



Camden Council

Attachments

Ordinary Council Meeting
28 October 2014

Camden Civic Centre
Oxley Street
Camden



ORDINARY COUNCIL

ATTACHMENTS - ORDINARY COUNCIL

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Summary of Budget Review Variations Greater Than \$15,000

Result Against Budget for Year Ending 30 June 2014

Change in Vote			Description	Comments
Expense \$	Income \$	Totals \$		
Note: INCOME - Increases are shown as positive figures. Reductions are shown as negative figures EXPENDITURE - Increases are shown as positive figures. Reductions are shown as negative figures				
1) Significant Budget Variations				
Significant variations to the 2013/14 Budget based on income received and expenditure payments to date are as follows:				
28,509	853,311	824,802	Surplus / (Deficit) - Approved Budget Variations September 2013/14 Review	
25,504	741,604	716,100	Surplus / (Deficit) - Proposed Budget Variations December 2013/14 Review	
(8,964)	698,529	707,493	Surplus / (Deficit) - Proposed Budget Variations March 2013/14 Review	
-	513,182	513,182	Rate Income - Supplementary Rates Income	Supplementary rate income is received upon the re-zoning or subdivision of land. It is additional rate income to the amount levied at the beginning of the financial year. The increase in rate income realised during the second half of 2013/14 is primarily due to new lots created through subdivisions in the Spring Farm, Elderslie, Cran Park and Gregory Hills land release areas.
(430,228)	-	430,228	Technology Solutions - Computer Hardware, Equipment & Technology	There are funds remaining in the computer hardware, equipment and technology upgrades budget for 2013/14. This amount primarily relates to funds being quarantined for the replacement/upgrade of Council's mapping system. As part of this report it is recommended that \$400,000 be transferred to the Technology Improvements Reserve as a direct funding source for the upgrade of Council's mapping system.
(377,650)	-	377,650	Risk Management - Workers Compensation Premium	Council's final Workers Compensation premium calculation is lower than budget projections. Council's decreasing premium is a result of a number of external and Council specific performance factors including a proactive approach to claims management. The premium paid for 2013/14 represents a 25% decrease compared to premiums paid in 2012/13. It will be recommended as part of the September Quarterly Budget Review that a reserve be created with seed funding of \$50,000 to support the continuation of improving Work Health and Safety (WHS) practices at Camden Council.
(317,991)	(14,187)	303,804	Infrastructure Maintenance Expenditure	Council undertook reactive, general and urgent repair works on roads, footpaths, kerb and guttering throughout the LGA. This expenditure was less than expected during the 2013/14 financial year, resulting in savings against budget. The savings achieved during the year represents 7% of the infrastructure maintenance budget. The recent employment of Council's asset management team and the development of asset management systems will facilitate improved planning and delivery of infrastructure asset maintenance requirements in the future.
(302,873)	-	302,873	Strategic Planning - Rezoning Growth Areas	Between 2010/11 and 2013/14 Council received \$933,672 from Department of Planning for project management costs associated with the rezoning of Austral Leppington North, Catherine Field and Leppington growth precincts. The balance of funds remaining as at 30 June 2014 is \$452,873. As the majority of this work was undertaken by existing staff a saving of \$302,873 has been realised. The balance of funds (\$150,000) remains in reserve to allow for consultants that may need to be engaged in the future.
(188,483)	-	188,483	Corporate Salaries - Staff Vacancies	Savings have been identified as a result of vacancies within Council's existing staff structure. Recruitment has commenced for a number of positions and they are expected to be filled during the 2014/15 financial year. It is expected that upon the resignation of an employee that there will be lag time between resignation and the appointment of the new employee.
-	130,048	130,048	Development & Planning - Fees & Charges Income	Development income continues to exceed budget expectations. Council has received a number of Development Applications of high value this quarter which reflects the high development activity in the release areas of Spring Farm, Elderslie, Cran Park and Gregory Hills. The level of income received from development activity is primarily dependent on the receipt of applications from developers, and as such is somewhat difficult to project given the unprecedented growth Council is experiencing.
(97,278)	10,150	107,428	Road Reconstruction Program	Council completed several road reconstructions during 2013/14. Savings were able to be achieved at these locations due to the use of recycled pavement materials resulting in a reduction in material disposal fees.

ORD02

Attachment 1

ORD02

Attachment 1

Summary of Budget Review Variations Greater Than \$15,000

Result Against Budget for Year Ending 30 June 2014

Change In Vote			Description	Comments
Expense \$	Income \$	Totals \$		
Note: INCOME - Increases are shown as positives figures. Reductions are shown as negative figures EXPENDITURE - Increases are shown as positive figures. Reductions are shown as negative figures				
-	84,806	84,806	Corporate Management - Interest on Investments	The fourth quarter performance of Council's investment portfolio has exceeded budget expectations. The primary reason for this is Council's investment portfolio is being maintained at a higher level than originally budgeted. Council's weighted return on investments for June 2014 was 4.03%, which is significantly higher than the industry average of 2.70%.
(66,112)	-	66,112	Executive Management - Operational Expenditure	An annual allocation of discretionary funds is provided to each of Council's Directorates to fund unexpected works, staffing shortfalls, specialised training and professional development. This program has been prudently used during the 2013/14 financial year resulting in savings to the budget.
(61,966)	-	61,966	Street Lighting - Public Lighting Tariffs (Asset Maintenance)	The street lighting charges allocation relates to the maintenance and electricity cost of public lighting throughout the LGA. Savings against budget were realised as a result of the timing of installation of new lights in growth areas. The number of lights installed was less than expected over the last three quarters of the year.
-	61,583	61,583	Corporate Management - Section 603 Certificate Income	Income from processing Section 603 Certificate applications has exceeded budget expectations. The increase in Section 603 Certificate income represents the influx of applications generated by the continued development activity in new release areas within the LGA.
(54,275)	-	54,275	Asset Management - Additional Plant Purchases	Council's original budget included an allocation for the purchase of 2 rollers to enable sporting clubs to maintain their local cricket wickets. This allocation is no longer required as alternative arrangements have been made with the sporting clubs. Survey equipment was also required to be purchased for the new survey team employed by Council in 2013/14. The cost of this equipment was below budget expectations.
-	53,569	53,569	Capital Works Staffing - Transfer from Section 94 Contributions Reserve	Council's capital works program is primarily project-managed by the Capital Works department. This program contains works funded from general fund, external grants, internal reserves and Section 94 developer contributions. When Section 94 works are project managed, Council is entitled to recoup the project management costs (staffing costs) from the relevant contributions plan. During 2013/14, Council's Capital Works section project managed a greater number of Section 94 funded projects than originally projected. This has resulted in a higher than expected claim from Section 94 reserves to General Fund.
(84,818)	(36,008)	48,810	Corporate Management - Travelling	The operating costs for Council's fleet were below budget expectations for 2013/14. This is primarily a result of staff vacancies during the year for positions with leaseback vehicles.
(38,196)	-	38,196	Strategic Planning - Operational Expenditure	Savings have been realised within the strategic planning area during 2013/14. These savings are primarily a result of a reduction in expected expenditure for heritage advice, infrastructure studies and reviews to the Camden Local Environment Plan and Development Control Plan.
(12,830)	24,206	37,036	State Emergency Service - Operations	The \$37,036 is a reimbursement of operational costs relating to the SES building and fleet maintenance costs for 2013/14 which is payable under the current agreement.
35,552	-	(35,552)	Central Administration Building - Indirect Planning	The purpose of the central administration building reserve is to fund the design and construction of the building only. The expenditure of \$35,552 relate to costs that are not directly related to the design and construction of the building and therefore should not be funded by the reserve. As part of the 2014/15 September Quarterly Budget Review a budget for these types of items will be recommended for Council's consideration.
69,110	34,394	(34,716)	Development & Planning - Legal Expenditure & Income	Council has incurred costs as a result of a number of Land and Environment Court cases during 2013/14. The costs incurred this year have exceeded budget expectations.
13,050	47,445	34,395	Camden Memorial Pool - Defects Legal Costs	This income relates to the recovery of legal expenses that Council has funded in previous budget periods.
(22,912)	(57,117)	(34,205)	Parks & Gardens - RMS Roadside Mowing	As from March 2014 the RMS will no longer use Councils to mow State owned road verges, this contract has been tendered out to the private sector. As a result income that was expected from 1 April to 30 June 2014 has not been received. The impact on the 2014/15 budget and service standard is currently being assessed and further information will be provided as part of adopting the September Quarterly Budget Review.

Summary of Budget Review Variations Greater Than \$15,000

Result Against Budget for Year Ending 30 June 2014

Change in Vote			Description	Comments
Expense \$	Income \$	Totals \$		
Note: INCOME - Increases are shown as positive figures. Reductions are shown as negative figures EXPENDITURE - Increases are shown as positive figures. Reductions are shown as negative figures				
-	(34,196)	(34,196)	Corporate Management - Merchant Service Fee Income	Council introduced a merchant service fee for credit card payments made over the counter in 2013/14. This initiative was to off-set the cost of bank charges relating to the use of credit cards as a form of payment. Due to an extensive delay in Australia Post implementing the software for payments received over the counter income received in 2013/14 was below original budget expectations.
(33,572)	350	33,922	Risk Management - Insurance Claims	Council's budget includes allocations for insurance claims and excesses. Excess payments for workers compensation and property insurance matters were below budget expectations in 2013/14.
(44,597)	(15,833)	28,764	Rural Fire Service - Operations	Savings have been realised within the Rural Fire Services budget primarily as a result of less than expected vehicle maintenance during 2013/14.
(15,754)	10,433	26,187	Civic Centre - Operations	Savings have been realised within the Civic Centre operations budget in 2013/14. This is primarily a result of a reduction in operational expenditure such as advertising and building maintenance costs.
-	24,870	24,870	Companion Animals - Dog Registration OLG Rebate	Additional income has been recognised through the commission Council receives from the Office of Local Government for dog registrations. This increase primarily relates to a registration campaign that Council undertook during 2013.
(21,630)	-	21,630	Council Properties - Depot Study	The preparation of a masterplan was completed for Council's works depot at Millwood Avenue during 2013/14. The cost of this study was less than original budget projections.
(20,100)	-	20,100	Councillors Program - Councillor Training	This allocation was not utilised during the 2013/14 financial year.
(20,937)	-	20,937	Employee Services - Traineeship Program Expenditure	Council employed 13 trainees and apprentices throughout the organisation in 2013/14. The timing between each trainee's completion and the recruitment of each new position has resulted in savings to the budget.
(19,734)	-	19,734	Tourism - Operational Expenditure	Discretionary expenditure relating to Council's tourism function was less than expected during the 2013/14 financial year, resulting in savings when compared to budget. Council spent \$197,956 on Tourism related activities during 2013/14 being 90% of the allocated budget.
(16,372)	3,200	19,572	Community Services - Project Expenditure	Discretionary expenditure relating to Council's Community Services function was less than expected during the 2013/14 financial year, resulting in savings when compared to budget.
(18,766)	-	18,766	Parks & Gardens - Maintenance Expenditure	Council's open space maintenance budget was approximately \$4 million in 2013/14. A minor variation to budget for these maintenance costs was realised this year.
(18,100)	-	18,100	Parks & Gardens - Playground Replacement Program	Council has a scheduled playground replacement program and undertook several playground renewals during 2013/14. The decrease in expenditure represents the savings achieved in completing the works.
(17,987)	-	17,987	Community Services - Community Donations and Subsidies	Council's budget includes allocations for subsidies and donations to the community during the year. The funds required in 2013/14 were below budget expectations and resulted in savings this year.
-	16,672	16,672	Health Services - Foodshop Inspections Income	Income from food shop inspections exceeded budget expectations for 2013/14. This income represents the administration and processing fee associated with Council Officers undertaking inspections under the Food Act 2003.
(15,000)	-	15,000	Corporate Management - External Audit	In March 2014 Council appointed PricewaterhouseCoopers as its external auditor for a period of 6 years. The annual fee for external audit services was below budget expectations and has resulted in savings this year.
(173,434)	(159,238)	14,196	Mount Annan Leisure Centre	The agreed budget position between Council and the YMCA for the Mount Annan Leisure Centre was a projected surplus of \$141,447. The final actual operating surplus for the centre was \$169,839, with 50% of the \$28,391 profit payable to the YMCA according to the profit share arrangements.
(55,013)	64,282	119,295	Variations under \$15,000	
(2,428,896)	762,611	3,191,507	Surplus / (Deficit) - Proposed Budget Variations June 2013/14 Review	
(2,383,847)	3,056,055	5,439,902	Surplus / (Deficit) - Net Impact of Variations 2013/14	

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

ORD02

Attachment 1

Summary of Budget Review Variations Greater Than \$15,000

Result Against Budget for Year Ending 30 June 2014

Change In Vote			Description	Comments
Expense \$	Income \$	Totals \$		
Note: INCOME - Increases are shown as positive figures. Reductions are shown as negative figures EXPENDITURE - Increases are shown as positive figures. Reductions are shown as negative figures				
2) Council Approved Budget Variations				
Since adopting the 2013/14 Budget, Council has authorised the following changes to the budget:				
3,251,135	2,426,333	(824,802)	Surplus / (Deficit) - Authorised Variations September 2013/14 Budget Review	
1,333,850	617,750	(716,100)	Surplus / (Deficit) - Authorised Variations December 2013/14 Budget Review	
91,820	130,820	39,000	Surplus / (Deficit) - Authorised Variations March 2013/14 Budget Review	
20,000	-	(20,000)	Business Assurance - Program Expenses	Authorised Council Resolution 109/14 - 10/06/2014
5,908	-	(5,908)	Business Assurance - Committee Member Costs	
25,909	-	(25,909)	Surplus / (Deficit) - Authorised Variations June 2013/14 Budget Review	
4,702,714	3,174,903	(1,527,811)	Surplus / (Deficit) - Council Approved Variations 2013/14	
3) Contra Adjustments				
Contra adjustments that have a NIL impact on Council's Budget:				
8,386,583	8,386,583	-	September 2013/14 Contra Adjustments	
777,911	777,911	-	December 2013/14 Contra Adjustments	
(801,343)	(801,343)	-	March 2013/14 Contra Adjustments	
-	3,701,260	3,701,260	Section 94 Contributions - Operating & Capital Income	Section 94 developer contributions income continued to be above budget expectations for the second half of 2013/14. This is a result of cash payments received for a number of large developments during the second half of the financial year. The income is restricted to reserve for the purpose of funding future infrastructure costs within new release areas.
3,701,260	-	3,701,260	Section 94 Developer Contributions - Transfer to Reserve	
-	605,817	605,817	Voluntary Planning Agreements - Operating & Capital Income	Voluntary Planning Agreement income continued to be above budget expectations for 2013/14. This is a result of cash payments from developers who have entered into voluntary planning agreements. The income will be restricted to reserve for the purpose of providing infrastructure which is not covered under the planning agreements.
605,817	-	605,817	Voluntary Planning Agreements - Transfer to Reserve	
1,520	(35,352)	(33,832)	Stormwater Levy Reserve - Transfer to/from Reserve	
10,000	(178,704)	(168,704)	General Fund Stormwater Reserve - Transfer to/from Reserve	Savings have been achieved in stormwater asset maintenance for 2013/14. These projects have been funded through Council's ongoing commitment to stormwater management. Savings will be returned to the Stormwater Management Levy Reserve.
(224,056)	-	(224,056)	Stormwater Levy Program - Program Expenditure	
-	1,520	1,520	Stormwater Levy Income	
(198,148)	-	(198,148)	Elderslie Link Road Construction	The majority of works for the Elderslie Link Road construction were completed in 2013/14. The Bypass intersection is expected to open in late August 2014. Savings were able to be achieved against budget for this major project with the funds returned to the Section 94 reserve.
-	(198,148)	(198,148)	Section 94 Reserve - Transfer from Reserve	
-	(192,910)	(192,910)	Plant Replacement Reserve - Transfer from Reserve	
(149,938)	-	(149,938)	Plant Replacement Program - Plant Purchases	A detailed review of Council's plant requirements resulted in a number of plant items in Council's fleet not being replaced in 2013/14. These funds have been returned to the plant replacement reserve for the replacement of existing plant.
-	42,972	42,972	Plant Replacement Program - Plant Sales	
187,782	-	187,782	Corporate Salaries - Termination Payments	This increase reflects payments made to employees upon resignation or retirement. The payments made to employees are funded from Council's ELE Reserve.
-	187,782	187,782	ELE Reserve - Transfer from Reserve	
186,201	-	186,201	Grant Reserve - Transfer to Reserve	
-	186,201	186,201	State Grant - Better Waste & Recycling Fund	In March 2014 Council resolved to participate in the Better Waste and Recycling Funds grants program. Grant funds were received by Council in May 2014, with the program not commencing until 2014/15.
148,249	-	148,249	Corporate Management - Legal Expenditure	Council has incurred expenditure during 2013/14 relating to organisational wide legal matters. This expenditure has been offset against income able to be recouped for Council's legal costs.
-	148,249	148,249	Corporate Management - Legal Income	
108,284	-	108,284	Information Technology - TRIM Implementation	Council implemented its new document management system TRIM in 2013/14. The additional costs of the implementation were funded from the Information Technology reserve.
-	108,284	108,284	Information Reserve - Transfer from Reserve	
100,820	-	100,820	Oran Park Precinct Planning	Design of Council's new Administration Centre at Oran Park has resulted in other planning requirements for the Oran Park Precinct. The costs relating to project administration for the Leisure Centre and Library are able to be funded from developer contributions.
-	100,820	100,820	Section 94 Reserve - Transfer from Reserve	

ORD02

Attachment 1

Summary of Budget Review Variations Greater Than \$15,000

Result Against Budget for Year Ending 30 June 2014

Change in Vote			Description	Comments
Expense \$	Income \$	Totals \$		
Note: INCOME - Increases are shown as positive figures. Reductions are shown as negative figures EXPENDITURE - Increases are shown as positive figures. Reductions are shown as negative figures				
81,787	-		Domestic Waste - Staffing Costs	Staffing costs and vehicle related expenditure are above budget projections primarily due to continued service expansion. Additional expenditure is offset by a reduction in disposal costs during the year. These expenditure adjustments represent less than a 1% increase in the total waste management expenditure budget for 2013/14.
60,410	-		Domestic Waste - Vehicle Operating Costs	
(99,943)	-		Domestic Waste - Disposal Fees	
(68,039)	-		Domestic Waste - Other Expenditure	
-	1,174		Domestic Waste - Income	
26,959			Domestic Waste - Transfer to/from Reserve	
78,545	-		Road Maintenance - Richardson Road	A range of restoration works along Richardson Road have been completed by Council. These restoration works were required as a result of water main construction for the Oran Park transfer main on behalf of a public authority. These works have been fully funded by the public authority.
-	78,545		Road Maintenance - Capital Contribution Income	
3,205	(59,578)		Community Infrastructure Renewal Reserve - Transfer to/from Reserve	Savings have been achieved in projects completed as part of the community infrastructure renewal program for 2013/14. Savings will be restricted to the Community Infrastructure Renewal Program reserve for future renewal works.
(59,578)	-		Community Infrastructure Renewal Program - Expenditure	
-	3,205		Community Infrastructure Renewal Program - Interest Income	
(50,000)	-		Road Maintenance - CVW / Hilder Street Intersection	This allocation is for the design of an upgraded intersection at Camden Valley Way and Hilder Street. The construction works for this intersection have been planned for 2017/18. The funds for design have been returned to the Section 94 Reserve until closer to this date.
-	(50,000)		Section 94 Reserve - Transfer from Reserve	
(38,833)	-		Rural Fire Service - Camden West Building Construction	The majority of works for the Camden West RFS Building construction were completed in 2013/14. The balance remaining yet to be claimed as capital subsidy income has been revoked to 2014/15, with \$38,833 of savings achieved not required to be claimed.
-	(38,833)		Grant Income - RFS Capital Subsidy Income	
(6,773)	-		Commercial Waste - Staffing Costs	Savings have been realised in staffing and operational expenditure in the delivery of commercial waste services throughout the LGA. The savings is restricted to the Commercial Waste Management Reserve.
(4,930)	-		Commercial Waste - Vehicle Operating Costs	
(15,596)	-		Commercial Waste - Disposal Fees	
(3,357)	-		Commercial Waste - Other Expenditure	
-	7,999		Commercial Waste - Income	
38,655	-		Commercial Waste - Transfer to/from Reserve	
37,460	-		Section 94 Reserve - Transfer to Reserve	Revenue from Section 94 interest on investments remained above budget expectations during the second half of 2013/14. This is a result of the receipt of a number of significant cash payments during this period. The income is restricted to reserve for the purpose of funding future infrastructure costs within new release areas for which the contributions were collected.
-	37,460		Section 94 Contributions - Interest on Investments	
10,096	(32,804)		Family Day Care - Transfer to/from Reserve	Council's family day care operations is self funding with the result against budget transferred to/from the family day care reserve. The variation in 2013/14 is primarily attributed to the operational grant and parent levy income exceeding budget expectations.
(7,832)			Family Day Care - Other Operational Expenses	
-	18,881		Family Day Care - Fees & Other Income	
-	16,187		Family Day Care - Operational Grant Income	
31,014	-		DCP Reserve - Transfer to Reserve	Under the funding conditions of the Development Assessment Agreement with the Department of Planning, Council must restrict any interest income generated from the investment of the funds for the purpose of the project.
-	31,014		DCP - Interest on Investments	
19,710	-		Information Technology - Software Support	Costs incurred for account support with Council's software provider is funded from the Information Technology reserve.
-	19,710		Information Reserve - Transfer from Reserve	
4,510,751	4,510,751	-	June 2013/14 Contra Adjustments	
12,873,902	12,873,902	-	Total Contra Variations 2013/14	

ORD02

Attachment 1

Summary of Budget Review Variations Greater Than \$15,000

Result Against Budget for Year Ending 30 June 2014

Change In Vote			Description	Comments
Expense \$	Income \$	Totals \$		
Note: INCOME - Increases are shown as positive figures. Reductions are shown as negative figures EXPENDITURE - Increases are shown as positive figures. Reductions are shown as negative figures				
4) Revotes for the 2013/14 Year to be included in the 2014/15 Budget				
Budget adjustments which have are proposed to be carried forward into the 2014/15 Budget:				
(810,000)	(810,000)	-	Total Revotes Identified for September Period	
(2,150,000)	(2,150,000)	-	Total Revotes Identified for December Period	
(6,488,800)	(6,488,800)	-	Total Revotes Approved from March Period	
(5,649,505)	(5,649,505)	-	June Approved Revote Adjustments	Authorised Council Resolution 179/14 - 09/09/2014
(5,649,505)	(5,649,505)	-	Total Revotes Approved from June Period	
(1,158,801)	(1,158,801)		Less: Revotes Shown as Expenses	
(6,808,306)	(6,808,306)	-	Total Revotes Approved from June Period	
(16,257,106)	(16,257,106)	-	Total Revotes Proposed 2013/14	

Reconciliation to 'Result Against Budget for Year Ending 30 June 2014'

2012/13 Carried Forward Working Funds Balance	1,000,000	
2013/14 Adopted Budget Surplus	-	
Available Working Funds 01/07/13	1,000,000	
Less:		
Minimum Desired Level	(1,000,000)	
Total Funds Available	-	Total Available Working Funds as at 01/07/2013
September Review	824,802	Significant Budget Variations
	(824,802)	Council Approved Variations
	-	Budget Contra Variations
	-	Budget Revotes (Carry-Overs)
	-	Sub Total - September Review Variations
	-	Total Available Working Funds as at 30/09/2013
December Review	716,100	Significant Budget Variations
	(716,100)	Council Approved Variations
	-	Budget Contra Variations
	-	Budget Revotes (Carry-Overs)
	-	Sub Total - December Review Variations
	-	Total Available Working Funds as at 31/12/2013
March Review	707,493	Significant Budget Variations
	(707,493)	Council Approved Variations
	-	Budget Contra Variations
	-	Budget Revotes (Carry-Overs)
	-	Sub Total - March Review Variations
	-	Total Available Working Funds as at 31/03/2014
June Review	3,191,507	Significant Budget Variations
	(25,909)	Council Approved Variations
	-	Budget Contra Variations
	-	Budget Revotes (Carry-Overs)
	3,165,598	Sub Total - June Review Variations
	-	Total Available Working Funds as at 30/06/2014

2013/14 - 2016/17 Revised Delivery Program - List of Unfunded Works & Services

As at 30 June 2014

LOCAL SERVICE	KEY SUPPORT STRATEGY	PROJECT DESCRIPTION	REC/ NON-REC	CURRENT ESTIMATE	RESPONSIBILITY CENTRE	INCLUDED IN LTSP
Development Control	Workforce Planning	Development - Additional Staff Member	Y	\$54,100	Development	Y
Development Control Total				\$54,100		
Heritage Protection	Operational Increase	Heritage Week	Y	\$5,000	Strategic Planning	N
Heritage Protection	Operational Increase	Heritage Grants Scheme	Y	\$20,000	Strategic Planning	N
Heritage Protection	Operational Increase	Heritage Management Plans (council owned properties)	N	\$60,000	Strategic Planning	N
Heritage Protection	Operational Increase	Heritage Study Review	N	\$80,000	Strategic Planning	N
Heritage Protection	Operational Increase	Aboriginal Heritage Study	N	\$150,000	Strategic Planning	N
Heritage Protection	Workforce Planning	Strategic Planning - Additional Staff Member	Y	\$102,900	Strategic Planning	Y
Heritage Protection Total				\$417,900		
Urban & Rural Planning	Operational Increase	Rural Lands Review	N	\$40,000	Strategic Planning	N
Urban & Rural Planning	Operational Increase	Scenic and Cultural Landscape Study	N	\$50,000	Strategic Planning	N
Urban & Rural Planning	Workforce Planning	Capital Works - Additional Staff Member	Y	\$118,600	Capital Works	Y
Urban & Rural Planning	Workforce Planning	Strategic Planning - Additional Staff Member	Y	\$66,300	Strategic Planning	Y
Urban & Rural Planning	Workforce Planning	Strategic Planning - Additional Staff Member	Y	\$102,900	Strategic Planning	Y
Urban & Rural Planning	Operational Increase	Planning Reform Implementation	N	\$50,000	Strategic Planning	N
Urban & Rural Planning Total				\$417,800		
Waste Services	Capital Upgrades	Depot Expansion (Additional Staff Accommodation)	N	\$1,415,000	Environment & Health	N
Waste Services	Workforce Planning	Environment & Health - Additional Staff Member	Y	\$91,600	Environment & Health	Y
Waste Services	Workforce Planning	Environment & Health - Additional Staff Member	Y	\$68,500	Environment & Health	Y
Waste Services	Workforce Planning	Environment & Health - Additional Staff Member	Y	\$68,500	Environment & Health	Y
Waste Services Total				\$1,653,600		
Regulating the Use of Public Areas	Workforce Planning	Environment & Health - Additional Staff Member	Y	\$84,600	Environment & Health	Y
Regulating the Use of Public Areas	Capital Upgrades	Digital Infringement Devices	N	\$45,000	Environment & Health	N
Regulating the Use of Public Areas	Workforce Planning	Environment & Health - Additional Staff Member	Y	\$84,600	Environment & Health	Y
Regulating the Use of Public Areas Total				\$214,200		
Public Health	Workforce Planning	Environment & Health - Additional Staff Member	Y	\$102,800	Environment & Health	Y
Public Health Total				\$102,800		
Protection of the Natural Environment	Operational Increase	Drainage Infrastructure - Additional Maintenance Request	Y	\$115,000	Asset Management	N
Protection of the Natural Environment	Operational Increase	Fauna Management - Control of non companion feral animals	Y	\$5,000	Asset Management	N
Protection of the Natural Environment	Workforce Planning	Environment & Health - Additional Staff Member	Y	\$102,800	Environment & Health	Y
Protection of the Natural Environment	Workforce Planning	ESD - Additional Staff Member	Y	\$107,300	ESD	Y
Protection of the Natural Environment	Workforce Planning	ESD - Additional Staff Member	Y	\$102,800	ESD	Y
Protection of the Natural Environment	Capital Upgrades	Camden Residential Area - Stormwater Drainage Upgrade	Y	\$108,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Camden South - Stormwater Drainage Upgrade	Y	\$108,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Marion Avenue - Stormwater Channel Improvements (design)	N	\$50,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Matthew Reserve Drainage Improvements	N	\$80,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Wilson Crescent Drainage Improvements	N	\$15,000	ESD	N
Protection of the Natural Environment	Operational Increase	Flood Plain Committee reviews and meeting with external bodies	Y	\$2,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Byron Rd/Rickard Rd Intersection Drainage Improvements	N	\$90,000	ESD	N
Protection of the Natural Environment	Operational Increase	Manage Australia's White Ibis population within the LGA	Y	\$8,000	ESD	N
Protection of the Natural Environment	Operational Increase	Narran Creek/Nepean River Flood Risk Management Study	N	\$208,000	ESD	N
Protection of the Natural Environment	Operational Increase	ESD - Conferences/Training	Y	\$3,000	ESD	N
Protection of the Natural Environment	Operational Increase	Environmental Awareness and Education activities	Y	\$50,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Harrington Park Lake 3a Spillway and Augmentation	N	\$158,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Harrington Park Flood Mitigation Design	N	\$108,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Harrington Park 3C Vane GPT	N	\$80,000	Capital Works	N
Protection of the Natural Environment	Capital Upgrades	Currans Hill Flood Mitigation Works	Y	\$208,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Mount Ararat Flood Mitigation Works	Y	\$208,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Elderslie Flood Mitigation Works	Y	\$108,000	ESD	N
Protection of the Natural Environment	Workforce Planning	Asset Management - Additional Staff Member	Y	\$113,800	Asset Management	Y
Protection of the Natural Environment	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Protection of the Natural Environment	Workforce Planning	ESD - Additional Staff Member	Y	\$91,600	ESD	Y
Protection of the Natural Environment	Workforce Planning	ESD - Additional Staff Member	Y	\$82,600	ESD	Y
Protection of the Natural Environment	Capital Upgrades	Marion Ave - Stormwater Channel Improvements (construction)	N	\$358,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Harrington Park Flood Mitigation Construction	N	\$608,000	ESD	N
Protection of the Natural Environment	Capital Upgrades	Churchill Reserve Narran Vale Gross Pollutant Traps	N	\$158,000	ESD	N
Protection of the Natural Environment	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Protection of the Natural Environment Total				\$3,671,100		
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Asset Management	Parks & Reserves - Asset Renewal	Y	\$29,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Reserves - Additional Maintenance Request	Y	\$178,500	Asset Management	N
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$107,300	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$58,600	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$117,100	Asset Management	Y
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$60,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$20,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Ute - Sportsfield and infrastructure maintenance	N	\$80,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Ute - Sportsfield and infrastructure maintenance (running costs)	Y	\$8,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Large Sportsfields Mower Transport Truck	N	\$118,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Large Sportsfields Mower Transport (running costs)	Y	\$20,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Vehicle for pressure cleaning team	N	\$80,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Vehicle for pressure cleaning team (running costs)	Y	\$20,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Ute - Outdoor cleaning	N	\$30,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Ute - Outdoor cleaning (running costs)	Y	\$11,000	Asset Management	N
Parks & Playgrounds	Asset Management	Replace boundary picket fence at Birnie sporting oval	N	\$108,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Onslow Oval - Replace Boltons	N	\$48,000	Asset Management	N

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Attachment 2

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LOCAL SERVICE	KEY SUPPORT STRATEGY	PROJECT DESCRIPTION	REC/ NON-REC	CURRENT ESTIMATE	RESPONSIBILITY CENTRE	INCLUDED IN LTSP
Parks & Playgrounds	Capital Upgrades	Oxlow Oval - Replace picket fence	N	\$40,000	Asset Management	N
Parks & Playgrounds	Asset Management	Oxlow Oval - Repairs to Rotunda	N	\$40,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Tractor and implements	N	\$115,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Tractor and implements (running costs)	Y	\$55,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Lighting, Shade & Landscaping at Kilkham Park Skate Facility	N	\$90,000	Community Services	N
Parks & Playgrounds	Capital Upgrades	Catherine Fields Lighting of Oval	N	\$190,000	Community Services	N
Parks & Playgrounds	Capital Upgrades	Lepington Oval - Irrigation Improvements	N	\$80,000	Community Services	N
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Capital Upgrades	Embellishment of Rheinbergers Hill	N	\$250,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Reserve Lighting - Southdown Road	N	\$30,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Sportfield Mower	N	\$115,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Sportfield Mower (running costs)	Y	\$53,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$110,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$68,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$60,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$20,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$110,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$68,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$110,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$68,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$110,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$68,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Floodlighting Rossmore Oval	N	\$150,000	Community Services	N
Parks & Playgrounds	Capital Upgrades	LGA Playground Equipment - Installation of Shade Structures	Y	\$700,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Camden LGA Athletics Track	N	\$3,000,000	Community Services	N
Parks & Playgrounds	Capital Upgrades	Catherine Fields Reserve - Stage 2 Improvements	N	\$110,000	Community Services	N
Parks & Playgrounds	Capital Upgrades	New Recreation Facilities at Ferguson's Land	N	\$4,500,000	Community Services	N
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$78,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$107,300	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$78,100	Asset Management	Y
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Tractor and implements	Y	\$100,000	Asset Management	N
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Parks & Playgrounds	Workforce Planning	Asset Management - Additional Staff Member	Y	\$107,300	Asset Management	Y
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$110,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$68,000	Asset Management	N
Parks & Playgrounds	Capital Upgrades	Parks & Gardens - Vehicle & Plant for New Team	N	\$110,000	Asset Management	N
Parks & Playgrounds	Operational Increase	Parks & Gardens - Vehicle & Plant for New Team (Running Costs)	Y	\$68,000	Asset Management	N
Parks & Playgrounds Total				\$10,995,990		
Environmental Activities	Workforce Planning	ESD - Additional Staff Member	Y	\$87,200	ESD	Y
Environmental Activities	Workforce Planning	ESD - Additional Staff Member	Y	\$87,000	ESD	Y
Environmental Activities	Capital Upgrades	Installation of DCMs in Council buildings	N	\$100,000	Asset Management	N
Environmental Activities Total				\$305,200		
Appearance of Public Areas	Operational Increase	Street Tree Planting Program - Camden to Narellan	N	\$25,000	Asset Management	N
Appearance of Public Areas	Operational Increase	Increase in Street Sweeping budget	Y	\$55,000	Asset Management	N
Appearance of Public Areas	Workforce Planning	ESD - Additional Staff Member	Y	\$37,000	ESD	Y
Appearance of Public Areas	Operational Increase	Priority Tree Removal - Program Continuation	Y	\$80,000	ESD	N
Appearance of Public Areas	Capital Upgrades	New Toilets at Nepean Showway	N	\$110,000	Capital Works	N
Appearance of Public Areas Total				\$307,000		
Economic Development	Workforce Planning	Strategic Planning - Additional Staff Member	Y	\$102,900	Strategic Planning	Y
Economic Development Total				\$102,900		
Tourism	Capital Upgrades	Council contribution to Regional VIC	N	\$1,250,000	Employee & Customer Service	N
Tourism	Operational Increase	Council contribution to Regional VIC - recurrent operations	Y	\$875,000	Employee & Customer Service	N
Tourism Total				\$2,125,000		
Management of Significant Places	Capital Upgrades	Camden Town Centre Strategy - Primary Street Upgrades	N	\$4,493,000	Capital Works	N
Management of Significant Places	Capital Upgrades	Camden Town Centre Strategy - Footpath Widening	N	\$570,000	Capital Works	N
Management of Significant Places	Capital Upgrades	Camden Town Centre Strategy - Secondary Street Upgrades	N	\$3,930,000	Capital Works	N
Management of Significant Places Total				\$9,000,000		
Transport Options	Capital Upgrades	Old Hume Highway - footpath links to bus stops	N	\$50,000	ESD	N
Transport Options	Capital Upgrades	Cobbitty Road - Footpath construction and pedestrian refuge	N	\$60,000	ESD	N
Transport Options	Capital Upgrades	Coghil Street - footpath at primary school with culvert crossing	N	\$50,000	ESD	N
Transport Options	Capital Upgrades	Cawdor Road - Cycleway Extension	N	\$300,000	ESD	N
Transport Options	Workforce Planning	ESD - Additional Staff Member	Y	\$118,600	ESD	Y

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LOCAL SERVICE	KEY SUPPORT STRATEGY	PROJECT DESCRIPTION	REC/ NON-REC	CURRENT ESTIMATE	RESPONSIBILITY CENTRE	INCLUDED IN LTSP
Construction & Maintenance of Infrastructure	Workforce Planning	Asset Management - Additional Staff Member	Y	\$102,800	Asset Management	Y
Construction & Maint. of Infrastructure Total				\$18,054,896		
Recreation Services & Facilities	Operational Increase	Community Facility external landscaping appearance	N	\$90,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Corporate Facilities booking systems	N	\$60,000	Community Services	N
Recreation Services & Facilities	Operational Increase	Walking Track Strategy and Cycleway Strategy review	N	\$98,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	BEP internal road improvements	N	\$45,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Repair to Timber decking Equestrian Park	N	\$10,000	Asset Management	N
Recreation Services & Facilities	Asset Management	Cycleway Harrington Park Lake - Replace portion of path	N	\$308,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Wandamah Reserve field reconstruction	N	\$248,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Fairfax Oval - Sports field drainage	N	\$158,000	Asset Management	N
Recreation Services & Facilities	Asset Management	Painting of Fairfax Reserve Amenities / Meeting Room	N	\$10,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Birimba - Sports field Drainage system	N	\$158,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Belgeny - Sports field Reconstruction	N	\$523,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	LGA Sportsfields - Goal post replacements	Y	\$9,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Playground replacements - various locations	Y	\$108,000	Asset Management	N
Recreation Services & Facilities	Asset Management	MALC - Wall paneling - sauna and steam room	N	\$8,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - 2 pump system for each pool	N	\$80,000	Community Services	N
Recreation Services & Facilities	Workforce Planning	Community Services - Additional Staff Member	Y	\$102,900	Community Services	Y
Recreation Services & Facilities	Operational Increase	MALC - Disaster Recovery plan	N	\$40,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	BEP - Additional Funds Request Improvement Program year 1	N	\$235,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	BEP Committee Requests Year 2	N	\$352,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Camden Town Farm Infrastructure and Development	N	\$198,000	Community Services	N
Recreation Services & Facilities	Operational Increase	Camden Town Farm - Annual contribution to committee	Y	\$25,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Fairfax Reserve - 4 fitness stations	N	\$62,500	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Kirribra Park - additional toilet block	N	\$164,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Oxlow park - floodlight control system "Barrinator"	N	\$13,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Telephones system	N	\$8,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Plant - 24HL Carbon dioxide vessels - Air Liquid	N	\$6,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Cool room	N	\$12,000	Community Services	N
Recreation Services & Facilities	Operational Increase	Develop landscape masterplans and designs eg POM's	N	\$30,000	Community Services	N
Recreation Services & Facilities	Operational Increase	Open Space Strategy	N	\$70,000	Community Services	N
Recreation Services & Facilities	Operational Increase	Recreation facility promotion material	N	\$30,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Camden LGA - additional cricket wickets	N	\$70,000	Community Services	N
Recreation Services & Facilities	Operational Increase	Review Existing Plan of Management of BEP	N	\$60,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Elizabeth Reserve - field fencing	N	\$50,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Fitness equipment - Kirribra & Birimba Reserve	N	\$98,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Fairfax Reserve - seating and upgrade front of amenities garden	N	\$20,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Jack Nash reserve - sealing and seating in front of amenities	N	\$20,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Nott Oval - Sports field improvement	N	\$158,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Elizabeth Reserve - Sports field improvements	N	\$158,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	Lepington Oval - Sports field improvement	N	\$108,000	Asset Management	N
Recreation Services & Facilities	Capital Upgrades	BEP committee Year 3 and 4 requests	N	\$408,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Lighting upgrade - Ros Dale - Fields 3 & 4	N	\$118,900	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Kirribra Pk - seal and line mark access rd to skate park area	N	\$77,600	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Oxlow Park - replacement of picnic shelter tables	N	\$50,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Narellan Park - complete sealing of access road and carpark	N	\$153,600	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Plant room - 25m foot valve	N	\$5,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - 25m pool - 25m foot valve	N	\$8,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Leisure pool - Lens/Prog foot valve	N	\$5,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Leisure pool - expansion joints	N	\$30,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Leisure pool - wet deck gutters	N	\$25,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Program Pool - expansion joints	N	\$20,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Program Pool - wet deck gutters	N	\$6,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Spa plant room - Spa UV chamber	N	\$10,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Spa reticulation piping	N	\$5,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Spa plant room - Spa main switchboard	N	\$10,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Apac Duct split - Offices	N	\$10,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Apac Duct split - gym circuit room	N	\$24,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Apac Duct split - creche	N	\$8,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Apac Duct split - Youth drop in	N	\$7,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Apac Duct split - Cafe/Kiosk	N	\$8,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Apac Package unit - Aerobic exercise	N	\$24,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Additional field at Narellan Park to form second field	N	\$1,098,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Camden LGA - seating & shade at various sportgrounds	N	\$108,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Cut Hill reserve - main entrance to improve safety	N	\$80,000	Community Services	N
Recreation Services & Facilities	Operational Increase	Community facility signage x 9 venues	N	\$14,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Pool inflatable	N	\$10,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Gym office - stereo,amp,mic, receiver	N	\$12,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Lighting upgrade - Couparture Reserve	N	\$177,100	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Lighting upgrade - Narellan Park - Junior Field	N	\$109,700	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Main plant room - 25m UV control panel	N	\$20,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Main plant room - 25m pool water heaters	N	\$45,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Main plant room - Lens/Prog UV control panel	N	\$20,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Main plant room - Butterfly valve lever handle	N	\$8,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Main plant room - Ball valves	N	\$1,600	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Leisure pool - large fibreglass pool slide	N	\$15,000	Community Services	N

