

Annual Report

2021-22



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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

Boots n' Beats - Camden Town Farm

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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Mayor's message



As the Mayor of Camden, I am proud to present Camden Council's 2021/2022 Annual Report.

This report looks at the actions Council has taken during the 2021/2022 financial year, to drive economic, social and physical improvements across the area and foster the wellbeing and prosperity of residents.

There's no doubt the last financial year was filled with uncertainty and trepidation as Camden not only continued to ride the waves associated with COVID-19 and related restrictions, but also tackled severe rain and flooding events. For these reasons, and many more, I am particularly proud of the achievements and strides Council has made.

I think all residents would remember starting the 2021/2022 financial year in NSW's longest COVID-19 lockdown since the pandemic began. As a community and, indeed, as a state, we endured some tough times in this period.

Council launched its 'We're Stronger Together' campaign across Camden during the lockdown, with a range of positive messages installed on light pole banners in Camden and Oran Park as well as bus shelters and floor stickers in parks and playgrounds across the Camden area. The colourful campaign was implemented to remind the community to stay safe, stay positive, stick together and to reach out for support if needed.

Despite challenges, Council continued to deliver high-quality planning outcomes and major projects for the 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

” I am particularly proud of the achievements Council has made, associated with COVID-19, but also how we tackled severe rain and flooding events.

Council proud to provide infrastructure, services, projects and initiatives that supports our community now and into the future.

This financial year, we were excited to officially turn the first sod to mark the beginning of construction on the new Oran Park Leisure Centre. The highly anticipated, \$63.3M facility will see Council work with Greenfields Development Company (GDC) to deliver a multipurpose community facility for our growing area. When complete, it will include the Camden area's first 50-metre indoor swimming pool, a spa and sauna, indoor basketball courts, a gymnasium, and so much more.

We also saw the second stage of work to the Kirkham Park BMX Facility begin this financial year. The works, which will cost \$5.58M in total and lead to the venue becoming an international-level facility, will create an eight-metre start hill structure; elite first straight; ramps; and more. This facility is another example of our dedication to creating first-class sporting facilities for its residents and local budding sports stars.

This financial year also saw Council launch its first community engagement platform, Your Voice Camden. The online tool provided our community with a direct link to Council's decision-making processes, allowing them to share their thoughts on matters on exhibition and other key topics.

Council's event space has been colourful and exciting over the past financial year. Camden made history on Sunday 10 October 2021 after being recognised as a Guinness World

Records™ title holder for the largest online quiz. Council broke the record at the online event with 2,328 participants in the quiz for 92 minutes, officially putting Camden into the Guinness World Records™ for the first time ever.

Council also held the first-ever Camden country music festival, Boots n' Beats, to close off this financial year. It was a fantastic way to kick-start our event calendar again, after having postponement after postponement due to the pandemic, lockdowns and wild weather events. The event also raised \$11,900 through the sale of the Boots n' Beats branded cowboy hats and the sausage sizzle hosted on the night to be split evenly between three charity partners conducting flood relief work – Big Yellow Umbrella; Mother Hubbard's Cupboard; and Turning Point Camden.

This financial year also saw a personal happiness for me, after being re-elected as Mayor in January. It is such a privilege to be leading and working with my fellow Councillors during such a key time in Camden's history and I was truly honoured to continue to be able to do so. I want our residents, now and in the future, as well as the people that work here and visit Camden, to love living, working and playing here as much as I do.

I look forward to seeing what we achieve in the next financial year.

Cr Therese Fedeli
Mayor of Camden

General Manager's Message



With its unique challenges, this financial year was one for the history books.

During the year, Council worked closely with our community, local businesses and government agencies to navigate and respond to a number of hurdles including COVID-19 and the rain and flooding events which significantly impacted our area.

As an organisation, we adapted, responded and continued to support our residents, maintaining service levels and achieving several significant outcomes for our community.

Our 2021/2022 Operational Plan saw \$344M invested in community services, initiatives and infrastructure.

Several project highlights include:

- The completion of the Narellan Sports Hub, now one of south-west Sydney's largest sporting complexes. The facility boasts 44 netball courts with floodlighting; a synthetic athletics track; an international size rugby league field; and much more;
- The start of construction of Oran Park Leisure Centre. The Leisure Centre will be a significant addition to

” Our 2021/2022 Operational Plan saw \$344M invested in community services, initiatives and infrastructure.

the civic precinct and is set to include a 50-metre indoor swimming pool, leisure pool, learn-to-swim pool, spa and sauna, four indoor courts, gymnasium, cafe, creche facilities and a basement carpark;

- The official opening of the Kirkham Park BMX Facility, which includes an eight-metre start hill, elite first straight and a warm-up track; and
- The completion of Stage 1 of Fergusons Land Cricket Facility, a new regional cricket facility which includes a premium cricket field with turf pitches, an amenities building, canteen, training nets and parking facilities.

When we look back on the past year, it's also important to acknowledge the recognition received. Council's Cohesive Communities Advisory Group received the NSW Volunteer Team of the Year Award for South-Western Sydney/Macarthur; the beloved #camdenlove

campaign win the RH Dougherty Excellence in Communication Award; and Mount Annan Leisure Centre awarded the AUSTSWIM NSW Swim School of Excellence Award.

Council remains as committed as ever to supporting our community, particularly when it comes to providing exceptional customer service. As an organisation we continue to look for ways to improve, innovate and deliver high quality and industry leading outcomes and services for our vibrant and growing community.

I thank Mayor Therese Fedeli and our elected Councillors for their leadership and support over this financial year. I also thank our resilient, hardworking and innovative staff for their dedicated service to 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

Current Councillors – December 2021 to September 2024

Central Ward



Cr Therese Fedeli
Mayor



Cr Ashleigh Cagney



Cr Peter McLean

North Ward



Cr Cindy Cagney



Cr Usha Dommaraju



Cr Lara Symkowiak

South Ward



Cr Paul Farrow
Deputy Mayor



Cr Eva Campbell



Cr Russell Zammit

Previous Councillors – September 2016 to September 2021

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



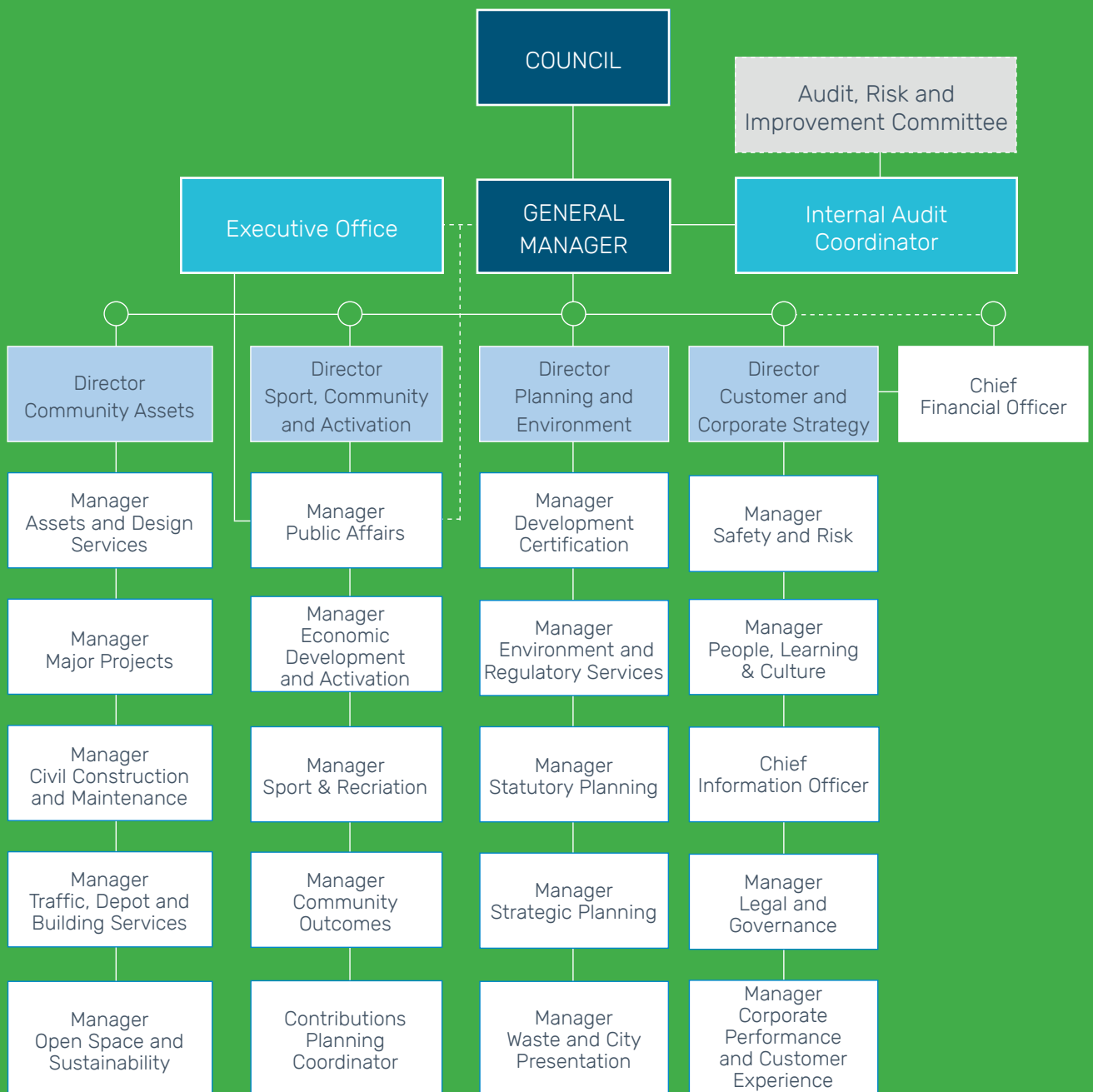
Cr Paul Farrow



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

The Camden LGA is one of the fastest growing populations amongst LGA's across Australia.

The Camden LGA is located within the Western Parkland City and is 19km from the Western Sydney International Airport (Nancy Bird Walton).







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

This report reflects Council's annual progress status against 39 performance indicators and provides information on how Council is progressing with its Delivery Program 2017/18 to 2021/2022.

