal George Drive playground upgrade - installation of new playground equipment and park furniture, replacement of soft-fall rubber and landscaping works;
- o Yandel'ora Reserve equipment upgrade - installation of new contemporary fitness equipment as well as park furniture and a bubbler, replacement of soft-fall rubber and landscaping works.

The following local football, rugby league, swimming and cricket facilities received upgrades:

- o Cut Hill Reserve, Cobbitty - two synthetic cricket nets installed for use by Cobbitty Park Cricket Club;

- o Wandarrah Oval, Mount Annan - upgraded floodlighting to assist Mount Annan Mustangs Football Club;

- o Narellan Sports Hub Rugby League Renovations - automated irrigation, improved lighting and field renovations for Narellan Jets Rugby League Club; and

- o Camden War Memorial Pool - upgraded floodlighting.

- Council developed the Spaces and Places Strategy to address the challenges associated with rapid urban growth and ensure that the provision of open space, play spaces and community facilities meet the needs of current and future populations.
- Council developed the Sportsground Strategy 2020 - 2024 to inform Council's decisions on the provision of sporting facilities for sports clubs and associations, and active recreational use in the community.

Address Reported Noise Concerns

- There were a total of 369 customer requests received in relation to noise. These complaints include noise from barking dogs, trail bikes, music, and other sources. All complaints were investigated with appropriate compliance action taken where required.

Initiatives Promoted to Reduce Air Pollution

- Council continued to promote better practices for wood heater operations to help reduce air pollution through local media, Council's website, and educational programs.

Maintain the Register of Companion Animals and Conduct Education Programs

- Council returned 130 dogs to their owners instead of transferring them to Council's facility.
- Council continued to work with the community to promote and encourage responsible pet ownership, including a free desexing program, education and promotional activity. During COVID-19 these activities were conducted on line through social media.
- Council continued to create a program of safe events with a combination of live and online activities for the ever-popular Paws in the Park event in 2021.
- Under the Emerald Hills voluntary planning agreement, a new off-leash park was constructed at Emerald Hills providing opportunities for dogs to exercise and socialise.



100%
OF GRAFFITI
REMOVED
WITHIN 14 DAYS

Implement and Advocate for Waste Avoidance

- Waste diversion from landfill has continued to fall as opportunities to recycle or divert waste from being sent to landfill are currently limited. Council's waste processing contractor is investigating new markets for recycled products, however there are limited onshore options. With the Federal ban on waste exports now in effect, new local markets are emerging.
- A total of 423 incidents of illegal dumping on public land were identified and investigated by Council officers.
- Council joined the Western Sydney Regional Illegal Dumping (RID) Squad strengthening its strategic approach to combating illegal dumping within the region.
- Council established all-in-one recycling stations which allows the community to recycle printer cartridges, household batteries and mobile phones.
- Council entered a 12-month trial partnership with RecycleSmart. Residents can download the RecycleSmart App which provides access to an educational tool and an Uber-style recycling collection service.
- Council is trialling solar compactor bins at Julia Reserve Youth Precinct in Oran Park, Birriwa Outdoor Youth Space in Mount Annan and at the start of the Camden Bike Track, Camden. Bins are fitted with sensors that when triggered compact the waste, allowing the bin to fit up to two and a half times more waste than a standard bin.



100%
OF 3-WEEKLY
MOWING SCHEDULE
COMPLETED

Bin Services Delivered

OVER
3M
WASTE PICKUPS

OVER
20,500
KERBSIDE PICKUPS

99.9%
OF BINS ARE COLLECTED ON THE CORRECT DAY

97%
OF RESIDENTIAL AND

91%
OF CBD SCHEDULED CLEANS COMPLETED -
EXCEEDING SERVICE STANDARDS



Now Open

Now Open

CROWN HOTEL

CROWN HOTEL

AGRICULTURAL MALL



Key Direction 03

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.

Objective

- **Tourism and economic development is supported**

To support the above objective...

Council has a range of services to manage significant places across the LGA and promote tourism that influences in strengthening the local economy.

Below are some of the actions and activities Council undertook across the business and tourism industry over the year and in response to COVID-19 from March 2020 onwards.

Support Existing Local Businesses and New Investments

- There was a total of 10,295 active and registered for GST businesses in the Camden LGA, an increase of 6.25% from the previous figure of 9,689 (Source - Australian Business Register).
- Council delivered a Small Business Month program with a focus on mental health and wellbeing in the workplace. Council has partnered with the Black Dog Institute (BDI) and called upon the expertise of its arts and culture team to curate a program that will provide a unique and creative platform to address mental health and wellbeing for business owners.
- The program consisted of four sessions, including:
 - Workplace Mental Health and Wellbeing Event, presented by BDI
 - Mind-Mapping Your Business
 - Art Therapy Through Sculpture and Photography
 - Art Therapy Through Painting and Drawing
- Each session included a BDI representative providing information about free mental health training for employers available through SafeWork NSW.

- Council was also successful in receiving a \$2,000 NSW Small Business Month grant administered by NSW Treasury.
- Council launched its Electronic Distribution Mail (EDM), sending its first e-news out to more than 700 contacts in the newly established business directory. The EDM will be sent out on a monthly basis, providing business, industry and government information to local businesses and stakeholders. In April 2021, the EDM was sent to 799 contacts.
- Council held its first International Women's Day (IWD) Gala at Gledswood Homestead and Winery. Council partnered with Blue Wren House and Camden Women's Shelter, to present an event aimed at business and industry in line with the 2021 IWD theme #choosetochallenge. The keynote address was delivered by award-winning journalist Tracey Spicer. The panel discussion included local community leader Rosemary Kariuki-Fyfe, Western Sydney lawyer and poet Sara Mansour and Blue Wren House Chair Scott Taylor.
- Council hosts the Service NSW for Business Local Concierge for the Macarthur Region at the Narellan and Camden libraries every month. Businesses are encouraged to visit the Local Concierge for free advice to navigate government requirements to grow and expand.

COVID-19 Quick Response Business Grant

- Council supported a total of 185 local sole traders and businesses to the value of \$263,120 with its 2020 Quick Response Grants as part of Council's COVID-19 Support package.
- The COVID-19 Quick Response Business Grant addressed the challenges faced by local small businesses that were impacted by the COVID-19 pandemic. The Grant made funding available to sole traders and small businesses located in the Camden LGA who were struggling to meet their short-term operational commitments. The Grant was designed to bridge the time gap when applying for State and Federal financial assistance. A total of up to \$2,000 (exc. GST) was available for each eligible application.
- Council provided free social distancing stickers to all businesses to ensure the community is staying safe.
- Local businesses and suppliers received preference under Council's revised purchasing and procurement policy. The introduction of both the Local Supplier Marketplace in Vendor Panel and a local supplier initiative in Council's Purchasing and Procurement Policy will serve to support local business during and after the current economic climate created by COVID-19.
- #camdenbought – Council launched the limited edition #camdenbought bag to help stimulate the local economy from the adversities of

COVID-19. The bag was made from recycled material. Residents were encouraged to make a purchase from one of several Camden Town Centre businesses listed on a newly designed directory page on Council's website and post on social media.

- A business directory was established on the Council website. This is a portal on which all Camden businesses can submit their details to be listed on the website. These businesses are then included into Council's business database and engaged in the following ways:
 - Regular information sharing; emails are periodically sent to the database regarding general information, initiatives and resources relating to COVID-19 delivered by government and government organisations.
 - Regular callouts on Council's social media channels through the #camdenbought campaign.
 - Engagement in the COVID-19 Business Impact Survey.

Promote Tourism Activities Across the Local Government Area

- Visitation to the Visitor Information Centre was adversely impacted by the COVID-19 pandemic with the closure of the Centre from 20 March 2020 to 21 September 2020. The reopening of the Centre saw an increase in calls and walk in traffic however the Centre closed on 27 June 2021 due to NSW Public Health Orders. Despite the impacts of COVID-19, a total of 1,293 visits were recorded over the 12-month period.
- Macarthur Tourism website received 147,636 visits on the website www.macarthur.com









Key Direction 04

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.

Objectives

- **Integrated and safe transport system**
- **Road infrastructure and transport connections are effectively established**

To support the above objectives...

Council has programs and projects to improve accessibility and connectivity that influence the community's health and well-being.

Below are some of the actions and activities Council undertook on road safety programs, transport options and transport infrastructure.

Conduct Road Education Programs

- Council coordinated a number of road education programs working in partnership with Local Police, Transport for NSW and community groups following a COVID-safe format.
- Programs undertaken were: 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.
- Unfortunately, Council was not able to participate in the Traffic Offenders Programs during this period due to COVID-19 restrictions.
- Council installed yellow bollard signage to assist in identifying No Parking - Pickup/Drop-off zones to improve safety around schools. The signs are designed to better indicate the beginning and end of No Parking - Pickup/Drop-off zones, as well as provide information around road rules when using the zones.

Conduct Crime Prevention Programs

- Council continued to partner with the Camden Local Area Command and participated at the Local Government Crime Prevention Network, NSW Police Crime Prevention Workshops, Camden Wollondilly Domestic Violence Committee and Community Safety Precinct meetings.

Council remains committed to reducing crime and increasing community safety by implementing a number of crime prevention initiatives that include raising community awareness, advocacy and public safety.

Transport Options Across the Local Government Area

- Council's Pedestrian Access Mobility Plan (PAMP) and Bike Plan programs continued to provide footpaths/shared paths enhancing connectivity for the community. Under these programs the following were completed:
 - Flinders Avenue, Camden South;
 - Old Hume Highway, Camden;
 - Elizabeth Macarthur Avenue, Camden South;
 - Angophora Circuit, Mount Annan (shared path facility);
 - Boronia Avenue, Mount Annan;
 - Frances Street, Narellan;
 - Dan Cleary Drive, Oran Park; and
 - Newmarket Street, Currans Hill (shared path facility).
- Council processed all 90 Traffic Committee

recommendations, and all were actioned within two months of approval.

- In accordance with Council's Project Management Framework, on average, 87% of road and traffic facility construction projects were completed on time and on budget. Delays were caused through delivery of services by other providers and weather.
- Local roads received \$3.79M worth of upgrades which included:
 - Murray Street – Broughton Roundabout works;
 - Hartley Road renewal works;
 - Alamein Avenue reseal;
 - Hulls Road reseal;
 - Byron Road reseal;
 - Rickard Road reseal;
 - Oran Park Drive renewal works;
 - Dickson Road reseal;
 - Heath Road reseal;
 - Broughton St/Barsden Street Intersection – traffic adjustments;
 - Cowpasture Bridge renewal works;
 - Macquarie Grove Road/Sutton Avenue path and bus stop;
 - Cawdor Road pavement reconstruction;
 - Richardson Road bus stop;
 - Liquidamber Car Park extensions; and
 - Werombi Road renewal works.

Respond to State Government Plans and Funding Opportunities

- Completion of Black Spot programmed project at Holdsworth Drive, Mount Annan.
- Secured funding for Cut Hill Road shoulder improvements.
- Raby Road Design - \$2.9M State Infrastructure Contributions funding to prepare concept and detailed designs. The design for the upgrade of Raby Road between Emerald Hills Boulevard and Thunderbolt Drive is progressing. The upgrade aims to improve safety and traffic flow and to ensure the road supports future population growth in the area.



28M
IN GRANT FUNDING HAS
BEEN RECEIVED
FOR MAJOR
ROAD DESIGNS



OVER
1,800
TREE MAINTENANCE
REQUESTS
COMPLETED



3,400
POTHOLS
REPAIRED



1.3km
FOOTPATHS
RENEWAED







Key Direction 05

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.

Objectives

- **Celebrating social diversity and cultural expression**
- **Opportunities for life-long learning**

To support the above objectives...

Council has a range of services to foster cultural and social inclusion across the LGA.

Below are some of the actions and activities Council undertook to support and enrich social connectivity, promote cultural diversity and provide learning opportunities for all.

Provision of High-Quality Family Day Care Service

The Camden Family Day Care average usage rate was adversely impacted due to COVID-19 restrictions. However, with the lifting of restrictions, the number of enquiries and enrolments increased which resulted in an increased number of full-time family day care services.

Provision of Programs Delivered to Various Community Groups

Council implemented a fresh approach, in accordance with the National Cabinet's COVID-19 Workplace Principles and Safe Work Australia, when holding events in the Camden LGA to ensure that all events and activities were conducted in a COVID-safe manner.

- A wide range of activities, programs and events were delivered. Many of these were moved from face-to-face provision to online due to COVID-19. Unfortunately, Senior Program Committee meetings and activities, and Refugee Week activities were cancelled or postponed.

These included Camden Interagency meetings, Cohesive Communities Advisory Group meetings, Camden Community Access Advisory Group, Camden Youth Council meetings and projects (Mental Health Month podcast), Camden Youth Network meetings, Youth Survey (Part 2), Youth Week, National Families Week, Seniors Festival, International Women's Day, Carers Week, International Day of People with Disability, Communication Access Symbol Training and Accreditation, NAIDOC Celebrations, Children's Week, Café Connect and Call Connect.

- Council established the wet wheelchairs program and Changing Spaces facility at Dawson-Damer Park in addition to the already established program at Curry Reserve Water Play Space.
- Camden was the first Council in NSW to join the Bins4Blokes men's health campaign. The project includes the installation of approximately 70 sanitary bins in men's toilets across the Camden area to assist boys and men living with incontinence.

- **Julia Reserve Youth and Community Centre**

Council adopted and implemented a co-location model of service delivery for the Julia Reserve Youth and Community Centre providing youth services the opportunity to outreach from the facility creating a holistic support structure for our local young people. Fourteen youth services expressed interest and began outreaching from the facility in varying capacities.

This model of service delivery enables young people aged 12 to 24 years to easily access support including mental health support, employment services, disability programs, Aboriginal specific family support, early intervention case management support and multicultural support. In addition to this, weekly drop-in programs and community events allow for soft entry programming that encourages young people to engage with the centre.

From April to June 2021, Julia Reserve saw numerous events including Spotlight youth music events, youth trivia nights, youth movie nights and a family's week silent disco. A Child

Safe Training package was developed for all staff, volunteers and service providers who operate from the facility, ensuring there is a consistent approach when supporting the young people who attend the facility.

- **Alan Baker Art Gallery**

There were a number of programs delivered including virtual classes and tours, Camden Youth Opportunities Program and Make Music Australia, which attracted wide audiences during the COVID-19 shutdown. A limited program of cultural events has been delivered face to face including Sydney Comedy, Shout out to the Girls exhibition, NAIDOC exhibition and Life Drawing classes.

- **Camden Festival Online**

The very popular Camden Festival was held online for the first time. Approximately 400,000 people tuned in to the online program either watching, entering or participating in activities. Competitions, virtual workshops and a cooking demonstration by celebrity chef, Adam Liaw, were extremely popular. In addition, Council also provided a list of 11 Fun Things for Kids to Do in Camden in a safe manner.