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LOCAL SERVICE	KEY SUPPORT STRATEGY	PROJECT DESCRIPTION	REC/ NON-REC	CURRENT ESTIMATE	RESPONSIBILITY CENTRE	INCLUDED IN LTSP
Recreation Services & Facilities	Capital Upgrades	MALC - Window frames	N	\$10,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Door frames	N	\$5,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Bi-fold doors	N	\$20,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	MALC - Fire hose reels	N	\$7,500	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Ron Dine fields 3 and 4 floodlights	N	\$100,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Redevelopment of Kirkham park Netball to Tennis complex	N	\$500,000	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Lighting - Cat Hill reserve	N	\$131,100	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Rossmore Reserve - drainage and vehicle barriers	N	\$16,300	Community Services	N
Recreation Services & Facilities	Capital Upgrades	Rossmore Reserve - relocation of southern entrance road	N	\$12,700	Community Services	N
Recreation Services & Facilities Total				\$7,079,500		
Community & Cultural Development	Workforce Planning	Community Services - Additional Staff Member	Y	\$102,800	Community Services	Y
Community & Cultural Development	Workforce Planning	Community Services - Additional Staff Member	Y	\$87,100	Community Services	Y
Community & Cultural Development	Operational Increase	Cultural Development - Public Art Planning and Cultural Activity	Y	\$25,000	Community Services	N
Community & Cultural Development	Operational Increase	Community program funds for community development	Y	\$31,400	Community Services	N
Community & Cultural Development	Workforce Planning	Community Services - Additional Staff Member	Y	\$102,800	Community Services	Y
Community & Cultural Development	Workforce Planning	Community Services - Additional Staff Member	Y	\$102,800	Community Services	Y
Community & Cultural Development	Workforce Planning	Community Services - Additional Staff Member	Y	\$102,800	Community Services	Y
Community & Cultural Development Total				\$554,800		
Community Support Facilities & Services	Operational Increase	Removal of spoil from Camden Cemetery	N	\$120,000	Asset Management	N
Community Support Facilities & Services	Workforce Planning	Asset Management - Additional Staff Member	Y	\$157,600	Asset Management	Y
Community Support Facilities & Services	Capital Upgrades	Vehicle for Carefree Cemetery maintenance team	N	\$100,000	Asset Management	N
Community Support Facilities & Services	Operational Increase	Narellan Community Hall - lockers	N	\$3,000	Asset Management	N
Community Support Facilities & Services	Asset Management	Harrington Park Community Hall - remove & re-lay pavers	N	\$10,000	Asset Management	N
Community Support Facilities & Services	Capital Upgrades	Security Screens to windows at Jumbunna	N	\$7,500	Asset Management	N
Community Support Facilities & Services	Capital Upgrades	Community Facilities - Guards for downpipes to reduce vandalism	N	\$10,000	Asset Management	N
Community Support Facilities & Services	Capital Upgrades	Roof Safety for Community Buildings	N	\$100,000	Asset Management	N
Community Support Facilities & Services	Capital Upgrades	Narellan Community Hall - provision of shade area	N	\$12,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Timber flooring at Catherine Fields Community Hall	N	\$50,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Jack Nash Reserve - Improvements to Amenities Building	N	\$35,000	Capital Works	N
Community Support Facilities & Services	Workforce Planning	Community Services - Additional Staff Member	Y	\$69,000	Community Services	Y
Community Support Facilities & Services	Workforce Planning	Community Services - Additional Staff Member	Y	\$26,300	Community Services	Y
Community Support Facilities & Services	Capital Upgrades	Community Facilities - Audio Visual Equipment	N	\$50,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Camden Civic Centre - install sound bafflers	N	\$20,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Camden Civic Centre - Sound, lighting, technology	N	\$22,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Civic Centre - Digital Cash Register for Automatic Bar Stocktake	N	\$8,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Refurbishment of Civic Centre toilets	N	\$157,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Civic Centre Upgrade - Investigation & Concept Designs	N	\$33,500	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Civic Centre - Major Refurbishments	N	\$750,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Civic Centre Generator	N	\$68,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Camden Town Farm - construction of Miss Davies Walk	N	\$80,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Camden Town Farm - Restore old Chinese gardens irrigation storage wells	N	\$18,800	Community Services	N
Community Support Facilities & Services	Operational Increase	Cultural Development - civic centre events	Y	\$32,000	Community Services	N
Community Support Facilities & Services	Operational Increase	Civic Centre - Concierge	Y	\$5,000	Community Services	N
Community Support Facilities & Services	Operational Increase	Public Art - Community Project	N	\$20,000	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Camden Cemetery works	Y	\$2,570,000	ISO	N
Community Support Facilities & Services	Operational Increase	Civic Centre - External Signage	N	\$5,000	Community Services	N
Community Support Facilities & Services	Operational Increase	Civic Centre - Promotional Billboard	N	\$5,000	Community Services	N
Community Support Facilities & Services	Operational Increase	Lappington Progress Association - Annual Subsidy Increase	Y	\$600	Community Services	N
Community Support Facilities & Services	Capital Upgrades	Harrington Reserve - Second storey Clubroom	N	\$350,000	Capital Works	N
Community Support Facilities & Services	Workforce Planning	Community Services - Additional Staff Member	Y	\$70,800	Community Services	Y
Community Support Facilities & Services Total				\$4,918,700		
Community Safety	Workforce Planning	Community Services - Additional Staff Member	Y	\$93,700	Community Services	Y
Community Safety Total				\$93,700		
Community Events	Operational Increase	Local Government Week	Y	\$2,000	Employee & Customer Service	N
Community Events	Operational Increase	Events Officer - Motor Vehicle	Y	\$15,000	Employee & Customer Service	N
Community Events Total				\$17,000		
Library Services	Operational Increase	Narellan Library Community Rooms - Reception Desk Security Improvement	N	\$5,000	Asset Management	N
Library Services	Operational Increase	Narellan Library Community Rooms - Glass Security Doors	N	\$4,000	Asset Management	N
Library Services	Operational Increase	Sunday Operation Camden Library Service -4 Hours	Y	\$46,500	Community Services	N
Library Services	Capital Upgrades	Narellan Library Plaza - Large Shade Tree	N	\$22,700	Community Services	N
Library Services	Operational Increase	Libraries - Seniors Program	Y	\$2,000	Community Services	N
Library Services Total				\$80,200		
Stewardship of Community Resources	Operational Increase	Corporate Planning Program Costs	Y	\$4,000	Strategic Planning	N
Stewardship of Community Resources	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$102,900	Corporate Services	Y
Stewardship of Community Resources	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$125,400	Corporate Services	Y
Stewardship of Community Resources	Workforce Planning	Executive Management - Additional Staff Member	Y	\$118,600	General Manager	Y
Stewardship of Community Resources Total				\$350,900		
Community Engagement	Operational Increase	Community Engagement Program Costs (annual)	Y	\$10,000	Strategic Planning	N
Community Engagement Total				\$10,000		
Community Information	Operational Increase	Additional Events Advertising	Y	\$5,000	Employee & Customer Service	N
Community Information	Operational Increase	Social Media Advertising	Y	\$5,000	Employee & Customer Service	N
Community Information	Operational Increase	Bi-monthly publication of Let's Connect	Y	\$8,400	Employee & Customer Service	N
Community Information	Operational Increase	Public Relations Officer - Motor Vehicle	Y	\$15,000	Employee & Customer Service	N
Community Information	Capital Upgrades	Call Centre Technology Improvements (New Admin Bldg)	N	\$450,000	Employee & Customer Service	N
Community Information Total				\$148,400		
Corporate Support Services	Workforce Planning	Asset Management - Additional Staff Member	Y	\$69,000	Asset Management	Y

ORD02

Attachment 2

2013/14 - 2016/17 Revised Delivery Program - List of Unfunded Works & Services

As at 30 June 2014

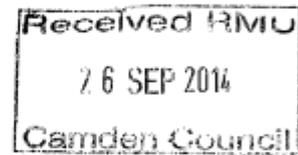
LOCAL SERVICE	KEY SUPPORT STRATEGY	PROJECT DESCRIPTION	REC/ NON-REC	CURRENT ESTIMATE	RESPONSIBILITY CENTRE	INCLUDED IN LTSP
Corporate Support Services	Workforce Planning	Asset Management - Additional Staff Member	Y	\$68,000	Asset Management	Y
Corporate Support Services	Capital Upgrades	Works Depot - Extension from 1 bay to 2 bays, & lift in elevation	N	\$138,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Workshop extended at rear	N	\$148,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Workshop extended at the front	N	\$156,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Driveway for a second entry	N	\$90,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Handrail	N	\$25,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Spill and Runoff study	N	\$20,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - AC Works	N	\$15,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Provision of amenities	N	\$60,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Vehicle parking - seal existing parking areas	N	\$36,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Vehicle parking - tree removal	N	\$30,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Works Depot - Staff Parking Extension	N	\$25,000	Asset Management	N
Corporate Support Services	Capital Upgrades	Buildings - Works Depot Security Upgrade	N	\$15,000	Asset Management	N
Corporate Support Services	Operational Increase	Buildings - Asbestos Management plan	N	\$28,000	Asset Management	N
Corporate Support Services	Operational Increase	Buildings - New Maintenance Request - Cut Hill Reserve Amenities	Y	\$8,000	Asset Management	N
Corporate Support Services	Operational Increase	Buildings - Additional Cleaning Hours	Y	\$17,000	Asset Management	N
Corporate Support Services	Asset Management	Buildings - Additional Maintenance Request	Y	\$56,600	Asset Management	N
Corporate Support Services	Capital Upgrades	Rainwater Tanks for Council Buildings	N	\$32,000	Asset Management	N
Corporate Support Services	Asset Management	Buildings - Asset Renewal	Y	\$55,800	Asset Management	N
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$90,200	Corporate Services	Y
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$71,300	Corporate Services	Y
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$37,000	Corporate Services	Y
Corporate Support Services	Operational Increase	Employee Relations - Increase in Branch Specific Training	Y	\$70,000	Employee & Customer Service	N
Corporate Support Services	Operational Increase	Employee Relations - Recruitment Advertising Costs	Y	\$40,000	Employee & Customer Service	N
Corporate Support Services	Operational Increase	E Learning Induction Program	Y	\$40,000	Employee & Customer Service	N
Corporate Support Services	Operational Increase	Careers Expos and Trade Shows	Y	\$10,000	Employee & Customer Service	N
Corporate Support Services	Operational Increase	Risk Management Program Costs	Y	\$10,000	Employee & Customer Service	N
Corporate Support Services	Operational Increase	Electronic Performance Management System	Y	\$25,000	Employee & Customer Service	N
Corporate Support Services	Operational Increase	Risk Management Action Plan	Y	\$30,000	Employee & Customer Service	N
Corporate Support Services	Operational Increase	Scanning Design plans	N	\$50,000	ESD	N
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$87,200	Corporate Services	Y
Corporate Support Services	Operational Increase	Property Insurance Asset Valuation	Y	\$57,600	Employee & Customer Service	N
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$87,200	Corporate Services	Y
Corporate Support Services	Workforce Planning	Asset Management - Additional Staff Member	Y	\$37,000	Asset Management	Y
Corporate Support Services	Workforce Planning	Asset Management - Additional Staff Member	Y	\$52,100	Asset Management	Y
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$91,600	Corporate Services	Y
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$66,500	Corporate Services	Y
Corporate Support Services	Workforce Planning	Employee & Customer Service - Additional Staff Member	Y	\$125,400	Employee & Customer Service	Y
Corporate Support Services	Workforce Planning	Employee & Customer Service - Additional Staff Member	Y	\$98,100	Employee & Customer Service	Y
Corporate Support Services	Workforce Planning	Corporate Services - Additional Staff Member	Y	\$87,200	Corporate Services	Y
Corporate Support Services	Workforce Planning	Employee & Customer Service - Additional Staff Member	Y	\$78,600	Employee & Customer Service	Y
Corporate Support Services	Workforce Planning	Asset Management - Additional Staff Member	Y	\$57,000	Asset Management	Y
Corporate Support Services	Workforce Planning	Employee & Customer Service - Additional Staff Member	Y	\$82,600	Employee & Customer Service	Y
Corporate Support Services	Workforce Planning	Employee & Customer Service - Additional Staff Member	Y	\$96,100	Employee & Customer Service	Y
Corporate Support Services Total				\$2,228,900		
Grand Total				\$71,203,500		

ORD02

Attachment 2

26th September 2014

The Mayor
Camden Council
John Street
CAMDEN NSW 2570



RE: Request for funding for COWA at Camden Town Farm

Dear Madam Mayor,

At the most recent meeting of the 355 Committee responsible for the management of the Miss Llewella Davies Camden Town Farm, the Committee resolved to request from Camden Council a financial contribution of \$30,000.00 towards the construction of the proposed COWA on the Town Farm.

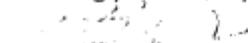
The COWA will serve as a multi-use facility for the community, rural education, functions, markets, events and general hire. It will also serve as a backstop for the growing number of outdoor events being held on the Farm, in case of inclement weather and will generate revenue on an ongoing basis.

The Committee has prepared a development application, which is ready to lodge. Quotations have been received and the cost of the basic roof structure is in the range of \$69,000.00 including GST. In addition to Council's contribution, the Committee has submitted a Community Building Partnerships Grant Application for \$20,000.00 and hopes to receive a favourable outcome from the NSW Government. The remaining \$20,000.00 of the costs will be met by the 355 Committee which has been working towards this project for many years. The water is nearby and electrical connection has been extended to the site at a cost of \$7,000.00 paid by the Committee.

The Committee envisages significant in-kind contributions to the project with electrical, surveying, landscaping and any on-site works from local organisations with the Macarthur Lions Club committing to landscaping (\$6,000.00), some picnic tables and maintenance works on an ongoing basis. Young Rotarians are also committed to assist. A concrete floor may be added as soon as sufficient funds allow, the estimated costs of a 150mm concrete slab floor is \$56,000.00 with the Committee looking to an additional partnering arrangement between local business, Committee and Government in subsequent years.

The Committee is pleased to present this project to you for consideration on this important Council asset.

Thanking you in anticipation of your support,


Tony Biffin,
Vice President.

For and on behalf of the Camden Town Farm 355 Management Committee.

ORD02

Attachment 3

ORD03

Attachment 1

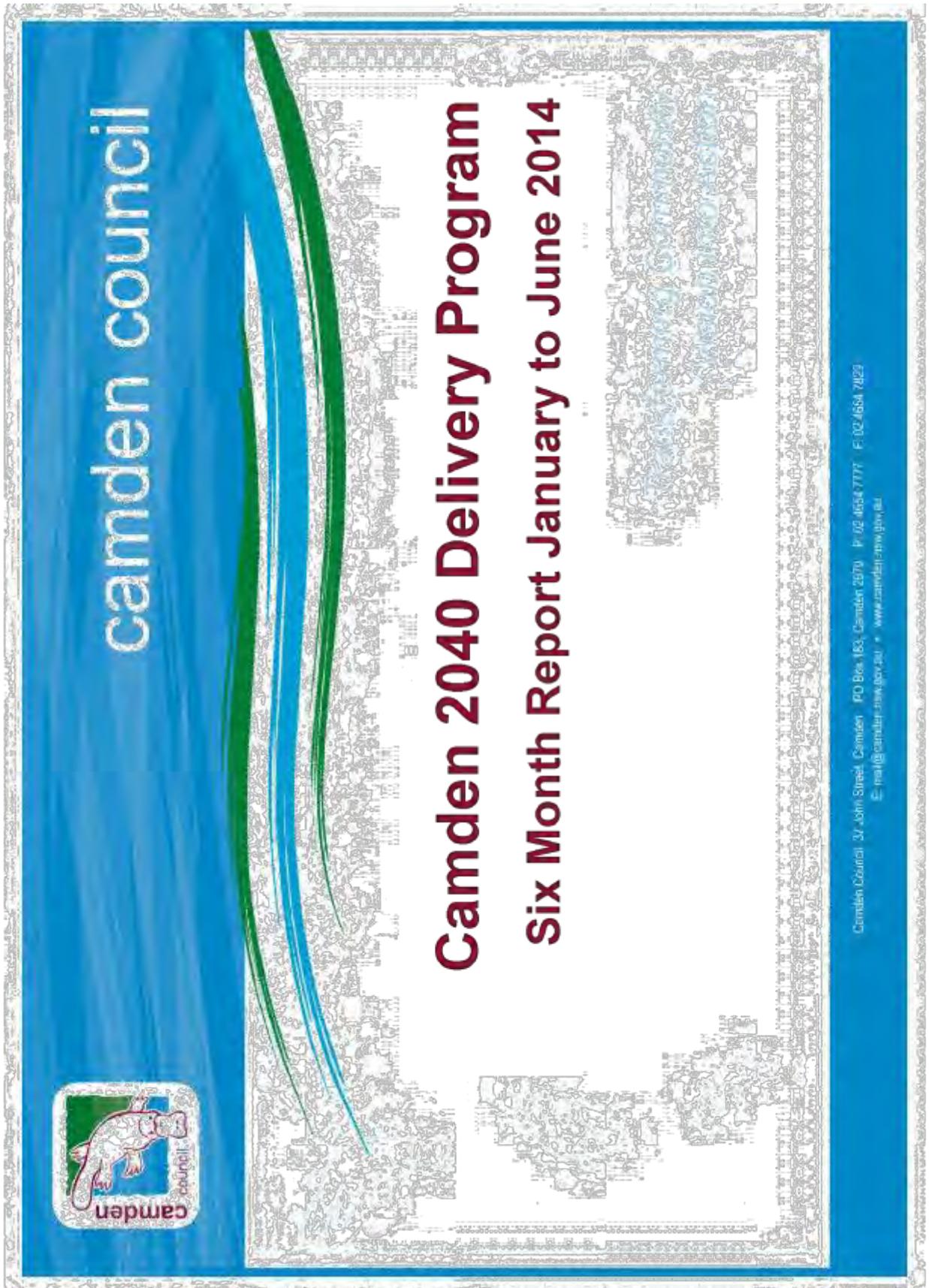


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Introduction

Council's Delivery Program details the range of activities that Council undertakes in order to deliver its part of *Camden 2040* – the long term strategic vision and plan for the Camden area.

Council is required to report its performance in these activities to the community on a six-monthly basis – January to June, and then July to December of each year.

Council measures its performance in these activities through the use of Indicators, which provide a snapshot of Councils progress towards achieving its stated objectives, and where further attention is required.

The intention of the 6 Month Delivery Program report is to provide both the elected Council and the wider community detailed commentary around Council activities.

When reading this report, it is important to note that there will be some activities that do not have previous commentary to compare between periods; this is a result of Council reviewing the annual Operational Plan and Budget and the introduction of new priority activities. These activities will have comparison updates in the next reporting period.

Council also continues to review its suite of Delivery Program Success Indicators. This ongoing review process aims to introduce new indicators (where a gap is identified), to refine or remove existing indicators that are no longer useful / meaningful and to enhance and strengthen those indicators that could be improved. Furthermore, there may be occasions where data sources become unavailable meaning Council will need to revise indicators associated with these data sets.

The use of these indicators serve as a health-check to Council in how we are tracking against the long term community priorities within the Camden LGA.

Enquiries regarding this report can be directed to Council's Finance and Corporate Planning Branch on 4654 7777.

Integrated Planning and Reporting

Integrated Planning and Reporting is the term applied to the planning framework where long term community aspirations and goals are identified and addressed through relevant resources and actions. Local Government and various community stakeholders then develop supporting plans and strategies to deliver on these aspirations. Councils are then required to report the progress in implementing these plans to the Community.

The Integrated Planning and Reporting (IP&R) Framework is made up of four main elements:

1. **The Community Strategic Plan:** *Camden 2040* is the long term Community Plan for the Camden LGA. This plan identifies community priorities and their vision for the future. The IP&R guidelines prescribe that a ten year minimum is given to the Community Strategic Plan. Camden's plan is on a thirty year timeframe to align with the roll-out of the South West Growth Centre. The Community Strategic plan is a dynamic document that is reviewed every four years, which involves extensive Community Involvement and Engagement; it is then adopted by each newly elected Council.

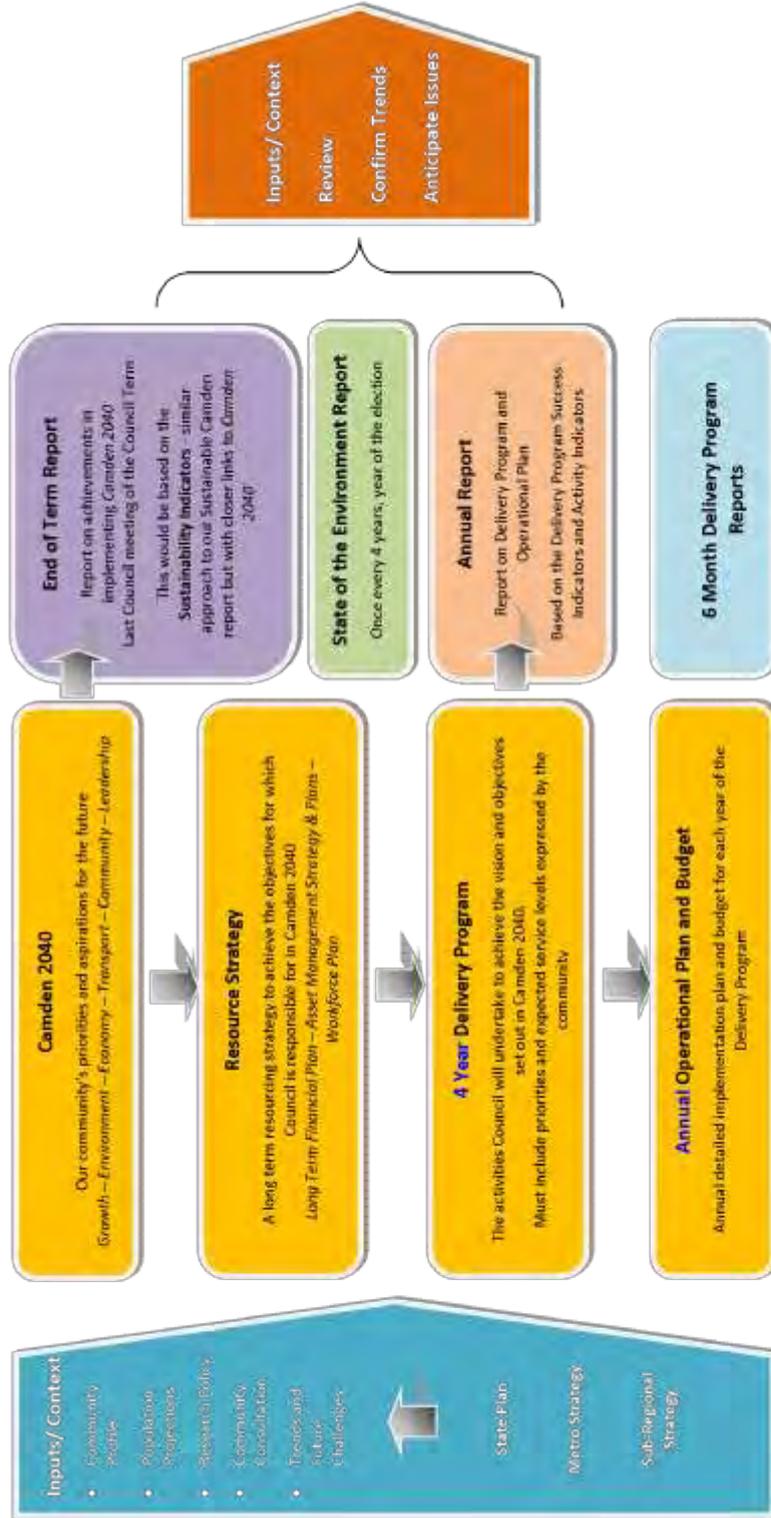
2. **The Resourcing Strategy:** In order to facilitate the community's aspirations, Councils are required to identify and plan for the resources required to practically achieve the objectives set out in the Community Strategic Plan. The Resourcing Strategy is comprised of **Asset Management Plans** (the assets required and their associated ongoing costs), a **Workforce Plan** (the people and skills required) and a **Long Term Financial Plan** (the money required).
3. **4 Year Delivery Program and Annual Operational Plan / Budget** (supporting the Delivery Program, the Annual Operational Plan and Budget provides a snapshot of the service delivery targets, specific tasks and major capital works that Council manage throughout the financial year). The Delivery Program aims to implement the objectives set out in *Camden 2040*, and addresses the priorities expressed by the community.

It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measurable. The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the program, Council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program. Please note, where there are substantial changes to the Delivery Program after Council's annual review, the 6 Month Delivery Program report will reflect these changes. Council amended the 4 Year Delivery Program, and after public exhibition, was adopted in May 2014.
4. **Reporting Framework** (6 Month DP Reports, Annual Report, End of Term Report (to the last meeting of the outgoing Council) and State of the Environment Report (the year of the election)).

Camden Council Integrated Planning Framework

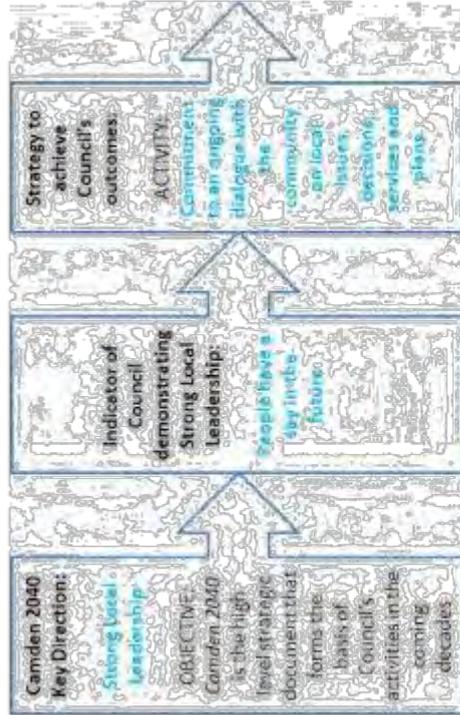
In essence, this document is all about ensuring the plans, programs and budgets (the yellow boxes) are integrated, consistent with each other and make progress towards our community goals that is then reflected in the Sustainability Indicators.



Delivery Program Overview

In order to understand how the plans fit together in a practical way, Council have assigned six key directions or areas of focus that we believe are a priority in achieving the long term sustainability of Camden's future. Within these key directions sit the 30 local services and the supporting activities that Council proposes to undertake over the four year period of the Delivery Program. The above diagram shows how the tiers within Camden 2040 and the Delivery Program fit together.

By taking this approach, the aspirations of the Community actually become the foundation of the activities of Council so valuable resources are not focussed in areas that will fail to deliver on the long term strategic needs of the community.



Camden Council Delivery Program Six Month Report January to June 2014 – TRIM Reference: 14/103676

Attachment 1

ORD03

How to Read this Report

This report is structured in the same way as Council's Delivery Program, based on the 30 Local Services that Council delivers.

Each Local Service within the Delivery Program has two sets of Indicators.

1. **Delivery Program Success Indicators** - these are indicators which give an idea of how the service is performing as a whole in meeting its objectives outlined in the Delivery Program.

These indicators have targets assigned to them, which is a quick and simple way to understand which areas Council is performing well in, and those which need further attention. This report includes a trend indication, based on comparison with the results from the previous period.

	Target met or exceeded
	Progress made towards target
	Requires attention
	No data currently available

Comment is provided following each set of indicators where a result is "red" and/or where the trend from the previous period has improved to meet target or declined away from the target.

2. **Activities Indicators** - these report on progress of activities that are detailed within each of Council's 30 Local Services in the Delivery Program. These measure the various work, programs, tasks and projects that Council undertakes within each service area.

The performance and progress in these indicators is provided in an explanatory, or text, format.

Annual Telephone Survey and Resident Satisfaction Scores

The majority of Delivery Program Local Services have an indicator that measures community satisfaction with the service. This is measured through a biennial telephone survey of residents, who are asked to rate their satisfaction with each service on a scale of 0 to 10, from most dissatisfied to most satisfied.

Due to the frequency of this survey it means that these indicators are only updated once every 2 years. The next update of this data is expected in 2015.

In the alternating years (odd years), the telephone survey measures Council's achievement against our sustainability indicators, those indicators that track how Council is performing against the vision outlined in *Camden 2040*.

The telephone survey is conducted on a random survey of the Camden LGA population over the age of 18 years, with a demographic spread across age, gender and suburb that attempts to match the proportions across the area. It is based on a sample size that is sufficient to be statistically significant – this means that should the survey be conducted again with a different group the results would be the same with only a small error rate.

It is important to note a number of considerations and cautions when reviewing services which have seen a change in mean satisfaction scores. Firstly, it is difficult to "get behind" these raw scores given the nature of the survey, which is long in nature and therefore difficult to retain participant interest beyond the current length. Therefore at present participants are only asked to provide more detail for their satisfaction rating if they give it a score between 0 and 2 (which is dissatisfied).

Secondly, even though the satisfaction scores are obtained once every two years, they should not necessarily be considered reflective of the two-year period. Rather, they are a snapshot in time, which can mean that a range of external influences may impact on a satisfaction score when the survey is undertaken, which does not take into account the remainder of the period.

Thirdly, indicators should generally not be considered in isolation. This means that they need to be considered:

- alongside other indicators measuring performance in a service;
- relative to other Local Services; and
- over time.

For example, whilst Library Services saw a decrease in mean (average) satisfaction scores between 2011 and 2013, they remain the second highest Service in terms of satisfaction. In addition, both Library Services and Community Events saw significant increases between 2009 and 2011, so are technically stable over the past four years. Significant decreases in mean satisfaction scores should generally only be cause for concern when a sustained trend arises over a period of time.

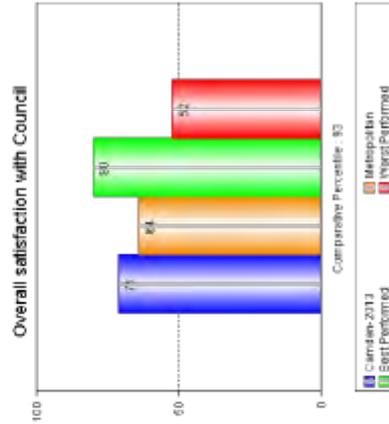
Highlights

Community Satisfaction with Council

In July 2013, Council conducted its bi-annual phone survey of residents to understand the community's satisfaction with Council and its services. When asked to rate Council's overall performance, 75% of residents indicated that they were highly satisfied. This resulted in a mean score of 7.13 out of 10, which has not changed since 2009.

Camden continues to perform well in terms of its community satisfaction ratings compared to other councils throughout Sydney and NSW, as evident in the graph to the right. These benchmark groupings are councils who use the same research company and where the same overall satisfaction question is asked. The metropolitan grouping includes 20 councils, and the best and worst performed are ranked out of 35 councils.

The next community satisfaction survey will be conducted in 2015.



Growth in the Period January to June 2014

- Council assessed a total value of approximately \$247,464,010 million worth of development
- Domestic waste services increased 1.03% in the January to June 2014 period, seeing 679 new residential waste services issued.
- Council's staffing numbers (full time equivalent) increased slightly during the reporting period, Council now has 313 full time staff members.
- The total number of rate assessments in the Camden Local Government Area increased by 484 in total, which demonstrates a slower period of growth in the Camden LGA. The total number of rate assessments is down from the number of rate assessments in the previous reporting period (778 in total).

Summary – Performance Against Targets Over the Period

1. All Indicators

There are 109 Success Indicators in total contained in the Delivery Program. The following table provides a breakdown of these indicators by their status for the period of January to June 2014.

	July to December 2013	January to June 2014
 Target met or exceeded	67%	67%
 Progress made towards target	5%	6%
 Requires attention	14%	16%
 No data currently available	14%	11%

It is important to note that the frequency of data has a direct impact on how the indicators are reported. If there is no update in the reporting period, the indicator will remain the same as the previous reporting period.

2. Movement Towards or Away from Target

Based on our results in the previous reporting period (July to December 2013), a number of Delivery Program Success Indicators moved either towards and achieved the target, or away from the target where the target had previously been achieved. This means that the indicator changed in the second six month period. The following table is a snapshot of the indicators that have moved in either of these ways in the January to June 2014 period.

Indicators that have Achieved Target 	Indicators that Moved Away from the Target 
<ul style="list-style-type: none"> Timely delivery of infrastructure included in developer agreements - Developer compliance with Voluntary Planning Agreements 	<ul style="list-style-type: none"> Incidents of dog attacks, nuisance and stray dogs
<ul style="list-style-type: none"> Onsite sewage management systems are operating satisfactorily - Number of approvals to operate issued 	<ul style="list-style-type: none"> Incidents of illegal dumping – number of incidents
<ul style="list-style-type: none"> The Camden Civic Centre is enjoyed by the community as a venue for a range of events - Number of visitors 	<ul style="list-style-type: none"> Number of non-complying premises are decreasing (food and skin penetration) - Number of improvement notices issued

Attachment 1

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Indicators that have Achieved Target 	Indicators that Moved Away from the Target 
<ul style="list-style-type: none"> The Camden Civic Centre is enjoyed by the community as a venue for a range of events - Ratio of returning client to new clients Councils resources are well protected - Liability Claims Councils resources are well protected through careful risk management processes - Motor Vehicle Claims 	<ul style="list-style-type: none"> Incidents of overgrown land (private) - Number of orders issued More people participate in active recreation using Council facilities - Seasonal bookings of sportsfields Council's Community Halls are utilised - Occupancy rates Visitors to the Tourism Information Centre is increasing Council's workforce is appropriately skilled, safe and stable - Proportion of staff accessing education assistance as proportion of full time employees (FTEs) Council's workforce is appropriately skilled, safe and stable – Staff Turnover Councils resources are well protected through careful risk management processes - Property Claims

Whilst it is not possible to draw conclusions from changes between single reporting periods, these movements are highlighted so that performance can be monitored over time.

It is important to note that there will be indicators that appear red in this reporting period, and will continue to appear this way until 2015. This is due to the frequency in which the data is available for these indicators are available (the telephone survey measures satisfaction with Council services every 2 years). Outside of the Community satisfaction scores, only 3 indicators remained red across the two periods. These were:

- Incidents of dog attacks, nuisance and stray dogs – Number of Incidents
- Number of non-complying premises are decreasing (food and skin penetration) - Number of improvement notices issued
- More people participate in active recreation using Council facilities - Seasonal bookings of sportsfields

Red indicators serve as a flag for potential areas of concern; however, there are sometimes influences that will give a red result that is not necessarily reflective as a permanent move away from sustainability. It is an opportunity to look into these areas and establish factors that are affecting the results, and where applicable, refine how we measure the achievement of these indicators.

Snapshot - Key Activities and Achievements

Actively Managing Council's Growth

- Council continues to complete development assessments in a timely fashion, seeing the result of a 27.6 day average well below the 40 day target.
- Council was successful in securing emergency funding on behalf of the property owner from the State Government for the repair of the original lath and plaster ceilings of Macquarie Grove Cottage, in Cobbitty. The work has been completed, restoring an important element of the colonial property, built in 1850 and which is an item of State heritage significance.
- The East Leppington Voluntary Planning Agreement became operative on 31 March 2014. Under the VPA, the developers will be providing all of the on-site infrastructure and open space required by the future residents of the development, along with contributions towards the acquisition of land for the future regional cultural and community facilities at Leppington North. Importantly, the finalisation of the VPA allowed Council to issue subdivision certificates for the first stage of the development, facilitating the registration of lots and the commencement of housing construction.

Healthy Urban and Natural Environments

- Council has cut energy consumption at Narellan Library by 41% and Camden Civic Centre by 32% with the implementation of energy saving initiatives and the installation of solar photovoltaic cells at Narellan Library.
- Volunteers contributed 427 hours protecting and enhancing Kings Bush and Sickles Creek Reserve, an increase of 20 hours from the previous reporting period.
- Council has delivered an education package in local schools through EnviroMentors. EnviroMentors is Keep NSW Beautiful's education program. A team of experienced educators provide a range of education services to improve community awareness and engagement on local sustainability issues and initiatives. Like other programs, EnviroMentors focuses on motivating communities to participate in simple and practical ways to improve their environmental sustainability.
- During the report period, over 2,000 people have been involved in Council's sustainability programs such as Project Lunchbox, Wood Smoke Reduction Program, Story Time, Platypus education, Birds in the Bush Workshop and EnviroMentors.
- Council is currently implementing a new responsible pet ownership and dog safety program aimed at school children, years 3 to 6.

Attachment 1

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A Prosperous Economy

- Council endorsed the concept of a Business Alliance/Economic Development taskforce for the Camden Local Government Area. Its core goal being to assist Council in achieving the outcomes of Council's Economic Development Strategy.
- Design and planning commenced for what will be Camden Council's "Business Month" held in September 2014. This event is designed to actively promote a range of business related events and training to the Camden business community. Some of the events include free workshops, seminars and other exciting initiatives aimed at assisting our local economy grow and prosper.
- Camden's online presence has been increased with the Macarthur Facebook Page receiving over 6,000 likes plus the addition of the Macarthur Instagram page allowing locals and visitors to share photos and stories through social media.

Effective and Sustainable Transport

- Both Camden Bypass Intersection and Richardson & Link Road constructions have been undertaken in the reporting period and are due for completion on 19 August 2014, improving vital infrastructure to residents of the Camden LGA.
- Council has secured \$455,000 grant funding for Australian Botanic Garden Recreational Trail from the Metro Greenspace Program (MGP), a key initiative for State and local government to partner together to improve regionally-significant open space for recreational purposes.
- The Pedestrian Access & Mobility Plan (PAMP) was reviewed and formally adopted in June 2014. The plan has revised previously recommended pedestrian networks and prioritised actions in line with current information and behaviours. With expected population growth, the need arose to ensure safe and convenient facilities for the community and its visitors moving into the future.
- Council continues to promote safe road practices in the Camden LGA; programming for the 2014 'Drive to Stay Alive - road safety program for high schools ' was completed with 4 local high schools due to participate in the program between July and December 2014.

Enriched and Connected Community

- A total of 119 event days booked from January to June 2014 using the Bicentennial Equestrian Park grounds.
- Camden Civic Centre hosted the '2014 Small Business Awards' that saw 546 guests attend the event which is the largest catered function staged within the venue to date.
- 23 events held with 3,750 participants from January to June. Events included 'International Women's Day' (300 participants), 3 Seniors Week events (450 participants), 18 Youth Week events (1,000 participants) and a Play Day event (2,000 participants).
- 149,127 people visited our libraries and 12,286 attended library programs in this period.
- In February 2014, Council adopted the Sportsground Strategy. A strategy that consolidates information on existing Council sites, provides a strategic platform for future planning, design and construction of new facilities.

Strong Local Leadership

- Council's Organisational Development / Business Improvement Plan (OD/BIP) was developed and released following staff consultation, participation and input. The OD/BIP is Camden's "Action Plan" to ensure, as a Council organisation, we grow, adapt and evolve along with our community, in order to best meet our community's needs, establishing priorities for the whole Council organisation to collaboratively focus on and deliver over the next five plus years.
- Council has finalised and adopted the design brief for the new Administration Centre. Architects have been appointed and concept designs have been developed. The expression of interest (EOI) to select tenderers for the construction contract closes 31 October 2014.
- Council finalised the design and construction of a new rural fire service station in Camden West in June 2014, this is now operational.
- In response to the growth being experienced in the Camden LGA and in conjunction with the OD/BIP, Council is well advanced in the recruitment of twenty four new positions; this expansion will assist in ensuring a high level customer service is delivered to the community as we continue to rapidly grow.
- In June 2014, Council reviewed all insurance policies held and have entered into an agreement with Westpool, United Independent Pools & Willis Australia. This change in Insurers will see Council saving an estimated \$250,000 annually.
- Council's 2014/15 Annual Operational Plan was adopted by Council 24 June 2014. The Operational Plan reviews those activities identified in the 4 Year Delivery Program, ensures the activities that were scheduled in the previous financial year have been completed, enables Council to reassess those activities scheduled for the upcoming year and reprioritise, as required, to ensure the community's needs are met.
- Council continues to utilise social media to provide valuable information to the community, Council's Facebook page take up has increased by 74% seeing the number of 'likes' go from 2,103 in the previous reporting period, to 3,663 in the period of January to June.

Key Direction 1 – Actively Managing Camden’s Growth

What is Actively Managing Camden’s Growth?

Managing growth determined under the State Government’s Metropolitan Strategy will be the most important issue and focus for Council and its various partners in the coming three decades.

The community of Camden does not want to lose the character of this area that they so highly value - its rural setting, country town feel and the lifestyle associated with these. Achieving a balance between large population increases and keeping the valued characteristics of Camden as it is now will be an ongoing tension and challenge over the coming decades.

However, with growth will come significant new opportunities in terms of infrastructure, services, employment, housing choice and economic benefits. The community is concerned to see public transport, roads, infrastructure, parks and recreational facilities and the effective management of development as priorities as the area undergoes this growth.

To manage this growth Council has identified three key principal services that will play an important role in managing this growth over the next four years. These are Development Control, Heritage Protection, and Urban and Rural Planning.

Local Service 1.1 – Development Control

What is Development Control?

Development Control aims to provide development consent assessment and certification services for building construction, occupation and subdivision.

Report on Delivery Program Success Indicators

Local Service 1.1 : Development Control						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council’s Role in Development Control	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Development Control was 6.11 out of 10, which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.

Local Service 1.1: Development Control					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
Development assessments are completed in a timely fashion	Turnaround times for development assessments	40 days or less		27 Day Average. This result is particularly pleasing given the development pressures currently being experienced within the Camden LGA.	27.6 Day Average. This result is particularly pleasing and is generally consistent with the previous 6 months. The development pressures are currently high so to keep it consistent is good. The average is also well within Target
Construction certificates are provided in a timely fashion	Turnaround times for construction certificates	28 days or less		16 Day Average. This result represents a continued improvement and well within the target.	15 Day Average. This result represents a continued improvement, particularly pleasing given the changes that have occurred during the past 6 months in the building certification team.