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



Flooding/COVID Impact

Deliverables impacted by a range of incidents including COVID-19 NSW Public Health guidelines and restrictions along with extreme weather events

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

Key Directions	No. of Performance Indicators	Status				
		On Track	Monitoring	Needs Work	Trend	Flooding/ COVID Impact
						
KD 1 - Actively Managing Camden LGA's Growth	4	4	0	0	0	0
KD 2 - Healthy Urban and Natural Environment	12	7	0	0	3	2
KD 3 - A Prosperous Economy	3	1	0	0	2	0
KD 4 - Effective and Sustainable Transport	5	3	0	0	0	2
KD 5 - An Enriched and Connected Community	8	5	0	0	0	3
KD 6 - Strong Local Leadership	7	5	0	0	1	1
TOTALS	39	25	0	0	6	8

Services Delivered to the Community



\$897,521,329
DA's determined



Average of
4 days for
Building Construction
Certificates



Over 4.2M
waste pickups



Over 13,679
kerbside pickups



794 incidents of illegal dumping
investigated as a result of resident reports
(423 incidents reported in 2020/2021)



180 hours
Bushcare Volunteers



1,254
Children's events



Over 300
noise complaints
investigated



54ha
natural area
maintained



648 walk-in
visitors to the Visitor
Information Centre



11,550
registered
business
(10,295 business
registered in 2020/2021)



92 Traffic
Committee
recommendations
actioned



7 Road Education
programs
coordinated



7 programmed
new paths
completed



92% of works
completed under the
Road and Transport
Renewal Program
(roads, bridges,
carparks, footpaths)



100% of 3-weekly
mowing schedule
completed



Over 3,500
library programs
conducted

(Over 2,000 programs
conducted in 2020/2021)



24,240
attendees at
Camden Pool



270,389
attendees at
Mount Annan
Leisure Centre



333 open
spaces and
reserves
(322 open spaces and
reserves in 2020/2021)



29 sportsfields
(27 sportsfields in
2020/2021)



124 sites with
play equipment
(109 sites in 2020/2021)



37 sites with
exercise equipment
(30 sites in 2020/2021)



26 public
amenities



47 sport
amenities



2 leisure centres



39 Community
Small Grant
Agreements
endorsed



15 Community
Sponsorship
Programs supported



8 annual subsidies
distributed



Community Outcomes against each Key Direction

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.



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](http://www.camden.nsw.gov.au/council/interated-planning/delivery-program)





01

Key Direction

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.

Performance Indicator	Annual Status
Development assessments are completed in a timely fashion	✓
Construction certificates are provided in a timely fashion	✓
Developers Contribution Plans are developed and monitored in a timely manner	✓
Rural Lands Strategy and associated Action Plan are delivered	✓



ACHIEVEMENTS HIGHLIGHTS

- ✓ Live tracking of Council's portfolio of Contribution Plans.
- ✓ Continuation of the Contributions Plan Restructure project and the Growth Areas Contribution Plan Amendment 3.
- ✓ Continued to advocate for the protection of Camden's rural land outside of the South West Growth Area.
- ✓ Launched two new email subscription services to access information on Development Applications and Matters on Exhibition via the Your Voice – Camden community engagement portal.
- ✓ Established partnership with the NSW Government. Council acted as pilot for NSW councils to adopt the implementation of Camden's 3D modelling platform.
- ✓ Secured funding for the 3D modelling platform under the Smart Places Acceleration Program.
- ✓ Secured \$700,000 in funding from the Department of Planning and Environment to assist with the Leppington Town Centre review.
- ✓ Secured \$120,000 in funding from the Department of Planning and Environment to assist with precinct planning for the South West Growth Area.
- ✓ Adopted the Camden Local Housing Strategy, which sets the vision for housing development over the next 10 – 20 years.
- ✓ Adopted the Camden Centres and Employment Land Strategy (CELS), which sets the vision for the development of Camden's centres and employment lands over the next 20 years.



COMMUNITY OUTCOMES

- Sustainable urban development.
- Valued rural and urban landscape.



\$897,521,329

DA's determined



Average of 4 days

Approval of Building Construction
Certificates



1,200

Development Applications
determined



348

Amount of Building Construction
Certificates determined

(255 certificates determined in 2020/2021)







02

Key Direction










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.

Objectives

Caring for urban and natural environment including heritage sites.

Performance Indicator	Annual Status
Waste diverted from landfill	
Incidents of illegal dumping (observed by Council Officer) *	
Incidents of illegal dumping (advice from residents)	
Companion animals are appropriately identified	
Monitor water quality in rivers and waterways	
Number of initiatives promoted to reduce air pollution	
Number of complaints received regarding noise concerns	
Increase number of public amenities, recreation facilities, open space and parks	
Number of sustainability community education programs conducted	
Number of community education activities conducted to promote heritage and historical sites across the Camden LGA	
Bushland under active management - number of volunteers bush care hours*	
Maintain biodiversity across the Camden LGA	

* Were noted as impacted by COVID-19



ACHIEVEMENTS HIGHLIGHTS

- ✓ Through the RecycleSmart initiative, Council diverted over 16 tonnes of difficult to recycle waste such as soft plastics, clothes and e-waste.
- ✓ Participated in Garage Sale Trail with 39 local garage sales – both virtual and physical – diverting a total of 9 tonnes of pre-loved goods from landfill.
- ✓ Continued alliance with the Regional Illegal Dumping (RID) Squad to combat illegal dumping within the region.
- ✓ Promoted responsible pet ownership, including a subsidised desexing program, social media posts and free microchipping and pet tag program.
- ✓ Promoted better practices for wood heater operations to help reduce air pollution through local media, Council's website and educational programs.
- ✓ Actively maintained 54ha of natural areas including Kings Bush, Elizabeth Throsby Reserve, Harrington Forest and Elderslie Banksia Scrub Forest in Spring Farm.
- ✓ Hosted the Unlock Camden event as part of History Week.
- ✓ Published automatic water quality sensor nest boxes data on the Camden Data portal.
- ✓ Provided advice to landowners and applicants in responding to general enquires, pre-lodgement advice and the assessment of Development Applications and Planning Proposals.
- ✓ Delivered the Doohan Sporting Facility at Oran Park, in partnership with Landcom and Greenfields Development Company.
- ✓ Provided a high-quality sporting facility for the community with new amenities building at Wandarrah Reserve, Mount Annan.
- ✓ Implemented a new online booking platform for community hall hirers and sports ground hirers.
- ✓ Published Waterways Walking Guides about the natural and constructed features at Narellan Creek, Harrington Park as well as Kolombo Creek, Oran Park.

- ✓ Secured grant funding of \$20,000 under the Federal Government Stronger Communities Program to install solar panels at four community centres.
- ✓ Delivered 20 native plants to 46 pre-schools/childcare centres, primary schools and high schools within the Camden LGA.
- ✓ Continued to increase the urban tree canopy supported by funding under the NSW Government's Greening Our Cities Program.
- ✓ Platypus Monitoring Program in the Nepean River commenced to help understand the platypus population within the Camden LGA.
- ✓ Secured funding of \$200,000 from Sydney Water to complete hydrological and vegetation surveys on the Narellan Creek Water Quality Management System.
- ✓ Secured funding of \$10,000 under the NSW Weeds Action Program 2020-25 to control Kidney Leaf Mud Plantain (*Heteranthera reniformis*) in Ellis Lane.
- ✓ Secured funding of \$18,000 to install solar powered lighting at dog off-leash areas in Arcadian Hills, Oran Park and Emerald Hills from the Federal Government's Stronger Communities Program.
- ✓ Partnered with Greening Australia to increase biodiversity by planting 15,000 native trees at John Oxley Reserve, Kirkham.



COMMUNITY OUTCOMES

- Heritage sites and local identity preserved.
- Local environment protected.
- Sense of civic pride enhanced.



40.3%

domestic waste
diverted from
landfill



794

incidents of
illegal dumping
investigated as a
result of resident
reports

(423 incidents reported
in 2020/2021)



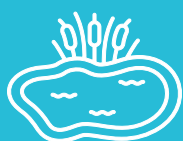
Over **300**

noise complaints
investigated

(369 complaints
investigated in
2020/2021)



180 hours
contributed
by Bushcare
Volunteers



54ha

natural area
maintained





03

Key Direction

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 Western Parkland City and the catalytic transformation taking place in the region. A key achievement for the period was the endorsement of the Camden Economic Development Strategy 2022/2026, which aims to support businesses, improve local education and training opportunities, attract investment, and promote vibrant places. Council will continue to develop strategic partnerships and work with local and regional stakeholders to achieve its vision for Camden's economic growth and prosperity.

Objectives

Tourism and economic development is supported.

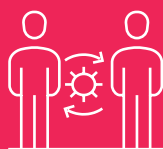
Performance Indicator	Annual Status
Utilisation of the regional tourism website is increasing	✓
Monitor the visitation to the Tourism Information Centre	
Increase in number of registered businesses operating within the Camden LGA	



648 walk-in visitors to the Visitor Information Centre



327 events held at the Camden Civic Centre



11,550 registered businesses
(10,295 business registered in 2020/2021)



ACHIEVEMENTS HIGHLIGHTS

- ✓ Delivered Council's first Careers Expo to connect high school students and job seekers with information about local employment opportunities and service providers, with over 400 attendees.
- ✓ Adopted the Economic Development Strategy 2022 – 2026.
- ✓ Received funding of \$500,000 in the second round of the NSW Government's Streets as Shared Spaces grant, administered by the Department of Planning and Environment.
- ✓ Received funding of \$50,000 to set up the Camden Youth Joblink Program, as part of the NSW Government's Local Youth Opportunities Program.
- ✓ 12% increase in number of registered businesses in Camden LGA.
- ✓ Distributed monthly business e-newsletter to over 1,000 subscribers.
- ✓ Developed Camden Visitor Guide.
- ✓ Hosted business events, including International Women's Day Gala and Small Business Month program.



COMMUNITY OUTCOMES

- Local economy support.
- Employment enhancing opportunities facilitated.





04

Key Direction

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

Performance Indicator	Annual Status
Successful completion of Black Spot funded projects	✓
Number of transport options delivered through Pedestrian Access Mobility Plan (PAMP) and Bike Plan *	✓
Number of Road Education Programs conducted *	✓
Traffic Committee recommendations are actioned within the timeframe	✓
Road and traffic facility construction projects completed on-time and within budget	✓

* Were noted as impacted by COVID-19 early in the year.



ACHIEVEMENTS HIGHLIGHTS

- ✓ Completed Cut Hill Road shoulder upgrade and improvements.
- ✓ Secured funding for Narellan High Pedestrian Activity Area and construction underway.
- ✓ Local Roads and Community Infrastructure (LRCI) footpath program completed.
- ✓ Completed new paths in Sutherland Street, Cobbitty; Harrington Parkway, Harrington Park; Elizabeth Street, Camden; Holdsworth Drive, Narellan Vale; Fairwater Drive, Harrington Park; Queen Street and Richardson Road, Narellan; supplemented by Local Roads and Community Infrastructure (LRCI) funding.
- ✓ Worked in partnership with local Police, TfNSW and community groups to coordinate road education programs.
- ✓ Continued to hold free child restraint fitting events to assist families with the correct use and fitting of child restraints.
- ✓ Secured \$4.5M in funding from the Department of Planning, Industry and Environment (DPIE) under the Special Infrastructure Contributions Program for the design of Rickard Road from Heath Road, to south of Woolgen Park Road in Leppington.
- ✓ Secured \$4.8M from the Department of Planning, Industry and Environment (DPIE) Voluntary Planning Agreement Program towards the designs for Dickson Road, Leppington and Springfield Road in Catherine Field.