- **Australia Day Online Celebrations**

Australia Day 2021 was celebrated a little differently from previous years with Council's festivities going online to adhere to COVID-19 restrictions. Residents were encouraged to show their pride and put their flags out and share with the community by using #camdenausday.

Online activities included a look at the Macarthur Lions Street Parade throughout the years, cork hat making workshop,

musical performance and a special address by Camden's Australia Day Ambassador and Paralympian, George Tonna.

The opportunity to recognise local citizens who have contributed to the Camden LGA through the Australia Day Civic Awards ceremony and a small COVID-safe citizenship ceremony was also held.

- **Festival of Place #camdenlive**

Camden celebrated #camdenlive as part of the Festival of Place, re-engaging community through an activated and enlivened town centre and encouraging the community and visitors to engage and safely return to public spaces.

Collaborating with local artists, #camdenlive provided visual artists, street performers, buskers, musicians and creatives with an opportunity to participate and showcase their talent to the community.

The Curated Kerbside Exhibition featured work by 17 local artists as well as 11 students from TAFE NSW. A total of 28 buskers as well as 11 multicultural artists and a dance group were involved in the Multicultural Monday program. These artworks were displayed in various locations throughout the Camden Town Centre in a variety of locations such as guardrails, planter boxes, Camden Civic Centre, Alan Baker Art Gallery courtyard and selected bus shelters throughout the Camden LGA.

Provision of Recreation Facilities

The Mount Annan Leisure Centre and the Camden Memorial Pool were impacted due to COVID-19 restrictions resulting in a reduction of patrons being able to fully utilise these facilities. This resulted in a lower rate than projected for full operation. Despite these factors, a total of 35,776 patrons visited Camden Memorial Pool and a total of 380,821 participants were involved in a range of activities at Mount Annan Leisure Centre.

- **Nott Oval Synthetic Football Field**

Construction of Camden's first synthetic football field was completed. In addition to constructing the new synthetic football field over the existing turf pitch, the Nott Oval project also included:

- upgrade to the existing parking facilities;
- field marking, to accommodate winter and summer football competitions;
- reserve bench booths; and
- landscaping, fencing and footpath works.

- **Dawson-Damer Park and Water Play Space**

The Dawson-Damer Park and Water Play Space at Oran Park was officially opened and is the Camden LGA's second water play space, which is the largest in the Macarthur region.

The splash park area has 30 water features including a large dump bucket and various other aspects, creating an engaging water play space for the community.

The water play space is also accessible to people of all abilities, has family change rooms and amenities and has been awarded Changing Places Accreditation. Being an inclusive facility, wet play wheelchairs are available for hire by contacting Council.

The park also offers a junior and youth play space, including a half basketball court, in-ground trampolines, hammock swing, and a Ninja Warrior course, the first of its kind in Camden. Barbeque facilities, picnic shelters and amenities are included for the comfort and enjoyment of park users.



Conduct Arts/Cultural Events and Deliver Programs

- The number of cultural activations increased significantly. Some programs, initiatives and events included the Camden Live Kerbside Exhibition, Spotlight - Camden Youth Opportunities Program and Art and Mental Health Workshops as well as Make Music Australia.
- The Alan Baker Art Gallery (ABG) hosted and delivered the Face-to-Face Exhibition, Multicultural March and Harmony Day, the ABAG Public Program which engaged 75 community members in arts education programs with six weekly classes, an additional monthly pop-up portraiture masterclass, Youth Participation Public Art Program, two seniors art programs and family portrait workshops.

Camden Civic Centre

- Despite the impacts of COVID-19 the Camden Civic Centre hosted significant live performances, including Camden Shorts, Effie, Sydney Comedy Festival Showcase, Fishers Ghost, Bee Gees Tribute Band, Irish Dance and Physi Dance, attracting in excess of 4,000 people back into the venue post-COVID and back in to the Camden Town Centre.

Library Services

- Council developed the Camden Library Strategy 2021-2025. The Strategy was developed, in partnership with the community, and sets out the strategic framework for the delivery of library services across the Camden LGA.
- Over 2000 programs were conducted at Council libraries including children's, youth, adult, community learning, local studies, and exhibitions as well as HSC programs and online activities.
- Languages other than English (LOTE) Online for Kids as a new children's eResource was introduced. It includes digital books in more than 20 languages with English translations, available for children aged up to 12 years.
- Offered a range of eResources for members that included: eBooks, eAudio, eComics, eMagazines, eResearch, online tutoring and online software training.







Key Direction 06

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.

Objectives

- **Maintain strong partnerships and shared responsibilities with stakeholders**
- **Community and stakeholders are kept informed**

To support the above objectives...

Council has a range of services, projects and programs responding to the community needs and to advocate on behalf of the community.

Below are some of the actions and activities Council undertook to support the community, keep the community informed and provide opportunities for the community to participate.

Provision of Community Small Grants, Donations, Annual Subsidies and Sponsorships

Council recognises the contribution of individuals and locally based groups and organisations to the development of community spirit through the provision of community events and activities.

- A total of 41 applications for COVID-19 Response Grants were approved and funded.
- Council distributed eight annual subsidies to the following community organisations - RSL Sub Branch, Leppington Progress Association, Camden Historical Society, SWS Academy of Sport, Camden Community Band, Campbelltown Macarthur Scottish Pipes and Drums, Campbelltown Camden District Band and Camden Art Prize.



431,000
LIKES, COMMENTS AND SHARES

Create Opportunities for the Community to Access Information and to Participate

- Council kept residents, visitors and staff informed on how to best protect themselves from COVID-19. This involved messaging on its website and social media. As a timely reminder for residents to stay safe, Council branded one of its waste trucks with COVID-19 messaging to help stop the spread of the virus.
- Council's community engagement increased dramatically due to the impact that COVID -19 has had on the organisation's service delivery. This required a higher level of communication with the community, including social media posting, media releases and signage across the Camden LGA.
- Council continued to maintain a seven day a week social media coverage to report on weekend initiatives, improve community engagement, cover events, and ensure that online customer enquiries were answered promptly.
- Over 1,000 Facebook posts were published with followers increasing to 37,000 while Instagram has grown to 4,910 followers and LinkedIn grew to 5,649 followers.
- Council continued to regularly review and update the corporate website and is regularly looking at innovative ways to promote our services and engage with the community.
- Camden was the first council in NSW to receive Communication Access Accreditation from the Northcott Society to support customers with hearing, visual or speech difficulties. Council staff in key customer service areas completed communication access training and assessment.
- Council continued to live stream Council meetings with audio-visual recordings of each meeting uploaded to Council's website.

Response and Recovery - COVID-19

To support and assist residents and local businesses during COVID-19, Council developed a support package for residents and local businesses.

The package was implemented in three stages and rolled out over a six-month period. Stage One and Stage Two saw the implementation of a support package totalling \$16.8M. Stage Three, or the Recovery Phase, has \$113.8M worth of projects and programs to be delivered across the next four years and, as a whole, includes 65 projects and initiatives.

Over the next 12 months the following projects and initiatives will be implemented:

- upgrades to, and replacement of, play equipment at Ron Dine Reserve; Macarthur Park; and Tredinnick Park in Harrington Park;
- external cleaning of the Camden Senior Citizens Community Centre building;
- building and roof repairs and internal finishes at Camden Sports Club and Ron Dine Reserve Clubhouse;
- building repairs and internal finishes to the amenities building at Jack Nash Reserve;
- general playground upgrade and renewal works at Pomaderris Reserve in Mount Annan, Glenlee Reserve in Narellan Vale and Parkside Reserve in Currans Hill;
- the installation of shade sails to improve existing parks and playgrounds, with locations to be confirmed;
- the extension of the walking track at Camden's Bicentennial Equestrian Park;
- renewal works, painting and improved access at Nugget Beames Reserve, Narellan Vale;
- general renewal works at Birriwa Reserve in Mount Annan, Liquidamber Reserve in Narellan Vale and Fairfax Oval in Harrington Park;
- carparking upgrades and renewal works to the amenities building at Rotary Cowpasture Reserve in Camden;
- improvements to the grandstand, amenities and seating at Onslow Oval, Camden;
- kitchen renewal and upgrades to the amenities building at Wandarrah Reserve, Mount Annan;
- the installation of informal parking by sealing along Thow Place, Nash Place and Kitching Way at Jack Nash Reserve, Currans Hill;
- upgrades to the spa, sauna and steam area at Mount Annan Leisure Centre;
- caravan effluent dump point and associated works, with location to be confirmed;
- building and roof repairs, internal finishes and car park improvements at Camden RSL Youth Club;
- a virtual employment and education expo;
- a post-COVID Event Program, to get people out and about, use the area's exciting spaces, connect friends and enjoy Council's signature events;
- a Program of Activations to bring the Camden



Rate relief

Ratepayers will be provided with a one-off \$100 rates and charges rebate for the 2020/21 rating year.



Quick Response Grants

Quick Response Grants of up to \$2,000 for businesses struggling to meet their short-term operational commitments.



Digital Adaptation Grants

Digital Adaptation and Innovation Grants of up to \$15,000 for small businesses who are trying to pivot their operations in response to COVID-19.



Community Response Grants

Community Response Grants of up to \$15,000 for organisations and not for profit organisations providing on-the-ground services to Camden residents.



Non-statutory fee waiver

Council has waived a number of non-statutory fees for a six-month period.



Rent relief

Businesses, currently leasing Council facilities, with an annual income of up to \$50 million will receive a 50 per cent reduction in rent.



Accelerated projects

The opportunity to accelerate the delivery of a number of projects from the 2020/21 Capital Works Program, to be completed by 31 December 2020.



Domestic waste charge freeze

There will be no increase to domestic waste management charges for 2020/21.



Local procurement

Altering Council's procurement process to introduce a Local Preference Policy and a Local Vendor Panel.



Art Gallery online

The digital delivery of Alan Baker Art Gallery programs and exhibition.

Town Centre, Oran Park Town Park and Birriwa Reserve to life with activities and events;

- grants and financial assistance for the community, including Cultural Activation Grants, Sports Grants and Expanded Community Grants;
- the continued expansion of online library programs to increase accessibility;
- Outdoor Dining Acceleration in Camden Town Centre, where Council will undertake designs

and pre-approval for all outdoor dining which will expedite the application and approval process;

- Camden Businesses Recovery marketing campaign, which will support local business;
- Economic Review implementation, where recommendations from the Economic Development Review and Strategy will be implemented to improve the Camden LGA's economy.

For more information and details go to Council's website www.camden.nsw.gov.au



Infrastructure



Events



Grants & financial assistance



Local employment



Programs



City beautification



Council's COVID-19 Management and Recovery Plan

The availability of Council's services to the community was updated daily via its website and social media platforms and also included a range of information from Federal and State Government authorities and associated websites such as NSW Health.

Council's Crisis Management Team and Incident Response Group continued to ensure that the wellbeing of all customers, community and staff was maintained, from both an operational and administrative services level.

Despite changes to Council's service delivery, the successful implementation of the business continuity plans meant that essential services such as waste, customer relations, construction and maintenance services continued to run.

Council closely monitored information from NSW Health and the State Emergency Operations Centre and implemented measures to ensure that the essential services provided by Council continued to be provided while minimising risks associated with COVID-19.

Council established a Recovery Working Group, with a strong focus on how Council would Re-think, Re-Cover, Re-Set as an organisation.



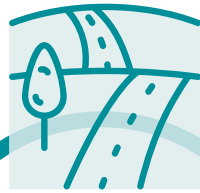


Asset Summary

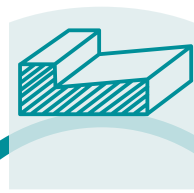
Council maintains a significant portfolio of assets and infrastructure to support the Camden LGA community. These include Road and Traffic Infrastructure, Public Space, Buildings, Stormwater Drainage networks and land. The total replacement value of all assets is \$2,484B as of 30 June 2021.

| Asset Class | 2017-2018 | 2018-2019 | 2019-2020 | 2020/2021 |
|--------------------------|-----------|-----------|-----------|-----------|
| Roads | 695km | 712km | 717km | 726km |
| Footpaths and Cycleways | 336km | 384km | 558km | 580km |
| Kerb and Gutter | 992km | 1051km | 1077km | 1124km |
| Stormwater Pipes | 622km | 667km | 688km | 725km |
| Stormwater Pits (number) | 28692 | 31510 | 33050 | 35262 |
| Headwalls (number) | 1050 | 1106 | 1169 | 1181 |





126km
LOCAL RURAL
SEALED ROADS



1,124km
KERB/GUTTER



107km
CAR PARKS



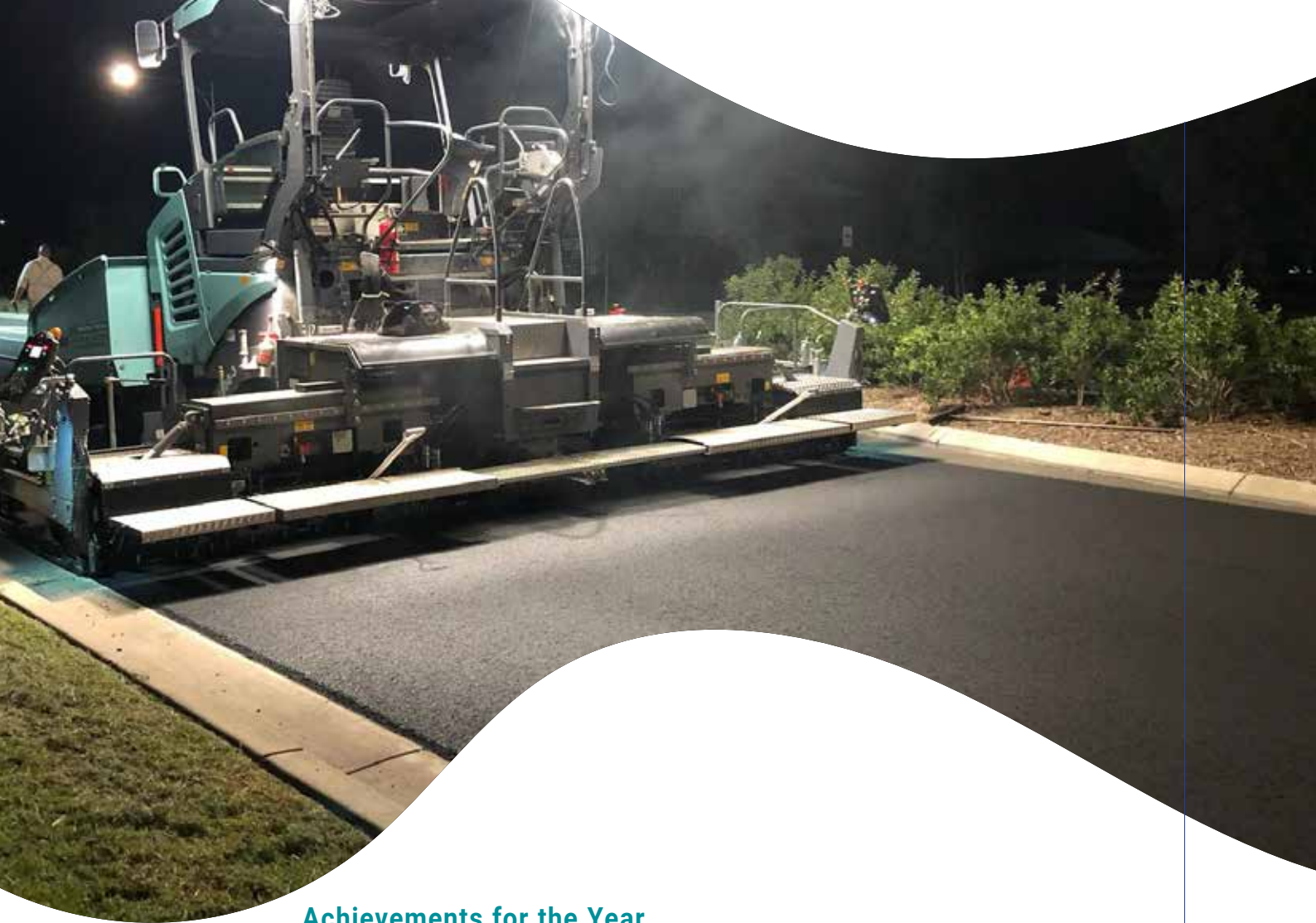
20
ROAD BRIDGES



Road and Traffic Infrastructure

Council is responsible for the care, control and management of \$1,107M (replacement cost) of roads and transport related assets. These include:

- 581km of local urban sealed roads
- 126km of local rural sealed roads
- 1km of local rural unsealed roads
- 8km of regional urban roads
- 10km of regional rural roads
- 580km of footpaths and cycleways
- 20 road bridges
- 100 footbridges / viewing platforms
- 78 major culverts
- 1124km of kerb and gutter
- 107 car parks



Achievements for the Year

Council spent a total of \$9.3M on preserving, restoring and enhancing road and transport related assets during 2020/2021. Some of the major works completed include:

- Richardson Road / Liz Kernohan (Bluebell Dr) Reconstruction
- Leppington Train Station Temporary Car Park
- The Cascades Picnic Area, Bridges and Boardwalk Upgrades
- Macquarie Grove Road Renewal
- Holdsworth Drive Upgrade
- Burraborang Road Resurfacing
- Oran Park Drive Resurfacing
- Macarthur Road Mill and Fill
- Richardson Road Resurfacing
- George Road Resealing
- Nugget Beams Car Park Resurfacing
- Crack Sealing Program – various locations
- Kerb Renewal Program – various locations
- Footpath Maintenance and Renewal Program – various locations
- Pedestrian Access Mobility Plan (PAMP) – new footpaths – various locations



Public Space

Council manages public open space providing a range of opportunities for active and passive recreation. These assets are valued at \$219M (replacement cost) and these recreational facilities include:

- 236 Public Reserve
- 26 sporting fields for rugby, soccer, Aussie Rules, cricket, baseball etc.
- 2 Synthetic Sporting Field for soccer and hockey
- 112 playgrounds
- 32 exercise equipment sites
- 2 outdoor water play parks
- 7 tennis court sites
- 14 basketball court sites
- 5 multipurpose courts sites
- 2 outdoor table tennis sites
- 5 skate sites (2 skate park/bowls and 3 beginners skate areas)
- 2 netball facility sites
- 1 equestrian facility (Bicentennial Equestrian Park)
- 20 cricket pitches and 21 practice wicket nets
- 1 BMX Facilities Site

Achievements for the Year

Council spent a total of \$20.3M preserving, restoring and enhancing recreation and open space facilities during 2020/2021. Some major works completed include:

- • Nott Oval Synthetic Sportsfield Upgrading
- • Dawson-Damer Park Water Play Facilities
- • Onslow Showground Renewal Project
- • Ron Dine Reserve - Sportsfield Lighting
- • Wandarrah Reserve Floodlight
- • Kitching Way Retaining Wall Construction
- • Lord Eldon Drive Easement Retaining Wall
- • Camden Town Farm Park Furniture Renewal
- • Ayrshire Reserve Park Furniture
- • Rotary Cowpasture Reserve Park Fencing Renewal
- • Boyd Reserve Fencing Renewal
- • Narellan Park Goal Post Replacement

Buildings

Council has in its care 181 buildings with 5 swimming pools which have a wide range of community uses. These assets are valued at \$212M (replacement cost) and include:

- 1 Council Administration Office
- 14 Council Works Depot buildings and structures
- 12 Community Centres / Halls
- 3 Libraries
- 1 Civic Centre
- 2 Museum / Art Gallery
- 42 Sporting Amenities and Clubhouse Facilities
- 23 Public Amenities
- 44 Storage Sheds and Miscellaneous Buildings/structures
- 6 Council Leased Properties
- 12 Council RFS and SES Buildings or Structures
- 3 Heritage Buildings
- 2 Multi-deck Carparks
- 9 Council Commercial Investment Buildings
- 5 Scout Halls
- 2 Leisure Centres with 5 swimming pool options

-

Achievements for the Year

Council spent a total of \$3.4M preserving, restoring and enhancing buildings during 2020/2021. Some major works completed include:

- Catherine Park Community Centre
- Onslow Park Entry Gates Heritage Renewal
- John Oxley Cottage Improvement
- Topham Road Depot
- Wandarrah Reserve Canteen Upgrade
- Camden Sports Club External Stair Renewal
- Currans Hill Community Centre Building Major Maintenance
- Narellan Family and Community Centre Major Maintenance
- Narellan Library ACP Panel Replacements
- Camden Senior Citizens Major Maintenance
- Jack Nash Reserve Rugby League Amenities
- Ron Dine Reserve Old Clubhouse Major Maintenance

Stormwater Drainage Network

Council is responsible for a wide range of stormwater and drainage facilities. These assets are valued at \$499m (replacement cost) and include:

- 724km of stormwater pipes
- 35262 stormwater pits
- 1181 headwalls
- 6.4km of concrete channels
- 26km of open formed channels
- 55 detention basins
- 406 Water Quality Devices

Achievements for the Year

Council spent \$1.2M preserving, restoring and enhancing these assets during 2020/2021. Some major works and programs completed include:

- Increased water quality maintenance activities as growth occurs
- Comprehensive GPT Audit to determine future cleaning program
- Lintel Renewal Program







Finance Summary

Camden continues to be one of the fastest growing areas in New South Wales with more than 120 new residents per week. This growth places substantial pressure on Council's finances and resources. The cost of planning for growth is an upfront cost that is required before additional rate income is realised through growth.

The magnitude of infrastructure that Council is constructing or dedicated by developers is significant and is resulting in substantial increases in depreciation expense which is significantly impacting Council's Operating Performance Ratio.

The financial year was also impacted by COVID-19 with the closure of facilities and additional cost to implement prudent risk measures to protect staff and our community. 2020/2021 also saw Council endorse its Community Support Packages to assist its community through the COVID-19 pandemic. Further information on these initiatives is provided below.

There was one new accounting standard that became applicable for this reporting period, AASB 1059 Service Concession Arrangements. Council does not currently have any service arrangements where the contractor has control over a Council owned asset.

Council's financial statements are available on the Council website www.camden.nsw.gov.au

Financial Performance

The following table highlights the financial performance comparison between 2020/21 and 2019/2020:

| Income Statement | 2020/21 \$'000 | 2019/20 \$'000 |
|--|-------------------|-------------------|
| Total Income from Continuing Operations | \$310,977 | \$263,322 |
| Total Expenses from Continuing Operations | \$134,635 | \$125,557 |
| Surplus Operating Result from Continuing Operations | \$176,342 | \$137,765 |
| Grants and Contributions provided for Capital Purposes | \$202,356 | \$153,981 |
| Net Operating Result before Grants and Contributions provided for Capital Purposes | (\$26,014) | (\$16,216) |

Local Government Accounting - Operating Result

It is important to note that the operating result shown in the Income Statement is not Council's budget or cash position. The Income statement complies with the Australian Accounting Standards and Interpretations and is required to be reported on an accruals basis, it considers non-cash transactions and the timing of the receipt or payment of money. Council's budget is done on a cash basis.

The reported surplus of \$176.3M (after capital items) does not mean Council has additional funds of \$176.3M to spend. Alternatively, the fact that Council's Income Statement has a reported deficit of \$26.0M (before capital items) does not mean Council's budget is overspent or Council's liquidity position is poor.

Council continues to balance its cash budget annually and its liquidity position is strong as demonstrated by the financial indicators in Note G6-1 to the Financial Statements.

Operating Result (after capital items)

The 2020/2021 Operating Result after accounting for capital income is a surplus of \$176.3M (\$137.8M 2019/2020). This surplus is primarily due to non-cash contributions made by developers for infrastructure such as roads, drainage, and open space. The value of the non-cash dedications for 2020/2021 was \$135.2M (\$126.7M 2019/2020). Accounting standards require the dedication of assets (non-cash) to be brought to account as income which inflates the surplus reported.

Operating Result (before capital items)

Council's operating result before capital items is a deficit of \$26.0M. This result excludes capital income of \$202.4M. The movement from last year's result (\$16.2M) is primarily due to an increase in Depreciation expense of \$3.9M, an increase in Materials and Services of \$2.4M and a one-off decrease in Annual Charges income of \$4M as part of Council's COVID-19 Community Support Package.

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.

Council's response to addressing these issues is a long-term position of maintaining strong liquidity, utilising long-term debt and prudent asset management planning that monitors and addresses the condition of community assets as required.

Council's Long-Term Financial Plan (LTFP) considers future income received through this unprecedented level of growth, the rate peg or indicative Special Rate Variations (SRV) where

endorsed by Council as part of adopting the LTFP. Special Rate Variations are only considered following consultation with the community. There are currently no SRV's proposed in the LTFP. Council will reconsider this position once the recurrent impact of the State Governments new growth factor to be included in the rate peg is better understood and the Infrastructure Contributions Policy reform is finalised.

Other movements include an increase in Rates Income of \$3.3M (growth and allowable rate peg), a net decrease in Annual Charges of \$3.1M (primarily a result of a \$100 rebate (\$4M) as part of Council's Community Support Package) and \$1.4M increase in User Fees and Charges (growth). Interest on Investments decreased by \$1.1M primarily due to declining interest rates. Other Revenue decreased by \$4M primarily due to a one-off reimbursement of legal costs which inflated the value in 2019/2020. The value of Other Revenue in 2020/2021 has now normalised at \$1.3M. Other Income increased by \$2.1M primarily due to an increment in Investment Properties following annual valuation.

Council allowed for an additional 13 new positions to meet the demand for essential services and there was a mandatory award increase of 1.5% resulting in an increase in employee costs of \$3.0M. Materials and Services increased by \$2.4M (growth). Depreciation expense increased by \$3.9M due to growth in Council's asset base.

Council continues to monitor its operating result and whilst Council's liquidity and debt position is strong, Council recognises that longer term, operating deficits are not sustainable and that sustained reported deficits will ultimately reduce Council's ability to maintain or replace its asset base over time. Council expects that this position will improve in the long-term through increased income associated with growth and prudent long-term financial management of expenditure budgets that consider future maintenance and the asset renewal requirements of the Council.

Measures that Council has adopted to improve and ensure that its long-term financial position remains sustainable include:

Balanced Budget

Council annually adopts and maintains a balanced cash budget and does not spend beyond its means.

Loans and Loan Reduction Program

Council still has a good capacity to borrow for capital projects (one-off) upon the appropriate financial assessment being completed. Council also considers low-interest loan programs offered by the State Government. These programs will save Council \$1.06M in loan interest repayments.

Long-Term Financial Planning (LTFP)

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

Asset Management Planning

Sound asset management and the correct allocation of resources are central to Council's sustainability. Council has a dedicated asset management section which continues to monitor Council's asset maintenance and renewal programs now and into the future. Council's Infrastructure Backlog Ratio is 0.76% and remains better than the industry benchmark of not more than 2%.

Cash Position, Reserves, and Investing in the Future

Council has established reserves for capital improvement, asset replacement and technology improvements. Council's Unrestricted Current Ratio is 2.86x and is better than the industry benchmark of more than 1.50x. Council's Cash Expense Cover Ratio is 23.1 months and is well above the industry benchmark of more than 3 months.

Community Infrastructure Renewal Program (CIRP)

Council endorsed a \$5.1M Community Infrastructure Renewal Program as part of its 2019/2020 budget to continue a program of renewing assets. This is a 4-year program and is expected to be completed in 2022/2023.

Building Partnerships

Council continues to actively pursue both State and Federal funding opportunities to fund infrastructure and service requirements when made available. Examples include accessing the low interest loans under Local Infrastructure Renewal Schemes.

Organisational Improvement Plan

Council remains committed to continuously improving its financial and non-financial performance and continuing its path to excellence and best practice. Council's five-year Organisational Strategic Plan, which commenced in July 2019, provides the roadmap to deliver measurable improvement across six key result areas: Good Governance, Financially Successful, Effective Leadership, Engaged People, Improved Processes, Knowledge and Systems, and Customer Focused.

Six transformational projects were delivered under the program in the 2020/2021 financial year, with another eight currently in progress and five on track for completion in FY21/22.

Statement of Financial Position

The net value of assets owned by our community is \$2.2B (\$2B in 2019/2020). The majority of this equity relates to the ownership of land and infrastructure assets such as roads, stormwater drainage, footpaths, and bridges. Council's increase in equity is predominately due to infrastructure assets being dedicated to Council as part of new release areas. Council also comprehensively revalued Other Structures/Open Space (decrement \$12.0M), Land Improvements (increment \$7.4M), Community Land (decrement \$22.1M), Land Under Roads (increment \$2.6M), and applied fair value indexation of \$19.7M (increment) to those asset classes not due for a comprehensive revaluation. The net decrease in the asset base through revaluation was \$4.4M.

Council's loan debt is \$35.6M with an increase of \$10.9M from 2019/2020; primarily a result of a new loan for \$12.3M to fund the re-development of the Council Works Depot at Narellan (\$8.8M) and Roads Renewal Program (\$3.5M) and principal and interest repayments during 2020/2021.

The Debt Service Cover Ratio reduced from 2.46% to 2.31% primarily due to the \$4M reduction in Annual Charges, the ratio remains above the benchmark of 2%.

Prior Year Adjustments and third Balance sheet

In 2020/2021 a comprehensive revaluation of Other Structures/Open Space, Land Improvements, Land Under Roads and Community Land was undertaken which included an inventory review. The inventory review identified newly discovered assets that should have been accounted for in previous accounting periods for Other Structures/Open Space (\$7M) and a net increase in Community Land of \$23.5M.