Report on Delivery Program Activities

Local Service 1.1: Development Control		
Activity	Council's Role	Performance Measure
Development Applications	Assessment of proposals put forward by developers and the public for the construction of buildings, subdivision of land and use of land against Council and State Government controls.	Processing timeframes
	Additional processing resources to respond to forecast growth in development assessments and meet current service levels.	Processing timeframes keep pace with increase in applications
		<p>July to December 2013</p> <p>27 Day Average - This result is particularly pleasing given the development pressures currently being experienced as a result of urban growth within the Camden LGA. The average is also well within Target.</p> <p>The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.</p>
		<p>January to June 2014</p> <p>27.6 Day Average - This result is particularly pleasing and is generally consistent with the previous 6 months. The development pressures are currently high so to keep it consistent is good. The average is also well within Target.</p> <p>The Development Branch has recently been restructured to respond to forecast growth and is currently filling positions so that service levels are maintained.</p>

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Local Service 1.1: Development Control		July to December 2013	January to June 2014
Activity	Council's Role	Performance Measure	
Construction Certificates	Assessment of the requirements to properly build against controls and building codes whilst ensuring conditions of consent are complied with	Processing timeframes	15 Day Average - This result represents a continued improvement, particularly pleasing given the changes that have occurred during the past 6 months in the building certification team. The Development Branch has recently been restructured to respond to forecast growth and is currently filling positions so that service levels are maintained.
Construction Certificates	Additional processing staff to respond to forecast growth in development assessments and meet current service levels	Processing timeframes keep pace with increase in applications	The Development Branch is currently reviewing the structure of the Branch which will result in improved service levels.
Occupation Certificates	The assessment of buildings and uses when they have been finished to ensure that they comply with their conditions	Processing timeframes	25 Day Average - This result is an improvement on the previous 6 months period.
Subdivision Certificates	The assessment of subdivision of land when the works have been completed to ensure they comply with their conditions issued by the Council	Subdivision meets Council requirements	Council approves many Subdivision Certificates per year and always ensures that the subdivision complies with Conditions of Development Consent and Engineering Specification.
Inspection	The inspection of development works whilst they are being constructed to ensure they meet various standards, codes and conditions of consent	Inspections are carried out in a timely fashion	Council continue to carry out inspections booked by customers. These inspections are done at the time the customer requests the inspection.
Building Certificates	Undertake an assessment of property or building works to ensure compliance with Building Codes and Council policies	Assessments occur in a timely fashion	8 Day Average - This is a significant improvement but we have seen a drop in requests for these sorts of certificates.
Fire Safety	Ensure commercial and industrial buildings comply with fire safety standards	Number of inspections	12.58 Day Average - Whilst there has been an increase in the time taken, it is still within expected time frames. Council undertakes fire safety inspections and actively pursues building owners to ensure fire safety standards are being maintained.
Swimming Pool Audit	The inspection of existing swimming pools to ensure they comply with legislation in relation to pool	Number of swimming pools inspected	Council has not recruited staff given a lower than expected uptake in applications due to a change in

Local Service 1.1: Development Control			
Activity	Council's Role	Performance Measure	January to June 2014
fencing			legislation, which has pushed out the date when home owners require a compliance certificate;
Road/Suburb/ Reserve Naming	Assessment of new Road, Suburb and Reserve names in consultation with the Geographical Names Board	Consultation undertaken	Consultation with the Geographical Names Board occurs with every application along with the community.
Section 149 Planning Certificates	Produce Planning Certificates for the community as required that outlines the controls that relate to land. They are used in sale contracts when people buy and sell land	Section 149 Certificates produced in a timely fashion	Almost all of Council's 149 Certificates are issued within 3 days of an application being lodged. This is a positive result given the increasing applications Council receives due to urban land releases in the LGA.

<p>Geographical and Land Information</p>	<p>Inputting of ownership and mapping details for properties and maintaining the data</p>	<p>Land information is current</p>	<p>Council constantly updates its geographical and land information to ensure that all land information is current and correct</p>	<p>Council constantly updates its geographical and land information to ensure that all land information is current and correct</p>
	<p>Undertake a review of mapping software utilized in Council</p>	<p>Review Completed</p>	<p>Council has employed a consultant to put together what is needed from a new GIS System</p>	<p>Council has employed a consultant to put together what is needed from a new GIS System</p>
<p>Landscape Assessments</p>	<p>Assessing landscape proposals on large developments during development application process</p>	<p>Assessments undertaken in a timely fashion</p>	<p>Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 21 days.</p>	<p>Council continues to undertake landscape assessments of development proposals within a timely fashion which contributes to achieving an average DA determination timeframe of 21 days.</p>
<p>Tree Preservation</p>	<p>Assessment of applications to remove trees within private property</p>	<p>Assessments undertaken in a timely fashion</p>	<p>16 Day Average – Whilst an increase from the previous period, is still a positive result.</p>	<p>8 Day Average – This is a very positive result and a significant improvement from the previous period.</p>
<p>Investigating Development Compliance on Private Property</p>	<p>Investigate complaints received from the general public in relation to concerns about development on private property</p>	<p>Investigations undertaken in a timely fashion</p>	<p>Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed</p>	<p>Council undertakes compliance investigations as non-compliant development is identified. These investigations commence once a non-compliant development is identified and has been thoroughly completed.</p>
<p>Public Road Activities</p>	<p>Determination of works within the public road that is associated with development that includes driveways</p>	<p>Determination completed in a timely fashion</p>	<p>10 Day Average – Whilst an increase, this is as a direct result of increased development currently being experienced.</p>	<p>2 Day Average – Despite an increase in applications, this pleasing result has been achieved by refining the approval process.</p>
<p>Review of Council's Engineering Specifications</p>	<p>A need to review the Specifications has been required to keep up to date with policies and include new technologies.</p>	<p>Review completed</p>	<p>Further review is being undertaken to review Council's engineering specifications. It is estimated this will be reported to Council in the next reporting period.</p>	<p>Further review is being undertaken to review Council's engineering specifications. It is estimated this will be reported to Council in the next reporting period.</p>
<p>Review of Contamination, Noise, Salinity and Wastewater Policies</p>	<p>A need to review the contamination, noise, salinity and wastewater policies has come about because of changes in legislation and keep pace with best practice.</p>	<p>Review completed</p>	<p>Council has received advice from an external consultant, and will be implemented in the next reporting period.</p>	<p>Implementation has not yet commenced, it is anticipated that this will occur in the next reporting period.</p>

<p>Review of Development Assessment Conditions</p>	<p>A need has been identified to keep pace with changes in legislation and better ways of dealing with development issues.</p>	<p>Review completed</p>	<p>Refinement is currently occurring in relation to conditions to have a set of adopted standard conditions.</p>	<p>Council continues to refine Development Assessment conditions whilst working towards producing a set of adopted standard conditions.</p>
<p>Review of Building Surveying Team checklists, templates and procedures</p>	<p>Standardisation of the checklists, templates and procedures used by the Building Surveying Team is necessary to keep pace with legislation and best practice.</p>	<p>Review completed</p>	<p>This work is likely to be refined using a new process and procedure template during the next period.</p>	<p>Ongoing refinement continues in developing new processes and procedure templates that are due to be launched in the next reporting period.</p>
<p>Review of Subdivision Certificate checklists</p>	<p>A review Council's existing Subdivision Certificate checklists is necessary to ensure they comply with relevant legislation and best practice.</p>	<p>Review completed</p>	<p>This work is likely to be refined using a new process and procedure template during the next period.</p>	<p>Ongoing refinement continues in developing new processes and procedure templates that are due to be launched in the next reporting period.</p>
<p>Review of Section 149 Planning Certificates templates</p>	<p>A review Council's existing Section 149 Planning Certificate templates is necessary to ensure they comply with relevant legislation and best practice.</p>	<p>Review completed</p>	<p>This work is almost finalised with a new Process and procedure being developed. It is expected that this will be implemented in the next period.</p>	<p>This work has been completed.</p>
<p>Review of Development Information on Council's website</p>	<p>A need to review the development information on Council's website is necessary to ensure that it is relevant, up to date and complies with best practice.</p>	<p>Review completed</p>	<p>Work has commenced with the purchasing of an upgrade of MasterView which will allow plans and information relating to DA's to be available on Council's website. It is expected that this will be rolled out in the next period.</p>	<p>The upgrade of MasterView has been purchased and is currently being installed which will allow plans and information relating to DA's to be available on Council's website. It is expected that this will be implemented in the next period.</p>

Local Service 1.2 – Heritage Protection

What is Heritage Protection?

This service aims to protect Camden's heritage through management of development, education for property owners, and conservation of heritage properties. This will include exploring a range of adaptive reuse opportunities and unique conservation strategies.

Report on Delivery Program Success Indicators

Local Service 1.2, Heritage Protection					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
The Community is Satisfied with Council's Role in Heritage Protection	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Heritage Protection was 6.87 out of 10, which has remained stable since 2011.	
Significant Camden sites are under active protection/management	Properties of heritage significance listed in LEP	Stays the same or increases		There have been no new items of heritage significance listed in Council's LEP.	
				The next update for this satisfaction score will be in 2015.	
				There have been no new items of heritage significance listed in Council's LEP.	

Report on Delivery Program Activities

Local Service 1.2: Heritage Protection				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Advice and Assistance	<p>Provide advice and assistance both internal and external on heritage related matters</p> <p>Engage the services of Council's heritage advisor as necessary</p>	<p>Number of times advice provided</p> <p>Number of times advisor services required and costs incurred</p>	<p>Advice provided on:</p> <ul style="list-style-type: none"> 7 simple single issue heritage enquiries 23 medium level heritage issues; and 1 complex heritage issue. <p>7 heritage items including appropriate alterations to conservation works on Wivenhoe, 30+32 Hill Street, and 11 Broughton Street Camden, Macquarie Grove House, Camden Showgrounds (fencing), Mascana and the Camden Town Farm.</p>	<p>Advice provided on:</p> <ul style="list-style-type: none"> 47 simple single issue heritage enquiries 26 medium level heritage issues; and 1 complex heritage issue <p>Advice from Heritage Advisor provided on 9 heritage projects between These range from advice on conservation and repair, appropriate alterations, inspecting grant funding work.</p>
DA Referral	Attend pre DA meetings and provide advice on DA referrals on heritage matters	Number of meetings attended and number of referrals made	<p>DA and Planning Proposal advice provide on:</p> <ul style="list-style-type: none"> 9 simple single issue heritage referrals 28 medium level heritage referrals, requiring multiple advice, and 6 complex heritage referrals requiring negotiation. 	<p>DA Advice provided on:</p> <ul style="list-style-type: none"> 16 simple single issue heritage enquiries 28 medium level heritage issues; and 5 complex heritage issue <p>Planning Proposal advice on 8 reports</p>
Conservation Management Plans	Assist owners of heritage listed properties in the preparation of CMPs as appropriate in order to identify development opportunities and long term conservation outcomes.	Assistance provided to owners of heritage listed properties	<p>Work has commenced on development of a CMP register.</p> <p>Advice provided on the CMP for Cobbitty Church and Wivenhoe,</p>	<p>The first stage of the CMPs has been completed. A summary of heritage requirements and council actions will be progressively added - ongoing.</p> <p>Advice provided on 1 CMP - Wivenhoe</p>

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<p>Information and promotion of heritage issues</p>	<p>Make relevant and current information readily available to staff and community.</p>	<p>Number of publications provided</p>	<p>Heritage will be updated once Council's new webpage is finalised.</p>	<p>Information provided to Camden Advertiser on Macquarie Grove Cottage. Website review undertaken.</p>
	<p>Facilitate staff workshops on relevant heritage matters</p>	<p>Information is current</p>	<p>Let's Connect article on Oran Park House, and Gledswood Review has commenced on Strategic Planning Heritage Library.</p>	<p>Lets connect articles on 11 Broughton Street and Macquarie Grove Cottage.</p>
	<p>Work with external organisations as appropriate to promote heritage issues</p>	<p>Number of staff workshops held</p>	<p>No staff workshops were held during the reporting period.</p>	<p>Presentation to Strategic Planning Staff on the history of Camden.</p>
		<p>Number of contacts made with external organisations</p>	<p>Contact is ongoing with Heritage of Western Sydney Group and Camden Historical Society.</p>	<p>Continued involvement in the HOWs Group (Heritage of Western Sydney Group).</p>

Local Service 1.3 – Urban and Rural Planning

What is Urban and Rural Planning?

This service aims to plan for and manage new growth areas and existing land uses. This includes assessing and funding impact of growth through development contributions plans.

Report on Delivery Program Success Indicators

Local Service 1.3: Urban and Rural Planning						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's role in Urban and Rural Planning	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Urban and Rural Planning was 5.93 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Monitor and maintain the Council's planning instruments	LEP and DCP are reviewed annually	Annual review completed		A number of amendments have been processed for both the Camden LEP and DCP to ensure both instruments remain current. <ul style="list-style-type: none"> Woodfired Heaters Amendment 25 finalised in November of 2013. DCP amendment 11 finalised July 2013. 		A number of amendments have been processed for both the Camden LEP and DCP to ensure both instruments remain current. <ul style="list-style-type: none"> 5 LEP Amendments and 2 DCP Amendments have been completed during the reporting period.
Timely delivery of infrastructure included in developer agreements	Developer compliance with Voluntary Planning Agreements	100%		Dean Park PCG has been operating to manage the delivery of works under the Dean Park VPA.		Council staff continue to work with developers who have entered into VPAs via a range of means to ensure compliance.

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Report on Delivery Program Activities

Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	<p>Coordinate the rezoning process for the following precincts:</p> <ul style="list-style-type: none"> Austral/Leppington North precinct East Leppington precinct Leppington Urban Release Area Catherine Field South precinct Emerald Hills 	<p>State Government time frames met</p>	<p>The planning for Leppington Precinct continues in line with State Government timeframes. Exfoliation is likely in the first quarter of 2014.</p> <p>Catherine Fields (Part) Precinct was rezoned on 20 December 2013. A Contributions Plan has been adopted by the Council for this precinct.</p> <p>Emerald Hills planning package was publicly exhibited Nov/Dec 2013 with some submissions received.</p>	<p>Planning for Leppington Precinct has been advanced by the Department of Planning and Environment. Public exhibition likely to occur in August 2014.</p> <p>Planning for the Catherine Field (Part) Precinct is complete. It is likely that developers will seek to enter into Works In Kind Agreements and possibly Voluntary Planning Agreements.</p> <p>Emerald Hills Final Planning Proposal Package adopted by Council April 22, 2014. A Voluntary Planning Agreement has been prepared and will come into effect upon the land being rezoned. Further work to refine planning controls related to visual impact is being undertaken.</p>
New Release Areas Planning	<p>Manage and respond to emerging strategic planning issues within rezoned precincts:</p> <ul style="list-style-type: none"> Oran Park precinct Turner Road precinct Spring Farm precinct Elderslie precinct Harrington Grove precinct Maier Dvi precinct El Cabello Blanco / Gledswood precincts 	<p>Relevant stakeholders engaged</p>	<p>Project Working Groups have continued for the Oran Park and Turner Road Precincts to resolve issues relating to construction delivery.</p>	<p>Project Working Groups continue to meet on a bi monthly basis for Oran Park and Turner Road precincts to resolve issues related to construction delivery.</p> <p>Ongoing active involvement continues on all precincts.</p>

Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Prepare an Infrastructure Delivery Strategy to identify infrastructure priorities, funding and responsibilities, and undertake annual review.	Strategy complete	The Draft Infrastructure Delivery Strategy has been reviewed and requires further work. A program for delivering the IDS is being worked through.	The Draft Infrastructure Delivery Strategy was placed on hold pending the Council restructure.
New Release Areas Planning	Undertake the infrastructure initiatives as identified in the Infrastructure Delivery Program.	Initiatives implemented as programmed	<p>A number of initiatives are being implemented including:</p> <ul style="list-style-type: none"> Richard Road strategic alignment Raby Road strategic alignment Marellan Sports Complex Strategy 	<p>Richard Road strategic alignment work has been completed. A report has been published by the Department of Planning & Environment.</p> <p>Council has received support for a Raby Road Working Group to include representatives from RMS and DP&E. Representatives from DP&E are being finalised with the Working Group to commence shortly.</p> <p>The Marellan Sports Complex Strategy is underway.</p>
	Additional resources to facilitate Strategic Planning in Growth Centre areas.	Workforce Increase	A Predict Acceleration Protocol submission for Lowes Creek/Maryland has been received by the State Government. Subject to its approval, additional planning resources will be required to facilitate the planning process.	It is anticipated that further land release will occur within the short to medium term; resources have been allocated within the budget and the recruitment for this position is expected within the next reporting period.

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Local Service 1.3: Urban and Rural Planning				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Plan and Manage Developer Contributions - Section 94, Works In Kind Agreements and Voluntary Planning Agreements	Negotiate and execute WIK Agreements consistent with the Contributions Plan, Template and Policy & Procedure Manual.	75% of VPAs executed within 12 months of receipt, 90% of WIKs within 6 months of receipt	<p>There are 6 VPAs under negotiation:</p> <ul style="list-style-type: none"> East Leppington – Stockland Emerald Hills – Macarthur Developments Spring Farm – Cornish Group Spring Farm – Urban Growth NSW Denbigh (Oran Park) – AV Jennings Marellan Town Centre <p>The Cornish and Urban Growth NSW proposed VPAs have significant policy issues that are taking time to resolve. All other VPAs are on track to be completed within the target time.</p> <p>There are no Works In Kind Agreements (WIKAs) currently under negotiation.</p>	<p>The East Leppington – Stockland VPA has been executed.</p> <p>The Emerald Hills VPA has been signed by the developer and will come into effect upon receiving of the land.</p> <p>The following VPAs remain under negotiation and are nearing completion:</p> <ul style="list-style-type: none"> Spring Farm – Cornish Group Spring Farm – Urban Growth NSW Denbigh (Oran Park) – AV Jennings Marellan Town Centre <p>As at June 2014, there were no Works In Kind Agreement (WIKAs) under negotiation.</p>

<p>Plan and Manage Developer Contributions - Section 94, Works in Kind Agreements and Voluntary Planning Agreements</p>	<p>Monitor Voluntary Planning Agreements.</p>	<p>Regular Monitoring is Conducted</p>	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource. As such, Council has secured funding in the 14/15 budget for an additional position. A PCG operates to monitor the implementation of the Drain Park VPA (GDC).</p>	<p>This has been difficult to achieve due to resource constraints. This area is important and would benefit from dedicated resource. As such, Council has secured funding in the 14/15 budget for an additional position. A PCG operates to monitor the implementation of the Drain Park VPA (GDC).</p>
	<p>Provide advice on development contributions matters.</p>	<p>Responses provided in a timely manner</p>	<p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancy.</p>	<p>Simple enquiries are generally answered within 24 hours. Complex enquiries are answered with advice generally provided within 3 days of receipt. This service standard has been generally maintained despite position vacancy, which has subsequently been filled.</p>
	<p>Administer the Development Contributions Management Committee.</p>	<p>Ensure meetings are appropriately administered and held regularly</p>	<p>The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.</p>	<p>The Development Contributions Management Committee continues to meet on a fortnightly basis. Agendas, Briefing Papers and Minutes are maintained.</p>
	<p>Complete policy and procedures Manual.</p>	<p>Policy and Procedure manual completed</p>	<p>This Policy and Procedure Manual is not complete due to position vacancy and competing priorities.</p>	<p>This Policy and Procedure Manual is not complete due to position vacancy and competing priorities.</p>
	<p>Preparation of new contributions plans as part of new precinct planning</p>	<p>Plans adopted</p>		<p>New Contributions plans have been prepared for:</p> <ul style="list-style-type: none"> Catherine Field Part Precinct (adopted) Leppington North Precinct (exhibited and pending adoption) East Leppington Precinct – plan preparation nearing completion Leppington Precinct – plan preparation underway

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<p>Plan and Manage Developer Contributions - Section 94 Works in Kind Agreements and Voluntary Planning Agreements</p>	<p>Review of contributions planning in line with the development contributions reforms included in the white paper</p>	<p>Review completed</p>	<p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p>LEP Amendments</p> <p>Amendment 26 - Mapping Anomalies (16 August 2013)</p> <p>Amendment 25 - Woodfired Heaters (1 November 2013)</p> <p>Amendment 28 - ECBS Minimum lot size (29 November 2013)</p> <p>DCP Amendments</p> <p>DCP Amendment No 11 - Review (4 September 2013)</p> <p>Camden Development Control Plan Amendment No 12 - Woodfired Heaters (18 September 2013)</p> <p>Other LEP Amendments (In Progress)</p> <p>Housekeeping Amendment 14 - Currently underway</p> <p>Amendment 15 - Glenlee - Rezoning for industrial purposes</p> <p>Gledswood Hills - RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 - 121 Ruby Road</p> <p>Amendment 16 - Carrington - Expansion of Carrington Seniors Facility.</p>	<p>Council has actively participated in the Development Contributions Reform Working Group run by the Department of Planning and Environment and on other project teams convened by the Department for particular issues (e.g. units of charge). Review of contributions plans is pending announcement of reforms.</p> <p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p>LEP Amendments</p> <p>Amendment 20 - Liverpool Boundary Adjustment</p> <p>Amendment 18 - Spring Farm East</p> <p>Amendment 22 - Spring Farm Link Road</p> <p>Amendment 24 - Strugglestown</p> <p>Amendment 30 - Orlethon</p> <p>DCP Amendments</p> <p>Spring Farm Masterplan Review</p> <p>Elderslie Masterplan Review completed, no amendments made to Masterplan.</p> <p>Other LEP Amendments (In Progress)</p> <p>Amendment 15 - Glenlee - Rezoning for industrial purposes</p> <p>Amendment 23 - Gledswood Hills - RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 - 121 Ruby Road - large lot residential</p> <p>Amendment 16 - Carrington - Expansion of Carrington Seniors Facility.</p> <p>Amendment 32 - Grasmere - 4 lots to R5 Residential</p> <p>Amendment 34 - Mapping (73a Minor anomalies amendment)</p> <p>Amendment 19 - reclassification of lands</p> <p>Amendment 29 - Housekeeping Amendment</p>
<p>Land Use and Planning</p>	<p>Provide advice on Camden LEP and Camden DCP, and coordinate amendments are appropriate</p>	<p>Advice provided in a timely manner</p> <p>Amendments gazetted</p>	<p>Landuse planning oversaw a number of amendments to both Camden LEP and DCP over this reporting period, these are listed below.</p> <p>LEP Amendments</p> <p>Amendment 26 - Mapping Anomalies (16 August 2013)</p> <p>Amendment 25 - Woodfired Heaters (1 November 2013)</p> <p>Amendment 28 - ECBS Minimum lot size (29 November 2013)</p> <p>DCP Amendments</p> <p>DCP Amendment No 11 - Review (4 September 2013)</p> <p>Camden Development Control Plan Amendment No 12 - Woodfired Heaters (18 September 2013)</p> <p>Other LEP Amendments (In Progress)</p> <p>Housekeeping Amendment 14 - Currently underway</p> <p>Amendment 15 - Glenlee - Rezoning for industrial purposes</p> <p>Gledswood Hills - RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 - 121 Ruby Road</p> <p>Amendment 16 - Carrington - Expansion of Carrington Seniors Facility.</p>	<p>Spring Farm Masterplan Review</p> <p>Elderslie Masterplan Review completed, no amendments made to Masterplan.</p> <p>Other LEP Amendments (In Progress)</p> <p>Amendment 15 - Glenlee - Rezoning for industrial purposes</p> <p>Amendment 23 - Gledswood Hills - RU2 to General Residential approx. 260 lots</p> <p>Amendment 27 - 121 Ruby Road - large lot residential</p> <p>Amendment 16 - Carrington - Expansion of Carrington Seniors Facility.</p> <p>Amendment 32 - Grasmere - 4 lots to R5 Residential</p> <p>Amendment 34 - Mapping (73a Minor anomalies amendment)</p> <p>Amendment 19 - reclassification of lands</p> <p>Amendment 29 - Housekeeping Amendment</p>

Land Use and Planning	Review of Camden LEP and DCP resulting from the White Paper and the EPA amendment Bill	Appropriate amendments undertaken within agreed timeframe	Comprehensive reports and submissions were developed by Council and submitted to the White Paper Exhibition period. A comprehensive review in light of changes is proposed to commence in February 2014.	Comprehensive DCP review is currently underway.
	Coordinate the rezoning process for the Glenside industrial area	Completed within 2 years of receipt	Gateway determination for the Glenside Rezoning was received on 30d July 2013. Council are currently coordinating with the proponent and Campbelltown Council detailed technical studies for the proposed rezoning to industrial lands.	Draft reports received and internal review currently being undertaken.
	Undertake review of development controls for business zone land in the vicinity of the Narellan Town Centre	Review completed and amendments made to planning instruments		Consultants have being commissioned to undertake the initial review, and provide evidenced based recommendations.
	Coordinate the planning proposal process to amend Camden LEP to facilitate the expansion of the Carrington seniors living development	Minor Planning proposals completed within 12 months of receipt	Detailed technical studies are currently being prepared as required by the gateway determination. Negotiations are ongoing with the Office of Environment and Heritage. Extension for rezoning received until 16th July 2014.	Detailed technical studies completed. Currently negotiating outstanding issues around bio banking with the proponent and the OEH representatives.
	Elderslie/Spring Farm urban release areas	Undertake review of existing controls and indicate layout plans to ensure relevance	Review of Elderslie Masterplan commenced in the later half of 2013. Consolidation of comments and feedback is expected to be reported to Council in the first half of 2014. A revision to the Spring Farm Masterplan was exhibited in November of 2013, in association with the relocation of the school site. This will be reported back to Council in early 2014.	Elderslie Masterplan review completed. No amendments were made. Spring Farm Masterplan Review completed and amendments adopted by Council. In force March 2014. The former school site was deferred from the adopted DCP. Discussions are continuing regarding a revised Masterplan for the site which is expected to be reported to Council in October 2014.

<p>Land Use and Planning</p>		Mater Dei/Harrington Grove urban release areas	Ensure strategic planning issues are dealt with in a timely manner	Council continue to work with the proponents on Mater Dei and Harrington Grove to resolve ongoing issues.	Work with Mater Dei regarding potential DCP amendments. Continue to work with Harrington Grove as needed.
		El Cabello Blanco/Gledswood release area	Ensure strategic planning issues are dealt with in a timely manner	Council continue to work with the proponents on both the ECBG and Gledswood sites. To identify and remedy emerging planning issues.	Held discussions with new developers for the East Side Land portion, with regard to alternative use of the RE2 Lands.
		Co-ordinate planning proposal for Gledswood Hills (Amendment 21)	Achieve rezoning within gateway timeframe		Public agency consultation is currently underway and expected to be finalised in Aug 2014.
		Prepare lot/population projections when required for release areas and develop an accurate and detailed tracking system.	Lot projections are current	Draft lot projections have been identified for some new release areas.	Lot projections developed in conjunction with profile ID.
		Process Planning Proposals as submitted.	Tracking System developed	An improved system to collect data and a finalised lot/population projection will be investigated in the first half of 2014.	System developed in conjunction with LIS to map and monitor registered lots in new release areas.
		Undertake an Urban Design Audit of Residential Release Areas	Receipts acknowledged and preliminary feedbacks provided within 3 weeks of receipt	All received planning are acknowledged within 3 weeks of receipt.	2 planning Proposals received during the period all receipted within the 3week period.
		Undertake an Employment Lands Strategy	Planning Proposal processed within timeframe provided by Gateway	1 extension of gateway timeframes was sought during the reporting period for the Carrington Planning Proposal. All other proposals continue to operate within gateway deadlines.	No extensions sought within the current period.
			Urban design Audit completed	This activity will commence in 2014, update is expected in the next reporting period.	Will commence in July of 2014. Expressions of interest have been undertaken and a consultant to be engaged shortly.
			Employment Lands Strategy completed	This activity will commence in 2014, update is expected in the next reporting period.	Project planning has commenced. Project is to be broken into two phases 1) Audit and research and 2) Strategy Development.

Key Direction 2 –Healthy Urban and Natural Environments

What are Healthy Urban and Natural Environments?

Camden’s natural and built environments are the “setting” for all aspects of life and are essential for sustaining the health, wellbeing and the 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. It includes the natural assets and resources such as air, water, fuel and biodiversity, the interactions and processes between these resources and both positive and negative impacts from human existence.

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 healthily.

Local Service 2.1 – Waste Services

What is Waste Services?

This service aims to provide waste collection and disposal services for domestic and commercial waste along with organic and recycling services to the community of Camden

Report on Delivery Program Success Indicators

Local Service 2.1 - Waste Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Waste Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Waste Services was 8.53 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Waste diverted from landfill	Percentage waste diverted from land fill	Exceeds 66%		Currently at 73%		Currently at 73%

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Report on Delivery Program Activities

Local Service 2.3: Waste Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Collection of Household Waste	Council undertakes weekly collection of household waste which includes Recycling (Yellow Lid bin), Garden Organics (Green Lid bin) and general waste (Red Lid bin)	99.8% of bins are collected on the scheduled day	99.9% of bins are collected on the scheduled day	95.94% of bins are collected on the scheduled day. Of a possible 62,900 bin collections each week an average of 41 bins are reported as missed services.
Kerbside Collections of Household Waste	Collection of household waste that is not able to be disposed through the weekly bin collections. Residents can use the service twice per annum.	All conforming services are rendered on the agreed day and within 3 weeks of their request.	The waiting period before December was 2-3 weeks. Over December and January it has increased to 3-4 weeks. December to January is traditionally our busiest period. We are also reaching our collection capacity and will be purchasing an additional collection truck in the next financial year.	The average waiting period for kerbside collection is now 1-2 Weeks. Operational changes to our collection processes have increased our capability each day and decreased our waiting times during peak periods. This has been achieved without the purchase of additional plant.
Collection of Commercial Waste	Removal of recycling and general waste from commercial premises	99.8% of bins are collected on the scheduled day and waste is conveyed to the receipt facility.	99.2% of bins are collected on the scheduled day. We do not have separate data for commercial customers.	95.94% of bins are collected on the scheduled day. No separate data is collected for commercial services.
Waste Education	The community is educated to encourage households to manage their waste in order to minimise waste generation and divert waste from landfill into recycling. Council's target is to have 66% diversion from landfill by 2014.	66% of the total of all waste streams will be diverted from landfill by the year 2014.	Our current diversion rate is 73%. Welcome packs for new residents in our new estates are being finalised. We are reviewing the service we deliver to our new release areas to ensure we are providing an appropriate service.	Our current 12 month average diversion rate is 73%. Waste and recycling guides have been delivered to all residents within the Camden LGA going residents an overview of our Waste service and information about Recycling and Waste disposal. Council has developed an education package for delivery in local schools through 'EnviroMentors'. Council is also working on a Regional Waste strategy through MACROC and other possible education opportunities like a Smart Phone Application.

Local Service 2.1: Waste Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Continuing Service Expansion to Meet Needs of Growing Population	Additional collection services required in new urban areas and the associated assets and workforce implications.	95.8% of bins are collected on the scheduled day	Currently meeting all service requirements and capacity. We are reviewing our truck capacity and additional purchases to ensure we continue to meet the growing needs of our new release areas.	A review of Council's plant capacity and calculations has seen some key changes to the proposed plant purchase program. This will ensure Council continues to meet the growing needs of our expanding community.
Bin Lid Repairs	Bin lid repairs to be conducted en route by drivers as a more proactive, cost-effective and productive service.	Bin lid repairs conducted en route	Currently around 117 repairs are carried out each month. Our waste management software allows our drivers to report damaged bins while carrying out collections. Lids and bins are then repaired by our purpose built Bin Maintenance truck which is stocked with all the required parts for bin repairs. This new truck allows repairs to be carried out quickly and efficiently as all parts are already on board the vehicle. This then allows our collection vehicles to continue carrying out collections.	An average of 88 bin repairs are carried out each month and numbers are slowly declining. We believe our proactive repairs through "Wastedge" have been reducing the number of damaged bins in the public domain. Repairs will continue to be carried out by our Bin Maintenance truck rather than collection drivers as this is more efficient.

Local Service 2.2 – Regulating the Use of Public Areas

What is Regulating the Use of Public Areas?

This service aims to regulate and manage the private use of public areas, parking, street vendors, signage, illegal dumping, cats and dogs

Report on Delivery Program Success Indicators

Local Service 2.2 : Regulating the Use of Public Areas					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
The Community is Satisfied with Council's Role in Regulating the Use of Public Areas	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Regulating the Use of Public Areas was 6.77 in 2013 which is a statistically significant decrease in satisfaction since 2011.	
Companion animals are appropriately identified	Percentage of impounded animals that are identified through microchip and / or registration	Increasing		The number of dogs entering the pound microchipped has increased to 69% compared to 57% last reporting period. The number of cats entering the pound microchipped has not changed since last reporting period being at 6%. These results show a 12% increase in the number of dogs entering the pound being microchipped which could be a direct result of Councils advertising on the importance of microchipping and free microchipping days.	
				The number of dogs entering the pound microchipped has stayed comparable to last reporting period at 68% with a total of 237 dogs impounded. The number of cats entering the pound microchipped has also stayed comparable at 6.9% with 159 cats impounded.	
				The next update for this satisfaction score will be in 2015.	

Local Service 2.2 : Regulating the Use of Public Areas					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
Incidents of dog attacks, nuisance and stray dogs	Number of incidents	Stays the same or decreases		<p>Dog Attacks – Council has been notified of 32 dog attacks during the reporting period.</p> <p>Nuisance Dogs – Council has investigated 19 complaints of Nuisance dogs.</p> <p>Stray dogs – Council has received 155 complaints in regards to dogs straying. From this 80 were contained and 75 reported as roaming.</p>	<p>Dog Attacks – There have been 28 dog attacks reported to Council in this reporting period. This is a decrease on last period.</p> <p>Nuisance Dogs – Council has investigated 36 complaints of nuisance dogs which is an increase compared to 19 last reporting period. The majority of these reports relate to dogs reported roaming while owners are not home. Council issued 4 Nuisance Orders on dogs who were continually straying from their property. It is anticipated that as we see the population increase, the number of dog related incidents will increase.</p> <p>Stray dogs – Council received 161 complaints in regards to dogs straying. This is comparable with last reporting period and it must be noted that some of these reports are duplicate. From this 101 dogs were contained and 60 dogs were uncontained.</p>

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Local Service 2.2 : Regulating the Use of Public Areas						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	
Incidents of illegal dumping	Number of incidents	Stays the same or decreases		Council has investigated 225 Illegal Dumping's within the reporting period. Council Rangers have identified 40% of the illegal dumping's through proactivity.		Council has investigated 300 illegal dumping's within the reporting period. From this Council have identified 36% of the illegal dumping's through pro-active observation. Council continues to monitor these incidents to determine if the dumping is from local or out of area sources.

 **Comment**

The total number of dog attacks has decreased in this reporting period; however, we see an increase in the number of nuisance dog complaints and the number of stray dogs. It is anticipated that as we see the population increase, the number of dog related incidents in the area will correlate. This indicator may need to be reviewed to give a ratio of animals to residents in the future to provide a better indication of this measure. Incidents of illegal dumping has seen an increase in this reporting period also, Council continues to monitor these incidents and where possible, the source of the waste to identify if the dumping is by local sources or out of area sources.

Report on Delivery Program Activities

Local Service 2.2: Regulating the Use of Public Areas				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Monitoring and Enforcement of Car Parking	Monitoring and enforcement of on-street and Council carpark restrictions, including school zones	Regular patrols are conducted	<p>Council has seen an increase in the number of parking complaints received. Council received 99 parking complaints during the reporting period up from 74 last reporting period. That is an increase of 33%. This increase relates to residential and heavy vehicle complaints.</p> <p>School Zones – Has seen a decrease with only 8 complaints received in comparison to 11 last reporting period. Parking patrols have been undertaken and enforcement programs in conjunction with the Police appear to have assisted with the decrease in complaints.</p> <p>Parking Public Land – 67</p> <p>Heavy Vehicles – 24</p> <p>Council has been placing illegal parking messages through the media but an increase in enforcement is required to reduce this increase.</p>	<p>Council has seen an increase in the number of parking complaints received with a total number of 125 complaints received this reporting period. This is an increase by 26%.</p> <p>School Zones – Council has seen an increase in the number of complaints received with a total of 21 within this reporting period. It should be noted that Council do receive duplicate complaints for these matters. Council have issued 81 GPN and issued 25 warnings to vehicles parking contrary to the Road Rules 2008.</p> <p>Parking Public Land – 86</p> <p>This is an increase of 28% with the majority of complaints received from vehicles parking on the footpath/nature strip. Council received 52 complaints in regards to vehicles parking on the footpath/nature strip.</p>
Investigate Illegal Dumping of Waste on Public Land	Investigation and removal of unauthorised dumping of waste on public land	Investigation initiated within the allocated service standard	<p>Council has investigated 725 illegal Dumping's within the reporting period. Council Rangers identified and initiated 40% of these reports through proactivity. Of the 225 incidents 135 have been reported by the public which is an increase of 40%. A majority of these dumping's were not witnessed and did not contain any identification.</p>	<p>Council has investigated 300 illegal dumping's within the reporting period. From this Council have identified 36% of the illegal dumping's through proactive observation. Council continues to monitor these incidents to determine if the dumping is from local or out of area sources.</p>

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<p>Monitoring and Enforcement of Unauthorised Activities in a Public Place</p>	<p>Monitoring and enforcement of unauthorised activities in public places, including roadside trading, signage, abandoned vehicles and obstruction (skip bins, shipping containers and the like)</p>	<p>Activities are addressed by Council rangers as they are detected</p>	<p>A total of 125 reports have been made during the reporting period but a large portion of these complaints are generated through Officers proactivity.</p> <p>Abandoned Vehicles - A total of 70 complaints have been investigated compared to 35 last reporting period. From this 41 complaints were received from members of the public compared to 35 last reporting period. Officers Proactivity located 29 vehicles that were not registered and parked on the road. From the 70 vehicles detected only 3 vehicles required to be impounded by Officers.</p> <p>Unauthorised Land Use - A total of 21 complaints investigated compared to 17 last reporting period. From this figure Council only received 18 Complaints from residents while 3 reports were initiated by Officers proactivity.</p> <p>Illegal Signage - A total of 34 reports have been made with 13 of those being generated from members of the community. A review shows that the majority of the reported complaints about signage is from competitor businesses and electoral signs that were not removed after the election. Officers are very proactive in the removal of signs and are in the process of reviewing its Policy.</p> <p>There have been no significant changes to the reporting of Roadside Trading and Trail Bikes Activity.</p>	<p>A total of 124 reports have been made during the reporting period. From these reports officers generated 36 of these reports through proactive observation.</p> <p>Abandoned Vehicles - A total of 78 A/V were investigated with 32% of these generated through proactivity. No A/V were impounded by Council during this reporting period.</p> <p>Unauthorised Land Use - A total of 16 reports were received which is a decrease by 23%. Council's proactivity and regular enforcement may be a contributing factor to this.</p> <p>Illegal Signage - A total of 28 reports received with 10 of these being generated by proactive observation.</p> <p>There has been no significant change to the reporting of road side trading with 2 reports received.</p>
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<p>Impounding of Stock</p>	<p>Given its rural areas, instances arise where stock escape onto public roads and Council officers attempt to return that stock to the owner but sometimes must remove and impound stock.</p>	<p>Investigation initiated within the allocated service standard</p>	<p>Council has seen an increase in the number of complaints received, with a total of 28 complaints received. Council impounded stock on 4 occasions.</p> <p>53% of the time when Officers attended Stock could not be located in a public place.</p> <p>Officers have taken extensive action on one property by issuing fencing orders and a General Penalty Notice. All requests were investigated within the service standard.</p>	<p>Council has received a total of 29 complaints in regards to stock. From this Council have only been required to impound on 4 occasions.</p>
<p>Respond to instances of dog attacks, nuisance and stray dogs on public lands</p>	<p>Council is responsible for investigating and enforcing requirements within the Companion Animals Act relating to control of dogs in public places</p>	<p>Investigation initiated within the allocated service standard</p>	<p>All customer requests for dog attacks and stray animal pick ups were actioned within the allocated service standard.</p> <p>Dog attacks: Officers have taken the following action: - 4 x under investigation, 6 x surrendered, 2 x warnings issued, 7 General Penalty Notices issued, 1 x Notice of Intention to Declare Menacing issued, 7 x Notice of Intention to Nuisance issued, 10 No further action.</p> <p>Nuisance dogs: 9 x received roaming letters, 3 x received warning letters, 1 x referred to another Council and 6 no further action taken due to insufficient evidence.</p> <p>Stray dogs: From this 170 dogs have been seized with 18 Return to Owners and 152 impounded.</p>	<p>Dog Attacks – Council has had 28 dog attacks reported to Council.</p> <p>Nuisance Dogs – Council has investigated 36 complaints of nuisance dogs which is an increase compared to 19 last reporting period. The majority of these reports relate to dogs reported roaming while owners are not home. Council issued 4 Nuisance Orders on dogs who were continually straying from their property. It is anticipated that as we see the population increase, the number of dog related incidents will increase.</p> <p>Stray dogs – Council received 161 complaints in regards to dogs straying. This is comparable with last reporting period and it must be noted that some of these reports are duplicate. From this 102 dogs were contained and 60 dogs were not contained.</p>

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Local Service 2.3 – Public Health

What is Public Health?

This service aims to provide the community with protection from infectious disease by carrying out safety inspections for food preparation and sale areas, skin penetration businesses and carry out onsite air-conditioning inspections, sewerage management, septic tank inspection and noise investigation.

Report on Delivery Program Success Indicators

Local Service 2.3: Public Health						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Public Health	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Public Health was 7.32 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Number of non-complying premises are decreasing (food and skin penetration)	Number of improvement notices issued	Decreasing		Council has issued 9 Improvement Notices to Food Premises during the reporting period.		Council has issued 24 Improvement Notices to Food Premises during the reporting period. Council continues a strong inspection regime and notes that growth in the area may affect this data. There were no Improvement Notices to Beauty / Hair premises.
Onsite sewerage management systems are operating satisfactorily	Number of approvals to operate issued	Increasing		There were 23 Approvals to Operate issued for this reporting period.		There were 77 Approvals to Operate issued for this reporting period.

Comment

The number of non-complying premises resulting in improvement notice issues has increased in this period. Council continues a strong inspection regime and see that there also may be cause for a ratio based measurement rather than number of improvement notices to provide a more balanced indication of this area. This indicator will be monitored in the coming reporting period and may be reviewed if this trend increases.

Report on Delivery Program Activities

Local Service 2.3 - Public Health				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Swimming pool Inspection and Testing	Council officers inspect and monitor the performance of swimming pools that are open to the public to minimise the spread of disease	All public swimming pools are inspected on an annual basis	There were a total of 12 public swimming pools registered during the reporting period. Of these swimming pools 100% were inspected at least once between 1/7/13 and 31/12/13.	There were a total of 12 public swimming pools registered during the reporting period. Of these swimming pools 17% were inspected and 83% were not inspected between 1/1/14 – 30/6/14.
Microbial Control - Water Cooling Towers	Council officers inspect and monitor the performance of water cooling towers that may cause the spread of Legionnaires disease	All premises with cooling towers are inspected on an annual basis	There were a total of 4 cooling towers registered. Due to lack of staff resources none of these have been inspected during this reporting period.	There is a total of 2 cooling towers in Camden LGA. Both were inspected during the reporting period.
Food Shop Inspections	Council officers inspect and monitor the performance of food outlets under the provisions of the Food Act (including Temporary vendors) to ensure the service of safe food and to prevent the spread of food borne illness	All food premises are inspected on an annual basis	Council has 293 registered Food Premises. 42% of high risk food premises have had at least one inspection during the reporting period. 37% of medium risk food premises have had at least one inspection during the reporting period.	Council has 300 registered Food Premises. 58% of high risk food premises have had at least one inspection during the reporting period meeting 100% of the KPI for the financial year. 63% of medium risk food premises have had at least one inspection during the reporting period meeting 100% of the KPI for the financial year.
Skin Penetration and Hairdressing Premises	Council officers inspect and monitor the performance of skin penetration and hairdressing premises to prevent the spread of disease	All skin penetration premises are inspected on an annual basis	96 Hairdresser and Skin Penetration premises were registered with Council. 5 of these are licensed under AHPRA. Of those inspected by Council, 81% of hairdressers and 32% of skin penetration premises had at least one inspection over the reporting period.	92 Hairdresser and Skin Penetration premises were registered with Council. 5 of these are licensed under AHPRA. Of those inspected by Council, 5% of hairdressers had at least one inspection over the reporting period making a total of 86% of hairdresser inspected over the 12 month KPI period. 68% of skin penetration premises had at least one inspection over the reporting period making a total of 100% of Skin Penetration / Beauty Salons inspected over the 12 month KPI period.