- ✓ Installed public electric vehicle chargers at Camden, Narellan and Oran Park.
- ✓ Managed road closures, bridge closures and community safety over four flooding events whilst keeping the community informed via Facebook and website.
- ✓ Secured \$360,000 Safer Roads grant funding for Cut Hill Road shoulder treatment.
- ✓ Secured \$1,672,000 Active Transport and Federal Stimulus funding for safety treatments and upgraded crossings near schools.
- ✓ Established Eyes on the Road communication platform in partnership with NSW Police Highway Command.
- ✓ Streetscape upgrades with bus shelters completed in Spring Farm and Elderslie (Springs Road, Lodges Road and Liz Kernohan Drive).



COMMUNITY OUTCOMES

- Community feeling safe.
- Improved road infrastructure.



327 Traffic Committee recommendations actioned within 2 months



7 Road Education programs coordinated



16 programmed new paths completed



92% of works completed under the Road and Transport Renewal Program (roads, bridges, carparks, footpaths)



2.4 km of footpaths completed under the PAMP and Bike Plan
(1.3km completed in 2020/2021)



5,063 potholes repaired
(3,400 repaired in 2020/2021)





05

Key Direction

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

Performance Indicator	Annual Status
Number of programs delivered to various community groups including identified target groups	✓
Number of arts/cultural events hosted across the Camden LGA *	✓
Increase number of participants in active recreational activities using Camden Memorial Pool (seasonal) *	⚙️
Increase number of participants in active recreational activities using Mount Annan Leisure Centre (seasonal) *	✓
Ratio of returning clients to new clients for hiring Camden Civic Centre *	⚙️
Number of non- Council events hosted at the Camden Civic Centre *	✓
Number of programs conducted at local libraries	✓
Camden families have access to a quality Family Day Care service – hours of care	⚙️

* Were noted as impacted by COVID-19 early in the year.



ACHIEVEMENTS HIGHLIGHTS

- ✓ Maintained a strong online presence through community programming.
- ✓ Conducted 52 cultural activation events including street activation, live performance, art exhibitions, cultural celebrations and workshops.
- ✓ Four Cultural Grant rounds, including three Cultural Seed Grants and one Cultural Performance Round attracted 28 applicants for a series of cultural programs and activities delivered.
- ✓ Camden Civic Centre held 327 events including live concerts and performances within the December to June period with COVID-19 restrictions lifted in April 2022.
- ✓ Offered a week of activities in health, wellbeing, art, reading and music to seniors in partnership with Meals on Wheels, YMCA, The PIT (Professional Instructional Tuition) Martial Arts Defence and Fitness Centre and the Camden Seniors Program Committee.
- ✓ Provided a colourful streetscape through Camden to enliven public spaces and engage with the community.
- ✓ Introduced a new free event with the Boots n' Beats – Camden Country Music Festival to boost spirits in the wake of Camden's devastating floods and the COVID-19 pandemic.
- ✓ Celebrated Multicultural March, including Harmony Week, with a program of events and activities recognising this year's theme 'Everyone Belongs'.
- ✓ Celebrated Camden Culture Club with a cultural program raising awareness of diversity within the community, engaging people with traditional cuisine, art and performance.
- ✓ Alan Baker Art Gallery promoted two exhibitions showcasing the various works of Alan Baker.
- ✓ Council funded the Youth Mental Health training for local teachers, youth workers, parents, sport coaches and young people who support the youth of Camden.
- ✓ Family Day Care connected with the Southwest Sydney Paramedics to show their appreciation for the role they provided during the pandemic and on the front line.

- ✓ Cohesive Communities Advisory Group were recognised for their exceptional work in the community taking out the NSW Volunteer Team of the Year Award for South Western Sydney/Macarthur 2021.
- ✓ Launched quarterly forum Creative Collab to connect emerging and established arts and creative professionals from the Macarthur region.
- ✓ Julia Reserve Community and Youth Centre was launched as a co-located service hub with 13 local organisations providing services to Camden's young people.
- ✓ Families Week focused on health, wellbeing, education and safety e.g. child restraint fitting days, children's yoga, tween creative activities and early literacy program Paint the Town REaD supporting families to read with child from birth to ensure they are ready for school.
- ✓ Camden Kerbside Exhibition featured the work of 31 local artists throughout the Camden Town Centre.
- ✓ Live'n'Local connected creatives with local business providing the community with free entertainment within local businesses.
- ✓ The Allan Baker Art Gallery continued its Public Art Program and delivered 55 programs including 8 school holiday, 10 regular term, and 37 unique pop-up programs .
- ✓ Hosted inaugural Camden Art Sale which gave 73 artists within the Macarthur region the opportunity to sell and showcase their work.
- ✓ Council funded an upgrade to the audio-visual equipment of the Camden Civic Centre Auditorium, improving capacity and hireability of the performance space.



COMMUNITY OUTCOMES

- Life-long learning initiatives through libraries and a variety of education programs.
- Accessible recreation facilities promoting active and healthy wellbeing.
- Creativity is stimulated through Art Gallery and cultural activation programs.
- Community programming addresses the emerging needs of our diverse community.



34,671 attendees at Camden Pools



29 sportsfields

(27 sportsfields in 2020/2021)



72,492 number of Library Members



37 sites with exercise equipment

(30 sites in 2020/2021)





06

Key Direction

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 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

Performance Indicator	Annual Status
Number of Community Small Grant Agreements	✓
Number of donations for charitable programs	📈
Number of annual subsidies extended to community organisations	✓
Number of community sponsorship programs supported *	✓
Maintain publication of regular Council information	✓
Maintain Council's social media platform	✓
Maintain Council's community engagement and communication practices	✓

* Were noted as impacted by COVID-19 early in the year.



ACHIEVEMENTS HIGHLIGHTS

- ✓ Maintained social media coverage to report on weekend initiatives, improve community engagement, cover community events and ensure that online customer enquiries are answered promptly.
- ✓ Published Let's Connect, Rates Notice brochures, Mayoral print and broadcast messages and media releases.
- ✓ Commenced a live chat function on Council's website.
- ✓ Launched a new online portal – Your Voice Camden allowing residents to share their thoughts through online engagement activities.
- ✓ Adopted the Community Strategic Plan 2022 – 2036, Connecting Camden, to set the vision for the community's priorities and aspirations.
- ✓ Won the RH Dougherty Excellence in Communication Award for its #camdenlove campaign.
- ✓ Commenced a campaign 'We're Stronger Together', an extension of the #camdenlove campaign.
- ✓ Implemented hybrid Council meetings (combined in-person and online attendance).
- ✓ Restructured Council's committee system to promote improved governance and accountability.
- ✓ Innovation platform established.
- ✓ Maintained a high standard of delivery of projects using Project Management system.
- ✓ Development of a Service Review Framework commenced.
- ✓ Launched Camden Data Portal.
- ✓ Developed Cyber Resilience Strategy.
- ✓ Upgraded audio-visual equipment in Council Chamber and hybrid meeting rooms functionalities.
- ✓ Upgraded functionalities of hybrid meeting rooms.



42,000 Facebook followers
(37,000 followers in 2020/2021)



6,200 Instagram followers
(4,910 followers in 2020/2021)



7,008 LinkedIn followers
(5,649 followers in 2020/2021)



922,993

Likes, comments, views
and shares



COMMUNITY OUTCOMES

- Community well informed.
- Community well connected through a range of festivals and events.
- Community received services of a high standard from Council.



709 new citizens welcomed during citizenship ceremonies



11 Council Meetings held



85 online and in-person events held for the community



227 Active Projects under management

Resilience and Adaptability

Camden Rebuilds - #CamdenStrong

Days of heavy rain and flooding impacted residents and businesses across the Camden LGA.

Council, with support from the community, SES, RFS, Police and Resilience NSW worked around the clock to assist and evacuate residents, manage road and bridge closures, clear debris, make emergency road repairs and keep the public informed of what was happening across the area.

Council hosted flood relief information pop-ups in Camden working alongside various agencies to help residents find support.

Extra waste collections were offered to those affected and Council set up a Flood Recovery Working Group to review and rectify assets such as facilities, playgrounds and sportsgrounds as well as provide communication to businesses, sporting clubs and community groups to ensure the safe return to these sites.



4 flood events managed and responded to including community recovery operation





Sustainability Strategy Report

Council adopted its Sustainability Strategy in November 2020 as a whole of Council approach to guide its efforts and investment to deliver sustainability outcomes. The Strategy is focussed around five theme areas, with each theme including actions for delivery over the four-year period, as well as several measures that will be used to monitor progress of the Strategy.

An outline of highlights is included against each of the themes, along with a summary of progress towards achieving the success measures. For some measures data is not yet available, however Council is working towards more comprehensive reporting over coming years.

Success Measures	Status
25% increase in tree canopy cover	i
30% increase in dwellings with solar installed	✓
10% decrease in average household water use	✗
25% increase in the amount of actively managed bushland	i
20% increase in community involvement in the management of natural areas	✗
Improvement in waterway health report card score for priority waterways	⊖
Risk/adaptation strategies implemented for 100% of the LGA extreme and high risks	⊖
80% of residents believe they have the information and resources needed to prepare, respond and recover from adverse events	⊖
15% reduction in Camden community emissions	✓
5% reduction in residential food waste to landfill	⊖
80% of workshop attendees plan to take action to live more sustainably	✓
20% reduction in Council energy use per capita	⊖
20% increase in renewable energy generated	✓
20% reduction in potable water use per capita at Council facilities	✓
Measure and report all Council waste	✗
Sustainability criteria included in all tenders	⊖

Key: ✓ on track i information not yet available ⊖ in progress ✗ not on track

Creating Sustainable Urban Environments

More than **23,000 trees were planted** across the Camden LGA through partnerships, Council and grant funded projects.

Grant funding of \$50,000 secured to develop an Urban Forest Strategy to enhance protection and management of urban trees.

Design of an important **missing connection along the Nepean River** is underway. The Nepean River Trail will connect the existing Miss Llewella Davies Walkway at Camden Town Farm, through the Camden Cricket Facility to the RSL Memorial Walk in the Bicentennial Equestrian Park.

The Camden LGA has more than **12,000 solar systems installed**, equivalent to almost 34% of all dwellings.

Protecting Our Natural Environments

The first **Our Waterway Health report was prepared** to provide the community with information on Camden's waterways. This will be updated annually.