As part of the annual assessment of Land Under Roads it was identified that land under roads belonging to the NSW State Government had

been historically held in Council's assets register, to correct this an adjustment of \$9.2M is required to remove those land under roads from the register.

As part of Council's Asset Improvement Program Sportsgrounds are now componentised into formation (not depreciated) and surface (depreciated), historically this asset type was consolidated and not depreciated. The review also identified that the unit rate used to value Sportsgrounds was incorrect and a prior year adjustment of \$23.9M is required.

In 2019/2020 Council recognised a section of Footpath that was constructed but not yet in the care and control of Council therefore an adjustment of \$0.6M is required to account for this in the correct financial year.

Council also undertook a historical review of equity and the split between accumulated surplus and the revaluation reserves. This resulted in a movement of \$9.4M from the revaluation reserve to accumulated surplus. This movement has no impact on the Balance Sheet other than disclosing where the balances are held within equity.

The result of the adjustments is a net decrease of \$3.1M to the opening equity balance as at 1 July 2019.

Additional information can be found in Note G4-2 to the General-Purpose Financial Statements.

Council continues to improve its asset management systems; each asset class is being comprehensively reviewed, identified, mapped, condition assessed and valued which will take time to complete. It is expected that historical discrepancies will be found and corrected throughout this process. Council has also moved to a rolling 3-year cycle for the identification, condition assessment and valuation of assets classes (excludes assets that are valued annually) to better manage and monitor the entire asset base.

COVID-19 Community Support Packages

During 2020/2021 Council endorsed Stages 1, 2 and 3 of its COVID-19 Community Support Package, with Stages 1 and 2 focusing on immediate financial relief and Stage 3 a comprehensive recovery package, with the total investment over four and a half years being \$130.6M. The total package (3 stages) is estimated to raise Camden's economic output by up to \$222M (independent report), which is a measure of the value of all sales of goods and services. Additionally, 507 full time equivalent (FTE) jobs will be supported and contribute between \$87.4M and \$102.7M to Camden's Gross Regional Product (GRP). Additional information on what initiatives are included in the packages can be found on Council's website.

As part of the 2020/2021 COVID-19 initiatives Council provided a \$100 rebate to each property owner. This initiative resulted in a one-off \$4M decrease in Annual Charges income. While there is no mechanism in the Local Government Act to reduce Rates, Council can set its own Domestic Waste Charge based on cost recovery. A review of the long-term financial position of Domestic Waste reserves identified that Council could either reduce the Domestic Waste Charge over time or provide a one-off reduction with the shortfall in income funded from the already established Waste Reserves. In the current climate of uncertainty around COVID-19 and how it was impacting the community the \$100 reduction was applied for 2020/2021. Annual Charges income levels will return to normal in 2021/2022.

COVID-19 Financial Impact 2020/21

Council's financial performance to the 30 June 2021 has not been materially impacted by COVID-19. Council continues to monitor its cash flow/budget closely and financial health indicators. Council does not have Leisure Centres/Pools resourced by Council staff or Childcare Centres. While there has been some impact to Leisure

Centre/Pool budgets it has been prudently managed by Council and its operator to reduce expenditure when the centres have been closed.

There has been an increase in the rates outstanding ratio from 4.94% to 6.34% (benchmark less than 5%) primarily due to Council's COVID-19 initiative of not taking legal action against property owners for outstanding rate accounts over the past 12 months. It should be noted that Council has a standing policy of not taking legal action against pensioners. The increase in the ratio has not had a material impact on Council's cash flow or ability to meet its financial commitments.

There is a small increase in Council's leave liability for annual leave which is representative of both growth in staff and staff not taking leave. Council monitors leave balances to ensure no more than 40 days annual leave is held per employee.

To 30 June 2021 Council has spent approximately \$1.2M on additional cleaning of public facilities/offices and operational costs associated with a second works depot to ensure strategically Council could provide essential services should one depot be closed due to COVID-19. Council has also invested in technology to ensure a seamless service experience for the customer while staff are working from home during lockdown.

Financial Health Indicators

Additional financial health indicators for the 2020/2021 financial year can be found in Note G6-1 and Special Schedule – Report on Infrastructure Assets. This section of the financial statements provides a detailed explanation of each indicator and any unique considerations which need to be considered when assessing Council's financial performance.





Statutory Report

Compliance with Companion Animals Act 1998 cl217 (1) (f)

Enforcing and Ensuring Compliance with the Companion Animals Act and Regulation

The principal objective is to provide for the effective and responsible care and management of companion animals. The Act places responsibility on the owners of domestic cats and dogs to microchip and register their animals with penalties for non-compliance.

Companion Animal Seizure and Animal Care Facility Activities

The NSW Office of Local Government has initiated a system to collect data from NSW councils about their animal care facility activities under the Companion Animals Act 1998 and Regulation. This data is being collected primarily to assist individual councils in their animal management activities. The information is helpful to assist in developing companion animal management policies, strategies and promotional activities.

Council transported animals seized during 2020/2021 to Council's Animal Care Facility operating out of Rossmore Veterinary Hospital.

The collection of data has been lodged with the Office of Local Government. The number of companion animals seized and/or impounded during the 2020/2021 reporting period is as follows:

| | Seized | Returned to owner in the field | Impounded at Animal Care Facility by Ranger | Found by member of the public | Surrendered by owner |
|--------------|------------|--------------------------------|---|-------------------------------|----------------------|
| Dogs | 204 | 130 | 74 | 61 | 2 |
| Cats | 7 | 1 | 6 | 10 | 0 |
| Total | 211 | 131 | 80 | 71 | 2 |

Companion Animal Management and Activities

Council employs eight officers within Ranger Services; one Team Leader, one Companion Animal Ranger and four General Duty Rangers whose duties include some animal control and enforcement. Additionally, there is one Environmental Protection Officer and one Biosecurity Officer.

The Companion Animal Ranger position oversees Council's rehoming activities, provides enrichment to impounded animals, assists in their promotion via websites and social media and leads Council's educational activities around responsible pet ownership.

In 2016, Council resolved to become a 'No-Kill' facility whereby all attempts are made to rehome or rescue suitable animals.

During 2020/2021, Council received a total of \$100,971 in companion animal payments from the Office of Local Government. This figure includes \$20,923 due for 2019/2020 paid to Council in the 2020/2021 financial year. The remainder being \$80,048, relates to payments for the period of 2020/2021.

Reported Dog Attacks

Dog attack data is reported to the Office of Local Government to provide information to the Minister, Parliament and guide policy. When Council receives a dog attack report, the investigation commences, and a Dog Attack Data Collection Form is submitted to the Office of Local Government.

Within the Camden LGA during 2020/2021, there were 104 dog attack incidents reported to Council. Council investigated all customer requests received, and out of these 104 reports, 55 were proven and reported to the Office of Local Government. The number of victims from those incidents reported is as follows:

| Victims | No Injury | Minor | Medical Treatment Required | Hospitalisation | Death | Total |
|----------------------|-----------|-----------|----------------------------|-----------------|-----------|-----------|
| Adult (16 yrs +) | 9 | 10 | 8 | 1 | 0 | 28 |
| Child (up to 16 yrs) | 0 | 1 | 0 | 2 | 0 | 3 |
| Animal | 9 | 10 | 7 | 3 | 23 | 52 |
| TOTAL | 18 | 21 | 15 | 6 | 23 | 83 |

Companion Animal Community Education Programs

Camden Council promotes responsible pet ownership within the community in a variety of ways

- Responsible Pet Ownership program aimed at educating children and residents on the importance of microchipping and name tags on animals. This includes a 'PAWS' and 'PIP' mascot and regular attendance at local schools, libraries and community events promoting responsible pet ownership.
- Paws in the Park – an annual community event raising awareness of responsible pet ownership and attracting over 3,000 local residents and animal lovers (online event held in 2020/2021).
- Establishment of a number of dog off-leash parks in existing and new release areas to encourage residents to socialize their dogs and undertake physical activity.
- Subsidised de-sexing program to reduce the number of unwanted animals.
- Free microchipping for dogs and cats.
- Advertising and regular educational days at schools and local events.
- A 'No-Kill' facility in line with community expectations whereby all re-homeable pets are re-homed or rescued.
- A dedicated Companion Animal Ranger trained in animal care and behaviour assessment.
- Independent breed and temperament assessment of impounded animals believed to be dangerous/ aggressive/ restricted.
- Council attempts to return stray dogs and cats to their owners if microchipped and registered rather than impounding.
- Offer of free name tags for all impounded animals released.
- Development and distribution of information books on responsible pet ownership.
- Subsidised sale price of some impounded animals to assist in their being re-homed.
- A dedicated web page and utilising social media platforms to post lost animals to assist in them being reunited with their owners.
- Working closely with the community, residents, rescue organisations and community animal advocacy groups.
- Information nights for residents on companion animal issues.



Alternatives to Euthanasia for Unclaimed Animals

Under Section 64 of the Companion Animals Act, councils must seek alternatives to euthanasia for unclaimed animals. Council informs and promotes responsible pet ownership, including microchipping and registration. Microchipping and registration help to ensure the pet and its owner can be reunited.

In 2016, Council resolved to operate as a 'No-Kill' animal care facility. Council is committed to minimising unwanted behaviours in impounded animals, promoting animals through social media and website advertising and working closely with the community and rescue groups to place animals that cannot be sold. In 2020/2021, Council re-homed or rescued all suitable companion animals that were impounded.

Outcome of Dogs/Cats Impounded at Councils Animal Care Facility on Behalf of Camden Council

Dogs that have been declared dangerous/menacing that have been impounded or surrendered or are a restricted breed by law are not able to be re-homed and are euthanased. These dogs are included in the figures shown below. The euthanased animals comprise animals that are not suitable to be re-homed due to temperament, feral, illness, or at the owner's request.

In 2020/2021, no animals considered suitable for re-homing were euthanased.

Outcome of Dogs/Cats Impounded

| | Released | Unsuitable Animals Euthanased* | Sent to Rescue Organisations | Sold | Other (Stolen/deceased) |
|--------------|-----------|--------------------------------|------------------------------|-----------|-------------------------|
| Dogs | 93 | 3 | 6 | 31 | 1 |
| Cats | 1 | 2 | 5 | 8 | 0 |
| Total | 94 | 5 | 11 | 39 | 1 |

* Unsuitable animals include restricted breed, dangerous dogs, menacing dogs.

Off Leash Areas Provided within the Camden Local Government Area

The Camden LGA has a number of off leash dog areas.
A list can be found on Council's website at
www.camden.nsw.gov.au/pets/off-leash-dog-parks

Section 85

Section 85(1A) of the Act requires Council to use any money paid from the Fund only for the purposes that relate to the management and control of companion animals in its area.

The Office of Local Government rebate was fully utilised to offset employment and associated activities of companion animal management by Council.



Environmental Planning and Assessment Act 1979

Particulars of compliance with and effect of planning agreements in force during 2020/2021 (s7.5(5))

Oran Park

This Voluntary Planning Agreement (VPA) applies to land within the Oran Park Precinct, generally to the east of The Northern Road, which is being developed by Greenfields Development Company, partly in partnership with Landcom. The land is located within the South West Growth Centre and was rezoned in December 2007.

The objective of this VPA is to provide all of the local recreation/ open space, community facilities, roads and drainage required to support this new community. The VPA also includes the delivery of district facilities such as the Oran Park Library, Community Centre, Youth Recreation Centre and Leisure Centre, which will meet the needs of the Oran Park, Turner Road, Catherine Field (Part) precinct and future Maryland communities.

The VPA contains works and land dedications with a value in excess of \$200M (excluding the value of the water cycle management works and land, and the riparian corridor works and land). Significant work has been undertaken in this rapidly growing precinct. Council and the developers continue to work closely to ensure suitable community outcomes are being produced.

The yet to be named regional sports field, located at the northern end of Kolombo Reserve is completed and open to the public. The facility includes multiple sports fields, tennis courts, multipurpose courts, an inclusive playground and associated facilities.

The design for the Oran Park Leisure Centre is well progressed. The development application has been lodged and an independent assessment of the application will commence once the exhibition period finishes on 5 August 2021.

Further water cycle management and shared pathway infrastructure assets were constructed and dedicated to Council.

Oran Park South

This VPA, executed in August 2020, applies to land south of the Oran Park VPA and is also being developed by Greenfields Development Company. The VPA includes transport, drainage and open space projects with associated land dedications with a total value of approximately \$32M. The VPA also includes approximately \$4M in monetary contributions.

Gregory Hills

This VPA applies to land known as Gregory Hills, which is approximately half of the Turner Road Precinct that was rezoned in December 2007.

The objective of the VPA is to provide a local community centre and all of the local recreation/open space, drainage and roads required to support this new community. The VPA has a value of approximately \$60M and includes provisions for the developer to make a monetary contribution toward the funding of other off-site facilities such as a library, leisure centre and youth recreation centre, which are to be located within the Oran Park Town Centre. The VPA includes significant riparian land works, the funding for two major facilities, including a double playing field and a community facility, and the dedication of embellished transmission line easement land to Council.

The developers have continued to construct water cycle management infrastructure to service the development, along with riparian corridor embellishment works. The double playing field, hard court and exercise equipment complex, including an amenities building located in the north-eastern corner of the development has been completed. New shade sails were installed over the Howard Park Playground, which was a major undertaking given the topography. There was also a public toilet facility constructed at Thomas Donovan Reserve.

Gledswood Hills

This VPA applies to land known as Gledswood Hills, which forms part of Turner Road Precinct that was rezoned in December 2007.

The objective of the VPA is to provide infrastructure, facilities and services to support the development. The VPA has a value in excess of \$24M and includes significant dedication of two major facilities to Council, these being the South Creek road crossing and an open space corridor through the centre of the site, as well as other parks and facilities. Under the VPA, the developer will also make a monetary contribution toward the funding of other off-site facilities such as a Library, Leisure Centre and Youth Recreation Centre which are to be located within the Oran Park Town Centre.

This year, the developer has further embellished the South Creek Riparian Corridor, including paths/cycleways through riparian corridor and completed embellishment work at Gledswood Hills Reserve North and the Stage 18 Pocket Park.



(The Crest) Planning Agreement

The Agreement includes the provision of embellished passive open space, transport infrastructure, the intersection upgrade of Raby Road, land dedication inclusive of 41HA of public reserve, and the payment of monetary contributions inclusive of the augmentation of the public reserve being dedicated as well as future community facilities in the Oran Park/Turner Road Precinct.

The Agreement applies to land adjoining the Turner Road precinct of the South West Growth Corridor, but is not included within the Growth Corridor. The land is bound by the Sydney Water Canal to the west, Gregory Hills Drive to the south, Camden Lakeside Golf course to the north and the boundary of the Campbelltown LGA to the east.