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Local Service 2.3: Public Health				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	<p>Conduct regular inspections of both private and Council owned lands and address through action or regulation</p>	<p>Declared noxious weeds on Council lands are treated or removed</p>	<p>Council's Noxious Weeds Officer conducted inspections on private land. These inspections were targeted to specific issues i.e. 1, 2 & 3 Noxious Weeds, declared aquatic Noxious Weeds and new incursions of both noxious weeds and other invasive plants. The private property inspections involved mentoring occupiers of land about noxious weed control and in some instances enforcement in the way of Noxious Weed Control orders. Areas of public land were targeted for inspections i.e. Nepean river and various other waterways and water bodies around the LGA. This ensures that any potential aquatic weed outbreak is detected and controlled accordingly. Roadside and high risk areas were also targeted for declared invasive grass weeds impacting on our LGA.</p>	<p>Council's Noxious Weeds inspection programs continued throughout the year. Numerous properties were inspected with very few new infestations detected. A large infestation of Water Hyacinth was detected on a construction site which was promptly managed by the project manager. Roadsides, reserves and waterways were inspected for early detection of Noxious weed incursions. Whilst Camden LGA has a significant existence of Class 4 Noxious Weeds on roadsides and within reserves there was no evidence of Class 3, Class 2, or Class 3 Noxious weeds emerging. The New Weed control order issued by state government was gazetted in Feb. There were a number of new declarations added to the list for the Camden LGA. This will shift the focus for some significant plants in the LGA which are now declared Noxious Weeds.</p>
Noxious Weed Control	<p>Planned program of spraying identified weeds in the Nepean River - currently twice per year</p>	<p>Enforcement action is taken to address noxious weeds identified on private land</p>	<p>Council's Noxious Weeds Officer has commenced work on various control programs throughout the LGA. The first round of herbicide treatment for Alligator Weed has been completed along the Nepean River and Harrington park lake system. Ludwigia longifolia has also been hand removed from the creek at Stockman's Drift Mt Annan.</p> <p>Numerous private property inspections have been undertaken. Positive results from previous inspections in the southern LGA are evident as landholders can now ID Serrated Tussock and are actively controlling this weed. Numerous property inspections were undertaken in the North Eastern Portion of the LGA with a strong focus on Aquatic weeds. Numerous properties were issued with Section 18A Notices under the Noxious Weeds Act. The response to the notices was positive</p>	<p>Camden Council continued on the annual Aquatic Weed Control Program on the Nepean River. In addition to this there was additional grant funding sought which has been spent on Alligator Weed Control and Woody Weed Control at Camden Town Farm. Both projects have run well and are showing positive signs of successful weed management. Whilst the Alligator weed problem cannot be eliminated there is significant evidence of a dramatic reduction in the infestations. During the private property inspections there were a number of land holders mentored and educated on Noxious Weeds. There has been less need for enforcement action upon land holders due to an increased level of voluntary compliance. The majority of landholders engage in the necessary weed control practices without the need</p>

Local Service 2.3: Public Health				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
			but ongoing monitoring is required. Some areas have been inspected after last years flood event. No significant issues have been detected to date.	for a Notice.
Noxious Weed Control	Increase Council resources towards weed control	Increase in weed control activities	This activity has not yet commenced, commencement is pending the establishment of a natural areas team.	Program was delayed and will be progressed with the integration of the Natural Areas Team.
On-Site Sewage Management	Approve, inspect and certify on-site sewerage disposal systems	Number of approvals to operate	There were 23 Approvals to Operate issued for this reporting period.	There were 77 Approvals to Operate issued for this reporting period.

Local Service 2.4 – Protection of the Natural Environment

What is Protection of the Natural Environment?

This service aims to protect the natural environment by assessing development applications, managing natural areas and waterways and enforcing fire protection zones.

Report on Delivery Program Success Indicators

Local Service 2.4: Protection of the Natural Environment						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Protection of the Natural Environment	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Protection of the Natural Environment was 5.77 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Water quality in rivers and waterways is maintained or improved	Water quality is maintained or improved	Maintained or improved		Limited testing has been undertaken for the Nepean river during the reporting period. Results indicate there have been departures from acceptable parameters. The Narellan Creek Catchment water quality testing for 2013/14 is currently underway and a report will be finalised by June 30 2014.		Cyanobacteria (Blue Green Algae) testing has been completed. 1 Red alert was detected during this monitoring period. With Management controls implemented in accordance with the South West Regional Algae Coordinating Committee Guidelines. Recreational water monitoring is undertaken fortnightly. Current sampling indicates compliance with the Australian New Zealand Guidelines For Fresh and Marine Water Quality 2000.
Bushland under active management	Hectares of natural areas within Council's ownership that are being actively managed	Increasing		During the reporting period, Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha), John Peat Reserve (13.4ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council.		During the reporting period, Council has actively managed Kings Bush (2.5ha), Sickles Creek Reserve (0.2ha), River Road Reserve (6.8ha), John Peat Reserve (1.4ha) and Ron Dine Reserve (2.5ha) with the assistance of Bushcare Volunteers. This represents 8.45% of the natural areas (158.5ha) owned and managed by Council.
Bushland under active management	Number of volunteer bushcare hours	Stays the same or increases		During the reporting period, volunteers contributed 407 hours protecting and enhancing Kings Bush and Sickles Creek Reserve.		During the reporting period, volunteers contributed 427.5 hours protecting and enhancing Kings Bush and Sickles Creek Reserve.

Report on Delivery Program Activities

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Stormwater Management	Community education and awareness about stormwater issues	Education campaigns conducted	During the reporting period Council participated in the Macarthur Nature Photography Competition. 55 of the 240 entries were from the Camden LGA with 9 of the 18 winners from the Camden LGA. Planning for the delivery of environmental workshops around catchment and litter was also commenced for 2014.	During the reporting period Council facilitated the delivery of one of two. Enviromentors modules to a total of 755 students from 5 local schools. Modules were Catchment Action and in the bin. In addition, planning of the 2014 Macarthur Nature Photography Competition is underway.
	Investigate, monitor and assess water quality within our major creeks and tributaries	Water quality is tested twice per year	The water quality testing for 2013/14 is continuing according to the program. A final report detailing the results and analysis for 2013/14 will be completed by 30 June 2014. Results and data have been received for each of the 16 sites within the Narrellan Creek catchment.	A preliminary report detailing the results and analysis for 2013/14 was completed and received by council on 10 April 2014. Council reviewed this, provided comment and the final report detailing the results and analysis for 2013/14 was received by council on 15 July 2014. The process has begun for the acquisition of data for 2014/15.
	Undertake a flood risk management study for South Creek including a framework for flood risk management	Risk management study completed	The Draft Floodplain Risk Management Study and Plan has been completed.	The Draft Floodplain Risk Management Study and Plan has been completed. Council officers have prepared a briefing for councillors and are awaiting a time to present the Draft Floodplain Risk Management Study and Plan to Council in order to gain approval for a period of community consultation.
	Increase technical resources in drainage design.	Increased resources in place	During the reporting period Council employed a Stormwater and Floodplain Engineer	New Stormwater and Floodplain engineer continues to add value to the team and improve our effectiveness in monitoring, designing and responding to all stormwater and floodplain issues.

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Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Stormwater Management	Project management of design and construction of selected stormwater related projects	Facilities provided to Council's requirements within agreed timeframes and budgets	During this reporting period, Council have actively project managed the Lake Annan Gross Pollutant Retrofit.	Design has progressed on the Lake Annan GPT retrofit with construction tenders scheduled in the first quarter of the 2014/15 financial year. A strategy has also been developed to undertake works in and around Lake Annan to improve water quality.
	Lake Annan – Retrofitting of Gross Pollutant Trap	Gross Pollutant Trap Fitted	Council has carried out additional geotechnical investigation. Due to this additional scoping, design has not yet been completed. Quotation is currently awaiting design finalisation.	This project is being currently managed by the design team and will be constructed by Capital Works; the works involve construction of a new GPT upstream of the existing open GPT at Lake Annan and removal of the old open GPT.
	Maintenance and reconstruction of stormwater assets to ensure effective useful life	100% of program completed	Road drainage and street sweeping are ahead of program. Storm water program is currently meeting program requirements	100% road drainage and street sweeping completed.
	Increased Council resources are required to effectively maintain the drainage network	Condition rating stays the same or improves	Condition ratings are unable to be reported as these are dependent on new data being collected during the reporting period. New data is unavailable this time.	Condition ratings are unable to be reported as these are dependent on the new data being collected during the reporting period. New data is unavailable this time. Expected to be collected 3/4/15 financial year.
	Additional Gross Pollutant Trap maintenance due to increase in assets	More maintenance is undertaken with assets	No additional maintenance undertaken due to drying conditions, below average rainfall	No additional maintenance undertaken due to drying conditions; below average rainfall.
	Increase Council's fleet to effectively manage overflow of the drainage network	Maintenance increases in line with assets	50% of GPT cleaning program completed.	100% of large GPT's completed. 50% of pit baskets cleaning completed.
	Drainage Infrastructure – Asset renewal to ensure Stormwater Management is not	Gross Pollutant Traps are serviced regularly	New plant has yet to be purchased	Works are being contracted on a programmed basis, in line of a significant capital outlay for a maintenance vehicle.
			No renewals were required during the reporting period, all assets currently	No renewals were required during the reporting period, all assets currently

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Stormwater Management	compromised	Assets renewed	suitable to ensure effective Stormwater Management.	suitable to ensure effective Stormwater Management.
	Continued expansion of the drainage network in Elderslie, Spring Farm, Infill areas and the South West Growth Corridor	Projects completed on time and to budget	Design of sections of the Elderslie Trunk Drainage were completed in Dec 2013. Council will be going to tender and commencing construction of these works in 2013/14 financial year. Ongoing WKA and planning agreements are also in place to deliver drainage assets within the identified area.	Council continues to expand and improve its drainage network as new areas are developed. These works are mostly completed and monitored as part of the development application process associated with subdivisions.
	Marcellan Drainage Channel Improvements	Completion of project on time and within budget	Removal of the sediment from the sand filter will be completed in the later part of the 2013/14	Works currently in progress cleaning drainage channel—Council staff unable to complete works on the sand filter while surface is wet.
Bushfire Hazard Reduction	Conduct regular grass slashing or mowing where bushland borders residential areas in bushfire prone areas	Program completed	This program is currently up to date and ongoing works will be carried out where needed.	Program is up to date with all areas maintained.
	Rural Road Hazard Reduction Program	Program completed	Works planned to occur in next period.	No works were carried out in this period due to a large number of public tree maintenance requests. Works are being programmed to occur in the next period.
	Coordinate bushfire program at Kings Bush and Suckles Creek	Program completed to time and budget	During the reporting period volunteers contributed 407 hours protecting and enhancing Kings Bush and Suckles Creek.	During the reporting period, volunteers contributed 427 hours protecting and enhancing Kings Bush and Suckles Creek Reserve.

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Maintenance of Riparian Lands	Carry out required maintenance, regular inspections and cleaning of the riparian lands adjacent to or within urban areas	Program completed	Litter removal has been undertaken to schedule. Additional works to be completed with establishment of Natural Areas maintenance team.	Litter removal has been undertaken to schedule. Kikuyu and non native grass control undertaken. Additional works to be completed with establishment of Natural Areas maintenance teams.
Maintenance of Wetlands, Lakes and Dams	Regular inspections, maintenance, and repair/renovation work to ensure the systems function well & the dam structures are in a safe state	Program completed	Regular dam inspection being undertaken as per program Additional works to be undertaken with establishment of Natural Areas Team.	Kikuyu, weeds and non native grass control undertaken on and around dam wall and outlets. All dam inspection being undertaken as per program. Additional works to be undertaken with establishment of Natural Areas Team.
Bushcare Protection and Maintenance	Conduct bushcare maintenance activities to preserve and restore natural bushland	Program completed to time and budget	Bushcare Maintenance activities are currently being completed with the assistance of Bushcare volunteers.	Bushcare activities completed with the assistance of bushcare volunteers.
	Support and facilitate volunteers of bush care groups	level of support provided to groups	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 3 Bushcare related training workshops were provided for volunteers.	Council has continued to support and facilitate 3 bushcare groups with the provision of onsite contract supervision, tools and other items as required. In addition, together with Campbelltown and Wollondilly Council, 3 Bushcare related training workshops were provided for volunteers.
	Increase in bushcare maintenance activities in line with community expectations	Bushcare activities increased	As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.	As works are being carried out by volunteers, there has yet to be an increase in activities. Once additional resources are available, works will increase.
	Additional Plant Requirements – Bushcare Management Truck and Trailer	Plant operational	Additional plant is expected to be purchased within the next reporting period.	With the appointment of the team the purchase of plant was delayed and will occur during the next reporting period.

Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Review plan of Management for Natural Areas	Plans of Management are in place	A review of the Natural Areas Plan of Management has commenced. It is anticipated that the review of the Natural Areas Plan of Management will be completed in September 2014.	A review of the Natural Areas Plan of Management has commenced. It is anticipated that the review of the Natural Areas Plan of Management will be completed in 2014/2015.
	Preparation and Implementation of Plan of Management for Rheinberger's Hill Reserve	Plan of Management are in place	The preparation of a Plan of Management for Rheinberger's Hill Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.	A draft Plan of Management for Herbert's Hill Reserve (previously referred to as Rheinberger's Hill Reserve) has been prepared. It is anticipated that this Plan of Management will be reported to Council seeking endorsement for public exhibition in the first quarter of 2014/2015.
Bushcare Protection and Maintenance	Implementation of Plan of Management for Kirkham Reserve	Implementation commenced as per program	The preparation of a Plan of Management for Kirkham Reserve has commenced. It is anticipated that this Plan of Management will be completed in June 2014.	The preparation of a Plan of Management for Kirkham Reserve has been put on hold whilst the development of Narellan Sports Club is being considered.
	Undertake community education programs	Number of programs conducted	During the reporting period, the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo were held.	During the reporting period, Council provided educational opportunities using the Australian Museums Platypus in a Box. In addition, Council partnered with Greater Sydney Local Land Services to deliver the Birds in our Bushland Community Events.
	Additional resources to respond to the protection and maintenance of natural areas	Area of bushcare management increased	Work is progressing to employ two Bush Regenerators	A team leader has been employed in the bushcare management team, it is anticipated that additional resources will be employed within this reporting period.
Native Tree Events	Conduct National Tree Day event	Number of volunteers	80 volunteers participated in National Tree Day at Ron Dine Memorial Reserve Camden South on 28 July 2013. In addition, 13 local schools received 20 native plants for their school grounds.	Preparations are underway for National Tree Day on 27 July 2014 at Ron Dine Memorial Reserve Camden South. In addition, local schools have been offered native plants for their school grounds.
	Conduct annual tree giveaway to residents	Number of trees given away	2000 native plants were given away to local residents at the Annual Tree Giveaway conducted at the inaugural Picnic in the Park on 8 September 2013.	Preparations are underway for the Annual Tree Giveaway to be conducted at Picnic in the Park - September 2014.

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Local Service 2.4: Protection of the Natural Environment				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Nuisance Fauna	Manage Australian White Ibis populations within the LGA	Management of bird population	During the reporting period Council continued to implement actions identified in the Management Plan for AWI.	During the reporting period Council continued to implement actions identified in the Management Plan for AWI.
	Manage nuisance bird populations within the LGA	Management of nuisance birds	During the reporting period Council continued to implement actions identified in the Management Plan for AWI.	During the reporting period Council continued to implement actions identified in the Management Plan for AWI. In addition Council purchased an additional 4 Indian Myna bird traps to loan to residents.

Local Service 2.5 – Parks and Playgrounds

What is Parks and Playgrounds?

This service plans and constructs new parks and playgrounds and ensures parks and playgrounds are clean and safe for the community of Camden.

Report on Delivery Program Success Indicators

Local Service 2.5: Parks and Playgrounds						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Parks and Playgrounds	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Parks and Playgrounds was 5.90 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
There are places to play	Hectares of parks and playgrounds per 1000 children	Stays the same or Increases		Information still not available. Anecdotal information indicates levels are being maintained, however, significant mapping is needed to ascertain land sizes. As a part of Council's 4 Year Delivery Program one of the main initiatives is the review of the existing mapping software currently utilised.		Council's mapping software is still being reviewed.
Condition of parks and playgrounds	Condition of parks and playgrounds infrastructure	Maintained or improved from previous assessment		Council has maintained its condition rating during this reporting period.		Council has maintained its condition rating during this reporting period. Works have been undertaken on Greenway Reserve, Forest Park and Hambledon Reserve.

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Report on Delivery Program Activities

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Strategic Planning of Parks and Playgrounds	Planning future parks spaces, sportsfields and playground facilities that meet the needs of the current and future community	Community Satisfaction	Draft Sportsground Strategy completed and placed on public exhibition. Playground replacements ordered for 3 sites. A report will go to Council in February 2014.	Lower Road dog off leash area reviewed to accommodate small dogs and solar lights to extend use on long winter nights. Marcellan Sporting Hub indicative layout developed. Expression of Interest called for management of tennis court. Quotes sought for the study of the Recreation use of Nepean River in Camden. Site assessment undertaken for the development of an outdoor multipurpose youth facility
	Provide input, comments and advice on strategic documents related to new subdivisions and new release areas	Input provided	Comment provided on the design of sportsgrounds in Ocean Park and the design of amenities buildings provided. Comment also provided on IPART's Costs of Infrastructure Benchmarks.	Input provided on location and type of play spaces on future sites in Leppington Precinct. Policy on personal trainers use of public open space drafted.
	Update databases to ensure all parks and playgrounds are named or referenced consistently in Council Information Systems	Data base updated	Council are currently reviewing submissions made for council consideration in the naming of parks in Ocean Park and Gregory Hills.	An initial review has been undertaken of categories of parks, and development of principles to guide the recommended naming of parks and areas within parks for consistency and appropriate input from local community.
	Review existing website information and printed literature to ensure all new sites are listed and referenced	Annual review undertaken	The annual review is currently being conducted; update is expected in the next reporting period.	Information format on website and data updated in accordance with new website launch scheduled for August.

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Policy Development for Parks and Playgrounds	Develop policies on level of provision and range of play space and opportunities	Policies are current	Recreation Demand Study completed and is currently on public exhibition.	Recreation Demand Study adopted and funds allocated in budget for 2014/15 year to develop new sites, in conjunction with annual renewal program.
	Develop standards/guidelines for reviewing parks and playgrounds at end of life cycle	Guidelines completed	The Recreation Demand Study has been completed and is currently on public exhibition. Council have commenced work on the development of standards guidelines.	The Recreation Demand Study was adopted by Council on 11 February 2014. Works continue on the development of standards guidelines.
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Project management of design and construction of selected parks, playground and sports field related projects	Facilities provided to Council's requirements within agreed timeframes and budgets	Specifications provided for upgrade of Greenway Reserve, Forest Park Reserve, and Campbell Reserve. Reconstruction of 2 fields in Liquidambar Reserve commenced and Curhill Reserve. Amenities 90% completed.	New playgrounds were completed at Greenway Reserve, Forest Park and Hambleton Reserve. The new amenities building at Curhill Reserve was completed and is operational. Field reconstruction works at Liquidambar Reserve were completed. Turf is expected to be re-established by the end of September 2014 ready for use. Floodlights installed at Kirkham park, fields 1 and 2; and Liquidambar Reserve No. 3 Additional lights commissioned for installation at Hilder Reserve
	Ensure that new parks, playgrounds and sportsfield related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements.	Facilities are provided as per agreements	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council is continuing to provide its requirements for new parks and sports facilities in new release residential areas of the LGA.
Implementation of Kirkham Reserve Masterplan – Light the existing playing fields	Implementation commenced	New poles and sportsfield lights have been purchased. Quotations for installation are in progress, to allow construction in the early part of 2014.	Works were completed in April 2014 and are operational.	

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Local Service 2.5: Parks and Playgrounds		Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Implementation of Kirkham Reserve Masterplan – Acquire remaining recreation land for playing fields	Acquisition completed	Work continues on defining Council's priorities in relation to the purchase or transfer of land via Sec 94 agreements for Kirkham Reserve. The adoption of Council's draft recreational strategy will assist with this process.	The timing of land acquisition has yet to be determined.		
	Playground Replacement Program	Completion of program	Council has prepared detailed quotation documents to facilitate construction in 2014. It is intended that works will be carried out within the next reporting period.	Playground replacement was substantially completed Playgrounds Greenway Reserve, Forest Park and Hambleton Reserve.		
	Community Infrastructure Renewal Program – Parks Equipment	Completion of Program	The majority of works identified as part of the CIRP have been completed within the reporting period.	Works completed. Onslow main arena fence was installed		
	Inspect and repair Recreational Facilities and Playing Courts to meet current relevant standards	100% of programs completed	The Maintenance and Repairs Program has commenced with works being undertaken on Council assets.	Maintenance works completed and ongoing.		
	General upkeep of parks and gardens, and some portion of the road reserves	Completion of program	This program has commenced and is on schedule with 50% of works being carried out to date.	This program was completed with 100% expenditure and works completed.		
	Regular inspection and repair of playground equipment, picnic equipment, fences, signs and other structures	Completion of program	Council undertakes repairs to recreational facilities as a need is identified, ongoing monitoring ensures areas of focus are quickly identified.	Works are ongoing on an as needs basis. BBQ and surrounding facilities cleaned to program, furniture painting and staining continued to program. Playground repairs, cleaning and soft fall replacement completed.		
	Maintenance and upkeep of landscaped areas	Completion of program	Program has commenced and is on schedule with expected timeframes.	Program was fully expended. Mulching programs were implemented. Maintenance programs implemented and completed. Garden bed improvements completed.		
	Undertake a Weed Management program	Completion of program	This project is due to commence in conjunction with the natural areas team	On ground program commencement delayed. Program will be implemented with establishment of natural areas officer and natural areas team.		

Local Service 2.5: Parks and Playgrounds				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Provision, Maintenance and Upgrade of Parks, Playgrounds and Sportsfields	Maintenance and upkeep of sportsfields	Completion of program	Maintenance program has commenced and is up to date at the time of reporting.	Program fully expended and completed.
	Annual renovation of sportsfields to maintain standard of field playability	Completion of program	Spring renovations program completed; aeration, fertilising, topdressing and pest spraying.	Program completed and fully expended; aeration, fertilising, topdressing and pest spraying.
	Purchase additional equipment to maintain Parks, Playgrounds and Sportsfields.	Equipment is acquired	This is an ongoing activity and as a need is identified, Council will purchase as required.	This is an ongoing activity and as a need is identified, Council will purchase as required.
	Installation of Shade Structures in Council Parks and Playgrounds.	Installation complete	This activity has yet to commence, it is expected that this will be conducted within the next reporting period.	Planning and review of Council's parks has been undertaken during this reporting period and it is expected that appropriate sites are identified and installation is completed in the next reporting period.
	Asset renewal program for Parks and Playgrounds	Completion of program	This program is well underway and is proceeding in line with forecasted timeframes.	Program was completed and fully expended.

Local Service 2.6 – Environmental Activities

What is Environmental Activities?

This service aims to develop and implement environmental policy and educate residents on environmental issues.

Report on Delivery Program Success Indicators

Local Service 2.6: Environmental Activities					
Indicator	Measure	Target	Result 1/1 to 31/12/13	Comment	Result 1/1 to 30/6/14
The Community is Satisfied with Council's Role in Environmental Activities	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Environmental Activities was 6.70 in 2013 which has remained stable since 2011.	
The community is generating less waste	Percentage garbage (red lid bins) of total waste per capita	Decreasing		Percentage garbage (red lid bins) has increased from 209.8kg per capita in the previous reporting period to 218.6kg per capita in this reporting period.	
Households are not consuming more water	Household water consumption per dwelling	Stays the same or decreases		Information obtained from Sydney Water shows that the average household in the Camden LGA consumed 277KL in 2012/13 which is slightly higher than the Sydney average of 221KL. Where the average unit consumed 148KL in 2012/13 which is less than the Sydney average of 159KL. In the previous year, Camden households consumed 203.5KL compared to the Sydney's average of 203KL and residents living in units consumed 133,74KL. Hence overall, residents in houses have increased their consumption whilst residents living in units have reduced their consumption.	

Local Service 2.6: Environmental Activities						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Council utilises natural resources more efficiently	Water and energy (electricity and gas) consumption	Decreasing on same period previous years		During the July – December 2013 reporting period, Council's consumed 1,952,375kWh in comparison to 2,135,885 kWh in July–November 2012 which is a 9% decrease. Of Council's largest sites, significant decreases have been achieved at Narrellan Library through the implementation of energy saving initiatives and the installation of a solar photovoltaic system and at Camden Civic Centre through upgrade of the air condition and lighting.		During the January – June 2014 reporting period, Council consumed 3,787,294.31kWh in comparison to 3,976,614.67kWh which is a 5% decrease. Of Council's largest sites, significant decreases have been achieved at Narrellan Library (41%) through the implementation of energy saving initiatives and the installation of solar photovoltaic and at Camden Civic Centre (32%) through the upgrade of the air conditioning and lighting.
Council utilises natural resources more efficiently	Water and energy (water) consumption	Decreasing on same period previous years		In 2012/2013, Council consumed 212,025kL of potable water. Trend will be updated in 2 reporting periods as data is based on financial year.		Data was not available at the time of reporting, it is expected this will be made available in the current reporting period.
The community is becoming more educated about sustainability	Number of participants in environmental education programs	Maintained or Improved		During the reporting period, Council has continued to educate the community about sustainability through events such as the Macarthur Nature Photography Competition, Threatened Species Art Competition and Sustainable Schools Expo. During the reporting period resources were not available to conduct storyline sessions and pre-school visits. Approximately 1,330 have participated in these environmental education programs.		During the report period, Council has continued to educate the community about sustainability through events such as EnviroMentors, Project Lunchbox, Wood Smoke Reduction Program, Story Time, Platypus education, Birds in the Bush Workshop. Over 2,000 participants have been engaged in these programs.

Report on Delivery Program Activities

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Environmental Policy	Development of good practice, contemporary policies to minimise impacts from residents and visitors on Camden's environment	Policies are updated annually	Work has commenced on the development of an Environmental Sustainability Policy for Council.	During the reporting period, a draft Environmental Sustainability Policy was developed. This policy once adopted will supersede the Environmental Policy adopted in 2002.
	Implement actions identified in Council's Sustainability Action Plan	Actions are implemented as programmed	During the reporting period Council installed a 17.5kW solar system at Narellan Library. This system adds to the existing 79.5kW system.	Council has cut consumption at Narellan Library by 41% and Camden Civic Centre by 32% with the implementation of energy saving initiatives and the installation of solar photovoltaic cells at Narellan Library.
Environmental Awareness and Education	Develop and implement an Education for Sustainability Strategy for the Camden LGA	Strategy completed and implementation commenced	Work on the Draft Education for Sustainability Strategy is ongoing. Finalisation is expected within the next reporting period.	Work is still ongoing and further consultation with key stakeholders is being undertaken.
	Undertake a range of educational and awareness programs to schools and other community groups	Number of schools and community groups visited	During the reporting period resources were not available to conduct storyline sessions and pre-school visits. Workshops for primary schools addressing 'catchment issues' and 'littering' have been scheduled to be delivered in the next reporting period.	During the reporting period, 2 storyline sessions were held with over 180 children and accompanying parents/carers. In addition, Council facilitated the delivery of one of two EnviroMentors modules to a total of 755 students from 5 local schools. Modules were Catchment Action and in the Bin.
	Participate in the planning and conducting of the Sustainable Schools Expo	Participation in expo	The 2013 Sustainable Schools Expo was held on 13 September 2013.	Planning for the 2014 Sustainable Schools is underway.
	Provision of information on Council's website relating to environmental sustainability	Information is current	Information relating to current programs and Sustainability Indicators are on Camden 2040 website and is updated as required.	Information relating to current programs are updated as required.

Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Environmental Awareness and Education	Seek grant funding for additional education programs and conduct those programs for which funding is received	Successful grants as a proportion of all applied for	During the reporting period Council undertook the Wood Smoke Reduction Education Campaign which sought to educate residents on the effects of wood smoke on the environment and their health. In addition, planning has commenced for the Love Food Hate Waste Program. This project aims to reduce the amount of food waste disposed.	During the report period, Council received funding for the 2014 Wood Smoke Reduction Program which continues to educate residents on the effects of wood smoke on the environment and their health. In addition, Council has implemented the Love Food Hate Waste Program educating the community on methods to reduce food waste.
	Implement Energy Savings Plan initiatives	Reduction in energy usage	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include upgrading the lighting at Camden Library and Council's Works Depot. In addition, during the reporting period Council received funding to upgrade existing electric hot water systems to solar-electric boosted systems at 7 community facilities.	Implementation of lighting upgrades at Camden Library and Council's Works Depot is underway.
Water and Energy Action Plan	Implement water savings measures	Reduction in water usage	Funding has been made available to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.	During the reporting period, Council has continued to install water saving devices at Council's highest water consuming facilities.
	Additional funding to support the Water Saving Program	Funding allocated	Funding is being utilised to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.	Funding is being utilised to implement projects from Year 2 of the implementation schedule; these projects include reducing flow rates on hand basins, showers and the like at Council's highest water consuming facilities.

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Local Service 2.6: Environmental Activities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Water and Energy Action Plan	Continuation of the Waste and Sustainability Improvement Payment (WASIP)	Number of projects completed as planned	With funding received under the WasIP program, Council has commenced the implementation of 9 projects including the Sustainable Camden Communities, Renewable Energy Offset Program, a Waste Education Package for new residents and implementation of actions identified in the draft Local Biodiversity Strategy. All projects funded under this program are due to be completed in June 2014.	<p>With funding received under the WasIP program, Council implemented 9 projects including:</p> <ul style="list-style-type: none"> • Sustainable Camden Communities • Integrated Littering and Illegal Dumping Plan • Garage Sale Trail • Waste Education Package for new residents • Implementation of Biodiversity Strategy actions • Sustainability Program for Staff • Renewable Energy Offset Program

Local Service 2.7 – Enforcement of Legislation and Policies

What is Enforcement of Legislation and Policies?

This service aims to minimise illegal activities or activities that if left uncontrolled would otherwise have adverse impacts on individuals and the community.

Report on Delivery Program Success Indicators

Local Service 2.7: Enforcement of Legislation and Policies						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Enforcement of Legislation and Policies	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Enforcement of Legislation and Policies was 6.32 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
Incidents of overgrown land (private)	Number of orders issued	Maintained or decreasing		45 Complaints were received in relation to overgrown vegetation. All complaints were acted upon in a prompt and timely manner. As this is the first time that this has been reported, there is no previous results to compare these figures to.		54 Complaints were received in relation to overgrown vegetation. It is anticipated that this is a result of favourable conditions for good growth followed by a dry season. All complaints were acted upon in a prompt and timely manner.

Comment

The incidents of overgrown land (private) orders issued has seen a slight increase in this reporting period. It is anticipated that this is a result of favourable conditions for good growth followed by a dry season. Council will continue to monitor this indicator over the coming reporting periods.

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Report on Delivery Program Activities

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Monitoring, inspection and investigation of illegal activities	Ensure relevant legislation is considered and applied in Development Applications, including Noise, Contaminated Lands, Air Quality (incl. odour), Salinity and Water Quality	Timely advice is provided on Development Applications	Development applications that have been referred to the Environment and Health Branch have been assessed against the most relevant legislation. The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.	Development applications that have been referred to the Environment and Health Branch have been assessed against the most relevant legislation. The 14 day requested reporting period was not met on all occasions due to numbers of referrals/workloads.
	Upholding provisions of the Local Government Act relating to activities such as fencing, unhealthy swimming pools, public nuisance, unauthorised camping, and the like.	Investigation initiated within service standard	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.	All monitoring, inspection and investigation of illegal activities pertaining to unhealthy swimming pools, public nuisance, unauthorised camping etc. are investigated within the service standard.
Monitoring, inspection and investigation of illegal activities	Investigate and enforce legislation in relation to barking dogs.	Investigation commences within service standard	Council have received 28 barking dog complaints, 1st complaint which is an increase of 47%. From this Council have only received 2 second complaints compared to 7 in the last reporting period. All investigations commenced within the service standard.	Council received 41 complaints of barking dogs which is an increase of 46%. As the area is growing and block sizes are decreasing it is expected that this figure would increase. From this Council have received 16 second complaints. After investigating the second complaint Council has not been required to take any further action against the owner.
	Investigate and enforce legislation in relation to overgrown private land	Investigation commences within service standard	A total of 45 complaints were received within the reporting period. The majority of complaints were investigated within the service standard period.	A total of 54 complaints were received within the reporting period which is an increase from the last reporting period. The majority of complaints were investigated within the service standard period.

Local Service 2.7: Enforcement of Legislation and Policies				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Companion Animals Management	Investigate and enforce legislation relating to microchipping and registering of dogs and cats	Increasing percentage of impounded animals comply with registration requirements	Companion animals who are seized on the first occasion and are microchipped and registered are generally RTO if it is practical. Any animal seized by Council and is not registered is immediately taken to the pound. Council are continuing to undertake follow up registration letters but this is very time consuming for officers.	Any companion animal impounded which is not microchipped or registered is immediately transferred to Councils pound. Council issued 14 GPN to owners who have failed to comply with registering their pet within the last reporting period.
	Additional funding to support existing and future needs of the Companion Animals Management Program	Funding Allocated	Council has a new Companion Animals Advisory Committee which is in the process of making recommendations on how Council could best utilise the funding to educate residents on being a responsible pet owner.	Council is currently implementing a new Responsible Pet Ownership and dog safety program aimed at school children in year 3 – year 6. This is an ongoing program.
Community Education	Education and awareness of residents in regards to the microchipping and registration of dogs and cats	A reduction in the per capita number of stray animals which are not microchipped	Council has seen an increase of 12% of dogs entering the pound who are microchipped.	With the education program Council will be delivering the message of changing details when moving and ensuring when dogs are chipped and registered to ensure their safe return.

<p>Community Education</p>	<p>Promote and encourage residents in relation to responsible pet ownership through a range of strategies, including regular advertising.</p>	<p>Decrease in the per capita number of animals euthanised at Council's pound facilities.</p>	<p>Dogs: Overall 188 dogs entered Council's pound. This includes dogs seized and also surrendered by their owner to the pound. From this 27 dogs were euthanised which is a total of 14%. From this figure though only 1 x dog was euthanised that workers could not re-home. The remaining dogs that were euthanised were done so because they were either declared dangerous dogs, surrendered due to being involved in a dog attack, unsuitable for rehoming or at the request of the owner. Per capita for this reporting period is 0.0476 but as stated previously only 1 x dog was euthanised who could not be re-homed. Cats: A total of 130 cats entered Council's pound. From this 47 were euthanised being 36%. From this though only 1 x cat could not be rehomed. 7 x were ill, 8 were feral and 31 were unsuitable. Per capita is 0.082 compared to 0.073 last reporting period.</p>	<p>Dogs: 232 dogs entered Council's pound with 9 RTD. From this 16 dogs were euthanised but 4 dogs were declared restricted/dangerous so could not be resold. Cats: 156 cats entered Council's pound. From this 67 were euthanised. Council have been undertaking feral cat trapping within the LGA. Per capita is 0.11 companion animals euthanised</p>
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Local Service 2.8 – Appearance of Public Areas

What is Appearance of Public Areas?

This service aims to keep Camden’s public places and amenities to a high standard by proactively managing litter and rubbish, cleaning, roadside landscape maintenance, graffiti and vandalism management.

Report on Delivery Program Success Indicators

Local Service 2.8: Appearance of Public Areas					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
The Community is Satisfied with Council's Role in Appearance of Public Areas	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Appearance of Public Areas was 6.99 in 2013 which has remained stable since 2011.	
Maintenance cycles are completed to approved service levels	Completion of cycles within agreed service levels	100%		Appearance of public areas have been maintained to acceptable standard.	
Street trees are proactively managed within budget	Number of trees attended to per annum	Maintained or improved		During the reporting period maintenance works were undertaken on 459 trees.	
				Appearance of public areas have been maintained to acceptable standard.	
				During the reporting period maintenance works were undertaken on 571 trees.	

Report on Delivery Program Activities

Local Service 2.8: Appearance of Public Areas			
Activity	Council's Role	Performance Measure	January to June 2014
Public Amenities	Daily cleaning of public amenities and repair of furniture and fittings within them	Completion of program	Program completed, amenities were attended on a daily basis and whenever required for special events.

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Local Service 2.8: Appearance of Public Areas					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
	Installation of new amenities at Cut Hill Reserve.	Installation complete	Amenities building and sealed access road has been completed. Additional works including a large shade shelter, paths and landscaping will be completed early February 2014.	Installation complete.	
Pavement Cleansing	Routine or periodic cleaning of various pavement surfaces in public places	Completion of program	Program completed, selected pavement surfaces were attended regularly and as required.	Program completed, selected pavement surfaces were attended regularly and as required.	
Litter Pick Up and Removal of Dumped Rubbish	Periodically picking up litter from along roads, drains and creeks, removal of and rubbish illegally dumped on road reserves or public reserves	Community satisfaction with the appearance of public areas	Litter and rubbish have been attended to promptly, all scheduled and ad-hoc services completed as per schedules.	Scheduled litter pick up completed to programs. Litter and rubbish have been attended to promptly, all scheduled and ad-hoc services completed as per schedules.	
General cleaning and repair of park and street furniture, including graffiti removal and vandalism repairs	Attending bench seats, litter bins, fences, walls, gates, water bubblers, signs and bus shelters, etc. and clean, repair or replace them as necessary. Remove graffiti that are found and those reported by the public	Park and street furniture are functional and available for public use for at least 90% of the time	Scheduled cleaning (BBO's, high profiles areas) is on target. Ad-hoc cleaning and repairs programs ongoing, as the need arises.	Park furniture program completed and expanded. Scheduled cleaning was completed and furniture repairs and painting undertaken. Street furniture program completed. Bus shelters were cleaned and repaired as needed.	
Landscape Garden Areas Refurbishment	Additional resources to facilitate the provision of attractive, quality open space within the Council area	Workforce increase	An additional resource has been employed to facilitate Landscape Garden areas refurbishment.	Program focussed on areas receiving new or replacement facilities. All identified areas completed.	
Management and Maintenance of Public Trees	Establishment and implementation of public tree asset data base	Database implemented	Requirements for a public tree asset database are currently being investigated.	Requirements for a public tree asset database are currently being investigated.	

Key Direction 3 – A Prosperous Economy

What is 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 wellbeing. Financial wellbeing relies on access to education, employment, housing, and a strong and diverse local economy.

A strong local economy for Camden is characterised by vibrant town 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 Camden is linked with the broader South West region and much of the focus for the Camden area into the future will continue to be working with relevant partners, through the Macarthur Regional Organisation of Councils, on the development of a strong regional economy.

Local Service 3.1 –Economic Development

What is Economic Development?

This service aims to create a prosperous economy by encouraging economic growth and business development in the Camden Local Government Area.

Report on Delivery Program Success Indicators

Local Service 3.1: Economic Development						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's role in Economic Development	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Economic Development was 6.58 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
The number of jobs in the Camden Local Government Area increases	Employment by Industry	Increasing		The total number of (projected) jobs in the Camden LGA in February 2013 was 19,889 up from 15,055 in 2012 (based on)		No data available at the time of reporting.

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Local Service 3.1: Economic Development						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Gross regional product will increase	Gross Regional Product	Increasing		Gross Regional Product has grown annually over the past 5 years, with 1.1% growth in 07/08, 1.5% in 08/09, 3.3% in 09/10, 1.8% in 10/11 and 0.9% in 2011/12 (based on chain volume measures supplied by AECGroup). New release data is expected July 2014.		No data available at the time of reporting.

Report on Delivery Program Activities

Local Service 3.1: Economic Development			
Activity	Council's Role	Performance Measure	January to June 2014
Economic Development Initiatives	Support economic development through the shared service arrangement with Campbelltown and Wollondilly Councils as part of the Macarthur Regional Organisation of Councils	Participation in MACROC	Whilst Council remains an active member of MACROC, in the main economic development initiatives are actively pursued by Council's Economic Development Officer.
	Represent Council at Chambers of Commerce meetings	Council is represented at Chamber meetings	Council's Economic Development Officer has attended all Chambers of Commerce meetings since engagement. Council's EDO also provides Council update at each meeting.

<p>Economic Development Initiatives</p>	<p>Implementation of the Economic Development Strategy</p>	<p>Selected priority strategies are implemented</p>	<p>Economic Development Officer continues to pursue implementation of Economic Development Strategy including participation of our first Economic Development newsletter and monthly communication to a database of over 600 stakeholders.</p> <p>Design and planning commenced for what will be Camden Council's "Business Month" held in September 2014. This event is designed to actively promote a range of business related events and training to the Camden business community. Some of the events include free workshops, seminars and other exciting initiatives aimed at assisting our local economy grow and prosper</p>
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A comprehensive 1st year work plan for the EDO has been created that links directly to the Economic Development Strategy.

Local Service 3.2 – Tourism

What is Tourism?

This service aims to promote Camden, attract visitors, provide visitor information, maximise marketing and media communication, develop local tourism products and create employment opportunities through increased visitation to the area.

Report on Delivery Program Success Indicators

Local Service 3.2: Tourism						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Tourism	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Tourism was 6.75 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Utilisation of the regional tourism website is increasing	Hits on website	Increasing		Approximate hits on the regional tourism website is 23,623, an increase of 4.2% from the previous reporting period.		Approximate hits on the regional tourism website is 46,147, an increase of 82% from the previous reporting period.
Visitors to the Tourism Information Centre is increasing	Number of visitors	Increasing		Approximate visitors to the Tourism Information Centre is 3,193, an increase of 29% from the previous reporting period.		Visitors to the Visitor Information Centre is 1,812. The previous period's figure was unusually inflated due to the filming of 'A Place Called Home'. Figures for the corresponding period were 1,855 meaning the reportable period is comparable with recent visitor numbers.
Tourists are satisfied with the Macarthur Region visitor experience	Tourist satisfaction	Stays the same or improves		All feedback from both the visitors centre and Macarthur events have been positive during this reporting period.		All feedback from both the visitors centre and Macarthur events have been positive during this reporting period.

Comment

We see the number of visitors decrease within the reporting period. It is suggested that the previous period's increase of 29% was due to local filming of 'A Place to Call Home'. This series has now been completed.