Council's Bushcare volunteers were able to recommence in February 2021 after a significant break due to public health orders. A new Council staff Bushcare group at Kolombo Creek was also established.

The presence of Platypus was confirmed in the Nepean River, downstream of Camden, through analysis of water samples for environmental DNA (eDNA).

650 proactive inspections were completed to ensure building site controls are in place to reduce stormwater pollution.

Improving Resilience to Climate Change

Council urban heat working group established to increase focus on delivering cooler and more resilient communities, for example through updated planning controls.

Shade sails were installed in ten parks across the Camden LGA to provide shade over play equipment.

Significant planning proposals are now required to submit an Urban Heat Report for consideration by Council. The report will provide an assessment of impacts and proposed measures to address urban heat.

In response to four significant flood events impacting the local community **Council, in partnership with Service NSW, Centrelink and Department of Primary Industries, hosted pop-up flood relief information stalls** to provide residents with information, advice and support.





Building Sustainable Communities

Council's partnership with RecycleSmart resulted in 7,054 bags of recyclables being collected from 3,032 residential pickups and **16,715 kilograms of waste being diverted from landfill.**

Electric vehicle charging stations were installed in Oran Park, Narellan and Camden. The chargers are free to use and help to support the transition to electric vehicles.

Council is part of a joint procurement project with Liverpool, Wingecarribee, Campbelltown and Wollondilly Council for municipal waste services that will deliver positive environmental outcomes, divert waste from landfill and delivery price certainty for the community.

A range of workshops for the local community were delivered both online and in person to increase awareness and understanding on a range of sustainability topics, including native gardening, stormwater harvesting, solar for beginners and more.

Leading by Example

Redevelopment of Council's Works Depot included a strong sustainability focus resulting in many new features including a 99-kilowatt solar system, rainwater harvesting tanks, increased insulation and tree canopy cover, and the reuse of buildings and materials where possible.

Strong sustainability design principles were also applied to the design of the new Oran Park Leisure Centre to maximise natural light and ventilation, reduce energy and water consumption, use sustainable materials and provide a healthier community space. Construction is due to commence in the next financial year.

Almost 40 kilowatts of solar was installed at four community centres at Julia Reserve, Catherine Park, Harrington Park and Gregory Hills. The systems will reduce both energy costs and emissions at these important community facilities.







Asset Summary 2021/2022

Council maintains a significant portfolio of assets and infrastructure to support the Camden LGA community. These include Road & Traffic Infrastructure, Public Space, Buildings, Stormwater Drainage networks and land. The total value of all council infrastructure and land assets is \$2.139B as of 30 June 2022.

Asset Class	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Roads	695km	712km	717km	726km	747km
Footpaths & Cycleways	336km	384km	558km	580km	625km
Kerb & Gutter	992km	1051km	1077km	1124km	1168km
Stormwater Pipes	622km	667km	688km	725km	755km
Stormwater Pits (number)	28692	31510	33050	35262	37543
Headwalls	1050	1106	1169	1181	1213

Road and Traffic Infrastructure

Council is responsible for the care, control and management of \$1,214B of roads and transport related assets. These include:

- 604km of local urban sealed roads
- 126km of local rural sealed roads
- 1km of local unsealed roads
- 10km of regional urban roads
- 8km of regional rural roads
- 625km of footpaths & cycleways
- 23 road bridges
- 117 foot bridges / viewing platforms
- 104 major culverts
- 1168km of kerb & gutter
- 137 car parks



Achievements for the year

Council spent a total of \$8.4M on preserving, restoring and enhancing road and transport related assets during 2021/2022. Some of the major works completed include:

- Turner Road Upgrade Stage 2
- Liz Kernohan Drive Resheeting
- Irvine St / Southdown Road Roundabout Construction
- Cobbitty Road Reconstruction
- Lodges Road Streetscape
- Springs Road Streetscape
- Eastwood Road Stabilisation
- Jack Nash Reserve - Sealing of Informal Parking
- Hartley Road Asphalt Resheeting
- Macquarie Grove Road Resealing
- Murray Car Park Driveway Renewal
- 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 \$53.6M and these recreational facilities include:

- 241 Public Reserve
- 27 sporting fields for rugby, soccer, Aussie Rules, cricket, baseball etc.
- 2 Synthetic Sporting Field for soccer & hockey
- 114 playgrounds
- 37 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 netball facility sites
- 1 equestrian facility (Bicentennial Equestrian Park)
- 21 cricket pitches and 22 practice wicket nets
- 1 BMX Facilities Site

Achievements for the year

Council spent a total of \$15.3M preserving, restoring and enhancing recreation and open space facilities during 2021/2022. Some major works completed include:

- Fergusons Land Sportsgrounds Cricket Facilities
- Jack Nash Reserve Fields Upgrade
- Downes Reserve - Shared Path Project
- Harrington Park Lake Observation Deck Renewal
- Ron Dine Reserve (McCrae Drive Playground)
- Yandel'Ora Reserve - Exercise Equipment
- Macarthur Park, Camden - Various Items
- Pomaderis Reserve Playground Replacements
- Cut Hill Cricket Nets
- Liquidamber Reserve Playground Component Replacement
- Installation of Water Refill Station
- Macquarie Grove Reserve - Fencing

Buildings and Other Structures

Council has in its care 189 buildings with five swimming pools which have a wide range of community uses. These assets are valued at \$296.4M and include:

- 1 Council Administration Office
- 16 Council Works Depot buildings and structures
- 12 Community Centres / Halls
- 3 Libraries
- 1 Civic Centre
- 2 Museum / Art Gallery
- 45 Sporting Amenities and Clubhouse Facilities
- 25 Public Amenities
- 44 Storage Sheds and Miscellaneous Buildings/structures
- 5 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 Pools

Achievements for the year

Council spent a total of \$2.01M preserving, restoring and enhancing buildings during 2021/2022. Some major works completed include:

- Wandarrah Reserve Refurbishment
- Camden Sports Club Refurbishment
- Belgenny Reserve Amenities Refurbishment
- Camden Pool Rectification Works
- Wandarrah Reserve Canteen Upgrade
- Narellan Library Forecourt Improvements
- Nott Oval Building Repairs
- Installation of Solar Power System - Community Centres
- SES Building - Narellan SES Headquarters Building Improvements
- Liquidamber Reserve Amenities Asset Renewal & Maintenance
- Curry Reserve - Amenities Refurbishment
- Jack Nash Rugby Amenities Major Maintenance

Stormwater Drainage Network

Council is responsible for a wide range of stormwater and drainage facilities. These assets are valued at \$575M (replacement cost) and include:

- 755km of stormwater pipes
- 37543 stormwater pits
- 1213 headwalls
- 6.4 km of concrete channels
- 26.0 km of open formed channels
- 55 detention basins
- 428 Water Quality Devices

Achievements for the year

Council spent \$0.5M preserving, restoring and enhancing these assets during 2021/2022. Some major works and programs completed include:

- Stormwater Drainage infrastructure works at Argyle Street
- Minell Court, Harrington Park - Overland Flows Improvement Works
- Lintel Renewal Program





Finance Summary

This summary provides an overview of Council's financial performance and position for the year ending 30 June 2022. Also provided is a summary of the key challenges faced by Council over the past twelve months and how these challenges have been responded to.

This summary should be read in conjunction with the General Purpose Financial Statements, Special Purpose Financial Statements and Special Schedules prepared for the year ending 30 June 2022.



FINANCIAL STATEMENTS

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

Council's overall guiding principle is to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to financial control to ensure the effective and efficient delivery of services, facilities and infrastructure required by the community.

Population Growth (Urban Development)

Camden continues to be one of the fastest growing areas in New South Wales with approximately 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 recent introduction of a population growth factor into the rate peg will assist Council in meeting these challenges into the future, however the magnitude of infrastructure that Council is constructing or is dedicated by developers (and the associated depreciation) is significant and will continue to place pressure on Council's ability to meet industry benchmarks in the short-medium term.

COVID-19 Pandemic

COVID-19 continued to impact service delivery during the 2021/2022 financial year with the closure of facilities in line with public health orders and an increase in expenditure to implement additional risk measures to protect staff and our community.

As COVID-19 restrictions have gradually eased over the second half of the 2021/2022 financial year, Council remains focused on its three-year Community Support Package which will support the creation of 507 jobs and will see \$130.6M invested in capital infrastructure projects and community support programs.

Longer term, Council does not anticipate that the COVID-19 pandemic will have a material or ongoing impact on service delivery or Council's financial position. Further information on the impact of the COVID-19 pandemic and Council's Community Support Package is provided in a later section of this report.

2022 Floods and Storm Damage

The East Coast of Australia has experienced significant flood events during 2022. Camden was impacted by its first flood event in March 2022. This has been followed by a further three subsequent flood events, the most recent occurring in July 2022.

Council took proactive steps to establish community support hubs to assist affected residents and worked with other state agencies to ensure roads and impacted infrastructure could be safely reopened as quickly as possible.

Council is continuing to address impacted infrastructure, utilising funding under the Federal-State Government's Disaster Recovery Funding Arrangements and insurance funds to rectify damaged assets.

While recognising that the occurrence of significant weather events is increasing, the 2022 floods and storm damage are not considered to have had a material or long-term impact on Council's financial position.

Changes to Accounting & Reporting Environment

There were no significant changes in relation to Council's financial reporting requirements, with only minor changes made to the Local Government Code of Accounting Practice and Financial Reporting (released in January 2022). There were no new accounting standards introduced during the 2021/2022 financial year which impacted Council.

Financial Performance

The following table highlights Council's financial performance between the 2021/2022 and 2020/2021 financial years:

Income Statement ('000)	2021/2022	2020/2021 (Restated)
Total Income from Continuing Operations	\$290,459	\$309,080
Total Expenses from Continuing Operations	\$135,623	\$128,799
Operating Result from Continuing Operations	\$154,836	\$180,281
Capital Grants and Contributions	\$164,281	\$200,459
Net Operating Result before Capital Grants and Contributions	(\$9,445)	(\$20,178)

Local Government Accounting - Operating Result

It is important to note that the operating result shown in the Income Statement is not the same as Council's budget or cash position.

The Income Statement complies with Australian Accounting Standards and is required to be reported on an accruals basis, it considers non-cash disclosures and the timing of the receipt or payment of money.

The operating surplus of \$154.8M (after capital items) does not mean Council has additional funds of \$154.8M to spend. Alternatively, the fact that Council's Income Statement has a reported deficit of \$9.4M (before capital items) does not mean Council's budget is overspent or 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 F6-1 to the Financial Statements.