Yamba

This VPA applies to land known as Yamba, which is an 8.3 hectare site fronting Camden Valley Way at Kirkham. The site is situated between existing residential development at The Links Estate Narellan, rural land to the west and Kirkham Lane to the south. The objective of the VPA is to require the proponent to undertake heritage conservation and adaptive re-use works to Yamba Cottage and associated buildings in conjunction with various stages of development of the site.

The proponent has completed extensive heritage conservation works to Yamba Cottage in accordance with the VPA, and the cottage is currently tenanted. Conservation works have also been undertaken regarding the roadside stall and barn buildings. Conservation works are yet to commence regarding the worker's cottage.

The site was sold during the 2013/2014 financial year by the mortgagee and no further development has been undertaken to date.

Mater Dei (Wivenhoe)

This VPA applies to land known as Mater Dei or Wivenhoe, which is a 150 hectare site bound by Cobbitty Road to the north, Macquarie Grove Road to the east and the Mater Dei access driveway to the west. The objectives of the VPA are to conserve a significant area of Cumberland Plain Woodland Vegetation, restore the heritage homestead Wivenhoe, provide a range of on-site facilities, and provide a monetary contribution.

The bushland conservation works are well underway and annual reporting is continuing. The restoration of Wivenhoe is complete, and the landscaping of Wivenhoe will be completed in the near future. .

El Caballo Blanco, Gledswood and East Side Land Owners

This VPA applies to land known as the El Caballo Blanco, Gledswood and East Side Land, which comprises approximately 215 hectares and that was rezoned in 2012. The site is located on Camden Valley Way to the north of the Turner Road Precinct.

The objective of the VPA is to provide infrastructure, facilities and services to support the development. The VPA has a value in excess of \$3M and also requires a monetary contribution of over \$6,000 per lot to be paid to Council for off-site facilities.

The VPA provides a mechanism to ensure vegetation conservation and revegetation on the site, and implementation of a water cycle management system. The development is intended to include a combination of lands for private recreation and environmental conservation. In addition, the VPA will facilitate delivery of local infrastructure including parks, pedestrian/cycle paths and road works including a collector road, bridge crossings and intersection upgrades. Importantly the VPA provides a mechanism for the riparian corridor and vegetation to be managed in perpetuity by the land owners.

Harrington Grove

This VPA applies to land known as Harrington Grove, which is a 440 hectare site located to the north and west of the existing Harrington Park development. The objectives of the VPA are to conserve significant areas of Cumberland Plain Woodland Vegetation, restore two heritage homesteads (Harrington Park Homestead and Orielton), provide a range of on-site facilities (both Public Facilities and Community Title Facilities) and provide a monetary contribution.

The bushland conservation works are well underway and annual reporting is continuing. The heritage restoration works on the Orielton Homestead are now completed. The pedestrian/cycleway network and parks in Harrington Grove East have been delivered. The Country Club and a Neighbourhood Centre and associated facilities have also been delivered in Harrington Grove East. Construction of the Harrington Grove West development has begun and as a result it is expected that further facilities will be delivered progressively over the next couple of years.

East Leppington

This VPA applies to land known as Emerald Hills, which comprises over 151 hectares of land that was rezoned in 2014. The VPA has a value in excess of \$47M and will deliver local open space and recreation, community facilities, collector roads, pedestrian and cycle paths, water cycle management and embellishment of riparian land that is to be dedicated to Council.

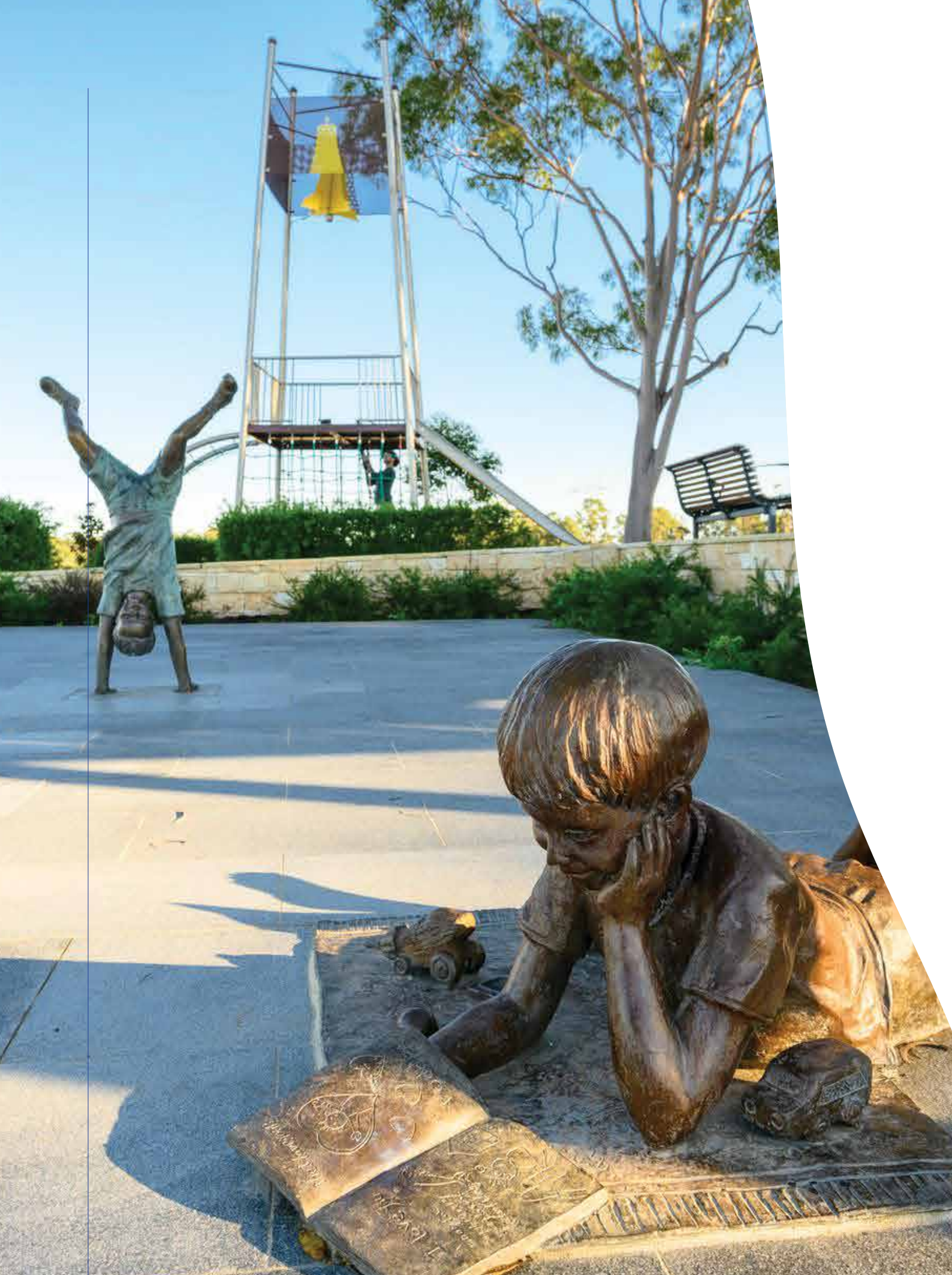
The amenities building/community facility associated with the double playing fields has been completed and handed to Council as well as an amenities building in Price Park.

Emerald Hills

This VPA applies to land known as Emerald Hills, which comprises over 151-hectares of land that was rezoned in 2014. The VPA has a value in excess of \$47M and will deliver local open space and recreation, community facilities, collector roads, pedestrian and cycle paths, water cycle management and embellishment of riparian land that is to be dedicated to Council.

The amenities building/community facility associated with the double playing fields has been completed and handed to Council as well as an amenities building in Price Park.





Spring Farm (Cornish)

This VPA applies to 82 hectares of land within the Spring Farm Urban Release Area, generally to the south of Springs Road, which is being developed by Cornish Group. The objective of this VPA is to provide local infrastructure including open space, road works and stormwater facilities with a value of over \$37M in conjunction with the staged release of this development.

Works under the VPA commenced in March 2015 and are progressively being released in stages. Further open space land and drainage infrastructure was provided during the past year to support the ongoing development of the precinct.

Narellan Town Centre

This VPA applies to the land owned by the Narellan Town Centre shopping centre and its approved expansion to its northern site across Camden Valley North. The objective of this VPA is for the developer to undertake over \$6.7M worth of streetscape, road works, drainage works and public access works to plazas associated with the development of the site. Construction on the site commenced in April 2015 with the first stage opened in September 2016, and the developer has now completed the works proposed under this VPA. The remaining civil works will be completed by Council in 2020/21 capital works program. This work will be funded from developer contributions.

Arcadian Hills

This VPA applies to the development known as Arcadian Hills, which forms part of the Oran Park Growth Centre precinct on the western side of The Northern Road. The objective of this VPA is for the developer to undertake approximately \$20.1M of open space, transport, riparian corridor and water cycle management works and land dedication, and monetary contributions towards off-site facilities on behalf of the 457 residential lots proposed in the development.

The two local parks in the northern part of Arcadian Hills have also now been completed, as has the embellishment of the open space land which surrounds the heritage driveway.

Catherine Park

This VPA applies to the development know as Catherine Park, which is a 163 hectare site bound by Camden Valley Way and Oran Park Drive. The objective of the VPA is for the developer to undertake \$52M of open space, transport, riparian corridor and water cycle management land and works, as well as a contribution towards off-site facilities, on behalf of the 1850 residential lots proposed in the development.

The developer has constructed water cycle management infrastructure to support the subdivision of land, and works have commenced on the double playing fields, local park and Robbins Lane corridor. Construction has commenced on the amenities building and community facility which will be located at the double playing fields.

An amendment to this VPA is on exhibition until 28 September 2021 seeking to increase the lot yield from 1,850 to 2,100 lots with and associated monetary contribution of \$15,278 per additional lot.

SH Camden Lakeside Planning Agreement

This VPA applies to land adjoining the Turner Road precinct of the South West Growth Corridor and is bound by Camden Valley Road to the north, Raby Road to the east, the Sydney Water canal to the south and Gledwood Hills Homestead to the west.

The VPA includes drainage, open space and transport works with associated land dedications to the value of approximately \$19.1M.

Spring Farm – AV Jennings and Starhill

The Agreement includes the provision of embellished passive open space, transport infrastructure, water cycle management facilities, land dedication and the payment of monetary contributions inclusive of the augmentation of future community facilities in Spring Farm to the value of approximately \$59.1M

Spring Farm Precinct 5 – Landcom

The Agreement includes the provision of embellished passive open space, transport infrastructure, water cycle management facilities, land dedication and the payment of monetary contributions inclusive of the augmentation of future community facilities in Spring Farm to the value of approximately \$6.8M.

187-191 Turner Road, Currans Hill

The Agreement includes the provision of embellished active open space, transport infrastructure, riparian corridor embellishment, stormwater management, land dedication, and the payment of monetary contributions inclusive of the augmentation of future community facilities in the Oran Park/Turner Rd Precinct to the value of approximately \$2.9M.

The Agreement applies to land at 187 and 191 Turner Road adjoining the Turner Road precinct of the South West Growth Corridor but is not included within the Growth Corridor. The land is bound by Turner Road to the South and Atlantis Crescent to the North.



Government Information (Public Access) Act 2009 s 125(1) Government Information (Public Access) Regulation 2018, Cl 8, Schedule 2

GIPA (s125 of the Act and cl7 of Regulation)

The Government Information (Public Access) Act 2009 (GIPA Act) came into effect on 1 July 2010. The GIPA Act is the NSW Government's approach to giving the community greater access to information. The NSW Government has made a commitment to provide access to information held by the Government, including local councils, unless on balance it is contrary to the public interest to provide that information. Council is committed to providing the community with open and transparent access to information about our services, activities and business operations. Much of this information is routinely provided in our corporate documents, which are identified in our Agency Information Guide, publicly available on Council's website www.camden.nsw.gov.au

Review of release of Government information under s7(3) of the GIPA Act

According to the GIPA Act, to make information publicly available, agencies must review their programs for the release of government information. This review must be undertaken at least once every 12 months.

Council's program for the proactive release of information involves the following actions:

- Regularly reviewing and updating online content.
- Encouraging the community to seek information not available online via informal requests for information free of charge (with the exception of photocopying costs).
- Reviewing the disclosure log to identify the main types of information being requested.
- Auditing information requests.
- Researching other Council websites to see the types of information proactively released.
- Discussions with Council staff regarding what information is regularly sought and whether such information could be made available on Council's website.

Number of Applications received during 2020/2021

In 2020/2021, Council received 30 formal (two being invalid) and 595 informal GIPA applications. All applications received were assessed and responded to within statutory timeframes, where applicable.

Statistical information about access applications - Schedule 2

The statistical information about the formal GIPA applications (access applications) is outlined below:

Table A: Number of applications by type of applicant and outcome*

| | Access Granted in Full | Access Granted in Part | Access Refused in Full | Information not Held | Information Already Available | Refuse to Deal with Application | Refuse to Confirm/Deny whether information is held | Application Withdrawn | Total | % of Total |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|-----------|------------|
| Media | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Private sector business | 0 | 4 | 1 | 0 | 1 | 0 | 0 | 2 | 8 | 25% |
| Not for profit organisations or community groups | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Members of the public (by legal representative) | 2 | 8 | 0 | 1 | 1 | 1 | 0 | 4 | 17 | 53% |
| Members of the public (other) | 0 | 4 | 0 | 0 | 0 | 0 | 0 | 3 | 7 | 22% |
| Total | 2 | 16 | 1 | 1 | 2 | 1 | 0 | 9 | 32 | |
| % of Total | 7% | 50% | 3% | 3% | 7% | 3% | 0% | 27% | | 100% |

*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

Table B: Number of applications by type of application and outcome*

| | Access Granted in Full | Access Granted in Part | Access Refused in Full | Information not Held | Information Already Available | Refuse to Deal with Application | Refuse to Confirm/ Deny whether information is held | Application Withdrawn | Total | % of Total |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|---|-----------------------|-----------|------------|
| Personal information applications* | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Access applications (other than personal information applications) | 2 | 16 | 1 | 1 | 2 | 1 | 0 | 9 | 32 | 100% |
| Access applications that are partly personal information applications and partly other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Total | 2 | 16 | 1 | 1 | 2 | 1 | 0 | 9 | 32 | |
| % of Total | 7% | 50% | 3% | 3% | 7% | 3% | 0% | 27% | | 100% |

* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

| Reason for invalidity | No of applications | % of Total |
|---|--------------------|------------|
| Application does not comply with formal requirements (section 41 of the Act) | 2 | 7% |
| Application is for excluded information of the agency (section 43 of the Act) | 0 | 0% |
| Application contravenes restraint order (section 110 of the Act) | 0 | 0% |
| Total number of invalid applications received | 2 | 7% |
| Invalid applications that subsequently became valid applications | 0 | 0% |
| Total | 2 | 7% |