Report on Delivery Program Activities

Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Tourism Product Development and Partnerships	Increase and improve local tourism experiences by exploring non-traditional products and encouraging the bundling of tourism experiences to create a wider variety of things to see and do in the region.	Increase in cooperative projects & packaged experiences	Group Tours continue to be developed and improved to meet the changing needs of the target markets. Staff have also worked closely with operators to develop package deals to promote.	Tourism staff continue to work to improve existing product and build new products and packages.
	Use Public Relations, branding, trade shows, marketing material and advertising to increase awareness of the area and the experiences offered.	Increased website enquiries, increased tour & accommodation bookings.	Website visitation has increased 42% in the last reporting period.	Website visitation has increased to 82% in the last reporting period.
Marketing and Promotion	Operate a seven day information service and visitor centre	Maintain Level 2 Accreditation	Level 2 accreditation is maintained.	Level 2 accreditation is maintained.
		Visitors increase	Visitation numbers have increased on an average of 29% over the past 6 months	Council continues to operate a information and service centre for the local area. Visitation numbers are down from the previous reporting period. Council will continue to monitor this.
Visitor Servicing	Provide quality and accurate information to potential and current visitors to encourage visitation to the region.	Information is current	The Visitors Information Centre continues to provide accurate, current information to visitors.	The Visitors Information Centre continues to provide accurate, current information to visitors.
	Continue investigating options for the development of a Regional Information Centre.	Council has participated in the exploration of options	The Visitors Information Centre continues to provide accurate, current information to visitors.	Council is considering options for visitor information provision as part of the Camden Town Centre Enhancement Strategy.
Event Support and Sponsorship	Provide financial and in kind support to organisations holding events in Camden that could potentially attract large numbers of spectators/participants from outside the Camden LGA.	Local events are well attended with evidence of visitors from outside the area.	An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could attract potential visitors to the area. This has now been incorporated into Council's Events Sponsorship Policy.	An allocation of the Tourism Action Plan budget is used to provide in-kind and financial support to local events that could attract potential visitors to the area. This has now been incorporated into Council's Events Sponsorship Policy.

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Local Service 3.2: Tourism				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Group Tour Development	Run group tours and provide customised tour packages to tour groups.	Increased group tour bookings.	Group Tour Bookings have increased from 32 in the previous reporting period to 34 in this reporting period.	Group Tour bookings have increased from 34 in the previous reporting period to 50 in this reporting period. An increase of 47%.
Industry Support	Provide strong leadership that can advocate for small, local operators and be the driving force behind the operator network.	Operators feel educated, informed and involved.	Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.	Council's Tourism Officer continues to liaise with tourism operators in the region and form relationships with new businesses to the area. Positive feedback has been received with operators feeling supported and informed.
Online Promotion	Continually investigate opportunities for online promotion of Tourism	Improved online presence		Camden's online presence has been increased with the Macarthur Facebook Page receiving over 6000 likes plus the addition of the Macarthur Instagram page allowing locals and visitors to share photos and stories through social media.

Local Service 3.3 – Management of Significant Places

What is Management of Significant Places?

This service aims to maintain existing significant places (localities or townships), create new places, foster place identity and plan future direction of significant places.

Report on Delivery Program Success Indicators

Local Service 3.3: Management of Significant Places						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Management of Significant Places	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Management of Significant Places was 7.15 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
The community is actively engaged in planning for places	Percentage of planning processes for 'significant places' that had resident engagement processes	Stays the same or increases		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment.		All planning proposals and new or amending development control plans include a community exhibition process which allows the community to comment.

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Report on Delivery Program Activities

Local Service 3.9: Management of Significant Places					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
Place Strategies and Development Controls	Council develops appropriate strategies and development controls for the significant places and town centres throughout the LGA having regard for the unique and different roles these places have	Appropriate strategies and development controls are in place for significant places	Development Controls exist for all significant places in the Camden DCP. These controls are reviewed as necessary.	Development Controls exist for all significant places in the Camden DCP. These controls are reviewed as necessary.	
Camden Town Centre Strategy	Undertake review of Camden Town Centre Strategy	Completion and adoption of revised Camden Town Centre Strategy	The review of the Camden Town Centre Strategy is to be commenced in 2014	In April 2014 a Study Brief was prepared to undertake a review of the Camden Town Centre Strategy. Quotation were sought from 5 firms. In June 2014 JBA Urban were engaged to undertake the study with a time frame of 12 weeks.	
Significant Places Maintenance Program	Carefully maintain significant historical and cultural areas, precincts and buildings that are within Council's ownership	Preparation and implementation of management and maintenance plans for properties owned by Council	No update is able to be provided at the time of reporting, an update is expected in the next reporting period.	Council has responsibility for many property assets in the Camden LGA. With expected changes in the coming years, a study brief has been prepared with the aim of identifying assets, opportunities and constraints of each of the assets identified and to develop well informed options and recommendations to manage the future of each of these assets. This study will be undertaken in the next reporting period.	
Oran Park Town Centre Governance Arrangement	Undertake repairs and external works to Macaria as per heritage report Assist in developing a governance model that supports a higher level of amenity for Oran Park Town Centre	Repairs completed Governance Model Adopted by Council	Works are scheduled to be carried out within the next reporting period. Work on the Community Management Scheme is nearing completion & it is expected that this will be presented to Council in late February/March for consideration.	External repair works have been completed to Macaria. The Community Management Scheme was adopted by Council at its Ordinary Council meeting 13 May 2014	

Local Service 3.3: Management of Significant Places				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Camden Town Centre Works Program	Continued consultation and investigation of the staged implementation of the Camden Town Centre Strategy	Consultation is ongoing	Draft traffic study has been completed. Council workshop has been conducted. Council are currently investigating several areas with a view to presenting findings to Council within the next reporting period.	Council has developed a concept plan for Argyle Street building on the traffic and transport study. The concept plan includes traffic lights, footpath widening, materials and furniture. Council will commence public consultation in the next reporting period.

Key Direction 4 – Effective and Sustainable Transport

What is Effective and Sustainable Transport?

Effective transport underpins all aspects of an accessible and functioning place.

Transport impacts on the health of the natural environment and the health and wellbeing 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 means that people are able to travel easily within their own local area and are effectively connected to the wider Macarthur and metropolitan regions.

Effective and sustainable transport for Camden 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; and support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.

Local Service 4.1 – Transport Options

What is Transport Options?

This service aims to investigate, promote and deliver mass public and private transport options and alternative modes of transport.

Report on Delivery Program Success Indicators

Local Service 4.1: Transport Options					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
The Community is Satisfied with Council's Role in Transport Options	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Transport Options was 6.14 in 2013 which is a statistically significant increase in satisfaction since 2011.	
					The next update for this satisfaction score will be in 2015.

<p>New cycleways and paths continue to be constructed</p>	<p>Number of new cycleways and paths constructed</p>	<p>Greater than previous year</p>		<p>700m additional shared path constructed in The Hermitage (through VPA) in October 2012 600m additional shared path constructed in Camden Acres (By Council) - in May 2013 1200m shared path constructed on Prter Brook Drive (through VPA) in July 2013 230m path constructed in Garden Gates(through WINA) in October 2013</p>		<p>A total of 3,950m new path and cycleways constructed in the Camden LGA, mainly in new development areas.</p>
<p>Identified projects are completed as planned – Bike Paths</p>	<p>Projects are meeting specified timeframes</p>	<p>90%</p>		<p>Little Sandy Bridge shared path on target for completion by April 2014 450m shared path programmed for completion in Liz Merrichan Drive by June 2014</p>		<p>Little Sandy Bridge shared path completed on 24 April 2014 450m shared path in Liz Merrichan Drive completed in June 2014</p>
<p>Identified projects are completed as planned – Road Construction</p>	<p>Projects are meeting specified timeframes</p>	<p>90%</p>		<p>Macarthur Road design and planning underway.</p>		<p>In the reporting period the following works were completed:</p> <ul style="list-style-type: none"> Macarthur Road –near Burrawang Crs was reconstructed including new kerb and gutter Harley Drive southern carriageway was rehabilitated between Sedgwick St and Anzac Pde Greendale Road stage 1 section of road was reconstructed Cawdor Road rehabilitated near Burragorang Rd and resurfacing of 2 sections of this road McCrae Drive was reconstruction including kerb and gutter near Cowper Drive

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Report on Delivery Program Activities

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Cycle ways / Path Network Extension	Seek grants for extension of cycleways and paths and implement successful grant programs	Kilometres of new footpaths and cycleways delivered through grant funding	<p>Footpaths completed in Queen Street, Lowe Crescent, Harrington Street and Tramway Drive in November 2013.</p> <p>Nepean River gravel trail and Little Sandy Bridge works commenced in October 2013.</p> <p>Australian Botanic Garden Recreational Path – Council approved in December 2013.</p> <p>Richardson Road bicycle crossing grant submission.</p>	<p>A Memorandum of Understanding is being created for the Australian Botanic Garden Recreational Trail.</p>
	Cycling Advisory Group	Group established and meetings are held quarterly	Cycling Advisory Group met in August and November 2013.	Cycling Advisory Group met in February and May 2014.
	Maintain an updated Bike Plan for the Camden LGA	Bike Plan is current	Camden Bike Plan revision underway for completion in 2013/14.	Bike Plan 1996 under review. 1996 maps digitalised and uploaded to webpage together with dedicated Cycling page.

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Regional Transport Network	Lobby State Government for the upgrade of State Roads including: <ul style="list-style-type: none"> Camden Valley Way Northern Road Narellan Road Bringelly Road Remembrance Drive 	Number of requests to State Government to upgrade State Roads	Ongoing liaison between Council and RMS for Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade. Verge works completed at Burregoon Road / Remembrance Drive way in July 2013.	Ongoing liaison between Council and RMS for Narellan Road Upgrade, Northern Road Upgrade and Bringelly Road Upgrade.
	Lobby State Government for greater access to public transport and an increase in the variety of public transport options	Number of opportunities taken to lobby the State Government	The Rickard Road Transit Boulevard Report was released December 2013. Representation was made to TfNSW in November 2013 for new bus service to Cobblity Park seniors living complex	Ongoing liaison between Council and State Government for various public transport access and option.
	Road designs to be finalised for the following: <ul style="list-style-type: none"> Camden Bypass Intersection Richardson Road and Link Road 	Partnership entered into with the State Government	Both Camden Bypass Intersection and Richardson & Link Road designs are due for completion in June 2014.	Both Camden Bypass Intersection and Richardson & Link Road construction are due for completion on 19 August 2014.
	Coordinate discussions with the Department of Planning and Landcom to implement funding arrangements and project delivery for the construction of the Link Road between Elderslie and Spring Farm	Funding arrangements implemented	Construction is currently underway.	Construction is currently underway.

Local Service 4.1: Transport Options				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Regional Transport Network	Provide assistance for the construction of major Infrastructure Roads and Rail within the LGA	Infrastructure is delivered in a timely fashion	<p>Ongoing liaison between Council and Camden Valley Way Upgrade contractor.</p> <p>Ongoing liaison between Council and the South West Rail Link contractor and TRNSW.</p>	<p>Ongoing liaison between Council and Camden Valley Way Upgrade contractor.</p> <p>Ongoing liaison between Council and the South West Rail Link contractor and Transport for NSW.</p> <p>During the reporting period, Council has responded to the announcement of both the 2nd Sydney airport at Badgersygs Creeks and the potential extension of the South West Rail Link to Narellan. Land has been identified for long term future infrastructure needs for the Camden LGA in response to these announcements.</p>
Bus Stop Accessibility	Implement program of works for Bus stops within the LGA to comply with the requirements of the Disability Discrimination Act (DDA) and enhance access	Percentage of bus stops compliant	Not progressed in this period.	82.5% of bus stops compliant except tactile indicators. Investigation of tactile indicators underway.
	Tramway Drive – Construction of an indented bus bay	Construction complete	RMS has provisionally agreed to install the bus bay as part of the Narellan Road Upgrade.	These works are scheduled to be undertaken as part of the Narellan Road Upgrade. No progress has been made within this reporting period.

Local Service 4.2 – Road Safety

What is Road Safety?

This service aims to ensure our road network is safe and accessible for all road users including pedestrians, we are connected by safe alternative transport mechanisms, cycleways and paths and are educated on road safety issues.

Report on Delivery Program Success Indicators

Local Service 4.2: Road Safety						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Road Safety	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Road Safety was 7.05 in 2013 which is a statistically significant increase in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2012 – 4.16 per 1000 population (251 crashes; 60546 ERP)		No data update available in the reporting period.

Report on Delivery Program Activities

Local Service 4.2: Road Safety			
Activity	Council's Role	Performance Measure	January to June 2014
Road Safety Strategy	Drink drive prevention - education and awareness programs	3 programmed campaigns per year for drink driving. Slow Down	Council continues to work with Camden Highway Patrol to reinforce local operations and reduce speed and drink driving. An advertising campaign to support this aim ran in local newspapers in June for 2 weeks. Council will continue to support Enhanced Enforcement Programs through local advertising and some staff support.

<p>Road Safety Strategy</p>	<p>Slow Down - Speed awareness programs</p>	<p>3 programmed campaigns per year for drink driving. Slow Down</p>	<p>Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed. Reporting between Council and Police continue with the aim of enforcing speed issues and investigation as appropriate. Local advertising will assist in promoting local operations. A new joint program with Campbelltown City Council is currently under development. This will target speeding across the Macarthur region with a combined approach.</p>	<p>Council continues to work with Camden Highway Patrol to reinforce local operations to reduce speed. Reporting between Council and Police continue with the aim of enforcing speed issues and investigation as appropriate. Local advertising will assist in promoting local operations. A new joint program with Campbelltown City Council is currently under development. This will target speeding across the Macarthur region with a combined approach.</p>
<p>Learner Driver Programs</p>	<p>Memorandum of Understanding (MOU) with Camden Police for a weekly reporting and management system for traffic issues within the LGA</p>	<p>Weekly reporting occurs</p>	<p>Reports continue to be sent and received. Weekly reports are sent by Council to Police.</p>	<p>Reports continue to be sent and received. Weekly reports are sent by Council to Police.</p>
<p>Occupant Restraint Fitting and Checking</p>	<p>Drives for Learners in Macarthur - Log Book Runs, in partnership with Campbelltown and Wollondilly Councils - 7 events held per year</p>	<p>Number of participants</p>	<p>2 daytime events and 1 night time event were held during the reporting period. 1 night time event was cancelled due to a lack of numbers.</p>	<p>2 daytime events and 2 night time event were held during the reporting period.</p>
<p>Graduated Licensing Scheme Workshops for parents and supervisors of learner drivers - 2 workshops per year</p>	<p>Number of Workshops held</p>	<p>The August workshop was cancelled due to a lack of numbers. It is anticipated that the next workshop will be held in April 2014.</p>	<p>A workshop was held on 16 April 2014, with 17 parents or supervisors of learner drivers attending. The next workshop will be held in August 2014.</p>	<p>A workshop was held on 16 April 2014, with 17 parents or supervisors of learner drivers attending. The next workshop will be held in August 2014.</p>
<p>Five fitting and checking days conducted per year</p>	<p>Number of restraints fitted or checked</p>	<p>2 child restraint fitting and checking days have been held in the reporting period with over 52 restraints fitted and / or checked. It is anticipated that 4 days will be held in 2014. This program continues to be extremely popular with residents and is always fully booked.</p>	<p>2 child restraint fitting and checking days have been held in the reporting period with over 52 restraints fitted and / or checked. Scheduling has been completed for the 2014/2015 financial year, with Council committing to holding another 4 fitting and checking days within this time frame.</p>	<p>2 child restraint fitting and checking days have been held in the reporting period with over 52 restraints fitted and / or checked. Scheduling has been completed for the 2014/2015 financial year, with Council committing to holding another 4 fitting and checking days within this time frame.</p>

<p>School Programs</p>	<p>School Safety Program to carry out engineering, education and enforcement with schools as scheduled</p>	<p>Activities conducted as scheduled</p>	<p>The program was held at Harrington Park Public School, Marelán Vale Public School, Mount Annan Public School, Currans Hill Public School and Murrumbidgee Public School. A Yellow Pedestrian Safety Line was installed at Harrington Park Public School as a result of a need identified through the School Safety Program. This initiative was subsequently announced as a finalist in the Australian Road Safety Awards.</p>	<p>The program was held at Marelán Vale Public School, Currans Hill Public School and Cobbitty Public School in the reporting period. Inspections and facility changes have been proposed at Cobbitty Public School, Mount Annan High School and Leppington Public School. These are currently under review and will go before LTC.</p>
<p>Bike Safety Education</p>	<p>Drive to Stay Alive - road safety programs held in high schools</p>	<p>Program conducted at 4 high schools per year</p>	<p>The program was held at 4 of the 5 schools. It was not held at Mount Annan Christian College this year as they had been having Year 10 students attend and it was decided that Year 11 is the target audience. Therefore the program had already been held for this year's Year 11 students. This school will recommence with the program in 2014.</p>	<p>Programming for the 2014 year was conducted within the reporting period. All 4 schools have been confirmed and the program will be rolled out between July and December 2014.</p>
<p>Bike Safety Education</p>	<p>Conduct bike safety at Camden Play-day school to promote appropriate helmet use, road rules, and ensure the safety of young drivers</p>	<p>Nb of programs held</p>	<p>The second year of the pilot was held at Cran Park Anglican College. Future programs will need to be investigated with a view to expanding the program and possibly holding it at a CARES facility. Camden Play Day is programmed for May 2014.</p>	<p>The Bike Course was not held at Camden Play Day in May. Continuing investigation is being undertaken to conduct future programs at the CARES facility.</p>

Local Service 4.3 – Local Traffic Management

What is Local Traffic Management?

This service aims to proactively manage local traffic matters such as parking, traffic calming, pedestrian safety and signage. In doing so the service ensures the local traffic network is safe and functional.

Report on Delivery Program Success Indicators

Local Service 4.3: Local Traffic Management						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Local Traffic Management.	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Local Traffic Management was 6.21 in 2013 which is a statistically significant increase in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
Outstanding Traffic Committee recommendations have timeframes which are being met.	Implementation of recommendations within specified timeframes	60%		100% of recommendations achieved.		100% of recommendations achieved.
The number of recorded road accidents (fatal and non-fatal) per 1000 population reduces	Number of recorded road accidents per 1000 population	Reduction		2012 – 4.16 per 1000 population (251 crashes; 62546 EIPR).		No data update available in the reporting period.
Successful completion of Black Spot funded projects	Projects completed	100%		No Black Spot funded projects in 2013/14.		No Black Spot funded projects in 2013/14.

Report on Delivery Program Activities

Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Local Traffic Committee	Facilitate the operation of the Local Traffic Committee – act as Secretariat, manage and implement the Committee's recommendations	Percentage of recommendations completed on time within 2 months of approvals	All new recommendations completed on time.	All new recommendations completed on time.
Design and Construction	Design and implementation of parking and traffic management facilities	Design programs are completed and implemented to time and all relevant specifications	Designs completed for Old Home Highway Bus Stop enhancements.	Construction completed for Old Home Highway Bus Stop enhancements, outside Camden South Primary School.
Pedestrian Access & Mobility Plan	Plan preparation & implementation successful grant program	Updated plan & Grant Funds received	Draft Plan completed in September 2013.	Pedestrian Access & Mobility Plan (PAMP) completed in June 2014.
Black Spot Funding Program	Identification of black spots, secure funding for remedial works and undertaken works according to funding received	Grant funding is received for identified black spots	No Black Spot projects in 2013/14. No recorded crashes in 1.5 years of data since at Camden Valley Way / Kirkham Lane intersection upgraded.	No Black Spot projects in 2013/14
		Works are implemented on time and to budget	No Black Spot projects in 2013/14.	
Public Road Management Activities	Management of utilities works, special events and disruption from construction works	Applications are processed within 2 working days of receipt	100% of applications processed within 2 days or receipt.	100% of applications processed within 2 days or receipt.
		100% of program completed on time	Cyclic maintenance was conducted and completed on time. Customer requests were completed.	Cyclic maintenance was conducted and completed on time.
Maintenance and Replacement of Signs and Line Markings	Regularly inspect all signs and line markings and program necessary replacement/re-instatement to ensure they always meet minimum required standards for the safety of road users			

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Local Service 4.3: Local Traffic Management				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Public Road Projects	Installation of traffic intersection lighting at Mount Amman Drive & Rose Drive	Installation complete	This action has not yet commenced.	This action has not yet commenced.

Local Service 4.4 – Construction and Maintenance of Local Roads, Footpaths and Kerbing

What is Construction and Maintenance of Local Roads, Footpaths and Kerbing?

This service aims to construct, upgrade and repair Camden’s roads, footpaths, kerbing, drainage, cycleways, carparks and traffic management equipment.

Report on Delivery Program Success Indicators

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Construction and Maintenance of Local Roads, Footpaths and Kerbing	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Construction and Maintenance of Local Roads, Footpaths and Kerbing was 6.20 in 2013 which is a statistically significant increase in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
The condition of local (Council Owned) roads	Department of Local Government (DLG) 2006 condition rating	Maintained or Improved		Data is not available for the July to December period.		Data is not available for the January to June period.

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Report on Delivery Program Activities

Local Service 4a: Construction and Maintenance of Local Roads, Footpaths and Kerbing					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
Bridge Maintenance	Conduct annual inspections on bridges, in accordance with the adopted bridge inspection regime, and complete all required follow up actions	All follow up actions completed	Works are not scheduled to commence until the next reporting period.	Annual inspection program not completed. Inspection of all bridges is due 2014/15 part of the Assets Revaluation Program. Follow up actions from previous inspections are to be carried out. 14/15 CIBP Bridge renewals program	
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.	
Roads and Kerb & Gutter Maintenance and Reconstruction	Check and assess the condition of roads and kerb & gutter once a year, program reconstruction and other necessary work to ensure all roads are available for public use with minimum interruptions	100% of program completed	Maintenance Programs commenced and ongoing.	Maintenance programs completed.	
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data was unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.	
		Program completed to time and budget	As part of the CIBP, Kerb & Gutters program was completed. Road surfacing commencing in the next reporting period.	Road resurfacing and kerb and gutter program 100% completed.	
		Maintenance programs completed	Program on target for completion at end of year.	Maintenance programs were substantially completed, some outstanding works will be completed in next financial year.	

Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
Roads and Kerb & Gutter Maintenance and Reconstruction	Increase in maintenance required as a result of continued urban development.	Condition rating stays the same or improves.	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in this period. New data will be available 14/15 financial year.	
	Project management of design and construction for selected road upgrade and new infrastructure projects.	Facilities provided to Council's requirements within agreed timeframes and budgets.	During this reporting period, Council have worked extensively on Macarthur Road Traffic Management and Springs Road / Richardson Road projects.	Design of Springs Road stage 2 has been completed. Streetlight of Liz Kernehan Drive between Camden Bypass and Lodges Road has been completed. Concept designs for upgrade of the intersection at Richardson Road and Camden Valley Way have been completed for review by the RTA.	
New Roads Construction	Macarthur Road traffic management improvements to allow roads to handle increased traffic volumes anticipated from surrounding development	Traffic management improvements completed	Works will have to be coordinated with proposed roundabout at Merino Drive/Macarthur Road intersection.	Design for upgrade of the roundabout at the intersection on Merino Drive and Richardson Road has commenced in preparation for consultation with services authorities and local residents.	
	Purchase of equipment required for the surveying of sites in order to facilitate design planning.	Equipment is acquired	Investigations and research has been completed to purchase a new Total Station.	Council accepted the quotation for a Total Station on the 23rd February 2014 and received the equipment in early March. The Total Station has been in successful operation for 4 months.	
	Additional resources to facilitate surveying works within Council	Workforce increase	Job advertisements and interviews have been completed to fill the positions of Surveyor and Survey Assistant.	During the reporting period council appointed a Surveyor and Survey Assistant.	

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Local Service 4.4: Construction and Maintenance of Local Roads, Footpaths and Kerbing				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Footpaths, Cycleways and Pathways Maintenance and Reconstruction	Inspections are conducted every 4 months for assessing trip hazards along footpaths/pathways this then is followed with rectification work for the removal of dangerous trip hazards.	Program completed	Ongoing inspections were carried out during the reporting period and ad-hoc works were carried out where required.	Footpath and cycleways program completed.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in 14/15 financial year.
Carparks Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the carparks clean all year around	100% of program completed	Wandarrah Reserve Car Park construction completed in September 2013. Narcellan Community Hall Car Park Drainage Works completed in November 2013.	Carparking facility constructed on Rickard road near school. Carpark sweeping has been completed throughout the year.
		Condition rating stays the same or improves	Condition rating is unable to be reported as new data is unavailable in this period.	Condition rating is unable to be reported as new data is unavailable in 14/15 financial year.
Street Furniture Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement of guard rails, guide posts, bollards, fences, walls, seats, litter bins, etc.	100% of routine maintenance program completed	Condition of street furniture was monitored and on-going and other maintenance work was completed.	Condition of street furniture was monitored and on-going maintenance completed except guard rails
		Damage and faults addressed within 10 working days	Response times are being monitored.	Response times are being monitored.
Bus Shelters Maintenance and Reconstruction	Conduct annual inspections, routine maintenance and necessary repairs or replacement and to keep the bus shelters clean all year around	100% of routine maintenance program completed	Inspections, cleaning and maintenance up to date, being conducted weekly.	Routine maintenance program completed. All bus shelters inspected and maintained.
		Damage and faults addressed within 10 working days	Response times are being monitored.	Response times are being monitored.

Key Direction 5 – Enriched and Connected Community

What is an Enriched and Connected Community?

An enriched and connected community involves arts and culture, community safety, healthy lifestyles and community health, enrichment through learning and information, and recreation and leisure to build social capital and cohesion.

These are all elements that lead to a community with high levels of wellbeing. 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 the variety of opportunities within a community, both social and economic, regardless of background, ability or circumstance.

Community wellbeing describes the state of satisfaction, contentment and fulfilment of needs experienced within a particular group of people.

Local Service 5.1 – Recreation Services and Facilities

What is Recreation Services and Facilities?

This service aims to provide well managed active indoor and outdoor recreation facilities for residents and visitors of Camden. Recreations facilities include Aquatic Centres, courts, BMX Bike Track, Equestrian Recreation Park, and the Town Farm.

Report on Delivery Program Success Indicators

Local Service 5.1: Recreation Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Recreation Services	Community Satisfaction Survey	Maintained or improved		The mean satisfaction score for Recreation Services and Facilities was 7.48 in 2013 which is a statistically significant increase in satisfaction since 2011. This follows a significant increase between 2009 and 2011.		The next update for this satisfaction score will be in 2015.

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Local Service 5.1: Recreation Services					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
More people participate in active recreation using Council facilities.	Seasonal bookings of sportsfields	Maintained or Increased		<p>Total Number of bookings July to December: 84</p> <p>Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the summer season is 6,019.</p> <p>Of the available grounds there was a 54% use with 46% available for allocation.</p>	<p>Total Number of bookings January to June: 92</p> <p>Total number participants in the sports of soccer, cricket, athletics, Oz tag, netball and touch football for the winter season is 5,726. This decrease is a result of Council having less ground available for bookings this year due to repair and reconstruction work.</p> <p>Of the available grounds available in winter 2014 there was 85% utilisation. The 14.8% of space available included Cut Hill mid week, and 3 grounds on Sunday.</p>
	Swimming pool usage	Increasing		<p>Total complex attendances for Mt. Annan Leisure Centre for the period of July to December were 190,460.</p> <p>The total attendance at Camden pool for October, November and December were 26,227. The poor weather experienced in November and December impacted on total attendance figures.</p>	<p>Total complex attendances for Mt. Annan Leisure Centre for the period of January to June were 163,305, which is a slight decrease from the same period last year.</p> <p>The total attendance at Camden pool for the period of January to June was a total of 27,389, which is an increase from the same period last year.</p>

Comment

The total number of seasonal sportsfield bookings has seen a 21.3% decrease from the same period last year. This decrease is a result of Council having less ground available for bookings this year. For example, Onslow Oval was unavailable for a period due to repair works, and also the reconstruction of Liquidamber reserves 1 and 2 meant that regular users had to be relocated to other sites.

Report on Delivery Program Activities

Local Service 5.3: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Management of Recreation Facilities	Co-ordination of level of facility provision and management of community use	Occupancy rates and number of users	<p>The use of Narellan library meeting rooms have been reviewed and user groups relocated to Harrington Park community centre resulted in successfully providing opportunities for new user groups.</p> <p>All Conditions of Hire have been amended to include Sale party notification requirement for all parties after 6pm.</p>	<p>Narellan Community Hall upgrades were not completed until end of January impacting on availability of use.</p> <p>The Partitions dividing the community rooms in the library were repaired making the 2 rooms available for separate bookings from March.</p> <p>A regular booking for before and after school activities ceased operations impacting on reduction of total hours used</p> <p>For this period the occupancy for Monday to Thursday was approx. 20% based on 9am to 10pm availability.</p>
Recreation and Facility Planning	Development of policies, strategic documents to guide the development and use of public open space and facilities.	Number of plans and policies developed	<p>Sportsground strategy document includes a section on guidelines for the development of capital works on council land, and the principles that guide allocation of use.</p> <p>Expressions of interest call for new sportsgrounds at Oran Park.</p>	<p>In February 2014, Council adopted the Sportsground Strategy. A strategy that consolidates information on existing Council sites, provides a strategic platform for future planning, design and construction of new facilities.</p> <p>Council has drafted guidelines for Personal Trainer use of public open space.</p>
	Development of site master plans for Council's recreational facilities, detailed design to resolve increasing demands for facilities, guide resource allocation, and maximise grant opportunities.	Site master plans are completed	<p>Work commenced on design of Narellan Sports Hub to accommodate needs of athletics and netball. Also, discussions commenced with South Camden Tennis around formalising arrangements for the management of South Camden Tennis courts.</p>	<p>Narellan Sports Hub masterplan drafted.</p> <p>PCVC footprint for site at Kirkham Park confirmed.</p> <p>Site analysis for development of a multipurpose outdoor youth facility undertaken.</p>

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Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Recreation and Facility Planning	Formal and informal meetings with user groups and partners such as YMCA and BEP to provide forums for information exchange and feedback on needs and future directions	Number of meetings	Netball lease of building at netball complex finalised. Meetings held with local croquet club to identify a suitable site to develop facilities and club Netball lease of building at netball complex finalised. Meetings held with local croquet club to identify a suitable site to develop facilities and club.	Croquet club accommodated on a private site. Meetings held with Narellan Jets regarding grant for development of improvements at Narellan park. Community Support officer commenced duties.
	Contract manage two swimming pools which provide a range of programs to the local community	Attendance	Youth programs now adopted as standard, and family memberships prove to be successful. The total number of attendances in the key programs at Mt. Annan YMCA which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 186,661. At Camden Pool the attendances in the key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 24,694 for the months of October, November and December.	The total number of attendances in the key programs at Mt. Annan YMCA which include Learn to Swim, Health Club, School PE and Swim Squad resulted in a total of 115,142. At Camden Pool the attendances in the key programs Aqua Aerobics, School Activities, Learn to Swim and Swim Squad had a total of 8,295.
Aquatic Recreational Facilities	Commence design work for Stage 2 Development at the Mt Annan Leisure Centre	MAIC Stage 2 Design Commenced	The Recreation Demand Study has been completed and placed on public exhibition to be reported to Council in February. This will provide the information required to proceed. The Recreation Demand Study identified possible changes in proposed facilities. Concept design may have to be amended following final decision on project scope before detailed design can commence.	The scope of works for stage 2 of MAIC has not been able to be finalised due to negotiations with PCYC as to what services that facility will provide. These negotiations are nearing completion and options will be provided to Council in the first quarter of the next financial year.

Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Aquatic Recreational Facilities	Ensure that aquatic recreational related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements, satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the \$94 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
	Mt Aman leisure centre capital building improvements.	Works complete within agreed timeframes and budgets	Council is undertaking a recreational needs study which will inform the new facilities to be provided at Mount Aman Leisure Centre. Design will commence at completion and adoption of this study.	The recreation needs study has been completed. Council has been in discussions with PCYC to consider what services and facilities will be provided at the proposed PCYC facility to determine to scope of works at MALC. Design is scheduled to commence once the scope is finalised and staging of the works is resolved.
Bicentennial Equestrian Park	Manage and maintain the Bicentennial Equestrian Park (via Community Management Committee)	Attendance and number of events	Due to changes in committee members and responsibilities the comparison figures are not available. A Community Committee support officer has been appointed to support the volunteer committees. Council estimates over 20,000 attendees participated in 51 events, and 1,600 walkers estimated to be using Bicentennial Equestrian Park.	Total of 119 event days booked from January to June 2014 using BEP grounds.
	Manage and maintain the Camden Town Farm (via Community Management Committee)	Attendance at programs and events	The Camden Town Farm Committee continues to meet regularly.	Total of 19 event days booked into the Town farm from January to June.
Camden Town Farm	Development of the Camden Town Farm Community Garden	Volunteer Participation	Ongoing volunteer participation through community garden – managed by Camden Community Garden Association. The project now has minimal Council input. As such, volunteer participation numbers are not able to be reported.	The Community Committee Support Officer was appointed to work with the committee to develop reporting information and statistics.

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Local Service 5.1: Recreation Services and Facilities				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Camden Town Farm	Additional resources to manage the operation of Bixentromial Equestrian park and Camden Town Farm	Workforce increase	Council has appointed a new recruit who will commence in February.	Support office has commenced and working with committee.

Local Service 5.2 – Community and Cultural Development and Planning

What is Community and Cultural Development and Planning?

This service aims to stimulate and support community and cultural activity in Camden.

Report on Delivery Program Success Indicators

Local Service 5.2: Community and Cultural Development and Planning					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
The Community is Satisfied with Council's Role in Community and Cultural Development and Planning	Community Satisfaction Survey	Maintained or improved		The mean satisfaction score for Community and Cultural Development and Planning was 7.09 in 2013 which is a statistically significant increase in satisfaction since 2011.	The next update for this satisfaction score will be in 2015.
More opportunities for participating in community cultural events are provided	Number of community cultural events	Increasing		<p>Artisan and Designer Markets outside Narellan Library twice</p> <p>Various workshops at Narellan Library and Camden Civic Centre- Sculpture Class, Drawing for Beginners, Art Making Inspired by World Music, Mosaic Workshop, Lino Cutting, Pop Up Camden Eco Lab, Drama, Sensational Softies, Simply Felt, Botanical Drawing, Colour and Design, Print your Own T-Shirt</p> <p>Number of events at the Civic Centre - Camden Fine Art Gallery Exhibition and Sale at Civic Centre, Antique Fair, Macarthur Singers Concert, Rodney Rode Tour, Wedding Expo, Frankie Valle and the Four Seasons plus Beachboys shows, Abba show, Art Banker performance, Artist of the Month Exhibition, Artists Network meeting, Christmas Carols Festival, Christmas Art Exhibition.</p>	<p>Voicez event at Civic Centre, very well attended</p> <p>Artisan markets at Narellan and Camden Civic Centre.</p> <p>Portraits group meeting weekly.</p> <p>Funding round for the 2014 community cultural performance subsidies for Camden Civic Centre open.</p> <p>Large community cultural events staged within Camden Civic Centre including the Camden Art Prize, Lachlan Glen concert, Camden Fine Art Gallery exhibition, Macarthur Art group Exhibition, School Holiday workshops and a range of community dance events profiling local dancers.</p> <p>For youth – inclusion of local youth in Rockwave 2014 as entertainers, designers and promotional material developers and marketing volunteers</p>

Local Service 5.2: Community and Cultural Development and Planning					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
Council delivers programs catering for identified target groups	Number of programs for target groups	A minimum of 2 activities per target group each year		<p>1 x CALD activity – Marellan Rhythms Festival held in October 2013.</p> <p>5 x Children & Families programs – transition to school information stalls at Mt Annan Shopping Centre Aug 2013, Marellan Shopping Centre Sept, Oct, 2013 and Nov 2013, Harrington Park Dec 2013.</p> <p>2 x Aboriginal activities – NAIDOC week ceremony in John Street Camden and event at Town Farm in July 2013.</p> <p>5 x Youth programs – including 6 Skateboard clinics at Eldersville Oct – Dec 2013, basketball comp at Harrington Park Oct – Dec 2013, 6 boot camps and 6 free swimming sessions at Mt Annan, recreation activities at Marellan Oct – Dec, Reach Bus in Dec 2013.</p> <p>3 x Seniors programs- morning tea and tour of Botanical Gardens Sept 2013, Christmas Lunch Nov 2013.</p> <p>2 x Disabilities activities – Carer's Week event at Town Farm Sept 2013, International Day for People with Disabilities – workshops resulting in performance at Campbelltown Arts Centre in Dec 2013.</p>	<p>International Women's Day event March at Civic Centre.</p> <p>Seniors Week March – concert, bus trips.</p> <p>Seniors Autumn Lunch May at Belgenny Farm.</p> <p>Youth Week April – 38 activities across the LGA, Council's program has been nominated as finalist in the Local Government Awards.</p> <p>Play Day event in May at Kiskham Oval.</p>

Report on Delivery Program Activities

Local Service 5.2: Community and Cultural Development and Planning				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Support for Local Services and Groups	Develop and support effective interagencies and networks between local services and groups to ensure good communication and working relationships that improve services and opportunities to residents.	Interagencies and networks supported	Camden Interagency held 3 times - @ Spring Farm, Camden Hospital, LWS Campbelltown Council represented regularly at the following 7 forums: DV Committee meetings, MacIntyre (ATSU), MacArthur Youth Interagency, Families NSW Interagency, Aged and Disabilities Forum, Community Relations Commission Regional Advisory Committee, Oran Park Town Community Partners meetings.	Camden Interagency held 3 times - @ Country Women's Association (Feb 3), Men's Shed Narellan (April 7), Leppington Progress Association (June 2). Outcomes include: Organisations linked to Council and other community services. Health Department outreach to Leppington Progress Association.
	Facilitate and support Management Committees and Advisory Groups to ensure their effective operation, legislative and policy compliance, and to appropriately feed issues and information back into Council's processes	Committees and groups supported	355 Committees provided with administrative support. New BEP/Town Farm worker recruited. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.	Worker attended CFA meeting to provide information on new committee guidelines. Worker attended Seniors Committee meetings. 5 advisory groups facilitated by Council staff: Youth Council, Aboriginal Residents Group, Access Committee, Cohesive Community Group, Camden4Children Working Group.

<p>Projects and Programs</p>	<p>Develop and manage projects and programs that address community needs and build local community assets</p>	<p>Projects and programs developed that meet identified community need</p>	<p>Council's Cultural Development officer continues to work on: The Access Friendly Project that addresses the need for people with disabilities to enter local retail shops still underway. Data received from Neighbourhood Matters community consultations that will be incorporated into Council's social plan. Various Youth Outreach Projects that are funded and delivered across neighbourhoods. Partnering with the Civic Centre and Libraries to deliver various cultural programs to meet varied demographics including the artist of the month, film screenings, workshops and network meetings.</p>	<p>Neighbour Day program carried out in May. Elderslie group awaiting approval for use of land at Herbert Park Elderslie, for a community garden. Identified priority areas include: Camden South, Spring Farm, Elderslie, Currans Hill, Harrington Park, Leppington, and Catherine Fields. Priorities incorporated into Project Officers work plans.</p>
<p>Council actively seeks relevant grant funds in order to undertake community and cultural activities</p>	<p>Number of grants applied for</p>	<p>Sponsorship has once again been obtained to host the annual Marellan Rhythms festival. Council also applied for an Arts NSW grant, however, was unsuccessful.</p>	<p>\$1000 MARDOC week grant obtained from Office of Premier and Cabinet: Indigenous Capability and Development Program.</p>	
<p>Develop strategic and action plans to address key issues and opportunities for target groups</p>	<p>Relevant strategic plans are in place</p>	<p>Since the Disability Action Plan was placed on public exhibition, Council has since adopted the plan and lodged it with Antidiscrimination Board. The Disability Action Plan can be accessed via Council's website.</p>	<p>Cultural Plan under development.</p>	
<p>Undertake research into current and future community trends, issues and needs to inform the planning and service delivery of Council and partners</p>	<p>Information on key target groups is current and available on Council's website</p>	<p>Data continues to be collected for Council's Social Plan that provides vital information around key target groups.</p>	<p>Data collection finalised. Social Diversity and Inclusion Plan 2014 – 2018 has been drafted.</p>	
<p>Provide social planning advice to other branches and comment on social infrastructure provision in planning documents for Council and external parties</p>	<p>Comments provided in agreed timeframes</p>	<p>Council provided comment on plans for two child care centres in Currans Hill, on the Camden Woolworths refurbishment; Whiteman's Building additions and the Camden Courthouse.</p>	<p>Comments provided to Strategic Planning on new Development Control Plan for child care centres. Statistics provided to Strategic Planning regarding seniors and seniors housing needs.</p>	

<p>Planning and Advocacy</p>	<p>Prepare and review Council policy in relation to building the local community and encouraging inclusive practices</p>	<p>Policies are regularly reviewed</p>	<p>Council has reviewed the Community Financial Assistance Policy resulting in minor changes to Community Small Grants, Special Achievers and Donations procedures.</p>	<p>Council completed the review of the Volunteer Policy.</p>
<p>Resources</p>	<p>Identify underutilised Council resources (e.g. facilities, and equipment) and develop these to meet the needs of the community</p>	<p>Underutilised resources identified and developed</p>	<p>Council has identified that the Community Events Trailer was being underutilised. The Community Events Trailer has since been fitted out and booking procedures put in place.</p>	<p>Photo Inventory Community Cultural Planning & Development (CCP&D) complete.</p>
<p>Community Financial Assistance</p>	<p>Support community organisations and individuals through the Community Financial Assistance Program</p>	<p>Number of groups assisted</p>	<ul style="list-style-type: none"> 24 organisations received funding for community projects under the Community Small Grants Program. 24 individuals received funding under the Special Achievers Program for the whole of 2012/13 12 organisations received funding under the Donations for Charitable Purposes program for the whole of 2012/13 	<p>July opening of Community Small Grants has been advertised. 2 information sessions were held at Narellan Library, attended by representatives of 15 organisations.</p>
<p>Cultural Development</p>	<p>Provide opportunities for the community to engage in cultural activities, raise and link with arts groups and local artists, develop local opportunities for artists</p>	<p>Increased number of groups assisted Opportunities provided</p>	<p>Council has seen an overall increase in the number of applications received and funded this financial year, compared to same time last financial year.</p>	<p>Budgets adopted for Community Financial Assistance Program.</p>
			<p>Local artist engaged to work on Sensory Garden. Local artist engaged to work on Narellan Community Centre sign. Artist's network met twice in this period. Working closely with Economic Development Officer on Creative Industries. Artsian Market held twice in this period – Aug and Dec 2013. Supported 2 x UWS professional practice projects to increase public access to Council's library resources and museum collections.</p>	<p>Visual Arts Undergraduate on placement in CEP&D area. Planning for local artists to be engaged in Little Sandy Bridge artwork. Artist's network met twice. Artsian Market held twice in this period – March and June About Face Portrait Group Workshop in Artycal during Youth Week</p>

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Cultural Development	Secure funding for the delivery of arts programs and performances to engage the community	Funding secured	Planning Voices Unlimited workshops and Event within existing budget. No external funding available.	Cultural activities funded from CCPS&D budgets (e.g. Marellan Rhythms Festival, Youth Budget (for Voices). Markets generate external income.
	Provide advice to developers regarding Public Art	Events staged Advice provided as needed	Council has provided input to local developers for: <ul style="list-style-type: none"> • Sensory Garden • Gregory Hills Development • Marellan Community Centre • Oran Park Development 	Voices event held at Camden Civic Centre in May. Input into Oran Park Town Public Art Strategy provided. Input into MTC VPA offer provided. Input into Marellan Family and Community Centre design elements continue.