Operating Result (after capital items)

The 2021/2022 Operating Result after accounting for capital income is a surplus of \$154.8M (\$180.3M 2020/2021). This surplus is primarily due to non-cash contributions made by developers for infrastructure such as roads, drainage, and open space. The value of non-cash dedications for 2021/2022 was \$78.8M (\$133.4M 2020/2021).

Accounting standards require the dedication

of assets (non-cash) to be brought to account as income which distorts the surplus reported.

Operating Result (before capital items)

Council's operating result before capital items is a deficit of \$9.4M. This result excludes capital income of \$164.2M.

The movement from last year's result (\$10.7M) is primarily due to an increase in annual charges income of \$5.5M due to the one-off decrease in annual charges in the 2020/2021 financial year as part of Council's COVID-19 Community Support Package, an increase in other revenues of \$3.0M and an increase in operating grants and contributions of \$4.0M.

Other movements include an increase in rate income of \$4.4M (growth and allowable rate peg), a \$1.2M decrease in user fees and charges primarily due to facility closures in line with public health orders.

Investment income increased marginally by \$0.1M primarily as interest rates have started to improve, while other income increased by \$1.9M primarily due to an increment in investment properties following annual valuation.

Council allowed for an additional 16 new positions to meet the demand for essential services and there was a mandatory award increase of 2.0% resulting in an increase in employee costs of \$2.5M and Materials and Services increased by \$3.9M (growth).

Movements in interest on loans, other expenses, and the net loss on disposal of assets resulted in a marginal increase of \$0.4M, while depreciation expenses (after corrections) increased by \$0.2M.

The Impact of Depreciation on a Growth Council

As a growth Council, Council's operating performance is significantly impacted by depreciation.

In the 2021/2022 financial year, Council adopted revised useful lives for its long-life assets classes (primarily roads and drainage). The updated useful lives have been applied from the date of the last comprehensive revaluation undertaken for these assets classes (30 June 2020). This resulted in a restatement of depreciation expense in the 2020/2021 financial year at \$27.0M (previously \$30.9M).

While this has improved Council's operating performance for both the 2020/2021 and 2021/2022 financial years, depreciation expense remains a significant issue for Council. The impact of depreciation expense continues to be significant due to a unique environment of substantial growth and Council's current economies of scale.

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 (including population growth factor) 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.

Statement of Financial Position

The net value of assets owned by our community is \$2.5B (\$2.2B in 2020/2021). 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.

During the 2021/2022 financial year, Council also comprehensively revalued its Buildings (Increment \$25.7M) Operational, Community and Crown Land (decrement \$9.3M), Land Under Roads (increment \$41.4M), and applied fair value indexation of \$61.4M (increment) to those asset classes not due for a comprehensive revaluation. The net increase in the asset base through revaluation was \$119.2M.

Council's loan debt is \$41.1M with an increase of \$5.5M from 2020/2021; primarily a result of a new loan for \$7.8M to part fund Community Support Package Stage 3 (\$4.3M) and Roads Renewal Program (\$3.5M) and principal and interest repayments made during the 2021/2022 financial year.

The Debt Service Cover Ratio increased from 2.76% to 3.42% primarily due to the increase in annual charges, which was impacted by a one-off reduction (\$4.0M) in the 2020/2021 financial year as part of Council's COVID-

19 Community Support Package. The ratio remains better than the industry benchmark of 2.00%.

Prior Year Adjustments and third Balance sheet

During the 2021/2022 financial year, Council has continued to improve the quality and accuracy of its asset management data. This has included the identification of newly discovered assets and the deletion of assets which are no longer in Council's ownership. Council has also continued to refine its measurement of certain infrastructure and corrected unit rates used to determine fair value rates.

The net result of adjustments which are due to Council's improvements to its asset data is a \$22.3M net increase in the balance of infrastructure, property plant and equipment (IPPE).

Council also identified an adjustment required to depreciation expense for the 2020/2021 financial year based on the useful lives which were determined as part of the comprehensive revaluation undertaken for transport and drainage infrastructure at a reporting date 30 June 2020.

The comprehensive revaluation included an adjustment to the useful lives of these long-life assets. Essentially the useful lives of infrastructure in these assets classes were extended based on the analysis undertaken as part of the revaluation.

The calculation of depreciation expense in the 2020/2021 financial year did not consider these updated useful lives, therefore was overstated by \$3.9M.

This has resulted in a reduction in depreciation expense in the 2020/2021 financial year from \$30.9M to \$27.0M.

In the 2020/2021 financial year, Council incorrectly recognised a number of dedicated assets as capital work-in-progress. Upon review, Council determined that these assets had been capitalised in previous years. Council also reclassified some works in progress projects as operational expenses

primarily due to the nature of the expense.

The net result of these adjustments is a \$17.5M net decrease in the balance of infrastructure, property, plant and equipment (IPPE).

The final adjustment relates to a reduction in the historical liability (non-current) held for surplus credits associated with Works-in-Kind agreements, which are generated when a developer provides additional infrastructure (by agreement) within a Contributions Plan. The surplus can be used by developers to offset future developer contributions or is refunded following a resolution of the Council.

The net result of this adjustment is a \$2.3M decrease in the balance of the non-current liability, and a restated provision (Income Statement) as at 30 June 2021.

The net result of all prior year adjustments is a net increase of \$7.1M to the opening equity balance as at 1 July 2020 and a net increase in the operating result restated for the period ending 30 June 2021 of \$3.9M.

Prior year adjustments can be found in Note F4-1 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 Financial Impact 2021/2022

Council's financial performance to the 30 June 2022 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.

The rates and annual charges outstanding ratio remains outside industry benchmark (benchmark less than 5%) at 6.98% primarily due to Council's COVID-19 initiative of not taking legal action against property owners for outstanding rate accounts.

Council has commenced communicating with residents regarding outstanding rate balances and will work with residents to ensure outstanding balances are recovered taking into consideration individual circumstances.

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.

To 30 June 2022 Council has spent approximately \$2.1M (\$1.2M in 2020/2021 and \$0.9M in 2021/2022) on additional cleaning of public facilities/offices and operational costs associated with a second works depot to ensure 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 customers while staff have worked from home during lockdown periods.

COVID-19 Community Support Packages

During the 2020/2021 financial year, 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.

Financial Health Indicators

Council utilises a range of industry agreed indicators (performance ratios) to measure its overall financial health.

The financial health indicators for the 2021/2022 financial year can be found in Note F6-1 and Special Schedule – Report on Infrastructure Assets. This section of the financial statements provides a detailed explanation of each indicator and any unique circumstances which need to be considered when assessing Council's financial performance.

In summary, the financial health indicators demonstrate that Council is in a sound financial position, with financial performance improving across a number of indicators.

Long Term Financial Sustainability

Council continues to monitor its financial performance and while Council's liquidity and debt position is strong, Council recognises that longer term, operating deficits are not sustainable and 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 continued prudent long-term financial management of expenditure budgets, that consider future maintenance and the asset renewal requirements of the Council.

This is also reflected in the updated 2022-2032 Long Term Financial Plan adopted by Council on the 14 June 2022. A copy of this plan can be found on Council's website.

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

Balanced Budget

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

Loans

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

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 0.78% 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 3.0x and is better than the industry benchmark of more than 1.50x. Council's Cash Expense Cover Ratio is 25.6 months and is well above the industry benchmark of more than 3 months.

Community Infrastructure Renewal Programs

- Council endorsed a \$5.1M Community Infrastructure Renewal Program as part of its 2019/20 budget to continue a program of renewing assets. This is a 4-year program and is expected to be completed in 2022/23.
- Work has commenced on the continuation of this important program and will be considered by Council as part of the 2023/24 Budget.

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.

Long-term financial risks for Council

Over the next 10-20 years Council will be required to coordinate and acquire significant amounts of land in Leppington, which includes the delivery of supporting infrastructure.

While in-part funded through Section 7.11 Contributions Plans (developer contributions) the amount of funding required and timing for financing will need to be carefully managed in consultation with the NSW State Government, to ensure the plans and aspirations of a third City can be delivered on time.

Conclusion

Council continues to demonstrate a strong commitment to sound financial management.

While the COVID-19 pandemic, and more recently the 2022 flood events have created significant challenges in terms of service delivery, Council has been able to support its community through a range of initiatives such as the Community Support Package and targeted support mechanisms such as fee relief and the one-off rebate provided to all property owners in 2020/2021.

As a significant growth area, Camden will continue to find it challenging to meet all industry benchmarks in relation to financial performance, primarily until it reaches the economies of scale representative of a large metropolitan council. Council's strong cash position and prudent budget management ensures Council will continue to provide a high level of service and support to its community now and into the future.







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 animal care facility activities under the Companion Animals Act 1998 and Regulation. This data is being collected primarily to assist individual councils in animal management activities. The information helps develop companion animal management policies, strategies and promotional activities.

Council transported animals seized during 2021/2022 to Council's Animal Care Facility operating from 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 2021/2022 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	172	104	68	52	14
Cats	39	0	39	26	3
Total	211	104	107	78	17



Companion Animal Management and Activities

The Ranger Services Team includes one Team Leader, one Companion Animal Ranger, four General Duty Rangers and one Illegal Dumping 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 2021/2022 Council received a total of \$97,913.82 in companion animal payments from the Office of Local Government. This figure includes \$41,944.00 due for 2021/2022 paid to Council in the 2021/2022 financial year. The remainder being \$55,969.82, 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 2021/2022, 63 dog attacks were 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 +)	14	15	5	3	0	37
Child (up to 16 yrs)	1	2	1	1	0	5
Animal	25	11	15	2	12	65
TOTAL	40	28	21	6	12	107

Companion Animal Community Education Programs

Camden Council promotes responsible pet ownership within the community in a variety of ways. Although during 2021/2022 attendance at events was limited due to COVID-19 restrictions, responsible pet ownership was promoted by:

- Camden Companion Animal Advisory Committee.
- Responsible Pet Ownership program aimed at educating children and residents on the importance of microchipping and name tags on animals.
- Providing information books on responsible pet ownership.
- Free microchipping for dogs and cats.
- Free pet tag program offered to all residents.
- Establishment of dog off-leash parks in existing and new release areas to encourage residents to socialise their dogs and undertake physical activity.
- Subsidised de-sexing program to reduce the number of unwanted kittens.
- A dedicated Companion Animal Ranger trained in animal care.
- Focus on returning microchipped animals to their owners rather than impounding.
- A 'No Kill' facility in line with community expectations whereby all suitable animals are re-homed or rescued.
- Independent breed and temperament assessment of impounded animals believed to be dangerous/ aggressive/ restricted.
- Promoting re-homing of some impounded animals with a subsidised sale price.
- Dedicated Facebook and Instagram pages utilising social media platforms to post lost animals to assist in them being reunited with their owners.
- Utilising Petrescue website to assist with rehoming.
- Working closely with the community, residents, rescue organisations and community animal advocacy groups.
- Development and distribution of information books on responsible pet ownership.
- Subsidised sale price of some impounded animals to assist in them being re-homed.
- 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. During 2021/2022, all suitable companion animals were re-homed or placed in rescue.