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act

| | Number of times consideration used* | % of Total |
|--|-------------------------------------|------------|
| Overriding secrecy laws | 0 | 0% |
| Cabinet information | 0 | 0% |
| Executive Council information | 0 | 0% |
| Contempt | 0 | 0% |
| Legal professional privilege | 0 | 0% |
| Excluded information | 0 | 0% |
| Documents affecting law enforcement and public safety | 0 | 0% |
| Transport safety | 0 | 0% |
| Adoption | 0 | 0% |
| Care and protection of children | 0 | 0% |
| Ministerial code of conduct | 0 | 0% |
| Aboriginal and environmental heritage | 0 | 0% |
| Information about complaints to Judicial Commission | 0 | 0% |
| Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015 | 0 | 0% |
| Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016 | 0 | 0% |
| Total | 0 | 0% |

*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of Act

| | Number of times consideration used* | % of Total |
|--|-------------------------------------|-------------|
| 1 Responsible and effective government | 3 | 13% |
| 2 Law enforcement and security | 2 | 8% |
| 3 Individual rights, judicial processes and natural justice | 15 | 63% |
| 4 Business interests of agencies and other persons | 4 | 16% |
| 5 Environment, culture, economy and general matters | 0 | 0% |
| 6 Secrecy provisions | 0 | 0% |
| 7 Exempt documents under interstate Freedom of Information legislation | 0 | 0% |
| Total | 24 | 100% |

Table F: Timeliness

| | Number of applications* | % of Total |
|--|-------------------------|-------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 28 | 100% |
| Decided after 35 days (by agreement with applicant) | 0 | 0% |
| Not decided within time (deemed refusal) | 0 | 0% |
| Total | 28 | 100% |

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

| | Decision varied | Decision upheld | Total | % of Total |
|--|-----------------|-----------------|----------|------------|
| Internal review | 0 | 0 | 0 | 0% |
| Review by Information Commissioner* | 0 | 0 | 0 | 0% |
| Internal review following recommendation under section 93 of Act | 0 | 0 | 0 | 0% |
| Review by NCAT | 0 | 0 | 0 | 0% |
| Total | 0 | 0 | 0 | 0% |
| % of Total | 0% | 0% | 0 | 0% |

*The Information Commissioner does not have the authority to vary decisions but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

Table H: Applications for review under Part 5 of the Act (by type of applicant)

| | Number of applications for review | % of Total |
|---|-----------------------------------|------------|
| Applications by access applicants | 0 | 0% |
| Applications by persons to whom information the subject of access application relates (see section 54 of the Act) | 0 | 0% |
| Total | 0 | 0% |

Table I: Applications transferred to other agencies

| | Number of applications transferred | % of Total |
|---------------------------------|------------------------------------|------------|
| Agency-Initiated Transfers | 0 | 0% |
| Applicant - Initiated Transfers | 0 | 0% |
| Total | 0 | 0% |



Local Government Act 1993 and Local Government (General) Regulation 2005

Environmental Upgrade Agreements (s54p)(1)

Council did not enter into any environmental upgrade agreements during 2020/2021.

Code of Conduct Reporting (s440 of the Act and cl193 of the Regulations)

Council's Code of Conduct provides a framework for minimum standards of conduct by all Council officials and is in line with the Office of Local Government's (OLG) Model Code of Conduct. The current Code of Conduct incorporates provisions relating to complaint handling procedures and reporting requirements of the General Manager.

The Council is to provide the OLG with a report containing the statistics referred to below within three months of the end of September of each year.

All staff undertake mandatory Code of Conduct refresher training as part of Council's commitment to reduce the risks of fraud and corruption. This training provided a reminder to staff of their Code of Conduct responsibilities and ensured that our customers are also made aware of Council's ethical standards.

The Complaints Coordinator must arrange for the following statistics to be reported to the Council within three months of the end of September of each year.

| | |
|--|-------------------|
| The total number of code of conduct complaints made about Councillors and the General Manager under the code of conduct in the year to September 2021. | 1 |
| The number of code of conduct complaints referred to a conduct reviewer. | 1 |
| The number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage and the outcome of those complaints. | 1 |
| The number of code of conduct complaints investigated by a conduct reviewer. | Nil |
| The number of code of conduct complaints investigated by a conduct review committee | Nil |
| Without identifying particular matters, the outcome of code of conduct investigations under these procedures. | N/A |
| The number of matters reviewed by the OLG and, without identifying particular matters, the outcome of the reviews. | N/A |
| The total cost of dealing with code of conduct complaints made about Councillors and the General Manager in the year to September 2021, including staff costs. | \$2,250 ex GST |

Major Contract Awards

Local Government Regulation 2005

Contracts Awarded cl217 (1) (a2)

All new contracts entered into (greater than \$150,000 Including GST) during the 2020/2021 financial year:

| Nature of Goods and Services Supplied | Name of Contractor | Total Amount Payable (ex. GST) |
|---|---|--------------------------------|
| Provision of Legal Services | Bartier Perry | Schedule of Rates |
| | Holding Redlich | Schedule of Rates |
| | Kells Lawyers | Schedule of Rates |
| | Lindsay Taylor Lawyers | Schedule of Rates |
| | McCullough & Robertson | Schedule of Rates |
| | Moray & Agnew | Schedule of Rates |
| | Sparke Helmore | Schedule of Rates |
| | Wilshire Web Staunton Beattie | Schedule of Rates |
| Minor Concrete Civil Works | Planet Civil Pty Ltd | Schedule of Rates |
| | Civotek Pty Ltd | Schedule of Rates |
| | State Civil Pty Ltd | Schedule of Rates |
| Reseal of Ingleburn Road, Leppington Stage 1 | Avijohn Contracting Pty Ltd | \$249,000 |
| Streetscaping & Concrete Paving Construction in Elderslie, Currans Hill & Spring Farm | Lamond Contracting Pty Ltd | \$888,118 |
| 5 x Ride on Mowers | GYC Pty Ltd | \$193,824 |
| Construction of Belgenny Reserve | Komatsu Australia 50-60 Fairfield Street FAIRFIELD NSW 2165 | \$256,000 |

| Nature of Goods and Services Supplied | Name of Contractor | Total Amount Payable (ex. GST) |
|---|--|--------------------------------|
| Principal Contractor for Narellan Sports Hub Stage 2 | TJ & RF Fordham Pty Ltd | \$15,963,016 |
| Principal Contractor for Construction of Fergusons Land Cricket Facility | TJ & RF Fordham Pty Ltd | \$6,193,185 |
| Upgrade of Existing Playing Fields – Jack Nash Reserve Currans Hill | Renworx Pty Ltd | \$584,954 |
| Reseal of Springfield Road, Stage 1 Camden Valley Way to New Link Road | State Asphalt Services | \$329,921 |
| Infrastructure & WAN Refresh | TPG Network Pty Ltd | Schedule of Rates |
| Design Supply & Installation of Floodlighting at Ron Dine Reserve Camden | Floodlighting Australia | \$200,000 |
| Supply & Installation of Bus Shelters | Tom Stoddart Pty Ltd | \$544,969 |
| Consultancy Services for Concept Design of Ingleburn Road, Leppington (HAF 5) | Cardno | \$399,568 |
| Cisco Meraki Switch Implementation | Outcomex Pty Ltd | Schedule of Rates |
| Camden Council Animal Care Facility Services | Rossmore Vet Hospital | Schedule of Rates |
| Multi-Function Devices | Sharp Corporation of Australia Pty Ltd - | Schedule of Rates |
| Road Renewal Program | Avijohn Contracting Pty Ltd | \$935,893 |
| Construction of Wandarrah Reserve Amenities Building, Mount Annan | Cranebrook Constructions | \$375,002 |
| Civil & Landscaping Works for Yandel'ora Reserve, McCrae Drive and Charker Drive Playground, Camden | Perfection Landscape Services | \$176,143 |
| Supply & Delivery of Seven Waste Trucks | Penske Power Systems | \$2,683,037 |
| Consultancy Services for Concept Design and Strategic Business Case Development of Rickard Road between Ingleburn Road and Heath Road, Leppington | Beca Pty Ltd | \$469,918 |

| Nature of Goods and Services Supplied | Name of Contractor | Total Amount Payable (ex. GST) |
|--|----------------------------------|--------------------------------|
| General Traffic Control | Direct Traffic Pty Ltd | Schedule of Rates |
| Stormwater Drainage Works at Minell Court Harrington Park | Civil Constructions Pty Ltd | \$383,313 |
| Camden Council Depot Redevelopment, Millwood Avenue Narellan (Civil and Building Works) | Hibernian Contracting Pty Ltd | \$8,233,373 |
| Design and consolidation of existing detailed designs of Liz Kernohan Drive between Lodges Road and Camden Valley Way, Elderslie | Acor Consultants Pty Ltd | \$309,922 |
| Supply & Delivery of One (1) Street Sweeper | Rosmech Sales & Services Pty Ltd | \$321,869 |
| Burrangorang Road Bridge Concept Design | AECOM | \$145,348 |
| Operation and Management services for the Mount Annan Leisure Centre and Camden War Memorial Pool | YMCA NSW | \$1,213,939 |

Controlling Interests cl217 (1) (a7)

The Camden Region Economic Taskforce Ltd was set up as an independent company run by a board of directors which included two Councillors, professional experts and business leaders. The Taskforce brought together key local business leaders and experts to drive and facilitate the economic growth of the area through leadership, advocacy and coordination to focus on helping Council to deliver the right conditions to create jobs, attract investment and to support the growth of business and industry, now and into the future.

Council was the sole member of the company.

During 2020/2021 the company was placed into Voluntary Liquidation and ceased operation on 23 June 2021. The company was de-registered by ASIC on 30 September 2021.

Macaria Gallery Ltd was set up as an independent company run by a board of directors which includes three Councillors and two independent directors. The company is the trustee of the Alan Baker Art Gallery Trust with the primary object of collecting, promoting, preserving and exhibiting the arts. The company directs the activities of the Alan Baker Art Gallery, which occupies the historic Macaria building in Camden and displays the Alan Baker art collection.

Council is the sole member of the company.

Councillor Induction and Professional Development

Local Government Act 1993 - section 232 - 1(g)

Clause 186 of the Local Government (General) Regulation 2005 and Part E of the Councillor Induction and Professional Development Guidelines.

Councils are to publish the following information in their annual reports:

- the name of the mayor and each individual councillor that completed council's induction program (where an induction program has been delivered during the relevant year)

This year, no induction program was conducted.

- the name of the mayor and each councillor who participated in any ongoing professional development program during the year

The Mayor and all Councillors participated in an on-going professional development program during the year.

- the number of training and other activities provided to the mayor and councillors during the year as part of a professional development program

A total of 22 briefings/training sessions related to Council's Policies, Strategies, Plans, Code of Conduct and Code of Meeting Practice were provided to the Mayor and Councillors during the year as part of a professional development program. A conference was also attended.

- the total cost of induction and professional development activities and any other training provided to the mayor and councillors during the relevant year.

This year, the total cost of induction and professional development was nil.

Councillor Payments and Support cl217 (1) (a1)

Councillors are eligible for a range of entitlements and remunerations associated with their role, including reimbursement of expenses incurred in carrying out their civic duties and provision of facilities to assist in fulfilling their obligations.

To ensure proper use of facilities and engagement of expenses by Councillors, Council is required to adopt a Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy (Expenses & Facilities Policy). This Policy is reviewed and adopted as required under the Local Government Act 1993, enabling the Council itself to determine what expenses it will cover and what facilities it will provide to Councillors (within reason).

The objectives of the Expenses and Facilities Policy are to:

- Ensure consistency in the application of reimbursement of expenses and provision of facilities to Councillors in an equitable and non-discriminatory manner.
- Provide a level of support to Councillors to assist them in representing the interests of the community.
- Ensure transparency and accountability in the reimbursement of expenses incurred by Councillors.

In 2020/2021 the following expenses were incurred by the Mayor and Councillors:

| Councillor Expenses | |
|-------------------------------|-----------------|
| Dedicated Office Equipment | NIL |
| Telephone* | \$4,789 |
| Conferences/Seminars | NIL |
| Training | NIL |
| Interstate Visits - all costs | NIL |
| Overseas Visits | NIL |
| Expenses for Spouses | NIL |
| Child Care | \$8,162 |
| TOTAL | \$12,951 |

| Councillor allowance | |
|-----------------------------|-----------|
| Mayoral Allowance | \$56,880 |
| Councillor Allowances | \$186,722 |

*includes telephone calls made, mobile phone and iPad

Equal Employment Opportunity (EEO) Management Plan cl217 (1) (a9)

In accordance with Chapter 1, Part 4 of the Local Government Act 1993 (NSW), Council maintains an EEO Management Plan supported by Council policies and procedures designed to ensure the absence of discrimination in employment and promote equal employment opportunity for all people. The following activities have been undertaken:

- The commitment to maintaining good employee relations remains a high priority and is facilitated through consultation and communication. In accordance with the Local Government (State) Award 2020 Council maintained the Staff Consultative and Work Health and Safety Committees. These Committees facilitate transparent decision making and promote good working relationships between Council, its employees and Unions.
- Recruitment of staff is based on merit selection principles ensuring that the most suitable candidate is selected, and all applicants are afforded equal opportunity.
- Internal Audit recommendations related to recruitment have all been implemented.
- Participation in Recruitment and Selection and EEO Training is required for all staff prior to participation in recruitment actions.
- Council's Traineeship Program continues to provide opportunity for people specifically from an Aboriginal and Torres Strait Islander background. The traineeship offered rotates on a yearly basis between an opportunity for a trainee in an administrative role in one year and the following year a trainee is appointed to the operational area of Council.
- The introduction of Council's Human Resource Information System has provided increased

availability of EEO data that will assist in the review of plans and policies and improve reporting capabilities.

- Counselling, mediation and employee support is provided through People, Learning and Culture and continued funding of Council's Employee Assistance Program provides employees with confidential counselling and support services provided by an external company.
- The appointment of designated Mental Health First Aid Officers also provides ready access to trained staff who can assist employees who may be experiencing mental health issues.

The 2020/2201 financial year has continued to present unprecedented challenges for Council as a result of the COVID-19 pandemic.

Council's workforce continues to grow to meet the needs of our expanding community with our ongoing focus being the maintenance of a sustainable workforce that is agile and capable of delivering the Community Strategic Plan.

The following activities were completed during this reporting period:

- In response to the ongoing COVID-19 pandemic, a wide range of communications and resources to assist managers and staff in managing the challenges of the pandemic were developed and made readily available. A range of fact sheets and frequently asked questions were developed to assist staff deal with the changing work environment and communication from the General Manager and Executive Team was distributed on a regular basis.
- A program of staff engagement activities was rolled out and feedback mechanisms including pulse surveys and live Questions

and Answer sessions with Council's Executive Team were utilised to ensure staff continued to feel connected and have avenues to submit questions about Council's response to the COVID-19 pandemic.