Local Service 5.3 – Community Support Facilities and Services

What is Community Support Facilities and Services?

This service aims to provide facilities and programs to help people with common interests connect. This includes fostering volunteers and facilitating and supporting new and existing community groups. This service includes most community buildings and cemeteries.

Report on Delivery Program Success Indicators

Local Service 5.3: Community Support Facilities and Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Support Facilities and Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Support Facilities and Services was 7.40 in 2013 which is a statistically significant increase in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
Council's Community Halls are utilised	Occupancy rates	Increasing		<p>Narellan Community Centre was not available for use for the whole period due to refurbishment work. Occupancy rates of available venues was 26.33% of available space.</p> <p>The information will change in future report to include weekends as we now have a fee structure in place that provide more accurate booking information</p>		<p>Narellan Community Centre was not available for use in January due to the completion of refurbishment work. Also a significant regular hire ceased operations.</p> <p>Occupancy rates of available venues was 20% of available space.</p>

Local Service 5.3: Community Support Facilities and Services					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
	Number of visitors	Increasing		The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue. 95,387 visiting the upper level 11,365 visiting the lower level This is the first time data has been collected; trend will be detailed in the next reporting period.	Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year Additionally 13,130 visited the lower level facilities in the same period, reflecting a 11% increase in number of visitors to the lower level community facility.
The Camden Civic Centre is enjoyed by the community as a venue for a range of events				One in every ten bookings in the six month period is a new client to the centre bringing new visitors to the centre and increased business opportunity. A number of these clients are one off users utilising the venue for celebrations, others will equate to return business. This is the first time data has been collected; trend will be detailed in the next reporting period.	The 2014 Small Business awards attracted 146 people to the venue for a seated dinner which is the largest to date catered function staged within the venue Return business represents 88% of the everyday business of the Centre. The percentage of new clients is slightly higher level, increasing to 1.2 of every 10 bookings representing new clients to the Centre.
Camden families have access to quality Family Day Care services	Hours of care provided	Stays the same or increases		Average Effective Full Time Places were 193. This equates to approximately 182,000 hours of care. This is on a basis of an educator to child ratio of 1:5.	Average Effective Full Time Places were 177. This equates to approximately 160,360 hours of care. It should be noted that the national quality framework now requires educator to child ratios to be 1:4. The previous reporting period was on a basis of a 1:5 ratio. The previous period's hours of care would equate to

Local Service 5.3: Community Support Facilities and Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Camden families have access to quality Family Day Care services	Accreditation is maintained	Maintained	●	The Service has not been assessed for accreditation during the reporting period.	●	The Service has not been assessed for accreditation during the reporting period.
						145,600 upon applying the new standard which means the hours of care have increased.

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Report on Delivery Program Activities

Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Provision of Community Centres and Halls	Co-ordination of level of facility provision and management of community use.	Occupancy Rates	Narellan Community Centre was undergoing refurbishment and extensions in this period. 53 regular hires were processed and 93 casual bookings during the period of July – Dec 2013.	134 casual hire bookings were processed.
	Project management of design and construction for selected community facility projects	Facilities provided to Council's requirements within agreed timeframes and budgets	During this reporting period, Council has worked extensively on the expansion of the Narellan Community Hall and consulted on the Recreation Demand Study.	Works at Narellan Community Hall were completed and the refurbished hall and community offices are operational.
	Ensure that community facility related projects, being delivered by Developers as Works in Kind or under Voluntary Planning Agreements satisfy Council's requirements	Facilities are provided to Council's requirements within agreed timeframes and satisfy the s84 contribution value	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.	Council continues to provide details of its requirements for the planning and design of new facilities and is monitoring construction of these facilities in new release areas.
Family Day Care	Provision of a quality Family Day Care service through training and administration of Family Day Care Educators	Accreditation is Maintained	Currently 55 registered educators and 5 In Home Care Educators. 427 children enrolled. The service is continuing to grow in line with the areas growth.	Currently 59 Educators and 6 In Home Care Educators 460 Children enrolled The service is continuing to grow in line with the areas growth. Rating and assessment visit scheduled early July.
		Customer Satisfaction		

Local Service 6.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Camden Civic Centre	Provide a venue for civic, cultural, celebratory and community events and functions	Customer feedback	<p>The Civic Centre traffic has increased with a larger number of concerts, presentation evenings and performances held within the venue during this reporting period.</p> <p>95,387 visiting the upper level;</p> <p>11,365 visiting the lower level;</p> <p>Total visitors: 106,752</p> <p>One in ten bookings in this reporting period are new clients to the centre bringing new visitors to the centre and increased business opportunity. A number of these clients are one off users utilising the venue for celebrations, others will equate to return business.</p>	<p>Camden Civic Centre utilisation increased with 177,000 people visiting the Centre for events staged on the upper level in the 2013/2014 year</p> <p>Additionally 131,300 visited the lower level facilities in the same period, reflecting a 11% increase in number of visitors to the lower level community facility.</p> <p>The Centre usage continues to increase with a recent increase in larger scale community events and dance concerts both mid and end of year.</p> <p>The 2014 Small business awards attracted 546 people to the venue for a seated dinner which is the largest to date catered function staged within the venue.</p>
			<p>The Civic Centre incomes continue to increase, capital works continue to be undertaken to upgrade facilities. These works it is anticipated will increase utilisation and further reduce the deficit for the venue.</p>	<p>The capital works schedule increased the interest in the venue and has had a positive influence on the number of bookings planned.</p>
	Civic Centre Building Improvements	Completed on time and within budget	<p>Ongoing work to complete the upgrade funded by NSW government.</p>	<p>The 2013/2014 upgrade to facilities were completed on time and within budget with the following items completed:</p> <ul style="list-style-type: none"> Line and paint of Auditorium, gallery and Foyer walls Creation of a customer service office Painting of the Auditorium ceiling and improved lighting Replacement of stage curtains Improved signage inside the venue.

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Local Service 5.3: Community Support Facilities and Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
ARTyCaf@Harellan Library	Investigate and establish a viable and sustainable operational model	Service is Self-Sustaining	Council has advertised for expressions of interest advertised and submissions have been received. Council are currently reviewing the submissions.	EOT have been readvertised for the Harellan Library ARTyCaf cafe with view to having an operator in place within the coming six month period.
Public Cemetery	Manage and maintain the Camden Cemetery including plot allocation, maintenance of grounds and forward planning	Response times to cemetery service requests Percentage of plot allocation taken up per annum	22 burials occurred during the period. 100% of service requests were carried out on time. 28% of the plot allocation has been taken up	34 burials occurred during the period. 100% of service requests were carried out on time. 37% of the plot allocations were taken up.

Local Service 5.4 – Community Safety

What is Community Safety?

This service aims to provide community safety policy, education and information and partner with community agencies on community safety initiatives.

Report on Delivery Program Success Indicators

Local Service 5.4: Community Safety						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Safety	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Safety was 6.80 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Camden residents feel safe in their local neighbourhoods	Resident Telephone Survey	Says the same or improves		There has been no statistically significant change in perceived levels of safety since the 2010 Resident Telephone survey. In 2012 94% of respondents said they felt safe walking alone during the day and 50.6% at night. This indicator will next be updated in 2014.		The next update for this satisfaction score will be in 2014. In the next reporting period.

Report on Delivery Program Activities

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Facilitate and/or represent Council at community inter-agencies, forums and networks	Develop and support effective inter-agencies and networks between Council, police and relevant community groups to ensure working relationships and partnership opportunities	Number of Inter-agencies Attended	Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with inter-agencies to develop partnerships to improve community safety. These inter-agencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary.	Networks and partnerships continue to be fostered. Council's CRSO continues to sit on the Executive of the Local Government Community Safety and Crime Prevention Network. Meetings are held quarterly. CRSO also attended the Police held PACT meeting in the reporting period. CRSO continues to work with inter-agencies to develop partnerships to improve community safety. These inter-agencies include Camden Local Area Command, all member Councils in the Local Government Community Safety and Crime Prevention Network, Institute of Criminology, Office of Liquor Gaming and Racing and Camden Rotary. CRSO will once again be delivering a presentation to NSW Police on how to best work with Local Government. This will be conducted on 17 September 2014.
Community Safety Projects and Programs	Develop and manage projects and programs that address community safety issues, including community safety audits	Number of projects implemented	The Park Smart program was launched in November 2013 and ran over 4 nights at Campbelltown and Leumeah railway stations, concluding in December 2013. A local rollout of the program is now scheduled for 2014, targeting shopping centre car parks. Bus Shelter posters were installed in August 2013. Seniors Safety Morning Teas have been launched in this period, delivered at Seniors Living facilities and groups and facilitated by Council's Seniors Officer. The program presentations include personal safety by Police, pedestrian and mobility safety by Council and licensing conditions for older drivers by a driving instructor. 4 presentations held.	The Park Smart program continues to be rolled out. Train station car parks were targeted in May 2014, with CRSO working with Campbelltown Council CSD, Camden Police CPO and Campbelltown Police CPO. Macarthur, Campbelltown and Leumeah stations were targeted. Additionally, local car park audits were conducted at Harrington Park Plaza, Mount Annam Marketplace and Nurrellin Town Centre in the reporting period. Educational information was distributed. This was done in partnership with Camden Police CPO and YLO.

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Community Safety Projects and Programs	Seek grant funding for new community safety programs as required	Number of grants applied for	No grant funding activity undertaken during this reporting period.	No grant funding activity undertaken during this reporting period.
	Develop, monitor, update and distribute relevant information resources to assist with networking and partnerships	Information Resources are Current	Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.	Council continues to acquire and distribute relevant resources as appropriate and in order to ensure the most current policies and processes are being used.
	Maintain the Liquor Accord - partnerships established with licensed premises to ensure safe behaviours on and off licensed premises	Number of initiatives implemented	Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues. Breath testers were installed in selected venues over the Christmas / New Year period, along with promotional material, in order to highlight the Drink Drive message.	Council continues to work with the Camden Liquor Accord to disseminate information to improve safety in and around licensed venues. Breath testers were installed in selected venues over the Easter / Anzac Day period, along with promotional material, in order to highlight the Drink Drive message.

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Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Community Safety Projects and Programs	Address liquor licensing and alcohol issues including alcohol free zones and alcohol prohibited areas	Issues addressed as they arise	New Alcohol Free Zones were established at Currams Hill, in accordance with Council's adopted procedure.	The Alcohol Free Zone located at Old Hume Highway, Camden between Broughton Street and Ironbank Avenue has been re-established. This will become effective once the appropriate signage is installed. This was done in line with Council's adopted procedure.
Community Safety Strategic Planning	Undertake research into current and future community safety and crime trends and issues to inform the planning and service delivery of Council and its partners	Information is Current	Information is Current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.	Council staff ensures that all information and legislation is current. This information is passed on to relevant internal Council officers and external agencies as required to ensure the most up to date information is utilised.
Graffiti Management	Provision of funds for residents and partner with state agencies to minimise the incidence of graffiti	Number of kits provided to residents	Rotary received initial funding of \$2,000 from Council and has advised that these funds were used to purchase equipment. They have now advised Council that the second round of funding being \$8,000 for high pressure water cleaner will not be required as this component of the program is not progressing. Council will seek to reallocate these funds towards graffiti prevention treatments, including green screening, in the LGA.	The Respect It Don't Wreck It - Graffiti Education program was launched in June 2014. This program has been offered to all high schools in the Camden LGA, with 4 of the 6 local high schools taking part. The program is designed to be an early intervention program in order to prevent young people getting involved in graffiti vandalism. Graffiti removal kits continue to be made available to residents who wish to remove graffiti from their private property. Site inspections were conducted for possible green screening. This was done in conjunction with Camden Police CPD.
	Develop Graffiti Action Day to raise awareness within the community about graffiti encouraging the community to take responsibility and ownership	Graffiti Action Day Conducted	Graffiti Removal Day was held by Camden Rotary in October 2013 at five sites. Council assisted with site allocation and promotion of the program as requested by Rotary.	Graffiti Removal Day now falls under the control of Rotary. The event will again be held in October 2014 and Council will provide assistance and support as appropriate.

Local Service 5.4: Community Safety				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Establishment of Camden Rotary Graffiti Removal Team	Team established	Rotary has advised that funding has been used to purchase graffiti removal resources, utilised on Graffiti Removal Day. Further graffiti removal is proposed to be undertaken at six sites before June 2014.	Funds for Graffiti Management has been redirected into Council education programs and possible green screening.

Local Service 5.5 – Community Events

What is Community Events?

This service aims to hold or facilitate a range of community events that are open to the whole community where the community can commemorate significant local or national celebrations.

Report on Delivery Program Success Indicators

Local Service 5.5: Community Events						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Events	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Events was 7.33 in 2013 which is a statistically significant decrease in satisfaction since 2011.		The next update for this satisfaction score will be in 2015.
Participants are satisfied with community events	Survey of event participants	Satisfaction stays the same or increases		Event statistics demonstrate that participants are satisfied with Community Events. Taste, Food and Wine Festival rated 7/10 positive and Picnic in the Park rated 7.6/10 positive. Council has set the benchmark of a 75% satisfaction rating, currently Council averages 73%. As this is a new indicator, trend will be able to be established over time.		Australia Day and the 125th Anniversary of Camden Council were the only larger scale events that were held in this 6 month period. Neither one had surveys conducted due to limited resources. A lot of positive feedback was received via Council's Facebook page and emails following the Council's 125th Anniversary event.
The community attends Council events	Resident Telephone Survey	Increasing		In the period between the 2010 Resident Telephone Survey and the 2012 Resident Telephone Survey we have seen a decrease in community members attending Council events in 55% of events. Whilst there have been some decreases, there have also been increases in the remaining 45% of events. This indicator will next be measured in 2014.		This indicator will be measured in the next reporting period via the annual telephone survey.

Local Service 5.5: Community Events						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The value of event sponsorship stays the same or increases	Dollar value of event sponsorship	Same or increases				No events were held in the 6 month reporting period where sponsorship could be sought.

Report on Delivery Program Activities

Local Service 5.5: Community Events			
Activity	Council's Role	Performance Measure	July to December 2013
Community Development Events for Target Groups	Design, plan and deliver, with appropriate levels of consultation and collaboration, events for Seniors, Young People, Children, and Families, Women, Aboriginal residents and Families, Garden Competition	Number of Events	<p>15 events with total 2450 participants</p> <ul style="list-style-type: none"> Children & Families – 3 transition to school information stalls - Mt Annair, Harrington Park and Narellan shopping centres – approximately 100 people stopped at each → 300 participants Seniors – 2 events - Spring Luncheon and Christmas lunch = 360 participants Carers Week – 1 event involving workshops and BBQ held at Camden Town Farm = 30 participants Youth – 6 x Outreach programs continued over the six month period, including 10 weeks of Twilight basketball at Harrington Park = 300 participants, 10 weeks of Thursday night activities outside Narellan Library = 300 participants, 6 Skateboarding clinics at Kirkham Skate Park = 210 participants, 10 Foot Camps/free swimming at MALC during school holidays = 350 participants, free transport for young people = 220 tickets used
			<p>23 events with total 3750 participants</p> <ul style="list-style-type: none"> 1 x International Women's Day event at Civic Centre in March = 300 participants 3 x Seniors Week events March – 2 x bus trips with 100 participants, 1 x concert = 350 participants 18 x Youth Week events across Camden LGA in April = 1000 participants in total 1 x Play Day at Kirkham Park = 2000 participants

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Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Cultural Events	Develop/support and or initiate activities that support the strengthening of local cultural networks, markets and opportunities.	Number of Events	<ul style="list-style-type: none"> Disabilities – 1 theatre program with performance at Campbelltown Arts Centre = 3 Camden residents participating in workshops and 80 audience participants NAIDOC Week – 2 events - flag raising ceremony followed by event at Town Farm plus film screening at Narcellan = 300 participants. 	<p>Voice event at Civic Centre in May – 100 participants</p> <p>Artisan Market held twice in this period – March and June – 200 participants</p> <p>About Face Portrait Group met regularly over this period – 20 participants on each occasion</p> <p>One workshop was held in Artycat during Youth Week – 50 participants</p> <p>Artists network met twice – 50 participants</p>
			<p>50 cultural events from July to December. These included art, exhibitions, music, dance and performance based events and counted events which span over one or more consecutive days as one event. An additional 75 church The Auditorium was out of action for 5 weeks (July/Oct) due to upgrades.</p>	<p>Australia Day was a successful event held during this period. As was the IISC High Achievers and South West Sydney Academy of Sport Civic reception. A new event was also staged to celebrate Council's 125th Anniversary and the opening of Little Sandy Bridge.</p>
Community and Civic Events	Plan and deliver a range of community and civic including, but not limited to Australia Day, Local Government Week, Camden Festival and Paws in the Park	Number of Events	<p>Camden Festival, Paws in the Park and Local Government Week were all successfully held during this period. A new event, Picnic in the Park was incorporated into the Camden Festival.</p>	<p>Funding has been secured and reporting on progress in the planning of the Event will occur in the next period.</p>
			<p>Additional funding to support Australia Day activities and other civic ceremonies to promote community pride and participation</p>	<p>Funding has been secured and reporting on progress in the planning of the Event will occur in the next period.</p>
	Introduction of an annual floral festival in Macarthur Park	Event Undertaken	<p>Council undertook this activity; in preparation for the festival garden beds were prepared and the annual floral plantings were completed.</p>	<p>This event will take place in the next reporting period.</p>

Local Service 5.5: Community Events				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
	Additional funding for Camden Festival to include rural activities	Event Undertaken	Funding was secured and the inaugural Picnic in the Park event enjoyed outstanding success.	Planning is well and truly underway by Council's Events Officer with the assistance of the Camden Festival Committee. The Festival will include a new event this year called a Youth Movie Night at United Cinemas where subsidised tickets will be on offer for youth aged between 12-25years. This event will replace SK8OPHA which was failing to attract numbers previously.
Sponsorship	Sponsorship is sought from businesses to provide in-kind or monetary sponsorship to Council's community and civic events to enhance the event budget and the quality of events delivered	Amount of Sponsorship	Sponsorship for Paws in the Park increased, however funding for Camden Festival decreased.	No events in this period required the need for Sponsorship
	Implement the Community Sponsorship Program to facilitate sponsorship requests received by Council	Program completed		Policy & Procedures adopted and implemented with the first successful in take in February. This process will be repeated in September.

Local Service 5.6 – Library Services

What is Library Services?

This service aims to provide library services to the community; encouraging lifelong learning, community connections, developing skills and knowledge, and providing a safe and welcoming place to meet.

Report on Delivery Program Success Indicators

Local Service 5.6: Library Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Library Services	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Library Services was 8.14 in 2013 which is a statistically significant decrease in satisfaction since 2011. This followed an increase between 2009 and 2011 so on the whole the result has remained stable over the 4 years.		The next update for this satisfaction score will be in 2015.
Library membership is high amongst residents	Proportion of residents who are library members	Higher than the Sydney average (37%)		66% of residents are library members compared to that of the Sydney average being 37%.		61% of residents are library members compared to that of the Sydney average being 37%.
Council's library facilities and programs are well-attended	Number of people using facilities and attending programs	Increasing		144,409 people visited our libraries and 15,152 attended library programs in this period.		149,177 people visited our libraries and 12,286 attended library programs in this period.

Report on Delivery Program Activities

Local Service 5.6: Library Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Children's Programs	Deliver various programs for children including: Storytime, Bubbles into Books, Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools and playgroups	Number of children/families using programs or services will stay the same or increase	10,263 children/families attended 256 children's programs including Storytime, Bibs, holiday programs and outreach during this period	8,918 children/families attended 196 children's programs including Storytime, Bibs, holiday programs and outreach during this period
Youth Programs	Deliver various programs for youth including: Holiday Programs, Summer Reading Program, Your Tutor Online and Outreach to schools, Book Club, Author Visits, HSC lectures and Research Skills	Number of young people using programs or services will stay the same or increase	306 young people attended youth programs including HSC Lock In, holiday programs and Your Tutor online during this period	179 young people attended youth programs including HSC lectures, HSC Lock In, holiday programs and Your Tutor online during this period.
Educational Programs	Additional funding for the Your Tutor program for Children and Youth	Availability of the program for target groups	There has been an increase of 23% in usage of the Your Tutor service during this period.	Your Tutor service is well used by students in Years 3 to 12.
Adult Programs	Deliver various programs for youth including: Author Visits, Computer and Internet training, Living Libraries, Summer Reading Program, Community Information online database, Artist of the month and community display program, In concert Series and Book Discussion Group	Number of adults using programs or services will stay the same or increase	4,585 adults attended programs including lifelong learning, author visits, and book discussion groups during this period	3,002 adults attended programs including lifelong learning, author visits, and book discussion groups during this period.
Local Studies	Deliver targeted local programs including: Camden Voices Online – Oral History Program, Camden Images photographic program, Memories of your suburb weblog, Heritage and History week program	Number of participants using programs or services will stay the same or increase	There are 3,620 images on Camden Images online. There have been 6,601 sessions on Camden Images, 2,985 Trove referrals and 29,448 hits on Flickr in this reporting period.	There are 3,620 images on Camden Images online. There have been 3,280 sessions on Camden Images, 1,298 Trove referrals, 51,469 hits on Flickr and 249 hits on Changing Camden blog in this reporting period.
Older people	Deliver various programs for older people including: Home Library Service and Bulk Loans to local institutions	Number of Customers using HLS and Bulk Loans will stay the same or increase	1,688 items were lent to 6 institutions across the LGA, 1,308 items were lent to 36 Home Library Service customers and 16 boxed loans were received from SLNSW for customers from a CALD background.	1,685 items were lent to 3 institutions across the LGA, 1,866 items were lent to 35 Home Library Service customers and 11 boxed loans were received from SLNSW for customers from a CALD background.

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Local Service 5:6:1 Library Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Review and design new library webpage	Develop an Open Source library webpage and catalogue, integrating social networking with virtual library	Webpage downloads quickly, with few timeouts	New library webpage went live 22 November 2013. We have received 6,348 visits and 17,328 page views in the first 6 weeks. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.	We have received 37,519 visits and 103,909 page views in this reporting period. Social networking such as blogs, Facebook and Twitter are actively used for networking with customers.
	Engage with customers, promote programs & services and encourage participation using social networking technologies	Increased number of people accessing webpage and followers	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library e-newsletter is emailed to over 6,500 library members.	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library e-newsletter is emailed to over 6,500 library members.
Digital Learning Space	Operate the digital learning space to enable best practice delivery of services and promote community access to technology opportunities	Number of people attending programs	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library e-newsletter is emailed to over 6,500 library members.	Library website is used to promote the Library's programs and services. Blogs, Facebook and twitter are actively used. Library programs are booked online using the Try Booking system. Library e-newsletter is emailed to over 6,500 library members.
	eBooks will be introduced into the library due to demand from the community and changes in technology	Circulation of new e-collections will increase	eBooks were introduced in August and eMagazines were introduced in September. 271 eBooks and 230 eMagazines have been downloaded during this period.	Circulation of e-Collections is increasing. 571 eBooks, 203 eAudio and 357 eMagazines have been downloaded during this period.
Collections	Purchase of eBooks for the digital library	eBooks available for use	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.	eBooks, eAudiobooks, and eMagazines will be purchased on an ongoing basis.
	Upgrade Library Management System, Wireless and RFID system	System is useable and efficient	LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November with 3 days offline. Wireless internet access	LMS Spydus is operating under Managed Services agreement. Upgrade to software occurred in November with 3 days offline. Wireless internet access

Local Service 5.6: Library Services				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
		Limited number of days offline during upgrades	was upgraded and now managed via NSW State Library's WMS rollout. RFID systems have been reviewed with a proposal to upgrade in 2014.	was upgraded and now managed via NSW State Library's WMS rollout. RFID systems have been reviewed with a proposal to upgrade in 2014.

Local Service 6.1: Strong Local Democracy					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
Council's policies are current	Regular review and updating of policies	100%		Council's statutory policies are up to date. The internal policy review is continuing.	 Council has a rolling cycle of review for all Council policies. All statutory policies are up to date.

Report on Delivery Program Activities

Local Service 6.1: Strong Local Democracy					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
Local Representation	Provide Council with business papers for both information and decision making purposes and record the outcome and decisions taken by Council	Compliance with Code of Meeting Practice	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.	Council's business paper process and the conduct of Council meetings complied with the Code of Meeting Practice.	
	Co-ordinate Code of Conduct matters	Compliance with DLG guidelines	The Co-ordination of all Code of conduct matters has complied with the DLG guidelines	The Co-ordination of all Code of conduct matters has complied with the DLG guidelines	
	Improving response times to resident enquiries to Councillors	Response within 5 working days	An interim process has been developed to assist in recording and responding to resident enquiries to Councillors in a timely and appropriate fashion. A formalised system based process is currently being explored, with the Executive Services Coordinator researching methods utilised at other Councils and investigating further system development.	Further system development continues to be explored with Council's software provider. Council is monitoring responses to Councillors enquiries, with a high percentage of such responded to above the standard service time during the six month reporting period. It should be noted that the 5 working day response time is being reviewed against industry standards.	

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Local Service 6.1: Strong Local Democracy				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Regional Representation	Council actively participates at a regional level on boards such as MACROC to secure outcomes for the community	Participation Rates	Camden actively participates in MACROC, with the aim of high level collaboration at a regional level, in particular a vision of resource sharing.	Camden continues to be an active member of MACROC, participating in MACROC resource sharing initiatives including the Macarthur Regional Resource Sharing and Regional Collaboration Task Force.
State Representation	Council participates and contributes to the Local Government & Shires Association in communicating to and lobbying the State Government on industry wide issues.	Issues related to Camden are lobbied by the LGSA to the State Government	Council attended the LGNSW Conference held in Sydney in October 2013. Council strongly advocated its position on a number of matters, in particular by way of the submission of strategic issues on Unhealthy / Unsafe Properties, to be considered and debated by those delegates in attendance.	Council continues to communicate issues of importance to LGNSW in order for them to seek representations regarding a variety of matters affecting the Local Government industry.

Local Service 6.2 – Stewardship of Community Resources

What is Stewardship of Community Resources?

This service is responsible for the prudent management of public finances, planning and management of public assets and the strategic recruitment and training of staff to enable effective and efficient service delivery.

Report on Delivery Program Success Indicators

Local Service 6.2: Stewardship of Community Resources						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Stewardship of Community Resources	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Stewardship of Community Resources was 6.37 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Council reports its performance to the community	Six monthly reports to Council and placed on Council's website	Achieved		The Delivery Program Six Month Report for the period January to June 30, 2013 was tabled at the Council meeting of 10 September 2013. This was adopted and placed on Council's website.		The Delivery Program Six Month Report for the period July to December 2013 went to Council at the meeting of 25 February 2014 and was placed on Council's website following that date.
Council addresses areas of poor performance in its Delivery Program	Strategies are identified and implemented as part of the 6 month Delivery Program Report	100%		A consolidation of all poor performing indicators was undertaken by Corporate Planning Team Leader, this was then reported to each manager to address in the upcoming performance period.		Council's Organisational Development / Business Improvement Plan (OD/BIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 5 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the immediate priorities is underway, with some completed and many substantially commenced.

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Local Service 6.2: Stewardship of Community Resources					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
Council engages the community in the Community Strategic Plan and Resourcing Strategy	Community Engagement Strategy Implemented	Engagement is conducted as per Community Engagement Strategy		Community Engagement officer not yet appointed.	Community Engagement officer not yet appointed.

Report on Delivery Program Activities

Local Service 6.2: Stewardship of Community Resources					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
Integrated Planning and Reporting Framework	Council must prepare and exhibit an annual Operational Plan and budget	Annual Operational Plan and Budget complete	The draft 2014/15 Operational Plan & Budget is currently being prepared for adoption by Council in June 2014.	The 2014/15 Operational Plan & Budget was adopted by Council on 24 June 2014.	
	Preparation of Council's 4 Year Delivery Program and Annual Operational Plan	Timeframes are met	Ongoing monitoring of the 4 year Delivery Program was undertaken	Ongoing monitoring of the 4 year Delivery Program was undertaken	
	Six monthly reporting to the Council on achievements in implementing the Delivery Program	Two reports prepared for Council each year	The report for the 6 Month Period January to June 2013 went to Council at the meeting of 13 September 2013 and was placed on Council's website following that date.	The report for the 6 Month Period July to December 2013 went to Council at the meeting of 25 February 2014 and was placed on Council's website following that date.	
Performance Measurement and Reporting	Preparation of Council's Annual Report to the community by November each year, focusing on Council's achievements in implementing its Delivery Program	Annual Report available on Council's website in November	The Annual Report was for 2012/13 and completed in December of 2013, and placed on Council's Website.	The annual report will be prepared in this reporting period.	
	Undertake comprehensive review of Council's Corporate Performance Indicators, including systems and strategies for improving areas of lower performance	Council has a suite of simple, effective and measurable indicators	An initial review has commenced in this area. Further work is to be undertaken in the next reporting period.	Council continues to review the corporate performance indicators and associated trends emerging from the indicators. It is anticipated the further review and refinement of these indicators will be ongoing.	

<p>Performance Measurement and Reporting</p>	<p>Implement business improvement program to continuously improve the organisation's effective and efficient operation.</p>	<p>Demonstrated efficiency gains and service improvement</p>	<p>An Organisational Improvement Program is currently underway that aims to provide guidance in relation to Council's systems, processes and structure to ensure the organisation continues to operate in the most efficient and effective manner.</p>	<p>Council's Organisational Development/ Business Improvement Plan (OD/BIP) has been endorsed by the Executive and circulated to all staff. 56 Priorities have been established across 6 key priority areas including Customer Service & Service Delivery & Communications & Engagement. Work on implementing the immediate Priorities is underway, with some completed and many substantially commenced.</p>
<p>Long Term Financial Plan</p>	<p>Monitor and maintain Council's Long Term Financial Plan</p>	<p>Long Term Financial Plan is reviewed quarterly</p>	<p>The LTFP is reviewed after each quarterly budget review to ensure there are no material impacts on financial forecasts.</p>	<p>Council's 2014/15 LTFP (10 years) was adopted by Council 24 June 2014.</p>
<p>Strategic Asset Management</p>	<p>Implementation of Long Term Financial Planning (LTFP) software</p>	<p>Implemented by 31 December 2013</p>	<p>The implementation of the LTFP software will be done in conjunction with the roll out of Council's new electronic budget management system. This system will integrate with the LTFP software.</p>	<p>The implementation of the budget management system has been undertaken. To ensure the system is operating as required, the implementation of the LTFP has been delayed. It is expected that this implementation will occur in the next reporting period.</p>
<p>Workforce Planning</p>	<p>Conduct careful and thorough Asset Management planning, through the series of processes of creation, acquisition, maintenance, operation, rehabilitation and disposal of community assets</p> <p>Additional resources to facilitate Strategic Asset Management</p> <p>Monitor and maintain Council's Workforce Plan through a range of ongoing, analysis of current labour market trends, future staffing needs, employee exit interview data and Council's workforce demographics</p>	<p>Asset Management system and practices reviewed and updated annually</p> <p>Workforce increase</p> <p>Workforce Plan reviewed at least annually</p> <p>Succession planning in place for critical positions</p>	<p>This on-going project requires new data to be collected for all asset classes, funding is unlikely to be made available until after 2014/2015.</p> <p>Additional resources identified in workforce planning plans</p> <p>Workforce plan was not required to be reviewed within this reporting period.</p>	<p>Asset management Coordination Group has been created to review current practices and identify and implement improvements.</p> <p>2 additional assets staff have been recruited with significant works being undertaken on asset data backlog.</p> <p>Council continues to participate in surveys and monitors and reports on workforce trends.</p>

Management of Council's Property		Continue to develop Council's Property Management Strategy	Strategy is adopted by Council and implemented	The preparation and adoption of this strategy has been delayed awaiting the outcome of the Local Government Act Review and Council's current review of land holdings.	This strategy will be influenced by the outcomes of the Local Government (LG) Act Review. The finalisation of the LG Act review is unknown at this time.
		Maintain Council's land register	Information is accurate and up to date	Council's Land Register is Current.	Council's Land Register is Current.
		Manage Council properties	Current Plans of Management are in place	The review is currently still in progress.	This review is very much determined by the outcome of the Local Government Act Review
			Licences and leases reviewed regularly	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.	All leases and licences are reviewed in accordance with the terms and conditions of the agreement.
		Review of Council's Community Land Holdings	Review complete	This review is dependant upon the Local Government Act review and the adoption of Council's Land Property Management Strategy.	The review of Council's Community Land Holdings has been placed on hold pending the outcome of the Local Government Act Review and the treatment of community and operational land classifications
		Land acquisitions upon instruction	Process completed in a timely manner	Council has completed the acquisition of one major parcel of land in accordance with the Land Acquisition (Just Terms Compensation) Act.	Council has completed the acquisition of a carpark in Harrington Park under a contract of sale.

Local Service 6.3 – Community Engagement

What is Community Engagement?

This service aims to inform, involve and where possible collaborate with the community in key council decision making processes.

Report on Delivery Program Success Indicators

Local Service 6.3: Community Engagement						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Engagement	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Engagement was 6.49 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Council engages with a demographic diversity of residents that is consistent with the community's demographic composition	Diversity of community engaged responds to the community profile	Improving		During the reporting period, Council did not exhibit any plans that required Community Engagement.		During the reporting period Council publicly exhibited 12 matters for public comment. Council also utilises a range of engagement methods to encourage a demographically diverse spread of the Camden LGA population.

Report on Delivery Program Activities

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Community Engagement	Ongoing community consultation and engagement on key strategic issues and statutory processes	Number of engagement opportunities	Information is provided to the community on a regular basis in relation to key Council activities and events in accordance with statutory requirements. Extensive community consultation was undertaken by Council to inform Council's Recreation Demand Study.	During the reporting period Council publicly exhibited 12 matters for public comment. Council also utilises a range of engagement methods to encourage a demographically diverse spread of the Camden LGA population.
		Amount of feedback received	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.	Feedback in relation to information disseminated to the community is analysed and considered as part of the ongoing commitment to community engagement.
	Maintain a register of residents who are interested in participating in community engagement exercises that Council conduct on key issues	Register is updated annually	The register is kept annually, the next update is scheduled for August 2014.	The register is kept annually, the next update is scheduled for August 2014.
	Conduct an annual telephone survey of residents to measure Council's Sustainability Indicators and community satisfaction with Council services	Phone survey conducted annually	The annual telephone survey was conducted in July 2013. Results on from this telephone survey are included in this report.	The annual telephone survey will be conducted in the next reporting period.
	Community feedback and data is collected and used across the organisation for a range of planning purposes	Data collection system established	This activity has not yet commenced, awaiting the appointment of the Community Engagement Officer.	This activity has not yet commenced, awaiting the appointment of the Community Engagement Officer.

Local Service 6.3: Community Engagement				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Community Engagement	Preparation and implementation of a Community Engagement Strategy to improve the organisation's capacity to effectively engage residents in decisions, plans and service delivery	More people are engaged in community issues	Council continues to consult the community on a range of matters and information derived and analysis of the process undertaken will be drawn upon in the Future preparation of a Community Engagement Strategy.	Council continues to consult the community on a range of matters and information derived and analysis of the process undertaken will be drawn upon in the Future preparation of a Community Engagement Strategy.
	Additional funding for the implementation of the Community Engagement Strategy	Funding Allocated	Funding is currently available in the budget for the employment of a dedicated officer and some limited program costs.	Funding is currently available in the budget for the employment of a dedicated officer and some limited program costs.
	Increased focus on community engagement by the organisation through employment of a dedicated officer	More people are engaged in community issues	Community Engagement continues through the organisation. Activity in this area is expected to increase with the appointment of a dedicated officer.	Community Engagement continues through the organisation. Activity in this area is expected to increase with the appointment of a dedicated officer.

Local Service 6.4 – Community Information

What is Community Information?

This service aims to provide a customer service interface for the community to access Council services and make relevant information available on Council activities.

Report on Delivery Program Success Indicators

Local Service 6.4: Community Information						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
The Community is Satisfied with Council's Role in Community Information	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Community Information was 6.49 in 2013 which has remained stable since 2011.		The next update for this satisfaction score will be in 2015.
Council's website becomes a recognised source of information for and communication with residents	Resident Telephone Survey	Stays the same or increases		9.3% of residents in 2012 compared to 5.7% in 2010 stated that Council's website was their main method of receiving information about Council. Results will be updated in 2014.		Results will be updated the next reporting period in 2014.
The promotion of Council services, programs and local information is delivered effectively to the community	Total number of webpage hits	Stays the same or increases		No statistics available to report at this time. Information will be provided when new website operational.		No statistics available to report at this time. Council's updated website is scheduled to be launched during the next reporting period.

Report on Delivery Program Activities

Local Service 6.3c Community Information					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
Advertising and Promotion	Advertising and promotion of Council events, initiatives and statutory requirements through a range of mediums. Development and publication of media releases.	Increase in the number of positive media releases distributed	A total of 52 media releases were distributed during this period, all of a positive nature.	39 media releases were distributed during this time all of a positive nature.	
Communication Strategy	Development and implementation of a Communication Strategy designed to standardise and enhance all forms of communication between Council and the community.	Communication Strategy Adopted by Council	Work is continuing on the development of a comprehensive Communication Strategy and it is anticipated a draft of the Strategy will be available in the next reporting period.	Work is continuing on the development of a comprehensive Communication Strategy with a draft being presented to ELG and SMT for review and changes/suggestions now being implemented. The Strategy is planned to be adopted by Council in the next reporting period.	
Website and Social Media	Provision of an informative and up-to-date website containing a range of information about the Council organisation and Camden LGA more broadly.	Hits on Council's Website	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. It is anticipated that the new website will go live within the coming months.	Anecdotal feedback indicates hits on Council website are increasing however the limitations of the current website hinder the efficient gathering of accurate statistics. Council is in the process of redeveloping the website with one of the benefits including the increased ability to accurately report website hits. The new website was scheduled and ready to go live in June however has been placed on hold and is now scheduled for early September.	
	Update of Council's Facebook page to include information relating to Council activities.	Proportion of residents who use Council's website	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.	Again, anecdotal feedback indicates residents are utilising the website on a more regular basis.	
		Number of 'Likes' on Council's Facebook page	Council's Facebook page has increased to 2103 'likes' from 928 in the previous reporting period.	Council's Facebook page has increased to 3663 'likes' from 2103 in the previous reporting period.	

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Local Service 6.4: Community Information				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Website and Social Media	Additional resources to facilitate the management of Council's website and social media pages	Workforce increase	Additional resources will be secured in the next reporting period.	Additional resources will be secured in the next reporting period allowing the Public Relations Officer to focus on this task.
	Production of printed newsletter Let's Connect for distribution to households throughout the LGA	Newsletter is distributed quarterly	Let's Connect continues to meet deadlines and is distributed quarterly.	Let's Connect continues to meet deadlines and is distributed quarterly.
Community Newsletter	Review of community newsletter Let's Connect to increase size and circulation	Proportion of residents who use Let's Connect to access information	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.	Let's Connect is delivered to all households in the Camden Local Government Area including houses in new suburbs.
	Provision of quality customer service to our customer's both internally and externally including all general enquiries, information, bookings, processing of applications and receiving payments.	Newsletter is updated	Council has not secured resources to undertake the review at this time.	Council has not secured resources to undertake the review at this time.
Efficient and effective operation of Council's Customer Service Centres		Accurate and timely response	The implementation of a new customer service request system has had beneficial results for Council's customers and staff. Increased reporting ability will continue to develop resulting in greater efficiency.	Council has implemented a new CRM system which has improved the recording of customer service requests and provided improvements to reporting. Work will continue on developing functionality and more detailed reporting.
		Customer satisfaction		

Local Service 6.5 – Management of Emergency Events

What is Management of Emergency Events?

This service aims to plan, manage and where possible minimise the impact of emergency events and natural disasters.

Report on Delivery Program Success Indicators

Local Service 6.5: Management of Emergency Events					
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14
The Community is Satisfied with Council's Role in Management of Emergency Events	Community Satisfaction Survey	Maintained or Improved		The mean satisfaction score for Management of Emergency Events was 7.58 in 2013 which is a statistically significant increase in satisfaction since 2011.	
Disaster Plan remains current	Regular reviews completed	Completion		A draft Emergency Plan (EM plan), previously known as (DISPLAN) has been prepared and is waiting further review from the Regional Emergency Management Officer (REMO).	
Local emergency management committee is familiar with the facility and latest procedures	Feedback and evaluation following emergency management exercises	Stays the same or improves		No Emergency management exercises were performed during the reporting period.	
				The next update for this satisfaction score will be in 2015.	
				Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by December 2014.	

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Report on Delivery Program Activities

Local Service 6.5: Management of Emergency Events			
Activity	Council's Role	Performance Measure	January to June 2014
Management of Capital Projects	Design and construction of a new rural fire service station at Camden West	Construction on time and within budget	The new RFS station was completed in June 2014 and is now operational.
Support and Facilitate the Local Emergency Management Committee	Actively participate in the planning, policy making and training for creating a state of preparedness for emergency events and developing resilience	Local emergency management committee plans are adopted	The Review of Plan has been completed.
Risk Assessment	Identify and prepare plans for responding to emergencies that are likely to occur in the area. Review and implement current DISPLAN	Risk register is updated annually	Risk register still to be completed.
	Update of Disaster Plans - Identification of vulnerable facilities	Facilities and plan updated	Following joint review with Regional Emergency Management Officer it has been identified that further supporting information is required to align with NSW Emergency Displans. Expected completion by 2014.
Emergency Operations	Partner or work with emergency services in facilitating emergency response required during a disaster event or an incident	Systems established in accordance with Management Plans	System is in place for activation during any emergency for coordinating, facilitating and supporting emergency operations.
Supporting Emergency Services	Contribute resources to emergency services which will help them in effectively managing or minimising the impacts of emergency events and natural disasters when these occur	Buildings, plant and equipment are maintained and replaced as per the adopted schedules	Budgets adopted to provide suitable support to Emergency Services, building and plant maintenance are meeting requirements.
	Lighting upgrade facilitated at the Catherine Fields Rural Fire Service carpark	Upgrade completed	Additional lighting installed.