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 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 unsuitable to be re-homed due to temperament, feral, illness, or at the owner's request.

In 2021/2022, no animals considered suitable for re-homing were euthanased.

	Released	Unsuitable Animals Euthanased*	Sent to Rescue Organisations	Sold	Other
Dogs	71	3	11	44	2
Cats	3	3	0	48	4
Total	74	6	11	92	6

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



Off Leash Areas Provided within the Camden Local Government Area

- Bicentennial Equestrian Park, Camden;
- Rosevale Reserve, Narellan;
- River Road Reserve, Elderslie;
- Burrell Road, Spring Farm;
- Clifton Park, Arcadian Hills Estate, Clifton Drive, Cobbitty;
- Silverton Street, Gregory Hills;
- Holden Drive, Oran Park;
- Howard Loop, Oran Park; and
- Emerald Hills, Emerald Hills Drive.

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 Southwest Growth Centre and was rezoned in December 2007.

The objective of this VPA is to provide all 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 construction contract for the Oran Park Leisure Centre has been awarded with the construction programmed to be completed second half of 2024.

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 approx. \$32M.

Council has reached an agreement with the developer to deliver Stage 1 of the baseball facility proposed on the corner of O'Keefe Drive and Banfield Drive, Oran Park, north of the proposed school. The development application for this work was approved in August 2022 and is programmed to be completed second half of 2023.

The plan delivered water cycle, share path and open space infrastructure in the last financial year.

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 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 amenity building located in the north-eastern corner of the development has been completed.



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 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 located within the Oran Park Town Centre.

This year, the developer has delivered Woodhill Reserve and other open space areas.

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 2013/14 financial year by the mortgagee and no further development has been undertaken to date.



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 monetary contributions.

The bushland conservation works are completed including heritage restoration works on the Orielton Homestead. The pedestrian/cycleway network and parks in Harrington Grove East have been delivered as well as the Country Club and Neighbourhood Centre with associated facilities. One Tree Hill Lookout was also delivered within District Reserve 7. Developer works and land obligations under this Agreement are nearing completion.

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 Landowners

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 landowners.

East Leppington

This VPA applies to land known as East Leppington, which comprises approximately 45-hectares that was rezoned in 2013. The VPA has a value in excess of \$7M and will deliver local open space and recreation, a collector road, pedestrian and cycle paths, water cycle management and embellishment of riparian land that is to be dedicated to Council.

Development within this precinct is significantly advanced and nearing completion.



narellan TOWN CENTRE

THE LODGE

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 delivers local open space and recreation, community facilities, collector roads, pedestrian and cycle paths, water cycle management and embellishment of riparian land.

The amenities building/community facility associated with the double playing fields has been completed as well as the Pedestrian bridge over Riparian Zone 2. Council has accepted hand over of Price Park, a two-hectare parcel of land containing playground, fitness equipment and dual use pathways.

Spring Farm (Cornish)

This VPA commencing in March 2015 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 has been finalised.

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, funded by 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.

Stage 8 of the development is underway with most infrastructure already delivered and the 5-year vegetation management plan continuing along the main riparian corridor.

Catherine Park

This VPA applies to the development known 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.

An amendment to this VPA was executed 4 November 2021 which consisted of increasing the residential lot yield from 1850 to 2100 and includes the additional corresponding monetary contributions payable for those additional lots as well as the addition of a deferrals clause and an update on the timing of various items of works.

The developer has completed works on the double playing fields and community car park as well as Robbins Lane corridor. Construction and delivery of pedestrian and cycle pathways continues including the Pedestrian Bridge in Stage 4 as well as works to Robbins Park which includes a children's playground.



SH Camden Lakeside Planning Agreement

This VPA applies to land adjoining the Turner Road precinct of the Southwest 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 Gledswood Hills Homestead to the west.

The VPA includes drainage, open space and transport works with associated land dedications to the value of approx. \$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 approx. \$59.1M.

Open Space was delivered as part of Precinct 700A which included a children's playground and fitness station. Also, sediment control pits were delivered within Precinct 800A as part of Water Cycle Management.

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 approx. \$6.8M. Once dedication of the last parcel of land, between Springs and Richardson Road, the obligations under this Agreement will have been satisfied.



187-191 Turner Rd 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 approx. \$2.9M

The Agreement applies to land at 187 and 191 Turner Road adjoining the Turner Road precinct of the Southwest 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.

The Agreement was executed 1 June 2021 and commencement of infrastructure works is expected in FY23/24 starting with the Stage 1 collector road.

Pondicherry (Part Precinct) Tranche 41

The Agreement includes the provision of embellished open space, transport infrastructure, riparian corridor embellishment, 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 approx. \$21M.

Developer Agreements Executed

Voluntary Planning Agreements	Value (approx.)	Works In Kind Agreements	Value (approx.)
Pondicherry (Part Precinct) Tranche 41	\$21,000,000	120-130 Lodges Road Elderslie Works In Kind Agreement	\$2,300,000
		A&B Yaldara Street Gledswood Hills	\$560,000
		10 Springs Road, Spring Farm	\$467,500

Infrastructure Delivered

Infrastructure	Value
Spring Farm playground and fitness station	\$202,000
Spring Farm open space (OS9)	\$368,000
Spring Farm sediment control pits	\$14,000
Catherine Park shared path Stage 5	\$155,000
Emerald Hills footbridge Stage 2	Inc in share path cost
Emerald Hills dual playing fields Stage 2	\$1,600,000
Gledswood Hills Woodhill Reserve	\$1,300,000
Peter Brock Drive crossing and extension	\$3,600,000
The Crest share path	\$2,200,000
Doohan Reserve (temp. name), inc inclusive playground	\$10,000,000
Gledswood Hills Stage 25C open space	\$918,000
Leppington 140 Heath Road drainage and road	\$749,000
Gregory Hills Stage 15B basin	\$1,100,000
Gregory Hills Stage 19 basin	\$800,000
Gledswood Hills Stage 25A passive open space	\$131,000
Oran Park South - Tranche 34 local park	\$569,000
Oran Park South - Tranche 31 basin	\$1,850,000
Catherine Field Tranche 34 Stage 4 - riparian corridor & share path	Nil
Oran Park Tranche 33 riparian corridor and share path	Nil
Catherine Field Tranche 34 Stage 2 riparian corridor	Nil
Oran Park Tranche 10 Stage 4 Anthony Creek	Nil
Cobbitty East-West Rd	\$1,580,000



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 2021/2022

In 2021/2022 Council received 26 formal and 630 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	2	1	0	3	0	1	0	2	9	30%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	6	0	2	1	0	0	4	13	43%
Members of the public (other)	0	5	0	2	0	0	0	1	8	27%
Total	2	12	0	7	1	1	0	7	30	
% of Total	6%	40%	0%	24%	3%	3%	0%	24%		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	11	0	7	1	1	0	7	29	97%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	3%
Total	2	12	0	7	1	1	0	7	30	
% of Total	6%	40%	0%	24%	3%	3%	0%	24%		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)	0	0%
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	0	0%
Invalid applications that subsequently became valid applications	0	0%
Total	0	0%

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	1	6%
2 Law enforcement and security	2	11%
3 Individual rights, judicial processes and natural justice	11	61%
4 Business interests of agencies and other persons	2	11%
5 Environment, culture, economy and general matters	2	11%
6 Secrecy provisions	0	0%
7 Exempt documents under interstate Freedom of Information legislation	0	0%
Total	18	100%

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	26	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	26	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 2021

Environmental Upgrade Agreements (s54P)(1)

Council did not enter into any environmental upgrade agreements during 2021/2022.

Code of Conduct Reporting

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.

All staff undertook 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 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.	Nil
The number of code of conduct complaints referred to a conduct reviewer.	Nil
The number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage and the outcome of those complaints.	Nil
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.	Nil

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)
LRCI Sage 2 Shade Program	Central Industries	\$256,405
Engineering Design Services for the Concept Design of the Byron Road, Leppington (HAF 5)	J. Wydham Prince Pty Ltd	\$548,004
Civil and Landscaping Works for Glenlee Reserve and Parkside Reserve Playground Upgrade Works LRCI - 2	Perfection Landscape Services	\$169,236
Principal contractor for the Kirkham Park BMX Facility Stage 2A	Lamond Contracting Pty Ltd	\$2,149,365
Audio Visual Upgrade at Camden Civic Centre	The PA People Pty Ltd	\$397,815
Sportfield maintenance - Products and topdressing over a 12 month period	Green Options	\$150,000
	Lamond Contracting Pty Ltd	\$150,000
The Finalisation of Leppington Town Centre Review	Mecone NSW Pty Ltd	\$284,313
Grant GoC - Building Camden Canopy - ETC - Group A	Muru Mittigar	\$173,247
Consultancy Service Concept Design/Strategic Business Case Dickson Road Leppington	Beca Pty Ltd	\$589,761
Kerb and Gutter Renewal	Planet Civil Pty Ltd	\$185,015

Tree Maintenance Services	Ascending Tree Services Pty Ltd, T/AS CPE Tree Services	Schedule of Rates
Design, Supply, Installation and Commissioning of Floodlights at Birriwa Reserve	Sportz Lighting	\$163,220
Supply and Delivery of 4 x Utility Vehicles and Accessories	Peter Warren Automotive Pty Ltd	\$174,092
Supply and Deliver 1 x tractor with mowing decks	GWS Machinery Pty Ltd	\$157,540
Design and Construction of Shade Sails Stage 2 Program	Central Industries	\$214,830
FY2022 Footpath Reconstruction Program	State Civil Pty Ltd	\$238,680
Roads Renewal Program 1A	Avijohn Contracting Pty Ltd	\$1,567,587
Traffic Management Services - Events	Cato Logistics Pty Ltd	Schedule of Rates, estimated expenditure is \$100,000 per annum
Two (2) C Class Trucks	Gilbert and Roach	\$168,836
Consultancy Services for the Design of Hilder Reserve Redevelopment	Environmental Partnership NSW Pty Ltd	\$193,677
Cobbitty Road and Cut Hill Road Intersection Resurfacing (Deep Lift) and Linemarking Works	Avijohn Contracting Pty Ltd	\$242,587
Design, Supply and Installation of Floodlighting Upgrade at Onslow Playing Fields	Kealec Pty Ltd T/AS Sportz Lighting	\$180,436
Design of Camden Civic Centre Renewal	Melocco and Moore Architects Pty Ltd	\$343,720
Raby Road - Investigation, Concept Design Review, Detailed Design and for Construction Documentation	Enstruct Group Pty Ltd	\$1,635,314
Conduct Review Panel	Weir Consulting (National), Centium Pty Ltd, O'Connor Marsden and Associates Pty Ltd, Pinnacle Integrity and SINC Solutions	Schedule of Rates, Preferred Supplier Panel
Principal Contractor for Kirkham Park BMX Stage 2B Carpark	Menai Civil Contractors Pty Ltd	\$1,609,514