- Representation continued on Council's Crisis Management Team to inform and implement decisions in relation to the COVID-19 pandemic.
- Core services and support is the functional area of Learning and Development, Organisational Development, Recruitment, Industrial Relations, Payroll and Human Resources were delivered to a growing organisation.
- Ongoing development, review, and implementation of Council's Human Resource policies and procedures.
- Continued implementation of The Burrow, Council's Human Resource Information System, incorporating recruitment, onboarding, learning and development and performance management.
- Monthly Human Resource corporate reporting and provision of a quarterly People, Learning and Culture report to the Executive Team of Council to inform evidence-based decision making.
- Council's Health and Wellbeing Program delivered many programs and initiatives including mental health, skin screening, flu vaccinations awareness, messaging in relation to Ovarian Cancer, bowel cancer, men's health, diabetes, and breast cancer.
- Council recognised and celebrated RU OK? Day, Movember, Stress Down Day and Men's Health Week. Council also acknowledged the International Day of Mourning.
- Council continued to provide ongoing counselling services to Councillors, Council staff and their families through the engagement of AccessEAP as an additional component of Council's overall workplace wellbeing program.
- Successful delivery of 335 recruitment actions across Council, equating to an average of 27.9 per month.
- The average time to hire for the reporting period is 49.9 days which is below Council's customer service benchmark of 55 days.
- Further review and refinement of Council's recruitment and selection procedures and practices to ensure maximum efficiencies are gained.
- Ongoing delivery of the Leadership Capability Framework and associated Leadership Program to staff in supervisory positions. This has included specific training programs designed to equip staff in leadership roles to successfully plan, guide and develop staff in their area.
- Two staff teams successfully participated in the Local Government Professionals Australasian Management Challenge.
- Rollout of the Human Resource Information System Learning Management module which provides a significant improvement in how the learning and development of Council's workforce is managed.
- LinkedIn Learning implementation allows staff access to thousands of best practice learning content intended to support staff with their professional, leadership and personal development.

- The rollout of Council's Mentoring and Coaching Circles Program which build on existing leadership development programs. Almost 15% of the workforce has expressed interest and/or registered for these programs.
- Over 30hrs of executive leadership coaching invested into Council's leaders to support their individual growth.
- A suite of mental health and wellbeing training offered to staff to maintain Council's commitment to personal development and resilience. Training provided to Executives, Senior Management, and staff across the organisation.
- Introduction of a Payroll App that staff can access via a mobile device which enables them to apply/approve for online leave.
- Completion of three benchmarking surveys with key organisations for delivery of market comparison information for the Local Government sector. This will ensure wage comparison within the industry.
- Introduction of excess leave reporting to ensure that Managers are reviewing and actioning this excess leave which will reduce leave liability.
- Council continues to manage its employees in accordance with all relevant Award provisions and other employment related legislation.
- Council actively supports and promotes a contemporary and professional industrial environment and is proud of the constructive manner in which relationships with the three union bodies are managed.

External Bodies cl217 (1) (a6)

| Committee | Highlights |
|---|--|
| Camden Town Farm | <p>The Camden Town Farm Committee provides maintenance and management of the facility in the heart of the Camden.</p> <p>The Camden Town Farm is a unique facility, providing the Community with an opportunity to access and understand the rural history of Camden</p> |
| Camden International Friendship Association (CIFA) | <p>(CIFA) is a group delegated to promoting friendship between Kashiwa City in Japan and the community of Camden. CIFA was founded in 1997 following an initiative to establish a link with a town in Japan to promote international friendship.</p> |
| Camden Seniors Program | <p>The Camden Seniors Program Committee is delegated to organise and run five major projects for seniors in the Camden and surrounding areas each year.</p> <p>The types of events may include:</p> <ul style="list-style-type: none"> - Picnic luncheon at Belgenny Farm. - Morning Tea at the Australian Botanic Gardens at Mt Annan. - Christmas Lunch at Carrington Centennial Care. - Seniors Concert at the Camden Civic Centre during Senior’s Festival. - Seniors Bus Trip during Seniors Festival. |
| Bicentennial Equestrian Park | <p>The Camden Bicentennial Equestrian Committee provides maintenance and management of this facility. The Park provides a variety of equestrian and community activities including:</p> <ul style="list-style-type: none"> - Camp Draft - Polocrosse - Pony Club - Rodeo - Camden Men’s Shed - Show Jumping - Walking track - Dog walking |

Grants and Contributions cl217 (1) (a5)

There are six types of grants available under Council's Community Financial Assistance Program, as outlined in the table below.

Community Financial Assistance Program 2020/2021

| Program Name | Funded | Amount |
|--|--|------------------|
| Community Small Grants (including Community Response Grants) | 33 Community Service groups | \$262,707 |
| Donations for Charitable Purposes | 1 Community groups and individuals | \$700 |
| Gifted Persons | 1 individual | \$246 |
| Cultural Performance Subsidy | 0 community events (Impacted by COVID-19) | \$0 |
| Annual Subsidies | 9 organisations and 3 community resources | \$57,818 |
| Community Sponsorship | 8 organisations | \$37,400 |
| TOTAL AMOUNT | | \$358,871 |

* Variances in numbers may occur due to applications received outside of initial reporting period.

Legal Proceedings cl217 (1) (a3)

Summary of costs incurred by Council in relation to legal proceedings:

| | |
|--|------------|
| Cost of all Land and Environment Court Proceedings | \$348,879 |
| Cost of Local Court Proceedings | Nil |
| Cost of all other Court Proceedings | \$113, 179 |

A summary of the state of progress of each legal proceeding and result is set out below:

| Respondent | Court | Description of Proceedings | Result | Legal Expenses |
|--|----------------------|--------------------------------------|--------------------------------------|----------------|
| Nicholas C Chandler | Picton Local | Mention | Resolved | Nil |
| St Elijah Pty Ltd | Land and Environment | Appeal of Development Control Orders | Withdrawn | \$4467 |
| Applicant | Court | Description of Proceedings | Result | Legal Expenses |
| Mirzela Mundzic | Land and Environment | Class 1 Appeal | Discontinued | \$15,934 |
| Silverdale and Spring Farm Pty Ltd | Land and Environment | Class 1 Appeal | On-going | \$21,518 |
| Graham and Sanders | Land and Environment | Class 1 Appeal | Appeal upheld | \$46,328 |
| David Refalo | Land and Environment | Class 1 Appeal | On-going | \$31,605 |
| University Property Group Pty Ltd | Land and Environment | Class 1 Appeal | Appeal upheld (Section 34 agreement) | \$11,868 |
| Anglican Church Property Trust Diocese of Sydney | Land and Environment | Class 4 Appeal | On-going | \$91,146 |
| TC (Tallwoods) Pty Ltd | Land and Environment | Class 1 Appeal | Appeal dismissed | \$88,649 |
| Building Design and Technology | Land and Environment | Class 1 Appeal | On-going | \$7,114 |
| Cornish Group Spring Farm Pty Ltd | Land and Environment | Class 1 Appeal | Appeal upheld (Section 34 agreement) | \$20,333 |
| Marcuspearl Pty Ltd | Land and Environment | Class 1 Appeal | Discontinued | \$3,966 |
| Muscat Developments Pty Ltd | Land and Environment | Class 1 Appeal | On-going | \$5,948 |
| Applicant | Court | Description of Proceedings | Result | Legal Expenses |
| Koula & Efrem Rafalaidis | Supreme | Claim for compensation | Ongoing | \$3,787 |
| Cornish Group Spring Farm Pty Ltd | Supreme | Claim for compensation | Ongoing | \$4,197 |
| Danny Marielle Moussa | Supreme | Claim for compensation | Ongoing | Nil |
| SafeWork | District | WHS matter | Ongoing | \$105,195 |

Note: These amounts have not been reduced for any legal cost recovery

Partnerships, Co-Operatives and Joint Ventures cl217 (1) (a8)

Camden Council is a member of Civic Risk Mutual. Civic Risk Mutual is a co-operative Local Government self-insurance scheme. Financial contributions to the Pool are based on the relative size of each council and incorporate a proportion of underlying claims experience so as to reflect risk exposure.

Private Works cl217 (1) (a4) and s67 (3)

Council carried out no work on private land.

| <u>Work undertaken on private land</u> | <u>Cost subsidised by council</u> |
|--|-----------------------------------|
| Nil | Nil |

| <u>Private works expenditure</u> | <u>Private Works Income</u> |
|----------------------------------|-----------------------------|
| Nil | Nil |

Rates and Charges Written Off during 2020/21 (cl 132, s575, s583, s595 or s607)

The Local Government Act 1993 provides Council with the ability to write off rates and charges under certain circumstances. Each year it is necessary to report to Council and formally resolve to write off these amounts.

There are several types of write offs which, in respect of the 2020/21 rating year, are set out below and discussed.

Postponed rates are amounts where land is occupied solely as the site of a house or is rural land, but as a result of its zoning or permitted use, it is valued for rating purposes at a higher value to reflect its permitted use rather than its actual use. After 5 years of postponement the original year is abandoned.

The postponed rates amount written off for the 2020/2021 financial year are as follows:

| | |
|-------------------------------------|-----------------|
| Rates written off from 2016/2017 | \$9,448 |
| Interest written off from 2016/2017 | \$2,469 |
| Total Postponed Rates | \$11,917 |

Pension rebates granted during the 2020/21 rating year.

| | |
|---------------|------------------|
| Amount | \$835,374 |
|---------------|------------------|

An amount of \$459,456 is claimable from the Office of Local Government being 55% of the Pension Rebate. An appropriate provision was made in the 2020/2021 Budget for the amount payable by Council.

Special pension rebates – stormwater management levy are provided in line with Council’s adopted Revenue Policy, where ratepayers who are eligible for the pension rebate also receive a payment exemption for the Stormwater Management Levy.

| | |
|---------------|-----------------|
| Amount | \$76,277 |
|---------------|-----------------|

Small balance adjustments relate to amounts that are written off as they would be uneconomical to recover. These amounts are all under \$3.00.

| | |
|---------------|--------------|
| Amount | \$596 |
|---------------|--------------|

Stormwater Management Service Charge cl217 (1) (e)

During 2020/21 Council spent \$1,141,778 on managing, maintaining and upgrading stormwater management facilities through the LGA as well as delivering a range of education and promotion activities to help increase our community’s awareness of potential polluting activities.

| Activity | Amount |
|--|---------------------|
| Education and Promotion | \$ 120,470 |
| Water Quality Monitoring | \$ 72,587 |
| Urban GPT Maintenance | \$ 385,425 |
| Wetland and Rain Garden Maintenance | \$ 287,578 |
| Drainage System Management and Renewal | \$ 252,537 |
| Stormwater and Floodplain Management | \$ 9,313 |
| Ibis Program | \$ 13,868 |
| Total | \$ 1,141,778 |

Education and Promotion

Everyday activities associated with urban living such as car washing, littering and over-fertilising of gardens and lawns are impacting our local waterways. This year, Council has developed and promoted several education and promotion activities to help increase our community awareness about our local waterways and potential polluting activities. These activities include the Stormwater Pledge and Waterway Walks around Kolombo Creek, Oran Park and Narellan Creek, Harrington Park.

Water Quality Monitoring and Testing

Council's water quality monitoring program collects physical, chemical, microbiological and biological data from our waterways to monitor the effectiveness of stormwater management assets and devices, including pollution control basins, wetlands and lakes. This monitoring also includes blue-green algae monitoring of a number of local waterbodies, including the Nepean River, over the warmer months. If blue-green algae bloom is detected, signage is erected to warn residents that they and their pets should not come into physical contact with the water.

The data collected through the water quality monitoring program allows Council to monitor trends over time and prioritise water quality improvement programs.

Urban Gross Pollutant Trap (GPT) Maintenance

GPTs capture and store pollutant materials such as litter and nutrient laden sediment. To function effectively GPTs need to be cleaned, and the captured material removed regularly. Gross pollutants and specifically the nutrients with them can be re-mobilised and washed downstream if they are not removed prior to subsequent rainfall events. GPT maintenance was completed in accordance with the management plan within the scheduled maintenance programs on a quarterly basis, noting that as urban development proceeds, there will be an increasing demand for maintaining the new GPTs being delivered.

Wetland and Rain Garden Maintenance

Almost all stormwater originating from the Camden LGA drains into the Nepean River, or into the Upper South Creek, which ultimately connects to the Hawkesbury-Nepean River.

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

Council's Natural Areas team undertakes maintenance of these areas including programmed litter removal and weed removal to ensure the systems operate effectively.

Drainage System Management and Renewal

Funds were specifically allocated towards undertaking pit and pipe maintenance and renewal across the LGA, in response to various reported issues.

Stormwater and Floodplain Management

The number of stormwater assets is rapidly growing with the release of new residential land subdivisions and commercial developments. A dedicated asset management team is in place to manage the growth in all assets. They develop work programs to maintain and renew assets as they age or are damaged in service, and to implement Council's Asset Management Plan (AMP), which includes specific Stormwater asset management commitments.

Additionally, funds were allocated towards the investigation of various overall floodplain management options to manage flooding across the Upper South Creek and Nepean River catchments.

Ibis Management

Council continues to implement management actions through an approved Plan of Management to manage overall impacts the population of Australian White Ibis at Lake Annan, Mount Annan has on residents and the local environment.

Senior Staff Remuneration c1217 (1) (b) (c)

General Manager Remuneration

The total remuneration package for the General Manager including salary, non-cash benefits, superannuation and fringe benefits tax was \$399,912.

Senior Staff Remuneration

The total remuneration package for the four Directors including salary, non-cash benefits, superannuation and fringe benefits tax was \$1,189,016

Note: Total package includes the total value of the salary component of package, total employer's contribution to superannuation (salary sacrifice or employer's contribution), total value non-cash benefits, and the total fringe benefits tax for noncash benefits.





NSW Carers' (Recognition) Act 2010 and NSW Charter Compliance with the Act (s8)

Council is committed to supporting employees with carer responsibilities. Council's Induction Program promotes employees' leave provision options including Carers Leave.

Council complies with the NSW Local Government (State) Award, which includes various leave provisions for employees including 'Carers Leave'. Where employees have requested flexible working arrangements due to carer's responsibilities, Council has worked with them to accommodate their requirements.

Council continues to ensure that policies remain supportive for all employees, particularly those with carer's responsibilities.

Council supports the NSW Companions card and accepts the card at its venues. In recognising the important role played by carers Council hosted a range of activities during NSW Carers Week 2020 which included a virtual initiative to celebrate the amazing job carers do with Council hosting a series of stories on its social media platforms to recognise and celebrate the outstanding contribution unpaid carers make to the community. Council hosted these videos of local carers sharing their experiences and stories as they care for their friends or family members. The series of videos not only highlighted the great work of our unpaid carers, but also educated and raised valuable awareness about caring roles in the community.

The Café Connect Camden project provides carers with information about health, services and social connections while enjoying barista coffee, tea, healthy food and refreshments throughout the day.