Local Service 6.5: Management of Emergency Events				
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014
Supporting Emergency Services	Building extension facilitated at the Cobblety Rural Fire Service Station	Works completed	Works have not yet commenced, an update is expected in the next reporting period.	Works have not yet been completed.

Local Service 6.6 – Support Services

What is Support Services?

This service aims to provide efficient and effective support services to all functional areas of Council. These Support Services include Finance, Governance, Human Resources Management, Information Technology, Record Management and Risk Management.

Report on Delivery Program Success Indicators

Local Service 6.6: Support Services						
Indicator	Measure	Target	Result 1/7 to 31/12/13	Comment	Result 1/1 to 30/6/14	Comment
Council's workforce is appropriately skilled, safe and stable	Staff believe they have adequate access to training and development opportunities appropriate for their role	Stays the same or increases		Training budget of \$240,000 for 300 full time staff training needs.		All staff are able to attend training as part of the annual corporate training calendar. All staff are able to attend external training programs that a job specific to update necessary skills.
	Proportion of staff accessing education/assistance as proportion of full time employees (FTEs)	Stays the same or increases		11.5% staff.		9.5% staff. Although this is a decrease on the previous period, it is anticipated that as new staff settle into the organisation the take up rate of employees seeking education assistance will increase.
	Lost time as a proportion of full time employees	Decreasing		.096% lost time for workplace accidents compared to full time wages paid		.085% lost time for workplace accidents compared to full time wages paid
	Staff Turnover	Stays the same or decreases		Turnover for the past six months was 2.28% which although was an increase this was primarily due to retirements and remains under the industry average.		Turnover for the past six months was 4.71%. Although this is an increase it should be noted that the previous period's figures were low compared to other organisations. The increase can be directly attributed to the retirement of long standing employees. It should also be noted that due to the recent corporate restructure that saw no job losses, 24 new positions were created.

Camden Council is regarded as a good place to work.	Exit interview data	Remains positive	96% of employees exiting the organisation commented positively that Council is regarded as a good place to work.	80% of employees exiting the organisation commented positively that Council is regarded as a good place to work. (In response to specific question being asked)
Staff display Council's Corporate Core Values in their work	Staff are meeting or exceeding expectations in relation to Council's Core Values based on 6 month performance review	Increasing	In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values.	In a sample survey 81% of staff either met or exceeded Council's expectations in relation to corporate core values. No change from previous report.
Information systems are reliable and technical support to users is provided promptly	System down time and customer response times (according to request type)	Systems running at or above 98%. Staff are satisfied with response times	There have been no outages this period relating to Council's radio link and Council's Helpdesk system has assisted in achieving satisfactory response times.	There has been minimal disruption to services during this period; the IT Helpdesk has had 1636 enquiries with a completion rate of 98.9% and an average completion time of 14.7 minutes.
Council's finances are managed prudently	Unqualified audit report	Unqualified	Council received an unqualified audit report as at 30 June 2013.	Council received an unqualified audit report as at 30 June 2014.
Council's finances are healthy	Financial Health Check Indicator - Unrestricted Current Ratio	Results are "green" or trending towards "green"	The ratio as at 30 June 2013 was 2.87:1 (2012 - 2.51:1) this is an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.	The ratio as at 30 June 2014 was 4.97:1 (2013 = 2.87:1) this is an improvement on the previous year and the ratio remains better than the benchmark of 1.50:1.
	Financial Health Check Indicator - Debt Service Cover Ratio		The ratio as at 30 June 2013 was 3.01 (2012 - 5.03) this ratio remains better than benchmark of 200%.	The ratio as at 30 June 2014 was 1.38 (2013 = 3.01) although this ratio has declined it is expected to return to above the industry benchmark of 200% in the next period.
	Financial Health Check Indicator - Rates and Annual Charges Outstanding Percentage		The ratio as at 30 June 2013 was 6.10% (2012 - 6.31%) although this is not an improvement on 2012 the ratio is still above the benchmark of 5%. This is predominantly a result of Council's Pensioner Assistance Policy.	The ratio as at 30 June 2014 was 4.16% (2013 - 6.10%). This ratio is now within benchmark.

Council's finances are healthy	Financial Health Check Indicator - Buildings and Infrastructure Renewals Ratio	Results are "green" or trending towards "green"		The ratio as at 30 June 2013 was 31.69% (2012 - 54.70%) the ratio is still below the benchmark of 100%. Council continues to address its infrastructure backlog through the Community Infrastructure Renewal Program, applying for State Government Interest subsidised loans and by creating an Asset Renewal Reserve for the future replacement of assets.		The ratio as at 30 June 2014 was 24.38% (2013 - 31.69%) the ratio is still below the benchmark of 100%. As part of the implementation of the new organisational structure and Organisational Improvement Program Council has created a dedicated section to address Asset Management.
Councils resources are well protected	Liability Claims	Decreasing		Liability Claims - 41 in the reporting period, compared to 38 in the previous period.		Liability Claims - 34 in the reporting period, compared to 41 in the previous period
Councils resources are well protected through careful risk management processes	Motor Vehicle Claims	Decreasing		Motor Vehicle Claims - 30 in the reporting period, compared to 14 in the previous period. A number of strategies are currently being investigated to address this issue		Motor Vehicle Claims - 22 in the reporting period, compared to 30 in the previous period
	Property Claims	Decreasing		Property Claims - 2 in the reporting period, compared to 9 in the previous period.		Property Claims - 3 in the reporting period, compared to 2 in the previous period. Although this is movement away from the target it is only a slight increase. Council will continue to monitor this indicator.
Information Systems are reliable with minimal system shut down time	System Availability	98%		With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellan and Camden offices the service to staff continues to improve.		The rotation of staff between Camden and Narellan continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.
IT technical support to users is provided promptly	Support is provided	100%				

Report on Delivery Program Activities

Local Service 6.6: Support Services					
Activity	Council's Role	Performance Measure	July to December 2013	January to June 2014	
Financial Management	Collection of Council income including rates, waste services, investment income, 603 Certificates, Council's fees and charges and customer support	Timely and accurate customer support Compliance with the Local Government Act	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.	The collection of Council income throughout the reporting period has been done in a timely and accurate manner and in compliance with the Local Government Act.	
	Cash Management – bank reconciliations and daily cash control(liquidity)	Monthly reconciliation, daily review of cash balances	All reconciliations and the review of Council's daily cash needs have been completed for the period.	All reconciliations and the review of Council's daily cash needs have been completed for the period.	
	Investments	Investments comply with Ministers Order and Council's Investment policy	All investments have complied with the Ministers Order and Council's Investment Policy.	All investments have complied with the Ministers Order and Council's Investment Policy.	
	Review of Council's Investment policy/strategy and Investment advisory services	Annual Review and report to Council by 31 August 2013	Council appointed a new investment advisor during this quarter. Officers have undertaken a review of Council's current investment strategy with the new advisor, the review of Council's Investment Policy is expected to go to Council during the next period.	This policy will be reported to Council in August 2014.	
	Review of Council Rating policies (farmland rating and rate recovery policy)	Adopted by Council by 31 December 2013	Council's farmland rating policy has been adopted by Council. It is expected that the rate recovery policy will go to Council during the next period.	Council's Rate Recovery Policy will be undertaken in the next reporting period.	

Financial Management	Financial Accounting - Asset Accounting, Accounts Payable, Taxation, Financial Accounting, Internal and external audit, purchasing and procurement.	Unqualified Audit Report Completion of the Annual Financial Reports within the statutory deadline	Council received an unqualified audit report for the 2013/14 reporting period and the financial reports were completed within the statutory timeframe.	Council received an unqualified audit report for the 2013/14 reporting period and the financial reports were completed within the statutory timeframe.
	Review of Purchasing and Procurement Policy and adoption by Council	Adopted by Council before 31 December 2013	This policy is nearing completion and is expected to go to Council for adoption in the next reporting period.	This policy review forms part of the organisational development and improvement program. The policy is complete and expected to be reviewed by a cross organisational group and adopted during the next period.
	Additional resources to support and promote the financial health of Council to ensure financial sustainability	Workforce increase	There have been no additional resources hired within this reporting period.	While there have been no additional resources hired within this reporting period the 2014/15 Operational Plan funds an additional 24 positions.
	Management Accounting - Preparing Council's Budget, quarterly budget reviews, financial reporting, Section 94 Accounting, Long-Term Financial Plan and cash reserves	Timely completion of Council's budget Quarterly review of Council's Long Term Financial Plan	Council's 2014/15 budget process has commenced and will be adopted by Council during the next period.	Council's 2014/15 Delivery Program and Operational Plan was adopted by Council 24 June 2014.
	Section 94 Reporting to DCMC - cash balances, surplus credits, plan borrowings, budget commitments and interest balances	Monthly report to Development Control Management Committee (DCMC)	A monthly report has been tabled at DCMC.	A monthly report has been tabled at DCMC.
	Implementation of monthly financial Corporate Report	Completed within 10 working days of end of month	This report is nearing completion and will be sent to the Executive Leadership Group for adoption in the next reporting period.	This report forms part of the organisational development and improvement program and is still under review.

<p>Governance</p>	<p>Coordinate legal aspects such as legal advice including contracts, coordination of Council's solicitors, statutory compliance with the Local Government Act and DLG Circulars, maintaining legal documents register, to act as Council's Public Officer</p>	<p>Compliance with all Acts and Regulations Council seeks legal advice where appropriate</p>	<p>All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.</p>	<p>All legal aspects have been coordinated and conducted in compliance with the required Acts and Regulations. Where applicable, Council sought the appropriate legal advice to any matters pertaining to Governance.</p>
	<p>Compliance and administration of the Government Information Public Access Act (GIPA) and Privacy and Personal Information Protection Act and Protected Disclosures Act</p>	<p>Council is compliant with all Acts and Regulations</p>	<p>Governance continues to monitor compliance with the Local Government Act and Regulations. An organisational policy review is currently underway. The Privacy Management Policy has been adopted by Council.</p>	<p>Governance continues to monitor compliance with the Local Government Act and Regulations. Council will employ a dedicated compliance officer (GIPA, PIPA and PD) in the 2014/15 budget.</p>
	<p>Bi-annual Governance Health Check</p>	<p>Industry best practice is being employed</p>	<p>Council continues to review its Governance practices to ensure industry best standard. A Governance Health check was undertaken during this period.</p>	<p>The Office of Local Government audited Council in May under its Promoting Better Practice Review program. The results of this review will be reported in the next period.</p>
	<p>As per Department of Local Government requirements, establishment of an Internal Audit Committee</p>	<p>In place by 31 December 2013</p>	<p>It is expected that during the next period Council will employ an internal auditor and establish an internal Audit Committee.</p>	<p>A recent review of the Organisational Structure identified the need for a Business Assurance Officer (Internal Auditor); this position was endorsed by Council as part of adopting the 2014/15 Operational Plan. The position is currently being advertised. Upon employment of that position the audit committee will be established.</p>
	<p>As per Department of Local Government Requirements, establishment of a Tender Committee</p>	<p>In place by 31 December 2013</p>	<p>As part of adopting the Purchasing and Procurement Policy in the next period a charter for a Tender Compliance Committee will also be recommended to Council.</p>	<p>Upon adoption of the Purchasing and Procurement Policy a charter for a Tender Compliance Committee will also be recommended to Council.</p>
	<p>Provision and support of Council's Information Technology hardware and systems</p>	<p>Down time is minimised Internal customers are satisfied with the support they receive from IT</p>	<p>With the stabilisation of Council's radio links, the implementation of an electronic helpdesk system and rotation of staff between Narellan and Camden offices the service to staff continues to improve.</p>	<p>The rotation of staff between Camden and Narellan continues to improve response time, the radio link is stable and in the process of being replaced by a fibre optic link which will improve the user experience.</p>
<p>IT Services</p>				

IT Services	Core systems and infrastructure and corporate-wide software upgrades.	Upgrades complete	During this period Council's core financial system was upgraded, there was also a move to managed services for Council library Management System.	During this period a new performance monitoring system was deployed which identifies poor performance or system failure.
	System security, protection of public information, Disaster Recovery systems	Up to date and employing industry best practice	Council's security and disaster recovery systems are up to date and employ industry best practice to ensure the protection of public information.	Council's security and disaster recovery systems are up to date and employ industry best practice to ensure the protection of public information.
	Support cross organisational working groups for Mobile Device Technology and Intranet Stage 2 implementation	Review and outcomes implemented by 31 December 2013	The mobile device policy has been implemented and Intranet Stage 2 implementation is expected to be completed during the next review period.	The roll out of mobile devices continues throughout the organisation where there is a business need. Stage 2 Intranet is still under review.
	Introduction of an organisational IT Steering Committee (ITSC)	Co-ordinate Council's IT Strategy	The IT Steering Committee (ITSC) will be implemented during the next review period	The adoption of a new Organisational Structure identified the need for a Technology Solutions Manager. The IT Steering Committee will be implemented upon the recruitment process being completed.
	Administer Council's Electronic Document Management system, correspondence, ensure the security of Council's records information, ensure policies and procedures are in place to effectively manage Council's records.	Compliance with appropriate legislation Internal customers are satisfied	TRIM reporting allows for the monitoring of compliance with Council's records management policy and the State Records Act.	A survey for a post system implementation review has been developed to provide feedback on customer satisfaction. The results of this survey will be known in the next reporting period. Council continues to monitor compliance through TRIM system functionality.
	Digitisation of hardcopy records using TRIM	Ongoing	This is an ongoing process and depends on budget and the volume of Records to be digitised.	Council has sent a number of Maps and Plans to be digitised this period. This is an ongoing program to improve access information and the security of these records.
Records Management	Additional funding for the digitisation of hardcopy records using TRIM	Funding Allocated		
	Restore and digitise archived minutes books	Completed within 2 years	The restoration process is completed the minute books will be digitised on a rolling basis and will depend on budget.	The restoration process is completed the minute books will be digitised on a rolling basis and will depend on budget.

<p>Records Management</p>	<p>Additional resources to facilitate the management and storage of Council records</p>	<p>Workforce increase</p>	<p>Council recruited a new records officer in during the reporting period.</p>	<p>An additional resource has been allocated in the 2014/15 Operational Plan.</p>
<p>Risk Management & Insurance</p>	<p>Development of Council's Risk Management Framework</p>	<p>Appropriate risk management strategies are in place</p>	<p>Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings. Work continues on development of an Enterprise Risk Management program</p>	<p>Emergency Response Plan has been implemented. Staff participated in fire drills. All emergency placards have been erected in Council buildings. Work continues on development of an Enterprise Risk Management program</p>
<p>Risk Management & Insurance</p>	<p>Management and administration of Council's insurance and claims in relation to public liability/professional indemnity, property insurance, motor vehicle insurance</p>	<p>Number and cost of claims stays the same or decreases</p>	<p>There has been an increase in the number of liability claims (41 up from 38) There has been a decrease in property claims (2 down from 9) There has been an increase in motor vehicle claims (30 up from 14)</p>	<p>The has been a decrease in the number of liability claims (34 down from 41) There has been an increase in property claims (3 up from 2) The has been a decrease in motor vehicle claims (22 down from 30)</p>
<p>Risk Management & Insurance</p>	<p>Plans are prepared to ensure Council can continue to operate in the event of an interruption to its business</p>	<p>Council is appropriately insured</p>	<p>Council maintains current insurance policies to cover identified risks.</p>	<p>In June 2014, Council reviewed all insurance policies held and have entered into an agreement with Westpac, United Independent Pools & Willis Australia. This change in insurers will see Council saving an estimated \$250,000 annually.</p>
<p>Risk Management & Insurance</p>	<p>Policy and Procedures development and implementation in line with the new Work Health & Safety Act & Regulations</p>	<p>Business Continuity Plans are in place</p>	<p>Business Continuity Plans have been completed. Implementation and training of key staff to commence in February 2014.</p>	<p>Business Continuity Plans completed and implemented. Senior Council staff have attended training. Plan now requires revision due to the new structure.</p>
<p>Workplace Safety</p>	<p>Major policies remain in draft, will be addressed as part of the implementation of the WMS Management System</p>	<p>Compliance with policies and procedures</p>	<p>Major policies remain in draft, will be addressed as part of the implementation of the WMS Management System</p>	<p>Work Health and Safety Policy has been signed by General Manager and adopted by Council. It is displayed throughout council in line with legislative requirements.</p>

Workplace Safety	Development & Implementation of a comprehensive and compliant WH&S System	Legislative Compliance	<p>Total of 98 Safe Work Procedures have been developed for Waste, Works and Parks for high risk tasks. Of these 47 are document controlled and are being rolled within their respective departments. Remaining 51 are currently being reviewed by workers and supervisors.</p> <p>Business case for the WHS Management System was presented to Council and accepted. Tender Submissions were received, unfortunately due to unforeseen circumstances will need to re-tender.</p>	<p>Continued improvement across council departments to identify hazards and risk. A further 60 documents have been developed in consultation with staff. Total of 107 documents in various stages of implementation.</p> <p>There were 52 tender submission received in the second re-tender process. Recovery Partners were the successful tender. Work commenced early June with an audit being undertaken against AS 4801.</p> <p>Representatives of council departments make up the Corporate Safety Team.</p> <p>This team will work with Recovery Partners to ensure all project milestones are met ensuring the project remains on time and within budget.</p>
	Management of Workers Compensation	Number and cost of claims	<p>10 claims were lodged for the reporting period. Total cost of claims for the period \$41,392.</p> <p>Lost time hours recorded for the period totalled 408 increased hours due to surgery complications.</p>	<p>6 claims were lodged for the reporting period. Total cost of claims for the period \$44,947. Total cost of claim 13/14 is \$86,339</p> <p>Lost time hours recorded for the period totalled 203. Total lost time hours for 13/14 is 631 hours.</p>
Workforce Management and Support	Additional resources to promote and support WHS within Council	Workforce Increase	Recruitment process for a new Claims Officer has been undertaken	Council has appointed a Claims Officer in this reporting period.
	Provision of advice and support to managers and employees, administration of Council's Employee Assistance Program, application of employment legislation, management of industrial matters, representation and support to Consultative Committee	Accurate and timely advice and support provided	Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.	Employee Relations continue to support Managers and Employees in all relevant areas. Employee Relations continue to participate in Consultative Committee Meetings and provide advice and support.
	Breaches are minimized	No breaches reported.	No breaches reported.	No breaches reported.

Workforce Management and Support	Provision of payroll services to Council's employees and carry out all relevant statutory reporting, deductions and record-keeping.	Employees are paid within agreed timeframes.	All employees have been paid within agreed timeframes with a less on 1% error rating.	All employees have been paid within agreed timeframes with a less on 1% error rating.
	Implementation of Council's Salary and Performance Management System.	All statutory requirements are met.	All statutory requirements for the reporting period have been met.	All statutory requirements for the reporting period have been met.
Staff Training and Development	Undertake recruitment and selection of new employees.	Performance evaluation remuneration undertaken in line with system.	Mid Year Reviews have been undertaken in November and December. A budget bid has been submitted to investigate an online program to support the process.	Annual Reviews have been undertaken in April/May.
	Promotion of Council as an Employer of Choice through participation in events and expos, and development of partnerships with education providers.	Internal customers are satisfied with the employment process.	During the reporting period Council recruited for 30 positions. An internal customer satisfaction survey has been created and is in the process of being finalised.	During the reporting period Council recruited for 45 positions.
	Council staff provided with the training and development to carry out their jobs effectively to deliver high quality services to the local community.	Participation in events and networks.	During the reporting period Council attended 1 Career Expo and continues to provide traineeships and work experience opportunities.	1 expo attended during the reporting period. Continue to provide traineeships and work experience opportunities.
	Provide traineeships, apprentices and work experience placements, including annual expansion of the program of one position per year for the life of the Delivery Program.	Staff training needs are identified annually and met through appropriate training.	Mid year reviews were conducted including revision and update of staff annual training plans.	Annual reviews were conducted, staff annual training plans updated and annual corporate training calendar developed.
Additional funding to extend the Trainee Program.	Number of placements provided.	Two Horticulture apprentices completed their 4 year apprenticeships in December 2013. Recruitment and interviews for 3 new Horticulture apprentices were conducted in December 2013.	7 work experience placements. Currently 3 Horticulture apprentices. July 2014 - Library and Waste depot trainees completed, current 10 Trainees. Waste trainees awarded 2014 State Training Services Trainee of the Year, Library trainee finalist in awards. Additional trainee position in HR 2014.	
	Trainee program extended.	Additional funding for 2 extra trainees approved. Trainee's position interviews were conducted in December 2013.	2 trainees commenced with Council in January 2014. At this stage there will not be additional positions under this program in the future.	

Camden Council Delivery Program Six Month Report January to June 2014 – TRIM Reference: 14/103676

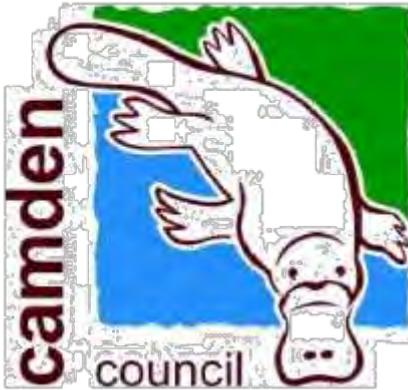
Attachment 1

ORD03

<p>Staff Accommodation, Fleet & Equipment</p>	Provide clean, safe and pleasant workplaces that are energy and water efficient, and economical to run	Maintenance programs 100% complete	Maintenance program completed, condition of Council workplaces are continually monitored for safety and efficiency.	Maintenance program completed condition of council workplaces are continually monitored for safety and efficiency.
	Provision of appropriate and cost-effective motor vehicles and construction equipment for utilisation by Council staff	Energy and water efficiency plans in place	Works are ongoing.	Works are ongoing.
	Provision of additional workplaces to accommodate an increasing Council workforce	Appropriate tools of trade are provided and maintained in a cost effective manner	Fleet being monitored to ensure it is cost effective and appropriate.	Fleet being monitored to ensure it is cost effective and appropriate.
	New Central Administration Building— preliminary design and consultation	Additional space provided	Works are ongoing.	Staff movements are being accommodated as part of the Business Improvement Program and restructuring of Council branches to various accommodation locations
	Provision of a low loader trailer to assist moving heavy plant and equipment	Preliminary design and consultation undertaken	Works to Council's new Administration Centre are continuing on programme. The Design Brief is being prepared by Brewster Hjarth Architects. A series of workshops and consultations with Council staff & Councillors have been undertaken, with the Brief to be presented to Council on 11 March 2014. Expressions of interest have been undertaken for the role of Design Consultant. A selected Tender is currently underway with final selection of the Design Consultant expected in March 2014.	Council has finalised and adopted the design brief for the new Administration Centre. Architects have been appointed and concept designs have been developed.
	Installation of multi-level storage shelving in the Narellan Works Depot stores	Resource Utilised	This plant has not yet been purchased, it is expected to be purchased in the next reporting period.	Held over pending review of plant and equipment needs.
	Council Works Depot—environmental improvements	Installation complete	This activity has not yet been completed.	Installation completed May 2014.
		Works completed	Works postponed pending the finalisation of the Environmental Management Plan	Works postponed pending the finalisation of the Environmental Management Plan. Plan is in its final stages. Works to be determined once complete.

<p>Major Projects</p>	<p>Selection of appropriate site and develop a funding strategy for a central administration building and depot facilities to accommodate a growing workforce in a more effective manner</p>	<p>Selection of site completed and funding strategy prepared</p>	<p>Work continues to explore options associated with Depot facilities & the growing workforce.</p>	<p>Site selection has been completed, the central administration building will be located in Oran Park Town. Council continues to explore options available for the depot relocation and working on the funding strategy for this project.</p>
<p>Management of Capital Projects</p>	<p>Manage capital projects on behalf of other sections of the organisation</p>	<p>Capital projects delivered on time and to budget</p>	<p>Capital Works projects completed in this period include the Harrellan Hall Redevelopment, Cut Hill Amenities Building, Springs Road Roundabout.</p>	<p>As indicated in the details of the delivery plan report, Council has completed a wide range of new capital projects within agreed timeframes and with budget. Key community projects include West Camden RFS station, Little Sandy Bridge, Harrellan Community Hall, Cut Hill amenities building and Sportsfield lighting at Kirkham Park and Liquidamber Reserves.</p>

ORD04



Attachment 1

Monthly Report

Camden Council

September 2014

Investment Exposure

Council is reaching capacity limits with, NAB, Rabobank, ING and BoQ. Council will continue to diversify the investment portfolio across the higher rated ADIs (A1 or higher).

ADI	Exposure \$M	Rating	Policy Limit	Actual	Capacity
Westpac	\$9.70M	A1+	25%	12%	\$10.16M
ANZ	\$11.00M	A1+	25%	14%	\$8.86M
CBA	\$2.54M	A1+	25%	3%	\$17.32M
NAB	\$18.50M	A1+	25%	23%	\$1.36M
Rabobank [^]	\$2.20M	A1+	5%	3%	\$1.77M
AMP	\$5.00M	A1	15%	6%	\$6.92M
BoQ	\$10.00M	A1	15%	13%	\$1.92M
Bendigo-Adelaide	\$5.50M	A1	15%	7%	\$6.42M
Rural	\$4.00M	A1	15%	5%	\$7.92M
Suncorp	\$3.50M	A1	15%	4%	\$8.42M
ING [^]	\$2.00M	A1	5%	3%	\$1.97M
Macquarie	\$3.00M	A1	15%	4%	\$8.92M
ME Bank	\$2.50M	A2	10%	3%	\$5.44M
Total	\$79.44M			100%	

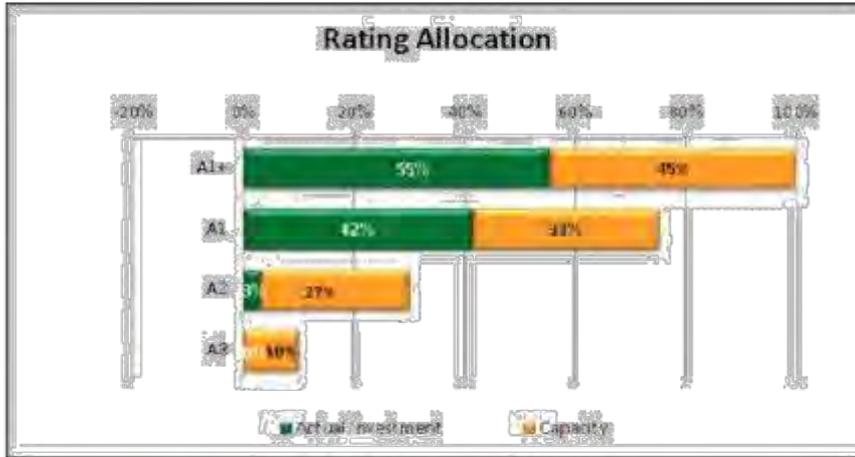
[^]Foreign subsidiary banks are limited to 5% of the total investment portfolio as per Council's investment policy.

Apart from investments with the regional ADIs, the investment portfolio is predominately directed to the higher rated entities led by NAB and ANZ.



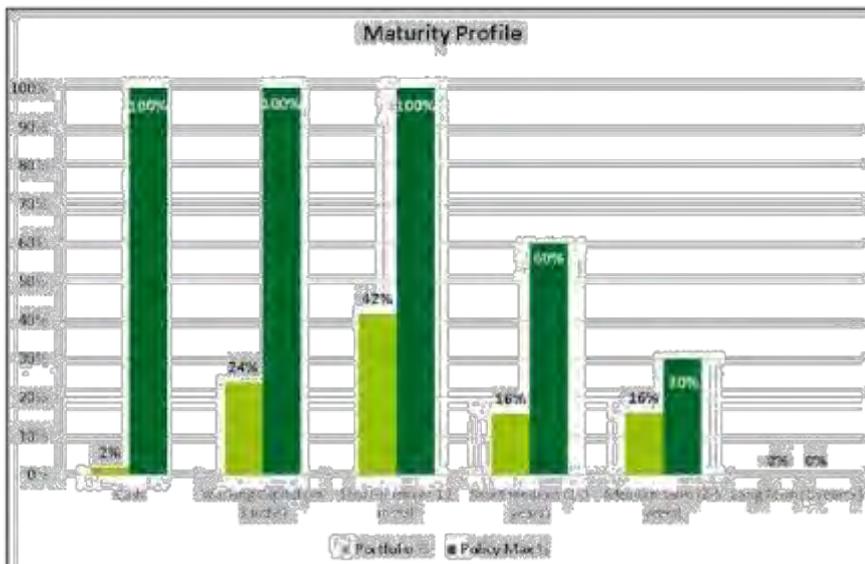
Credit Quality

A1+ (the domestic majors) and A1 (the high rated regionals) rated ADIs are the largest share of Council's investments.



Term to Maturity

The portfolio remains highly liquid with 2% of investments at-call and a further 24% of assets maturing within 3 months. There is still substantial capacity to invest in terms greater than 1 year. In consultation with its investment advisors, Council has continued to strategically diversify its investments across various maturities up to 5 years.



In the current low interest rate environment, as existing deposits mature, they will generally be reinvested at much lower rates than preceding years. A larger spread of maturities in medium-term assets would help income pressures over future financial years, although this is becoming increasingly difficult as the banks continue to reduce their rates.

2014-15 Budget

Current Budget Rate	3.50%
Source of Funds Invested	
Section 94 Developer Contributions	\$33,288,900
Restricted Grant Income	\$445,600
Externally Restricted Reserves	\$8,426,600
Internally Restricted Reserves	\$23,433,700
General Fund	\$13,845,200
Total Funds Invested	\$79,440,000

Council's investment portfolio has increased by \$2.9 million since the August reporting period. The increase primarily relates to the receipt of the first rates instalment for the 2014/15 financial year.

INTEREST RECEIVED DURING 2014/15 FINANCIAL YEAR				
	September	Cumulative	Projected Interest	*Original Budget
General Fund	\$129,263	\$340,374	\$899,200	\$899,200
Restricted	\$138,628	\$435,721	\$871,900	\$871,900
Total	\$267,891	\$776,095	\$1,771,100	\$1,771,100

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

Interest Summary

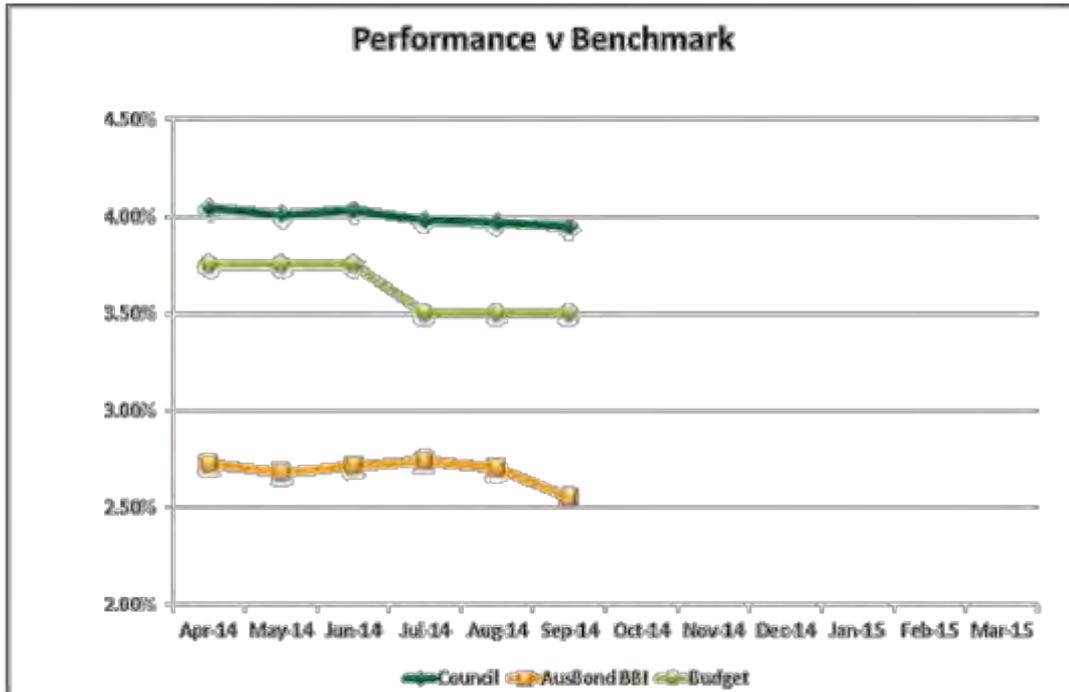
The portfolio's interest summary as at 30 September 2014 is as follows:

NUMBER OF INVESTMENTS	63
AVERAGE DAYS TO MATURITY	449
AVERAGE PERCENTAGE	3.96% p. a.
WEIGHTED PORTFOLIO RETURN	3.95% p. a.
CBA CALL ACCOUNT *	2.70% p. a.
HIGHEST RATE	5.10% p. a.
LOWEST RATE	3.50% p. a.
BUDGET RATE	3.50% p. a.
AVERAGE BBSW (30 Day)	2.63% p. a.
AVERAGE BBSW (90 Day)	2.66% p. a.
AVERAGE BBSW (180 Day)	2.70% p. a.
AUSBOND BANK BILL INDEX	2.55% p. a.

*Note: CBA call account is not included in the investment performance calculations

ORD04

Attachment 1



Outperformance over the benchmark AusBond Bank Bill Index (previously called the UBS Bank Bill Index) continues to be attributed to the longer-dated deposits in the portfolio (particularly early investments placed above 4.5%). Recent deposits invested above 4% will also contribute to outperformance and Council’s budgeted income over the current financial year. As existing deposits mature, performance will generally fall as deposits will be reinvested at much lower prevailing rates.

With the adoption of a longer term strategy, the FY15 budget return of 3.50% should be achieved in the absence of any unexpected interest rate cuts by the Reserve Bank of Australia (RBA).

Appendix A – List of Investments

ORD04

Camden Council Investment Portfolio as at 30 September 2014							
Institution	Type	Amount	Interest Rate	Date Invested	Maturity Date	Original Term of Investment (days)	Current Account as at 30/09/2014
ANP	TD	\$1,000,000.00	3.00%	18/11/2013	18/11/2014	365	\$33,525.29
ANP	TD	\$3,000,000.00	3.40%	29/11/2013	29/11/2014	365	\$93,928.29
ANP	TD	\$1,000,000.00	3.00%	01/12/2013	01/12/2014	364	\$33,202.19
ANP Bank	TD	\$1,000,000.00	3.80%	12/12/2013	11/12/2014	364	\$30,504.11
ANZ	TD	\$1,000,000.00	3.40%	31/07/2014	11/08/2015	238	\$4,148.07
ANZ	TD	\$1,000,000.00	3.60%	31/07/2014	18/09/2015	239	\$5,135.07
ANZ	TD	\$1,000,000.00	3.50%	14/08/2014	1/04/2015	239	\$4,081.45
ANZ	TD	\$2,000,000.00	3.90%	22/09/2014	15/04/2015	214	\$7,740.02
ANZ	TD	\$2,000,000.00	3.50%	26/09/2014	22/04/2015	217	\$6,613.79
ANZ	TD	\$3,000,000.00	3.40%	2/09/2014	2/09/2015	365	\$9,704.11
ANZ	TD	\$1,000,000.00	3.40%	10/09/2014	9/09/2015	364	\$2,094.35
ANZ	TD	\$1,000,000.00	3.60%	16/09/2014	16/09/2015	365	\$3,495.95
Bendigo Adelaide Bank	TD	\$1,000,000.00	3.50%	24/04/2014	22/10/2014	181	\$15,342.47
Bendigo Adelaide Bank	TD	\$1,000,000.00	4.00%	22/05/2014	24/05/2017	1098	\$21,968.06
Bendigo Adelaide Bank	TD	\$1,000,000.00	4.00%	27/05/2014	21/05/2017	1180	\$14,091.70
Bendigo Adelaide Bank	TD	\$2,000,000.00	4.00%	30/05/2014	31/05/2017	1087	\$22,517.81
BOQ	TD	\$2,500,000.00	3.90%	01/11/2013	1/11/2014	363	\$74,400.70
BOQ	TD	\$1,000,000.00	4.50%	7/11/2013	9/11/2016	1091	\$40,659.92
BOQ	TD	\$1,000,000.00	5.10%	26/11/2013	22/11/2016	1090	\$48,319.97
BOQ	TD	\$1,000,000.00	4.60%	28/11/2013	22/11/2017	1456	\$20,788.15
BOQ	TD	\$1,000,000.00	4.90%	29/11/2013	29/11/2016	1092	\$27,849.32
BOQ	TD	\$1,000,000.00	4.50%	27/02/2014	27/02/2016	245	\$20,517.81
BOQ	TD	\$1,000,000.00	3.70%	17/04/2014	15/10/2014	181	\$16,338.77
BOQ	TD	\$1,000,000.00	4.10%	5/08/2014	1/08/2016	2457	\$1,400.53
CBA	TD	\$1,000,000.00	4.00%	2/12/2013	2/12/2015	730	\$21,208.40
ING Bank	TD	\$1,000,000.00	4.60%	28/11/2013	28/11/2017	1056	\$28,542.74
ING Bank	TD	\$1,000,000.00	3.90%	10/09/2014	10/09/2015	238	\$3,077.12
Macquarie Bank	TD	\$1,000,000.00	3.50%	19/12/2013	19/12/2014	365	\$30,559.09
Macquarie Bank	TD	\$1,000,000.00	4.10%	20/01/2014	20/01/2016	730	\$20,578.43
Macquarie Bank	TD	\$1,000,000.00	4.00%	31/07/2014	31/07/2017	1096	\$6,794.57
ME Bank	TD	\$1,000,000.00	3.90%	2/12/2013	20/11/2014	359	\$23,279.71
ME Bank	TD	\$1,500,000.00	3.40%	12/12/2013	10/12/2014	373	\$46,909.27
NAB	TD	\$700,000.00	4.90%	7/02/2014	5/02/2015	728	\$14,547.95
NAB	TD	\$1,000,000.00	3.60%	17/04/2014	0/10/2014	174	\$15,098.09
NAB	TD	\$2,000,000.00	4.90%	5/06/2014	3/06/2017	1079	\$20,069.01
NAB	TD	\$1,500,000.00	3.60%	17/06/2014	28/01/2015	239	\$16,467.53
NAB	TD	\$1,000,000.00	3.60%	8/07/2014	7/01/2015	189	\$9,201.37
NAB	TD	\$1,500,000.00	3.60%	2/07/2014	4/02/2015	216	\$13,199.04
NAB	TD	\$1,000,000.00	3.60%	09/07/2014	11/02/2015	225	\$11,889.04
NAB	TD	\$1,000,000.00	3.60%	25/07/2014	23/02/2015	217	\$6,323.35
NAB	TD	\$1,000,000.00	3.60%	24/07/2014	0/09/2015	220	\$6,824.19
NAB	TD	\$1,000,000.00	3.60%	0/08/2014	25/03/2015	231	\$5,953.97
NAB	TD	\$1,000,000.00	3.60%	20/01/2014	0/04/2015	231	\$4,223.78
NAB	TD	\$2,000,000.00	3.60%	1/09/2014	23/04/2015	240	\$5,024.25
NAB	TD	\$1,500,000.00	3.60%	0/07/2014	0/05/2015	245	\$8,108.47
NAB	TD	\$1,000,000.00	3.50%	17/08/2014	23/03/2015	248	\$1,365.40

Attachment 1

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Attachment 1

Camden Council Investment Portfolio as at 30 September 2014							
Institution	Type	Amount	Interest Rate	Date Invested	Maturity Date	Original Total of Investment (\$k)	Interest Accrued as at 30/09/2014
Rabobank	TD	\$1,000,000.00	5.00%	29/03/2014	29/03/2019	1026	\$3,452.05
Rabobank	TD	\$1,200,000.00	5.00%	3/04/2014	6/04/2019	1029	\$4,049.32
Rural Bank	TD	\$1,000,000.00	3.75%	21/05/2014	26/01/2014	109	\$3,403.39
Rural Bank	TD	\$1,500,000.00	3.50%	29/05/2014	14/01/2015	209	\$18,544.92
Rural Bank	TD	\$1,500,000.00	3.75%	5/06/2014	21/01/2015	209	\$16,104.93
Suncorp Metway	TD	\$1,000,000.00	3.50%	20/04/2014	1/10/2014	174	\$1,2163.64
Suncorp Metway	TD	\$1,000,000.00	3.50%	9/05/2014	29/10/2014	174	\$14,409.03
Suncorp Metway	TD	\$1,500,000.00	2.50%	9/06/2014	16/12/2014	194	\$1,7002.74
Westpac	TD	\$700,000.00	4.50%	1/05/2013	3/05/2015	735	\$12,759.97
Westpac	TD	\$2,000,000.00	4.50%	6/05/2013	14/05/2015	738	\$25,276.71
Westpac	TD	\$500,000.00	4.50%	17/05/2013	21/05/2015	734	\$9,163.36
Westpac	TD	\$500,000.00	4.50%	17/05/2013	19/05/2016	1098	\$8,539.04
Westpac	TD	\$1,400,000.00	3.50%	20/12/2013	19/12/2014	585	\$3,206.56
Westpac	TD	\$1,000,000.00	2.50%	24/05/2014	5/11/2014	175	\$13,578.03
Westpac	TD	\$1,500,000.00	4.50%	15/03/2014	15/03/2019	1036	\$25,951.10
Westpac	TD	\$1,000,000.00	4.50%	21/03/2014	22/03/2019	1027	\$24,053.13
Westpac	TD	\$1,000,000.00	2.50%	30/07/2014	29/10/2014	81	\$1,641.10
#TD Investments	63	\$77,900,000.00	3.95%				\$1,334,547.26
CBA	Call Account	\$1,340,000.00	2.75%				
		\$79,440,000.00					



Appendix B – Ratings Definitions

Standard & Poor's Ratings Description

Standard & Poor's (S&P) is a professional organisation that provides analytical services. An S&P rating is an opinion of the general credit worthiness of an obligor with respect to particular debt security or other financial obligation – based on relevant risk factors.

Credit ratings are based, in varying degrees, on the following considerations:

- Likelihood of payment
- Nature and provisions of the obligation
- Protection afforded by, and relative position of, the obligation in the event of bankruptcy, reorganisation or other laws affecting creditors' rights
- The issue rating definitions are expressed in terms of default risk.