Greening our City, Every Tree Counts Tree Installation and Maintenance	Waratah Group Services	Schedule of Rates, estimated annual expenditure for 2022-2023 is \$430,000
Camden Sports Club Building Works	Cranebrook Constructions Pty Ltd	\$194,273
Provision of Hygiene Services	Enviro-LCS Pty Ltd	\$168,000
FY2022 Roads and Carpark Treatment - Stabilisation	Roadworx Surfacing Pty Ltd	\$612,318
Consultancy Services for the Design of The Crest - Stage 1	MODE	\$286,845
FY2022 Roads and Carpark Treatment - Microsealing Program 3A	Colas Solutions	\$293,294
Narellan Town Centre and Public Library Forecourt Upgrade	Civil Constructions Pty Ltd	\$227,015
Commvault Cloud Based Backup Solution	Outcomex	\$295,000
Roads Renewal Program 1B	Avijohn Contracting Pty Ltd	\$510,117
Cut Hill Road Shoulder Upgrade	Avijohn Contracting Pty Ltd	\$226,391
Supply and Deliver 1 x Medium Rigid Truck	Hino Motor Sales Australia Pty Ltd	\$250,669
Consultancy Services for Concept Design and Final Business Case Development of Rickard Road Corridor (Stage 1) between Heath Road and Riley Road, Leppington	Beca Pty Ltd	\$552,533
Design and Construction of New Change Room Building at Onslow Park Camden	Sullivans Constructions Pty Ltd	\$495,121

Statement of all companies in which council held a controlling interest during 2021/2022

Controlling Interests cl217 (1) (a7)

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)

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 2021/2022 the following expenses were incurred by the Mayor and Councillors:

Councillor Expenses

Dedicated Office Equipment	\$30,194
Telephone and Data Expenses*	\$8,453
Conferences/Seminars	NIL
Training	\$9,400
Interstate Visits - all costs	NIL
Overseas Visits	NIL
Expenses for Spouses	NIL
Child Care	\$2,731
Travelling Expenses	\$147
TOTAL	\$50,925

Councillor allowance

Mayoral Allowance	\$52,322
Councillor Allowances	\$177,850

*includes telephone calls made, mobile phone and iPad

Councillor Induction and Professional Development

Sections 186 and 217(1)(a1)(iia) and (iv) of the Local Government (General) Regulation 2021 and Part E of the Councillor Induction and Professional Development Guidelines.

The Mayor Cr Fedeli and Councillors C Cagney, Farrow, McLean, Campbell, Zammit and Dommaraju completed Council's induction program.

The Mayor Cr Fedeli and Councillors A Cagney, McLean, C Cagney, Dommaraju, Symkowiak, Farrow, Campbell, and Zammit participated in an on-going professional development program during the year.

A total of 30 briefings/training sessions related to Council's Policies, Strategies, Plans and Code of Meeting Practice were provided to the Mayor and Councillors during the year as part of a professional development program.

This year, the total cost of induction and professional development was \$9,400 (excl. GST).

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.
- 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.
- Counselling, mediation, and employee support is provided through the People and Learning Branch 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 2021/2022 financial year has continued to present unprecedented challenges for Council as a result of the COVID-19 pandemic. Despite these challenges the People, Learning and Culture Branch has continued to provide accurate and timely human resource services and ongoing support to the organisation and its employees.

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 have been completed and achieved 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 surveys and live Questions and Answers with Council's Executive team were introduced to ensure staff continue 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 in the following functional areas, 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 Resources policies and procedures.
- Continued implementation of the Burrow, Council's Human Resource Information System. This system incorporated recruitment, onboarding, learning and development and performance management.
- Council's Health & Wellbeing Program delivered many programs and initiatives including 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 engaged AccessEAP to provide ongoing counselling services to Councillors, Council staff, and their families.
- 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 Training 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 Management Challenge.
- LinkedIn Learning implementation allows staff access to thousands of best practice learning content intended to support staff with their professional, leadership and personal development
- 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.
- Completion of two 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. This will reduce leave liability.
- Council continues to manage its employees in accordance with all relevant Award provisions and other employment related legislation.



External Bodies cl217 (1) (a6)

Committee	Highlights
Camden Town Farm	<p>The primary objectives of the Camden Town Farm (CTF) Reference Group were to:</p> <ol style="list-style-type: none"> Support the delivery of a high standard community facility Provide strategic advice which supports increased activation and utilisation of the CTF for community and commercial users Promote the CTF as an affordable, sustainable facility in alignment with Miss Llewella Davies bequest Provide expert advice regarding the strategic provision of the CTF relating to: <ol style="list-style-type: none"> Agricultural operations and education Visitor management and attraction Community use Events management Passive recreation.
Camden International Friendship Association (CIFA)	<p>The primary objectives of the Camden International Friendship Association (CIFA) Reference Group were to:</p> <ol style="list-style-type: none"> Organise and deliver a range of events and activities that support the mutual delivery of programs facilitating outcomes related to education, arts and culture, business and other activities of mutual benefit, between Kashiwa City and Camden Council under the friendship agreement Advocate on, and work proactively with Council and other organisations to address, relevant matters raised by the community Act as a reference group for the ongoing implementation and review of plans relevant to the friendship agreement.
Camden Seniors Program	<p>The primary objectives of the Seniors Reference Group were to:</p> <ol style="list-style-type: none"> Organise and deliver a range of events and activities that support the health and wellbeing of older residents of the Camden Local Government Area (LGA) Support and facilitate communication between Council and the local community on matters impacting on older residents Advocate on, and work proactively with Council and other organisations to address, matters raised by the community Act as a reference group for the ongoing implementation and review of plans which impact on older residents.
Bicentennial Equestrian Park	<p>The Camden Bicentennial Equestrian Committee provided 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 2021/2022

Program Name	Funded	Amount
Community Small Grants	46	\$182,587
Donations for Charitable Purposes	5	\$3,058
Gifted Persons	6	\$1,177
Cultural Performance Subsidy	2	\$2,380
Annual Subsidies	9 organisations and 3 community resources	\$57,818
Community Sponsorship	16	\$83,660
TOTAL AMOUNT		\$354,081

Note: 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	\$243,498
Cost of Local Court Proceedings	NIL
Cost of all other Court Proceedings	\$243,855

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

Applicant	Court	Description of Proceedings	Result	Legal Expenses
Koula and Efrem Rafalaidis	Supreme	Claim for compensation	Dismissed	\$31,526
Cornish Group Spring Farm Pty Ltd	Supreme	Claim for compensation	Ongoing	\$Nil
Danny Marielle Moussa	Supreme	Claim for compensation	Ongoing	\$51,691
Crown (SafeWork)	District	WHS matter	Fine	\$141,793
Jason & Christy Todhunter	District	Claim for compensation	Settled	\$18,845
Silverdale and Spring Farm Pty Ltd	Land and Environment	Class 1 Appeal	Appeal dismissed	\$57,282
Graham and Sanders	Land and Environment	Class 1 Appeal	Consent orders	\$15,343
David Refalo	Land and Environment	Class 1 Appeal	Appeal upheld	\$29,582
Anglican Church Property Trust Diocese of Sydney	Land and Environment	Class 4 Appeal	Appeal dismissed	\$3,267
Ingleburn 143 Pty Ltd	Land and Environment	Class 1 Appeal	Consent orders	\$7,665
Building Design and Technology	Land and Environment	Class 1 Appeal	Consent orders	\$11,838
Muscat Developments Pty Ltd	Land and Environment	Class 1 Appeal	Consent orders	\$1,786
Graham and Sanders	Land and Environment	Class 1 Appeal (Section 4.55(8) modification)	Appeal upheld	\$52,716
Swadling Developments Pty Ltd	Land and Environment	Class 1 Appeal	Ongoing	\$35,669
Donware Holdings	Land and Environment	Class 1 Appeal	Ongoing	\$15,921
Aplus Architecture	Land and Environment	Class 1 Appeal	Ongoing	\$1,968
Planning Approvals	Land and Environment	Class 1 Appeal	Ongoing	\$10,461

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

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

Council is a member of CivicRisk Mutual Ltd, a mutual self-insurance scheme providing general insurance to local government. Financial contributions to the Pool are based on the relative size of each council and incorporates 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.

Work undertaken on private land	Cost subsidised by council
Nil	Nil
Private works expenditure	Private Works Income
Nil	Nil



Rates and Charges Written Off during 2021/2022 (cl 132)

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

The rates and charges written off during the 2021/2022 financial year are set out below:

Postponed rates

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 five years of postponement the original year is abandoned.

The postponed rates amount written off for the 2021/2022 financial year are as follows:

Rates written off from 2017/18	\$6,654
Interest written off from 2017/18	\$1,611
Total Postponed Rates	\$8,265

Mandatory Pension rebates

The mandatory pensioner rebate is currently \$250 per assessment. This amount has not changed since 1989. Rates and charges written off for the 2021/2022 financial year relating to the mandatory pension rebate total \$857,341.

An amount of \$471,538 is claimable from the Office of Local Government being 55% of the Pension Rebate. An appropriate provision was made in the 2021/2022 Budget for the amount payable by Council.

Voluntary Pension Rebates – Stormwater Management Levy

In line with Council's adopted Revenue Policy, ratepayers who are eligible for the pension rebate receive a payment exemption for the Stormwater Management Levy.

The amount written off in relation to the Stormwater Management Levy for the 2021/2022 financial year is \$77,662.

Accrued Interest and Miscellaneous Amounts

Section 567 of the Local Government Act 1993 allows Council to write off accrued interest and other miscellaneous amounts that would be uneconomical to recover.

The amount written off for the 2021/2022 financial year was \$4,623.



Stormwater Management Service Charge cl217 (1) (e)

Summary 2021-2022

Council approved the introduction of the stormwater management service charge in 2007/08. This stormwater service charge assists Council to manage, maintain and upgrade stormwater management facilities throughout the LGA as well as delivering a range of education and promotion activities to help increase our community's awareness of potential polluting activities. The below table summarises the progress of projects under the program in 2021/2022.