The My Aged Care Connector project provides information and assistance for older people and their carers to navigate and access the service system.

Council's Community Access Advisory Group continuously provides strategic, expert and impartial advice to Council on access issues for people with a disability and their carers in the local Camden community, including providing advice on the development, implementation, monitoring and review of Council policies, strategies and plans as they relate to access and inclusion.



Disability Inclusion Act 2014 – s13 (1)

NSW Government – Communities and Justice, Disability Inclusion NSW has advised Councils that “COVID-19 has thwarted commencement of the consultation process for the 2021 Disability Inclusion Action Plan (DIAP)”. Therefore, the existing 2017-2021 DIAPs will remain active until 30 June 2022. Council will continue its consultation process, through Council’s Access Advisory Committee, and through its connection initiatives as opportunities arise.

Information on the implementation of Council’s Disability Inclusion Plan

Council has developed a Disability Inclusion Action Plan 2017 – 2021. The Plan describes Council’s priorities for improving the accessibility and appropriateness of the information, services and facilities available for people with disabilities and their carers, under the four key focus areas:

1. Create accessible and liveable environments.
2. Support access to meaningful employment.
3. Promote positive attitudes and behaviours.
4. Remove barriers to systems and processes.

Some of the actions under four of the above-mentioned focus areas are as follows:

1. Create Accessible and Liveable Environments

Create environments by continuously improving accessibility of existing facilities and promote well-being.

- Accessibility improvements made to existing buildings, signage, seating and equipment as a direct result of access audit recommendations.
- Offer free Master Locksmith Access Key (MLAK) to eligible Camden residents.
- Provide access and inclusion comment and recommendations on Council's community space and service facilities development applications.
- Provide Accredited Changing Places public toilet facilities in two locations of the Camden LGA.
- Offer free hire of 6 child and adult size all terrain wheelchairs that provide and improve access to the water play and recreation areas of Curry Reserve and Dawson Park for children and adults living with disability.
- New amenities in parks and open spaces that take the needs of people with disability into account including accessible BBQ's, picnic tables and play equipment.
- Delivery of the Bins 4 Blokes Campaign, each Male Public Toilet facility in the Camden LGA has a disposal bin available for incontinence products for boys and men who need them.
- Provide additional sessions at events to cater for people with special needs and disabilities. Quiet zone tents with sensory play at are also provided at community events.

2. Support Access to Meaningful Employment

Establish and strengthen existing partnership with local service providers that supports access to employment.

- Working in partnership with local disability employment services to provide information and promote their services.
- Presenting Council initiatives at monthly Disability Network Forums and information share with service providers.
- Provide work experience opportunities for students with disability, mental health issues and challenging behaviours from local special needs schools. Unable to achieve due to COVID- 19 restrictions.

3. Promote Positive Attitudes and Behaviours

Promote and encourage people with disabilities to actively participate in various community groups, activities and projects not just disability specific.

- Provide Disability Inclusion Resource Kits (book packs) that encourages preschools, school groups and the public to borrow and talk with children about recognising all abilities. Each kit contains 12 books, learning guides with suggested questions to ask children and activities to extend children's learning about disability/acceptance and a list of websites where they can go for additional information.
- Provide Storytime sessions that focus on Social Inclusion and encourage discussion about all abilities and differences and talk with children about recognising all abilities.
- Deliver a series of monthly health, wellbeing and social connection activities for all abilities; approximately 20% of participants are people with disability. Unable to achieve due to COVID-19 restrictions.
- Deliver a series of sensory walks and activities at Mount Annan Botanic Gardens for children with special needs and people living with dementia. Unable to achieve due to COVID-19 restrictions.
- We are the first Council in NSW to be recognised as communication accessible. Camden Council was trained and assessed by Northcott, a leading disability provider and the only Approved Communication Access Assessment Organisation in NSW. The Communication Access Symbol enables people to know that Council is communication accessible. This means the staff are welcoming and treat everyone with dignity and respect, are able to communicate successfully with people with communication difficulties. Communication tools are also available to help people get their message across and understand what people are telling them.
- Production of an online video celebrating International Day of People with Disability. It also highlights the inclusive and accessible resources, programs, facilities, equipment and recreational places and spaces Camden has to offer.
- Council's Community Access Advisory Group meet bi monthly to continuously provide strategic, expert and impartial advice to Council on access issues for people with a disability in the local Camden community, including providing advice on the development, implementation, monitoring and review of Council policies, strategies and plans as they relate to access and inclusion.

4. Remove Barriers to Systems and Processes

Improve access to services through better systems and process.

- Promoting disability awareness, training and services throughout networks and Council's websites.
- Provide large font books to Disability Services to support Camden's book bus project.
- Offer a user-friendly access code system via a pin pad for people with disability to access the Accredited Adult Changing Places facilities at Curry Reserve and Dawson Park Water Play Space.
- Provide picture and gesture-based communication books and boards throughout Council's front-line services and libraries to support people with communication difficulties source and connect with Council services.
- Connect in various forms including, one-on-one conversations through our Call Connect project to engage with residents and reduce risk of isolation and provide information and referral.
- Development of the Virtual Connect DVD project which provided a series of online videos and DVD's that included information, wellbeing activities and lifelong learning initiatives from local services and businesses across the Camden LGA. The DVD is free to Camden residents and available in a variety of accessible formats.
- Delivered a series of workshops and information sessions in partnership with Health Care Services to support people living with disabilities, their families and Carers.

Work Health and Safety Act 2011

WHS Initiatives, Outcomes, Statistics, Investigations (Part 4, (1), (2))

During 2020/2021 Council's system for safety management continued to be monitored and refined to provide an effective management tool to achieve the highest level of safety across all areas of Council. Ongoing consultation and involvement of our staff has increased awareness and continued to reinforce the absolute importance of safety.

As part of Council's commitment to the health and safety of its staff and to better match the capabilities of the Safety and Risk Branch to the needs of the organisation, the following newly created positions were added to the Safety and Risk Branch:

- WHS Coordinator
- Risk and Business Continuity Coordinator
- Safety Analyst and Reporting Officer

In addition, Council adopted a Safety Business Partner model, with its two WHS Advisors dedicated to providing tailored safety support and advice to two Directorates each.

The Safety Assurance Program was commenced, consisting of eight projects to be delivered over two years that will strengthen Council's safety governance arrangements.

The Safety and Risk Branch also provided dedicated support to the Crisis Management Team for the organisational response and management of the COVID-19 pandemic, as well as direct involvement in the COVID-19 Incident Response Group and COVID-19 Recovery Working Group.

The following safety activities have been undertaken during this reporting period:

- Work Health and Safety Roles and Responsibilities Briefing for the Executive and Senior Management Team.
- Chain of Responsibility Executive Due

Diligence Briefing for the Executive and Senior Management Team.

- Developed a framework for Council's Safety Management System.
- A gap analysis of Council's Safety Management System against ISO45001 – Occupational Health and Safety Systems.
- Consultative Safety Risk Workshops with various areas of Council.
- Increased safety communications across the organisation including Safety Alerts, SafeWork NSW Incident Information Releases, Safe Work Australia resources, legislative updates, and other industry resources.
- Implemented a Workplace Safety Australia subscription service which provides health, safety and environmental information and summarises changes to safety and environmental law.
- Implemented a new safety occurrence reporting system – CAMMS Incident – to provide an accessible reporting process with automated notifications and improved monitoring of safety performance.
- Implemented a new Working from Home Inspection process.
- Site visits to check contractor compliance with safety requirements.
- Investigations of safety occurrences.
- Attended the SafeWork NSW PERforM (Participative Ergonomics for Manual Tasks) workshop on effective management of hazardous manual tasks.
- Attended South East Regional Organisation of Council (SEROC) Meetings and Metropolitan Work Health and Safety (WHS) Group Meetings to share safety learnings with other Council's.
- Ongoing review and update of WHS Policies and Procedures.

- Ongoing review and development of Safe Work Method Statements and Safe Operating Procedures.
- Ongoing review and development of safety related forms and guidance material.
- Workers Insurance provider's WHS Self-Audit.
- National Safe Work Month recognised, with initiatives including talking to our staff about what safety means to them, ideas for the innovation space on ways to reduce hazards and improve safety in the workplace, hazard identification competition and mental health awareness program.
- Established an Emergency Planning Committee.
- Emergency Procedures Training for Fire Wardens and Senior Management Team.
- Health and Safety Committee (HSC) member training.
- Hazardous Manual Tasks Procedure revised.
- Working from Heights Procedure revised.
- Safety Occurrence Reporting and Investigation Procedure revised.
- New Working from Home Safety Procedure Implemented.
- Safe Work Method Statement Template revised.
- Standard Operating Procedure Template revised.
- Take 5 – Pre-Work Safety Assessment Form revised.
- Risk Assessment Form revised with risk criteria consistent with the Enterprise Risk Management Strategy.
- Provided advice on Safety Data Sheet (SDS) management and impacts from legislative changes to labelling including restructure of existing chemical register.
- Revised and updated the Narellan and Topham Road Depot site inductions.
- Introduced various safety resources such as Safework NSW videos added to Council's Human Resource Information System, The Burrow.
- Provided support and advice for various risk assessments across council including in relation to COVID-19 safety plans.

Risk Management

Throughout 2020/2021, Council's Risk Management regime has been continuously improved through the implementation of several enhancements, the adoption of a Risk Maturity Program, and the regular review of risks with risk owners across Council. The new position of a Risk and Business Continuity Coordinator was added to the Safety and Risk Branch and along with the Risk Management Officer, has worked closely with all areas of Council to support and improve risk management across the organisation.

The following activities were undertaken during this reporting period:

- Adoption of a Risk Maturity Program based on the NSW Audit Office Risk Maturity Toolkit
- Enhanced risk reporting to the Executive
- Strategic and Operational Risk Registers were periodically reviewed with Directors and Managers
- Broadened the scope of quarterly risk reviews to improve the quality of risk data
- Completed a fraud and corruption prevention assurance assessment
- Insurance liability training was undertaken by all Managers
- Increased support and risk-based advice for Council business units
- Enhanced Council's risk assessment maturity
- Attended risk management forums with other Councils
- Renewal of tailored insurance arrangements
- Risk management responsibilities were included in position descriptions
- The Enterprise Risk Management Strategy was updated
- Strategic and Operational risk registers were periodically reviewed with Directors and Managers
- A new risk assessment template was implemented
- A claims management system was implemented
- Renewal of tailored insurance arrangements
- Development of a risk management action plan



On-Time Payment Policy 2020/21 (Small Business Commission)

Council has a commitment to support small businesses which is achieved through reviewing existing procedures and practices and exploring new initiatives which enable small businesses to grow and thrive.

The On-Time Payment Policy formalises Council's commitment to pay invoices for eligible small business suppliers within 20 days of receipt as part of Council's Small Business Friendly Program.

The below table below provides a summary of the payments made under this Program during the 2020/21 year.

| Measure | Sep 2020 | Dec 2020 | Mar 2021 | Jun 2021 |
|---|----------|----------|-----------|-----------|
| Invoices due for payment received from small businesses (#) | 33 | 38 | 46 | 58 |
| Invoices from small businesses paid on time (#) | 33 | 38 | 45 | 58 |
| Amount due for payment to small businesses (\$) | \$74,632 | \$58,130 | \$118,202 | \$120,073 |
| Amount due to small businesses paid on time (\$) | \$74,632 | \$58,130 | \$117,762 | \$120,073 |
| Number of payments to small businesses for interest on overdue accounts (#) | Nil | Nil | Nil | Nil |
| Interest paid to small businesses on late accounts (\$) | Nil | Nil | Nil | Nil |

Public Interest Disclosure Act 1994 and Regulation 2011

Public Interest Disclosures

Council has a Public Interest Disclosures Act Internal Reporting Policy as required under the Public Interest Disclosures Act 1994 (the Act). Pursuant to Council's policy, Councillors, members of staff or any other stakeholders are encouraged and facilitated to make a disclosure in the public interest of corrupt conduct, maladministration, serious and substantial waste of government money, government information contraventions or local government pecuniary interest contraventions within Council.

Council is committed to ensuring that matters raised by staff, Councillors, and other stakeholders under the Act are properly investigated and that those who make disclosures are protected from reprisals.

Council supports any member of staff, Councillor or stakeholder who reports wrongdoing. For a report to be considered a public interest disclosure under the Act, it must meet the following requirements:

- The person making the disclosure must honestly believe on reasonable grounds that the information shows or tends to show wrongdoing; and
- The report also has to be made to a person nominated in the policy, the General Manager (or Mayor in the case of a report against the General Manager), or one of the investigating authorities nominated in the Act.

A disclosure must be made in writing to the General Manager, the Mayor (in the case of a complaint against the General Manager), the Disclosures Coordinator (the Manager Legal and Governance) or the Disclosures Officers nominated in the policy. Upon receipt of a disclosure, the Disclosures Coordinator (in consultation with the General Manager where appropriate) will assess the disclosure and decide whether an investigation should be carried out and how that investigation should be carried out.

In accordance with Council's reporting requirements, Council has received no Public Interest Disclosures for the financial year from 1 July 2020 to 30 June 2021.

In addressing the reporting requirements under the Act, Council records the following information:

- The number of public officials who have made a public interest disclosure to Camden Council for 2020/2021:
Nil
- The number of public interest disclosures received by Camden Council in total for 2020/21 and the number of public interest disclosures received by Council relating to each of the following:
 - (a) Corrupt conduct;
 - (b) Maladministration;
 - (c) Serious and substantial waste of money;
 - (d) Government information contraventions;
 - (e) Local government pecuniary interest contraventions.

Nil

- The number of public interest disclosures finalised by Council:

Nil

- Does Camden Council have a public interest disclosures policy in place?

Nil

- Does Camden Council have a public interest disclosures policy in place?

Yes

The actions Council undertook during 2020/2021 in order to meet its staff awareness obligations under the Act:

- Awareness raising posters in Council locations;
- Policy documents made available on the staff intranet;
- Training provided to new staff during induction; and
- New staff undertaking that they have read and understood Council's Public Interest Disclosures Act Internal Reporting Policy.

Swimming Pools Act 1992 s22F (2) and Swimming Pool Regulations 2018 (SP Reg) cl 23

Details of inspections of private swimming pools include:

| | |
|--|----|
| Number of inspections of tourist and visitor accommodation | 1 |
| Number of Inspections of premises with more than 2 dwellings | 4 |
| Number of inspections that resulted in issuance of Certificate of Compliance under section 22D of the Act | 74 |
| Number of inspections that resulted in issuance of Certificate of Non-Compliance under clause 21 of the Regulation | 55 |

Note: In some cases, after the certificate of non-compliance has been initially issued there may be a further one or two inspections prior to a Certificate of Compliance being issued. These inspections may not be captured in the data requested above. Therefore, actual inspection figures undertaken by Council staff may be greater than the figures quoted above.