Category	Project	Description	2021/2022 Amount
Capacity Building	Nepean River Floodplain Risk Management Study	Development of the Nepean River Floodplain Risk Management Study and Plan to review flooding controls of the Nepean River catchment.	\$27,797
	Review of Upper South Creek Flood Study	Peer review of the Upper South Creek Flood Study.	\$33,160
Asset Management	Stormwater Pit Lintel Replacement Program	Replacement of stormwater pit lintels.	\$27,285
	Lake Yandel'ora	Compliance with legislative requirements for Lake Yandel'ora Dam Wall.	\$26,080
	GPT Comprehensive Clean and Audit	An audit of over 280 GPTs to better understand them, determine how much litter they stop from washing downstream, and what improvements are needed to ensure they are functioning to their optimal level.	\$124,496
	Drainage Pipe/ Pit Renewal and Replacement	Proactive program of renewing drainage pipes and pits.	\$5,128

Maintenance	Roads Drainage Pipe/ Pit Maintenance	Maintenance of road drainage pipes and pits.	\$91,276
	GPT Cleaning and Maintenance	Maintenance and cleaning of GPTs including trash racks, litter booms and pit litter baskets to improve water quality of Camden's waterways.	\$90,924
	Wetlands, raingardens and basins maintenance	Maintain raingardens, wetlands and basins with maintenance activities including litter removal and vegetation maintenance.	\$227,779
	Ibis Program	Implementation of 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 environment.	\$12,650
Community Education	Stormwater Education and Awareness	One fulltime officer to provide technical advice on stormwater management issues and deliver stormwater education and promotion. This includes funding extra resources such as education and promotional materials.	\$122,642
	Water Quality Monitoring	Regularly conduct water quality monitoring of waterways within the LGA to monitor the effectiveness of stormwater management activities and devices, including pollution control basins, wetlands and lakes.	\$79,985
Onground Projects	Stormwater Drainage Works – Argyle Street	Maintenance and renewal of stormwater pipe network to improve water flow.	\$20,725
	Eskdale Reserve Stormwater Improvement Works	Implementation of stormwater improvement works to address the issue of litter and sediment in the pond and outlet to Narellan Creek at Eskdale Reserve.	\$104,780

Major Capital Works Projects in Progress or Delivered

Project	Project Description	Project Status	Project Cost
Narellan Sports Hub Stage 2	Further development of the Narellan Sports hub to deliver regional standard community and sporting facilities to cater for growth in the Camden LGA.	Completed	\$19.6M
Oran Park Leisure Centre	A significant addition to the Oran Park Precinct, incorporating aquatic, indoor sports, health and fitness areas. The centre will be a multipurpose community facility, offering a large variety of activities and services for all age groups.	In progress	\$63.3M
Stage 2 – Kirkham BMX Facility	<p>Stage 2A of the Kirkham BMX facility is completed and includes an 8m start hill, Elite first straight, all-weather pump track, warm -up and marshalling area, storage shed and associated civil, structural, landscaping, building and electrical works.</p> <p>Stage 2B is in progress and includes decommissioning of the old BMX existing track including earthworks, new internal connecting road, sandstone log retaining wall, new car park of 197 spaces, new pedestrian bridge over the drainage channel, concrete paths, and associated civil, electrical, lighting and landscaping works.</p>	In progress	\$5.58M
Stage 1 – Fergusons Land Cricket Facility	Stage one of this state of the art cricket facility that includes a new playing field with irrigation, picket fencing, turf wicket, new amenities building, new bridge access, carparking facilities, training nets and landscaping.	Completed	\$7.88M
Depot Redevelopment	Redevelopment of Council's operational and waste services at Milwood Avenue, Narellan.	In progress	\$10.8M



Senior Staff Remuneration cl217 (1) (b) (c)

General Manager Remuneration cl 217 (1) (b)

The total remuneration package for the General Manager including salary, non-cash benefits, superannuation and fringe benefits tax was \$427,330

Senior Staff Remuneration cl217 (1) (c)

The total remuneration package for the four Directors including salary, non-cash benefits, superannuation and fringe benefits tax was \$1,248,051

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.

Statement of Total Number of Persons Who Performed Paid Work – cl 217 (1)

Councils must publish a statement of the total number of persons who performed paid work for them on Wednesday 25 May 2022 including, in separate statements, the total number of the following:

- the number of persons directly employed by Council:
 - on a permanent full-time basis – 428
 - on a permanent part-time basis – 23
 - on a casual basis, and – 12
 - under a fixed-term contract – 71
- the number of persons employed by Council who are "senior staff" for the purposes of the Local Government Act 1993
 - 5
- the number of persons engaged by Council, under a contract or other arrangement with the person's employer, that is wholly or principally for the labour of the person
 - 12
- the number of persons supplied to Council, under a contract or other arrangement with the person's employer, as an apprentice or trainee
 - 26

Note: Wednesday 25 May 2022 has been chosen as the 'relevant day' for councils to report on their labour statistics in their annual reports under section 217 of the Local Government (General) Regulation 2021.

NSW Carers' Recognition Act 2010 - s 8(2)

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 continued 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 #camdenlove bears special nomination for carers during Carers Week 2021. This virtual initiative aimed to celebrate the amazing role and contribution that Carers provide to our community. Council showcased, via its media channels, the virtual campaign to nominate a local carer to receive a limited edition #camdenlove Bear. This campaign highlighted the great work of our unpaid carers, while also educating and raising valuable awareness about caring roles in the community.

The Café Connect Camden project provided 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 provided information and assistance for older people and their carers to navigate and access the service system.

Council's Community Access Advisory Group continuously provided 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)

Previously the NSW Government – Communities and Justice, Disability Inclusion NSW, had 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”.

On 1 July 2022 the NSW Disability Inclusion Amendment Act 2022 passed in both Houses of Parliament. As a result, changes to the Disability Inclusion Action Planning now includes:

- DIAPs must now be remade (not just reviewed) every four years.
- New DIAPs are due 12 months after the review.
- DIAPs must be made available in one or more formats accessible to people with disability (e.g., audio, Auslan, Easy English, Braille, large print).
- The Act now requires supports to LGBTIQ+ people with disability in a way that addresses their specific needs, informed by consultation. This is in addition to the other groups which already require their disability needs to be specifically addressed (i.e. Aboriginal and Torres Strait Islander people, women, children and people from culturally and linguistically diverse backgrounds).

To meet these changes councils have been given a one-off extension of 17 months, meaning new DIAPs are due by 30 November 2023.

Camden Council has previously undertaken community consultation with various groups, sector professionals and individual community stakeholders in its review of the DIAP. While Council is in its review process of the new DIAP, the previous DIAP can remain active.

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.
- Provided access and inclusion comment and recommendations on Council's community space and service facilities development applications.
- Provided Accredited Changing Places public toilet facilities in two locations of the Camden LGA.
- Offer free hire of six 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.
- Provided 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.

- Worked in partnership with local disability employment services to provide information and promote their services.
- Presented Council initiatives at monthly Disability Network Forums and information share with service providers.
- Provided 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.

- Provided 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.

- Provided Storytime sessions that focus on Social Inclusion and encourage discussion about all abilities and differences and talk with children about recognising all abilities.
- Delivered a series of monthly health, wellbeing and social connection activities for all abilities; approximately 20% of participants are people with disability. COVID-19 restrictions had an impact on delivery.
- Delivered 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.
- Camden is the first Council in NSW to be recognised as communication accessible. Council staff were 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 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 Process

Improve access to services through better systems and process.

- Promoted disability awareness, training and services throughout networks and Council's websites.
- Provided 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.
- Provided 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.
- Connected 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.
- Developed 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 Heath Care Services to support people living with disabilities, their families and carers.

Work Health and Safety (WHS) Act 2011

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

During 2021/2022, Council's Safety Management System 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 importance of safety.

As part of Council's commitment to health and safety and to enhance safety assurance, the newly created position of Safety Auditor and Investigator was added to the Safety and Risk Branch.

The Safety Business Partner model has continued, with its two WHS Advisors dedicated to providing tailored safety support and advice to two Directorates each.

Five of the eight projects that form part of the Safety Assurance Program have been completed, these being:

- Contractor Safety
- Safety Assurance Management Plan
- Safety Audit
- Risk Based Training Needs Analysis
- Safety Risk Management

The Safety and Risk Branch provided dedicated support to the Crisis Management Team for the organisational response and management of the Camden LGA flooding events and COVID-19.

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

- Consultative safety risk workshops conducted with all Council branches and development of Safety Risk Register.
- Newly created Schedule of annual branch Safety Risk Register reviews and reviews commenced.
- Introduction of Monthly Safety Agenda, a safety tool for senior staff in addition to various safety communications across the organisation including Safety Alerts, SafeWork NSW Incident Information Releases, Safe Work Australia resources, legislative updates, and other industry resources.
- Implemented new proactive safety activity reporting (safety checks, safety conversations and inspections) system.
- Newly created Safety Audit procedure and audits commenced as per schedule.
- Investigations of safety occurrences.
- Participated in three Council site inspections with SafeWork as part of their Hazardous Manual Task program focused on reducing musculoskeletal injuries.
- Attended South East Regional Organisation of Council (SEROC) Meetings and Metropolitan Work Health & Safety (WHS) Group Meetings to share safety learnings with other councils.

- 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.
- Ongoing support provided to the Emergency Planning Committee.
- Safety Consultation and Communication Procedure revised.
- Newly created Rapid Antigen Test Procedure.
- Working Alone Procedure revised.
- Contractor Safety Management Procedure revised.
- Revised Forms - Contractor Safety Management.
- Take 5 Pre-Work Safety Assessment Usage Guide revised.
- Newly created Hot Work Permit.
- Contracted Works Risk Evaluation Form revised.
- Enterprise Risk Management Policy revised.
- Hot Work Activities Procedure revised.
- WHS Management Plan Template revised.
- Newly created Construction Inspection Checklist - CAMMS.
- Risk Management Template revised.
- Newly created Hazardous Manual Task training available in the Burrow, Human Resource Information System.
- Provided support and advice for various risk assessments across council including in relation to COVID-19.

On-Time Payment Policy 2021/2022 (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 table below provides a summary of the payments made under this Program during the 2021/2022 year.

Measure	Sep 2021	Dec 2021	Mar 2022	Jun 2022
Invoices due for payment received from small businesses (#)	37	29	36	48
Invoices from small businesses paid on time (#)	36	29	36	48
Amount due for payment to small businesses (\$)	\$86,292	\$119,012	\$51,393	\$168,068
Amount due to small businesses paid on time (\$)	\$86,187	\$119,012	\$51,393	\$168,068
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 s31 and Regulation 2011 cl4

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 2021 to 30 June 2022.

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 2021/2022:

Nil

- The number of public interest disclosures received by Camden Council in total for 2021/2022 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?

Yes

The actions Council undertook during 2021/2022 in order to meet its staff awareness obligations under the Act:

- Awareness raising via posters in Council locations and a post to staff on Microsoft Teams;
- 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.