S&P Short-Term Obligation Ratings are:

- **A-1:** This is the highest short-term category used by S&P. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.
- **A-2:** A short-term obligation rated A-2 is somewhat more susceptible to the adverse changes in circumstances and economic conditions than obligations in higher rating categories. However the obligor's capacity to meet its financial commitment on the obligation is satisfactory.
- **A-3:** A short-term obligation rated A-3 exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

S&P Long-Term Obligations Ratings are:

- **AAA:** An obligation/obligor rated AAA has the highest rating assigned by S&P. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
- **AA:** An obligation/obligor rated AA differs from the highest rated obligations only in small degree. The obligor's capacity to meet its financial commitment on the obligations is very strong.
- **A:** An obligation/obligor rated A is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations/obligors in higher rated categories. However the obligor's capacity to meet its financial commitment on the obligation is strong.
- **BBB:** A short-term obligation rated BBB exhibits adequate protection parameters. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.
- **Unrated:** Financial Institutions do not necessarily require a credit rating from the various ratings agencies such as Standard & Poor's and these institutions are classed as "Unrated". Most Credit Unions and Building societies fall into this category. These institutions nonetheless must adhere to the capital maintenance requirements of the Australian Prudential Regulatory Authority (APRA) in line with all authorised Deposit Taking Institutions (Banks, Building societies and Credit Unions).
- **Plus (+) or Minus(-):** The ratings from "AA" to "BBB" may be modified by the addition of a plus or minus sign to show relative standing within the major rating categories

Fitch and Moody's have similar classifications.

Appendix C – Recently Invested ADIs

Rural Bank

Historically, the Bank was formed as Elders Rural Bank and received its banking licence in 2000. In August 2009, Elders Rural Bank Limited changed its name to Rural Bank Limited and, in December 2010, Rural Bank became a fully-owned subsidiary of the Bendigo and Adelaide Bank Group.

In December 2010, Bendigo and Adelaide Bank announced that it would increase its shareholding in Rural Bank from 60% to 100% for \$165m, or approximately 1.2 times book value. As such, Rural Bank takes on its parent's company's long-term credit rating of A- by S&P.

Over the years, the bank's business model has expanded, but its core business has not changed. They specialise in lending to the agricultural sector in rural and regional centres across the country. Rural Bank's products and services are now available at more than 400 locations nationally.

Financial Results

As at 30 June 2014, Rural Bank's Tier 1 Capital Ratio stood at 11.70% and its Total Capital Ratio at 13.26%, well above Basel III minimum capital requirements.

At a group level, Bendigo-Adelaide Bank Ltd announced a statutory profit after tax of \$191.6 million for the 6 months ending 30 June 2014, an 6.0% decrease on the prior corresponding period. The cash earnings result is \$196.4 million for the 6 months ending 30 June 2014, a 5.7% increase on the prior corresponding period. Retail deposits stood at \$44.84 billion (up from \$42.65 billion in December 2013), an increase of 5.0%.

Rabobank Australia

With over 110 years of history, the Rabobank Group is a leading provider of financial services around the world and has a strong historical presence for the global food and agriculture industry. Headquartered in Utrecht, the Netherlands, Rabobank is a cooperative bank with over AUD\$926.4 billion in assets (€732 billion)¹, approximately 10 million clients, more than 59,000 employees, and a presence in 48 countries. Rabobank is one of the 30 largest financial institutions in the world based on Tier 1 Capital.

Rabobank established an office in Australia in 1990 and acquired the Primary Industry Bank of Australia (PIBA) operating in Australia and New Zealand in 1994. With headquarters in Sydney, Rabobank has 61 branches throughout Australia and 32 branches in New Zealand. As at December 2011, the Group employed more than 1,000 people in Australia and New Zealand, with more than half based in regional locations.

¹ As a comparison, CBA has approximately AUD\$750 billion in total assets and 45,000 employees

ORD04

Financial Results

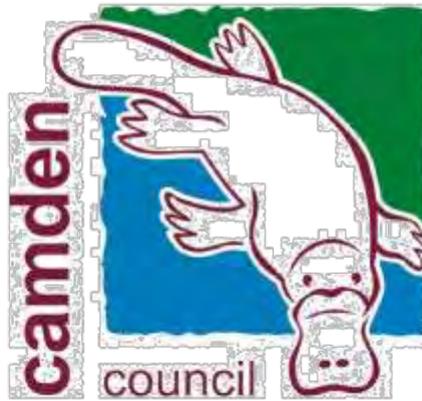
The latest Prudential Standards of Rabobank Australia Ltd as at 30 June 2014 is summarised as follows:

- Cash and liquid assets were \$500.4m from \$173.3m in Dec 2013
- Tier one capital ratio of 10.17%, well in excess of Basel III regulatory requirements

Attachment 1

**Camden
Section 94 Contributions Plan
(Leppington North Precinct)**

Draft October 2014



ORD05

Camden Section 94 Contributions Plan (Leppington North Precinct)

Prepared by GLN Planning on behalf of Camden Council

Attachment 1

Version: J:\Austral Leppington North Precinct Planning 2010\Infrastructure Section 94\Post
Exhibition Works\IPART Submission Package\15-10-14 Revised Schedule & Plan Document\20141015
Camden Section 94 Contributions Plan Leppington North Precinct.Doc

Date last amended: 15 October 2014

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Camden Section 94 Contributions Plan (Leppington North Precinct)

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Camden Section 94 Contributions Plan (Leppington North Precinct)

1. Summary of Plan

1.1 Preamble

The Leppington North Precinct is an urban release area in Sydney's South West Growth Centre. The Precinct traverses land in both Camden and Liverpool LGAs.

A range of new and augmented infrastructure needs to be planned, programmed, funded and delivered in order to sustain this planned development.

The infrastructure will be delivered or coordinated by a number of parties including State Government public authorities, State owned corporations, councils, developers and private providers.

Councils typically fund the provision of local infrastructure through a combination of general revenue (from rates and other charges), development contributions under the *Environmental Planning and Assessment Act 1979*, and grants from the State or Commonwealth government. Much of the capital cost of local infrastructure in new urban areas is funded by development (i.e. section 94) contributions as there is often a clear relationship between the need for new or upgraded infrastructure and population growth attributable to new development.

This Plan addresses the provision in the Precinct of those public amenities and public services - or local infrastructure - to be delivered by or on behalf of Camden Council. This infrastructure includes:

- open space and recreation facilities, such as recreation centres, sports fields, sports courts, playgrounds, walking trails and bike paths;
- community and cultural facilities, such as cultural centres and multi-purpose community centres;
- water cycle management facilities, such as detention basins and stormwater channels; and
- traffic and transport management facilities, such as new roads and intersections.

In order to rationalise the number of contributions plans within the South West Growth Centre to be administered by Council, it is intended that this Plan will be amended in the future to apply to adjoining Precincts.

1.2 Summary of contribution rates and works schedule costs

The tables on the following pages show the contribution rates applicable to development the subject of this Plan, and the total value of works to be funded by contributions anticipated under this Plan.

Camden Section 94 Contributions Plan (Leppington North Precinct)

MONETARY CONTRIBUTION RATES

ESSENTIAL INFRASTRUCTURE		RESIDENTIAL DEVELOPMENT						NON RESIDENTIAL DEVELOPMENT LOCATED IN THE B3, B4, B6 AND B7 ZONES	ALL DEVELOPMENT
Item	Item Total Cost	\$ per additional resident	\$ per Low Density Dwelling or residential lot \$ per Secondary Dwelling > 60m ² GFA	\$ per Medium Density Dwellings \$ per 2 bed Secondary Dwelling <= 60m ² GFA	\$ per High Density Dwelling	\$ per Seniors Living Dwelling	\$ per 100m ² of Non Residential GFA	\$ per hectare of NDA	
Open Space									
Land	\$21,605,200	\$2,970	\$10,066	\$7,722	\$5,346	\$4,454.78	\$1,031		
Works	\$19,553,483	\$2,682	\$9,117	\$6,972	\$4,827	\$4,022.41	\$931		
Subtotal	\$41,208,773	\$5,651	\$19,216	\$14,694	\$10,173	\$8,477	\$1,962		
Community Facilities									
Land	\$498,152	\$105	\$355	\$272	\$188	\$157			
Subtotal	\$498,152	\$105	\$355	\$272	\$188	\$157			
Roads									
Land	\$11,734,946							\$60,638	
Works	\$35,833,250							\$154,627	
Subtotal	\$47,568,196							\$205,265	
Drainage									
Land	\$13,043,040							\$66,283	
Works	\$21,523,203							\$92,677	
Subtotal	\$34,566,243							\$148,960	
Plan Administration Allowance	\$1,638,623							\$7,071	
Subtotal	\$1,638,623							\$7,071	
TOTAL	\$125,481,047	\$5,756	\$19,570	\$14,966	\$10,361	\$8,634	\$1,962	\$361,466	

Camden Section 94 Contributions Plan (Leppington North Precinct)

NON ESSENTIAL INFRASTRUCTURE		RESIDENTIAL DEVELOPMENT						NON RESIDENTIAL DEVELOPMENT LOCATED IN THE B3, B4, B6 AND B7 ZONES	ALL DEVELOPMENT
Item	Item Total Cost	\$ per additional resident	\$ per Low Density Dwelling or residential lot \$ per Secondary Dwelling > 60m ² GFA	\$ per Medium Density Dwelling \$ per 2 bed Secondary Dwelling <= 60m ² GFA	\$ per High Density Dwelling	\$ per Seniors Living Dwelling	\$ per 100m ² of Non Residential Accommodation GFA	\$ per hectare of NDA	
Community Facilities									
Works	\$6,499,912	\$1,361	\$4,627	\$3,539	\$2,450	\$2,041			
Subtotal	\$6,499,912	\$1,361	\$4,627	\$3,539	\$2,450	\$2,041			
Open Space									
Works	\$1,055,862	\$221.06	\$752	\$575	\$366	\$332	\$50		
Subtotal	\$1,055,862	\$221.06	\$752	\$575	\$366	\$332	\$50		
TOTAL	\$7,555,774	\$1,582	\$5,379	\$4,113	\$2,816	\$2,373	\$50		

LAND CONTRIBUTION RATES

(For land to be acquired only)

		RESIDENTIAL DEVELOPMENT						NON RESIDENTIAL DEVELOPMENT LOCATED IN THE B3, B4, B6 AND B7 ZONES	ALL DEVELOPMENT
Item	Item Total Area (m ²)	m ² per additional resident	m ² per Low Density Dwelling or residential lot \$ per Secondary Dwelling > 60m ² GFA	m ² per Medium Density Dwelling \$ per 2 bed Secondary Dwelling <= 60m ² GFA	m ² per High Density Dwelling	m ² per Seniors Living dwelling	m ² per 100m ² of Non Residential GFA	m ² per hectare of NDA	
Open Space									
Land	193,972	26.60	90.45	69.16	47.88	39.90	9.24		
Community Facilities									
Land	3,428	0.72	2.44	1.87	1.29	1.08			
Roads									
Land	91,392							394.37	
Drainage									
Land	151,112							652.08	
TOTAL	439,905	27.32	92.89	71.03	49.18	40.98	9.24	1046.46	

Camden Section 94 Contributions Plan (Leppington North Precinct)**1.3 Overview and structure of Plan**

Section 94 of the *Environmental Planning and Assessment Act 1979 (EP&A Act)* authorises a consent authority responsible for determining a development application to grant consent to the proposed development subject to a condition requiring the payment of a monetary contribution, or the dedication of land free of cost, or a combination of them, towards the provision of public amenities and public services to meet the development.

Where the consent authority is a council or an accredited certifier, such a contribution may be imposed on a development only if it is of a kind allowed by and determined in accordance with a contributions plan, such as this Plan.

This Plan has been prepared to authorise the imposition of section 94 contributions on development expected to occur in that part of the Leppington North Precinct that is situated in the Camden LGA.

This Plan has been prepared:

- in accordance with the EP&A Act and *Environmental Planning and Assessment Regulation 2000 (EP&A Regulation)*; and
- having regard to the latest Practice Notes issued by the NSW Department of Planning & Environment.

There are minimum requirements for section 94 contributions plans set out in the EP&A Regulation. Each requirement, and reference to the clause or Part of this document that deals with that requirement, are listed below:

The purpose of the plan	Clause 2.6
The land to which the plan applies	Clause 2.8
The relationship or nexus between the expected development in the area and the community infrastructure that is required to meet the demands of that development	Part 4
The formulas to be used for determining the reasonable contributions required from expected development for different types of community infrastructure;	Clauses 4.2.2, 4.3.2, 4.4.2, 4.5.2, 4.6.2
The contribution rates for the anticipated types of development in the area;	Clause 1.2
The council's policy concerning the timing of the payment of monetary section 94 contributions, and the imposition of section 94 conditions that allow deferred or periodic payment,	Clauses 2.16 and 2.17
Maps showing the specific public amenities and services proposed to be provided by the council, supported by a works schedule that contains an estimate of their cost and staging (whether by reference to dates or thresholds)	Part 5
If the plan authorises monetary section 94 contributions or section 94A levies paid for different purposes to be pooled and applied progressively for those purposes, the priorities for the expenditure of the contributions or levies, particularised by reference to the works schedule.	Part 5

Camden Section 94 Contributions Plan (Leppington North Precinct)

The Plan is structured in the following Parts:

- Part 1 (this Part) contains an introduction and summary schedules.
- Part 2 contains provisions that describe the contributions framework, essential details of the Plan, and how section 94 contributions for development in the Leppington North Precinct will be imposed, settled and managed.
- Part 3 documents the expected development in the Precinct and the likely demand for infrastructure arising from that development.
- Part 4 discusses infrastructure costs and delivery, and for each infrastructure category describes the relationship between development and infrastructure which culminates in a contributions formula.
- Part 5 contains schedules describing the proposed infrastructure addressed by the Plan; and also contains location maps of this infrastructure.
- Part 6 contains a list of background information that was sourced in the preparation of the Plan.
- Appendices to the Plan.

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2. Administration and operation of the Plan

2.1 Definitions used in this Plan

Except where indicated in this clause, the definitions of terms used in this Plan are the definitions included in the EP&A Act, EP&A Regulation and the *State Environmental Planning Policy (Sydney Region Growth Centres) 2006*, are adopted by this Plan.

In this clause, 'existing' means at the date on which this Plan came into effect.

In this Plan, the following words and phrases have the following meanings:

Attributable cost means the estimated cost for each item in the works schedules set out in Part 5 of this Plan, which may differ from the final actual cost of the item. It will be the value used in determining the amount of any offset of monetary contributions as a result of any works-in-kind proposal.

Bank Guarantee means an irrevocable and unconditional undertaking without any expiry or end date in favour of the Council to pay an amount or amounts of money to the Council on demand issued by an Australian bank, non-bank financial institution, or insurance company subject to prudential supervision by the Australian Prudential Regulatory Authority and has a credit rating of 'A' or above (as assessed by Standard and Poors) or 'A2' or above (as assessed by Moody's Investors Service) or 'A' or above (as assessed by FitchRatings)

Council means The Council of Camden.

CPI means the *Consumer Price Index (All Groups - Sydney)* published by the Australia Statistician.

DP&E means Department of Planning and Environment.

EP&A Act means the *Environmental Planning and Assessment Act 1979*.

EP&A Regulation means the *Environmental Planning and Assessment Regulation 2000*.

GFA means gross floor area.

High Density Dwelling means a dwelling in a residential flat building or a shop top housing development, but excludes any other type of dwelling defined in this clause.

ILP means the Austral and Leppington North Precincts Indicative Layout Plan.

LGA means local government area.

Low Density Dwelling means a dwelling house or a dual occupancy dwelling, but excludes any other type of dwelling defined in this clause.

Medium Density Dwelling means an attached dwelling, a dwelling in a multi dwelling housing development, or a semi-detached dwelling, but excludes any other type of dwelling defined in this clause.

Net Developable Area means the area of land to which a development application relates and includes the area of any land that the development consent authorises, or requires, to be used as a road, or reserved or dedicated as a public road but excludes:

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- existing roads to be used as part of the proposed road network;
- land including and immediately surrounding Leppington Public School, and comprising approximately 0.82 hectares, as identified on the South West Growth Centre Heritage Map contained in *State Environmental Planning Policy (Sydney Region Growth Centres) 2006*;
- any part of the land that is below the level of a 1:100 ARI flood event, if that part of the land is unsuitable for development by virtue of it being at or below that level;
- any land that the development consent authorises, or requires, to be reserved, dedicated or otherwise set aside as, or for the purpose of, any of the following:
 - (a) a government school (within the meaning of the *Education Act 1990*);
 - (b) a tertiary institution, including a university or TAFE establishment, that provides formal education and is constituted by or under an Act.
 - (c) an emergency services facility;
 - (d) a health services facility owned and operated by a public authority;
 - (e) a golf course;
 - (f) a passenger transport facility;
 - (g) a public reserve or a drainage reserve (within the meaning of the *Local Government Act 1993*);
 - (h) a public transport corridor (other than a road corridor);
 - (i) a public utility undertaking;
 - (j) roads or other public amenities or public services, in connection with which development contributions have been imposed under section 94 or section 94A of the Act or may be imposed in accordance with a contributions plan approved under section 94EA of the EP&A Act;
 - (k) roads or other infrastructure in connection with which special infrastructure contributions have been, or may be, imposed in accordance with section 94EF of the EP&A Act;

Planning agreement means a voluntary planning agreement referred to in section 93F of the EP&A Act.

Precinct means the area of land shown in Figure 2.1 of this Plan.

Residential Accommodation has the same meaning as in the *State Environmental Planning Policy (Sydney Region Growth Centres) 2006*.

Secondary Dwelling has the same meaning as in the *State Environmental Planning Policy (Sydney Region Growth Centres) 2006*.

Seniors Living Dwelling means a self-contained dwelling defined in *State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004*.

Social Infrastructure Assessment means the report *Austral and Leppington North Precincts - Demographic and Social Infrastructure Assessment*, prepared by Elton Consulting, July 2011

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and *Austral and Leppington North Precincts – Addendum to the Demographic and Social Infrastructure Assessment* prepared by Elton Consulting, July 2012.

State Environmental Planning Policy (Sydney Region Growth Centres) 2006 means the State Environmental Planning Policy amended from time to time.

Works in kind means the undertaking of a work or provision of a facility by an applicant which is already nominated in the works schedule of a contributions plan as a means of either fully or partly satisfying a condition of consent requiring development contributions to be made.

Works schedule means the schedule of the specific public facilities for which contributions may be required as set out in Part 5 of this Plan.

2.2 What are development contributions?

Development contributions are contributions made by those undertaking development approved under the EP&A Act toward the provision of public services and public amenities.

Development contributions are addressed under Divisions 6 and 6A of Part 4 of the EP&A Act and are imposed as conditions on a development consent.

Contribution requirements may be in the form of the dedication of land free of cost, or the payment of a monetary contribution.

There are different classes of development contributions provided for under the EP&A Act:

- Special infrastructure contributions;
- local infrastructure contributions, which may be either section 94 contributions or section 94A fixed rate levies;
- contributions included in voluntary planning agreements; and
- contributions toward the provision of affordable housing.

This Plan is principally concerned with the imposition of conditions of consent requiring development contributions for local infrastructure under section 94 of the EP&A Act.

More detail on the types of infrastructure levied for under this Plan is included in later Parts of this Plan.

2.3 Prerequisites for imposing contribution requirements in consents

2.3.1 Contributions must be authorised by a contributions plan

The EP&A Act provides that a council (or an accredited certifier) can require, through imposition of a condition or conditions on a development consent (or on a complying development certificate), development contributions if:

- there is a contributions plan applying to the development that is in force and that authorises the contribution (such as this Plan); and
- the contribution is imposed in accordance with the provisions of such a plan.

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Accredited certifiers are further restricted to imposing only development contributions being monetary contributions on a consent.

As an alternative to, or in addition to, the levying of section 94 contributions, a council may negotiate a planning agreement with a developer for the provision of local infrastructure.

Council may seek to negotiate planning agreements with relevant parties in relation to major developments. Such agreements may address the substitution of, or be in addition to, the contributions required under this Plan.

Any draft planning agreement shall be subject to any provisions of or Ministerial directions made under the EP&A Act or EP&A Regulation relating to planning agreements.

2.3.2 Section 94 contributions must be reasonable

Section 94 of the EP&A Act authorises a consent authority responsible for determining a development application to grant consent to the proposed development subject to a condition requiring the payment of a monetary contribution, or the dedication of land free of cost, or a combination of them, towards the provision of public amenities and public services (public facilities) to meet the development.

The power to levy a section 94 contribution relies on there being a clear relationship (or 'nexus') between the development being levied and the need for the public amenity or service for which the contribution is required.

Section 94 contributions may be imposed on developments to meet the cost of facilities yet to be provided; and to recoup the cost of facilities that have already been provided in advance of development occurring.

A condition may only be imposed under section 94 towards the future provision of public facilities:

- if the proposed development will or is likely to require the provision of, or increase the demand for, public facilities within the local government area; and
- to require only a reasonable dedication or monetary contribution for the provision, extension or augmentation of the public facilities concerned.

A condition may be imposed under section 94 towards the recoupment of the cost of public facilities if:

- the consent authority has, at any time, provided public facilities within the local government area in preparation for or to facilitate the carrying out of development in the area, and
- development for which development consent is sought will, if carried out, benefit from the provision of those public facilities.

A person entitled to act on a development consent may, under section 94B of the EP&A Act, appeal the reasonableness of a section 94 condition that is imposed in accordance with a contributions plan. Such condition may be disallowed or amended by the Land and Environment Court because it is unreasonable in the particular circumstances of that case, even if it was determined in accordance with the relevant contributions plan.

Camden Section 94 Contributions Plan (Leppington North Precinct)**2.4 Cap on monetary section 94 contributions**

As part of the State Government's strategy to stimulate housing construction, increase housing supply and improve housing affordability in NSW, the Government now imposes limits on the total monetary section 94 contributions that a consent authority may impose on developments.

The Minister for Planning issued a direction to the Council under section 94E of the EP&A Act effective from 21 August 2012 that restricts consent authorities from imposing conditions of consent requiring monetary section 94 contributions on development for residential lots or dwellings in excess of the monetary cap specified by or under the Direction.

The monetary cap applying to residential development on the land to which this Plan applies is \$30,000 per lot or dwelling.

Notwithstanding the Government's policy, this Plan determines the maximum reasonable section 94 contribution due to expected development in the Precinct. The contributions for various types of residential development exceed \$30,000 per lot or dwelling.

This is appropriate in order:

- to allow IPART to review the extent to which the (capped) development contributions are likely to fund to the total cost of public amenities and services required by the development of the Precinct; and
- to provide information for the State Government, Council and the local community to determine a funding strategy to meet the cost of public amenities and services that will not be met (due to the cap) by section 94 contributions.

2.5 Name of the Plan

This Plan is called the *Camden Section 94 Contributions Plan (Leppington North Precinct)*.

2.6 Purposes of the Plan

The primary purpose of the Plan is to authorise:

- Council, when granting consent to an application to carry out development to which this Plan applies; or
- an accredited certifier, when issuing a complying development certificate for development to which this Plan applies,

to require a contribution to be made towards either/both:

- the provision, extension or augmentation of public amenities and public services only where development is likely to require the provision of or increase the demand for those amenities and services; and
- the recoupment of the cost of providing existing public amenities and public services within the area to which this Plan applies.

Other purposes of the Plan are:

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- to provide the framework for the efficient and equitable determination, collection and management of development contributions toward the provision of public amenities and public services generated by development within the Precinct;
- to determine the demand for public facilities generated by the incoming population to the area and ensure that development makes a reasonable contribution toward the provision of public amenities and public services that are required for that population;
- to ensure that the existing community is not unreasonably burdened by the provision of public amenities and public services required (either partly or fully) as a result of development in the area; and
- to ensure Council's management of development contributions complies with relevant legislation and guidelines, and achieves best practice in plan format and management.

2.7 Commencement of the Plan

This Plan commences on **DDMMYYYY (yet to be determined)**.

2.8 Land to which Plan applies

This Plan applies to all of the land identified in Figure 2.1.

This Plan applies generally to all of the land situated within Leppington North Precinct that is also within the Camden local government area (LGA).



Figure 2.1 Land to which this Plan applies

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2.9 Development to which this Plan applies

Except as provided for by this clause, this Plan applies to:

- Residential Accommodation development, insofar as the Plan authorises the imposition of a requirement for a section 94 contribution for the types of public amenities and public services described in clauses 4.2 to 4.6 of this Plan;
- development other than Residential Accommodation development on land zoned B3 Commercial Core, B4 Mixed Use, B5 Business Development, or B7 Business Park insofar as the Plan authorises the imposition of a requirement for a section 94 contribution for the types of public amenities and public services described in clauses 4.2, 4.4, 4.5 and 4.6 of this Plan; and
- all other development, insofar as the Plan authorises the imposition of a requirement for a section 94 contribution for the types of public amenities and public services described in clauses 4.4 to 4.6 of this Plan.

This Plan does not apply to development:

- for the purposes of a secondary dwelling containing no more than one bedroom and having a floor space less than or equal to 60 square metres; or
- for the sole purpose of affordable housing; or
- for the sole purpose of the adaptive reuse of an item of environmental heritage; or
- for the purposes of public infrastructure provided by or on behalf of State Government or the Council; or
- for the purposes of public amenities or public services under this Plan or another contributions plan prepared under section 94B of the EP&A Act; or
- for utility undertaking works to be carried out by Sydney Water, Endeavour Energy or equivalent water, sewer or energy provider; or
- residual lots, where no demand for public amenities or public services is generated; or
- superlots, where the final demand for public amenities or public services will be generated after a further subdivision of land; or that in the opinion of Council does not increase the demand for the categories of public amenities or public services addressed by this Plan.

2.10 Relationship to other contributions plans

This Plan repeals *Camden Contributions Plan 2011*, insofar as that plan applies to land to which this Plan applies.

This Plan does not limit or otherwise affect any requirements for the payment of special infrastructure contributions pursuant to Subdivision 4 of Division 6 of Part 4 of the EP&A Act.

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2.11 Allowances for existing development in the calculation of open space and recreation, and community and cultural facilities contributions

Monetary contributions determined under this Plan will be calculated according to the estimated net increase in demand for the particular public amenities and public services that are included in this Plan and that a particular development is projected to generate.

The Plan addresses the provision of:

- roads, transport, and drainage facilities (being 'economic infrastructure'); and
- open space, recreation, community and cultural facilities (being 'social infrastructure'),

that have been designed to meet the needs of the urban development of the Precinct.

The planned economic infrastructure is to facilitate the conversion of the area from semi-rural development context to an urban development context. It is the wholesale re-development of the land for urban purposes (particularly through land subdivisions) that necessitates the provision of the economic infrastructure. The economic infrastructure currently available does not meet the needs of the planned urban development to any degree and entirely new road and drainage networks have to be designed and built to meet those needs. No allowance will therefore be made for the demand for economic infrastructure attributable to development that existed at the time this Plan was prepared.

The planned social infrastructure is also to facilitate that same conversion, however there are people already living in the area that demand and use social infrastructure. It is also likely that current populations will, to some extent, demand the recreation and community facilities that will be provided under this Plan.

Consistent with the above, in calculating contributions under this Plan an allowance will only be made for the demand for social infrastructure attributable to development that existed at the time this Plan was prepared on land that is zoned for residential purposes (including land zoned for Mixed Uses). This existing development for which credits may be granted is identified in Figure 2.2. This map also identifies the credits that may be applied for the identified land, while Table 2.1 identifies the occupancy rates to be used in calculating credits. More detail related to the calculation of credits is included in **Appendix A**.

Table 2.1 Occupancy rates for calculating credits

Demand Credit category	Assumed occupancy rate
Single dwellings	3.4 persons per lot
Dual occupancy development	6.8 persons per lot
Special land use ¹	1.3 persons per dwelling

The contribution required from a development for social infrastructure will only be due to any net increase in population relating to the proposed development, which is the total proposed population increase less any credits calculated using the assumptions in Table 2.1 above and Figure 2.2 over page.

¹ Lot 36D DP 389451, Four Lanterns Estate (Seniors' Housing), which contains 102 dwellings (based on a Report for On-site Effluent Management at Four Lanterns Estate – 1481 Camden Valley Way Leppington, Blue Mountains Geological and Environmental Services Pty Ltd, Ref No: 110503 July 2011)

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Demand credits for the Plan have been assessed using available information. It is the responsibility of the applicant to demonstrate that a residential purpose existed on the subject property at the time the Plan was prepared. Subject to the evidence provided and Council's consideration of the matter, the allocation of demand credits is at Council's discretion.



Figure 2.2 Land to which demand credits apply

2.12 Section 94 contributions may be required as a condition of consent

2.12.1 Monetary contributions

This Plan authorises the Council, when granting consent to an application to carry out development to which this Plan applies, to impose a condition under section 94 of the EP&A Act requiring the payment of a monetary contribution to the Council towards:

- the provision of public amenities and public services as specified in the works schedule to meet the demands of the development; or
- the recoupment of the cost of public amenities and public services previously provided in advance of development within the area.

This Plan requires the Council or an accredited certifier, when determining an application for a complying development certificate relating to development to which this Plan applies, to impose a condition under section 94 of the EP&A Act requiring the payment of a monetary contribution towards:

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- the provision of public amenities and public services as specified in the works schedule to meet the demands of the development; or
- the recoupment of the cost of public amenities and public services previously provided in advance of development within the area.

2.12.2 Land contributions

This Plan authorises the Council, by imposition of a condition of development consent, to require in connection with any development on land to which this Plan applies (and in addition to any monetary contribution that may be sought) the dedication free of cost to the Council of any part of the development site that is land that is to be acquired under this Plan.

The area of land that may be required in the consent shall not exceed the area equivalent to the monetary contribution otherwise authorised by this Plan. Council will credit only the amount provided in the Plan.

For the purposes of this clause, the value of the land is to be calculated in accordance with the value of the land (including allowance for Just Terms Act matters) as indexed by the Land Value Index established under this Plan.

The monetary development contribution otherwise authorised by this Plan shall be reduced by an amount corresponding to the value of the land required to be dedicated.

Where the value of the land exceeds the monetary development contribution otherwise authorised, the developer may offer to enter into a voluntary planning agreement dealing with an appropriate settle-up in exchange for the dedication of the remainder.

2.12.3 Variation to contributions authorised by this Plan

Council retains the right to reduce the development contribution otherwise calculated in accordance with the provisions of this Plan.

A developer's request for variation to a contribution calculated in accordance with this Plan must be supported by written justification included with the development application. Such request will be considered as part of the assessment of the application.

2.13 Obligations of accredited certifiers

In relation to an application made to an accredited certifier for a complying development certificate:

- the accredited certifier must, if a complying development certificate is issued, impose a condition requiring a section 94 contribution, if such a contribution is authorised by this Plan; and
- any such contribution may only be a monetary contribution required under this Plan; and
- the amount of the monetary contribution that the accredited certifier must so impose is the amount determined in accordance with this Plan in respect of the development.

It is the responsibility of the principal certifying authority to accurately calculate and apply the local infrastructure contribution conditions to complying development certificates. Deferred payments of contributions required by a condition of a complying development certificate will not be accepted.

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Likewise, it is the responsibility of an accredited certifier issuing a construction certificate to certify that the contributions have been paid to Council prior to the issue of the certificate. The accredited certifier must ensure that the applicant provides a receipt (or receipts) confirming that contributions have been fully paid and copies of such receipts must be included with copies of the certified plans provided to the Council in accordance with clause 142(2) of the EP&A Regulation. Failure to follow this procedure may render such a certificate invalid and expose the certifier to legal action.

The only exceptions to the requirement are where a work in kind, material public benefit, dedication of land and/or deferred payment arrangement has been agreed by the Council. In such cases the Council will issue a letter confirming that an alternative payment method has been agreed with the applicant.

2.14 Adjustment of contribution rates under this Plan

The purpose of this clause is to ensure that the monetary contribution rates imposed at the time of development consent reflect the indexed cost of the provision of facilities included in this Plan. The Consumer Price Index is generally used as a measure to increase contribution rates. However, it is not a suitable index for adjusting contributions of land yet to be acquired as it is not related to fluctuations in land values. As a result, Council will prepare and publish a customised Land Value Index on a regular basis, and at least annually by engaging a registered valuer to prepare revised land valuations. The Land Value Index will be published on Council's website www.camden.nsw.gov.au.

Council may, without the necessity of preparing a new or amending contributions plan, make changes to the monetary section 94 contribution rates set out in this Plan to reflect quarterly changes to the Consumer Price Index (for all works schedule items identified in this Plan apart from the items comprising land yet to be acquired) and the customised Land Value Index (for works schedule items identified in this Plan involving land yet to be acquired).

2.14.1 Contribution rates for all works schedule items (other than land yet to be acquired)

The contribution rate for works schedule items (other than land yet to be acquired) will be indexed (subject to the Note) as follows:

$$\frac{\$C_A \times \text{Current CPI}}{\text{Base CPI}}$$

Where:

$\$C_A$ is the contribution rate for works schedule items (other than land yet to be acquired) at the time of adoption of the Plan expressed in dollars

Current CPI is the most recent quarterly level of the *Consumer Price Index (All Groups Index) for Sydney* as published by the Australian Statistician at the time of the review of the contribution rate

Base CPI is the *Consumer Price Index (All Groups Index) for Sydney* June 2014 quarter as published by the Australian Statistician

Note: The contribution rate will not be less than the contribution rate specified at the date of the adoption of this Plan.

Camden Section 94 Contributions Plan (Leppington North Precinct)**2.14.2 Contribution rates for works schedule items involving land yet to be acquired**

The contribution rate for works schedule items involving land yet to be acquired will be indexed (subject to the Note) as follows:

$$\frac{\$C_A \quad X \quad \text{Current LV Index}}{\text{Base LV Index}}$$

Where:

$\$C_A$ is the land values within the Plan at the time of adoption of the Plan expressed in dollars

Current LV Index is the most recent level of the Land Value Index as published by the Council at the time of the review of the contribution rate

Base LV Index is the Land Value Index as published by the Council at the date of adoption of this Plan

Note: The contribution rate for land acquisition will not be less than the contribution rate specified at the date of the adoption of this Plan.

Process for publishing the Land Value Index

The Base LV Index relates to the estimated values of the types of land classification at the date of adoption of this Plan, as determined in the report prepared by MJ Davis Valuations Pty Ltd and titled *Section 94 Contributions and Infrastructure Delivery Plan - Austral and Leppington North Precincts*. The values are shown in Table 2.2.

Table 2.2 Assumed land values for various classifications

Land classification	Base assumed land cost (per sqm)	Land cost (per sqm) including allowance for Just Terms Act matters
Riparian corridors (constrained land and land below the 20 year Annual Recurrence Interval (ARI) event)	\$35	\$39
Residential and Commercial/ Retail land between the 20 year and 100 year ARI events	\$110	\$123
Residential and Commercial/ Retail (other than in the town centre) prime land above the 100 year ARI event	\$120	\$134
Commercial/ Retail prime land within the town centre and above the 100 year ARI event	\$130	\$146
Employment lands/ Industrial	\$125	\$140
Rural lands (below the 100 year ARI event)	\$45	\$50

Notes:

* Allowance to address Special Land Value at date of acquisition, Severance, Solatium and Disturbance as required to be paid pursuant to the *Land Acquisition (Just Terms Compensation) Act 1991*.

Sources: MJ Davis Valuations Pty Ltd (2011), *Section 94 Contributions and Infrastructure Delivery Plan - Austral and Leppington North Precincts*, Valuation No. VN14201

The Base LV Index for all land categories is set at 100.00 at the time this Plan is adopted.

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Council will, through the life of the Plan, engage a registered valuer on at least an annual basis to review and (if necessary) update the Land Value Index for each of the land categories listed above.

The updated Land Value Index will be obtained by dividing the value of the land at the time of the review by the value of the land at the date of adoption of this Plan and multiplying this figure by 100.

Council will publish updates to its Land Value Index on either its web site or in its Management Plan or both.

2.15 Adjustment of contributions required by a condition imposed under this Plan

The purpose of this clause is to ensure that the monetary contributions at the time of payment reflect the indexed cost of the provision of facilities included in this Plan.

A contribution required by a condition of development consent imposed in accordance with this Plan may require indexation of the contribution between the date of the grant of the consent and the date on which the contribution is made as follows.

2.15.1 Contributions for all works schedule items (other than land yet to be acquired)

The total contribution for all work schedule items (other than land yet to be acquired) at the time of payment is determined (subject to the Note) by the following formula:

$$\frac{\$C_C \times CPI_P}{CPI_C}$$

Where:

$\$C_C$ is the contribution amount for all works schedule items (other than land yet to be acquired) shown in the development consent expressed in dollars

CPI_P is the most recent quarterly level of the *Consumer Price Index (All Groups Index)* for Sydney as published by the Australian Statistician at the time of the payment of the contribution

CPI_C is the *Consumer Price Index (All Groups Index)* for Sydney as published by the Australian Statistician which applied at the time of the issue of the development consent

Note: The contribution payable will not be less than the contribution specified on the development consent.

Camden Section 94 Contributions Plan (Leppington North Precinct)**2.15.2 Contributions for works schedule items involving land yet to be acquired**

The total contribution for all work schedule items involving land yet to be acquired at the time of payment is determined (subject to the Note) by the following formula:

$$\frac{\$C_C \times LV\ Index_P}{LV\ Index_C}$$

Where:

$\$C_C$ is the contribution amount for land that is yet to be acquired at the time of adoption of the Plan expressed in dollars

$LV\ Index_P$ is the *Land Value Index* as published by the Council at the time of the payment of the contribution

$LV\ Index_C$ is the *Land Value Index* as published by the Council applied at the time of the issue of the development consent

Note: The contribution payable will not be less than the contribution specified on the development consent.

2.16 Timing of payment of monetary contribution required under this Plan

Council's policy in relation to the timing of payments of monetary contributions required under this Plan is as follows:

- Development involving subdivision - prior to the release of the first subdivision certificate (linen plan) or strata certificate.
- Other development that requires the issuing of a construction certificate - prior to the release of the first construction certificate.
- Other development not requiring the issuing of a construction certificate – prior to the issuing of the first occupation certificate or commencement of the use, whichever occurs first.

2.17 Policy on deferred or periodic payments

Council may accept the deferred or periodic payment of part or all of a monetary contribution required under this Plan if the applicant, or any other person entitled to act upon the relevant consent, makes a written request and can satisfy the Council that non-compliance with the payment provisions is justified. Acceptance of any request for deferred or periodic payment is entirely at the discretion of the Council. Generally acceptance of deferred or periodic payments will only be accepted in exceptional circumstances and will be assessed on a case-by-case basis.

Deferred or periodic payments may be permitted in any one or more of the following circumstances:

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- Compliance with the provisions of clause 2.16 of this Plan is unreasonable or unnecessary in the circumstances of the case.
- Deferred or periodic payment of the contribution will not prejudice the timing or the manner of the provision of public facilities included in the works program.
- There are other circumstances justifying the deferred or periodic payment of the contribution.

If Council does decide to accept deferred or periodic payment, Council will require the applicant to provide a Bank Guarantee by a bank, with a minimum long term credit rating (Standard & Poors) of A, for the full amount of the contribution or the outstanding balance on condition that:

- the Bank Guarantee be for the amount of the total contribution, or the amount of the outstanding contribution, plus a provisional amount equal to 10 percent of the outstanding amount plus any charges associated with establishing or operating the bank security;
- the Bank Guarantee provides that the bank must pay the guaranteed sum on demand by the Council without reference to the applicant or landowner or other person who provided the guarantee, and without regard to any dispute, controversy, issue or other matter relating to the development consent or the carrying out of development; and
- the bank obligations are discharged when payment to the Council is made in accordance with this guarantee or when Council notifies the bank or financial institution in writing that the guarantee is no longer required.

Council is also entitled to claim any charges associated with establishing or operating the bank security. The applicant is to be provided with the details of any such expenses.

2.18 Works-in-kind and other material public benefits offered in part or full satisfaction of contributions

A person may make an offer to the Council to carry out work or provide another kind of material public benefit in lieu of making a contribution in accordance with a section 94 condition imposed under this Plan, in the terms described below.

In addition to the requirements set out in this Section:

- the acceptance of any offer of works-in-kind or other material public benefits is entirely at Council's discretion;
- offers of works-in-kind shall be subject to any works-in-kind policy adopted by the Council; and
- a Works In Kind Agreement must be in place prior to commencing the works.

2.18.1 Offer of a material public benefit made after the imposition of a section 94 contribution condition under this Plan

The Council may accept an offer made in writing to the Council that provides for:

- a material public benefit (other than the dedication of land or the payment of a monetary contribution) in part or full satisfaction of a condition already imposed requiring the payment of a monetary contribution; or

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- the dedication of land free of cost towards the provision of public facilities to meet the demands of the development.

Council will only consider offers of this type where the proposed work or dedication of land is contained in the works schedule included in this Plan (i.e. a works-in-kind offer).

Where the Council accepts such an offer, it is not necessary for the consent to be amended under section 96 of the EP&A Act.

2.18.2 Offer of a material public benefit made before the imposition of a section 94 contribution condition under this Plan

An applicant for consent to carry out development to which this Plan applies may request that any consent granted to the development is made subject to a condition that the applicant carries out work or provides another material public benefit that would satisfy the requirements of this Plan in relation to the development.

The applicant's request:

- may be contained in the relevant development application; or
- may constitute an offer to enter into a planning agreement relating to the development accompanied by the draft agreement.

The Council will consider the request as part of its assessment of the development application.

If the Council decides to grant consent to the development and agrees to a request made in the relevant development application, it may impose a condition under section 80A of the EP&A Act requiring the works to be carried out or the material public benefit to be provided.

If the applicant makes an offer to enter into a planning agreement, the Council will, if it proposes to enter into the agreement, publicly notify the draft agreement and an explanatory note relating to the draft agreement together with the development application in accordance with the requirements of the EP&A Act.

If the Council decides to grant consent to the development and agrees to enter into the planning agreement, it may impose a condition under s93I(3) of the EP&A Act requiring the agreement to be entered into and performed.

It is Council's preference that voluntary planning agreements that it enters into be registered on the property title.

2.18.3 Matters to be considered by the Council in determining offers of material public benefits

In addition to any matters identified in clauses 2.18.1 and 2.18.2 Council will take into account the following matters in deciding whether to accept an offer of material public benefit:

- the requirements contained in any material public benefits or works-in-kind policy that the Council has adopted; and
- the standard and timing of delivery of, and security arrangements applying to, the works the subject of the offer are to Council's satisfaction; and
- the conditions applying to the transfer of the asset to the Council are to Council's satisfaction; and

Camden Section 94 Contributions Plan (Leppington North Precinct)

- the provision of the material public benefit will not unduly prejudice the timing or the manner of the provision of public facilities included in the works program.

Where the offer is made in accordance with clause 2.18.2 and relates to material public benefit that is not a works-in-kind proposal Council will take into account the following additional matters:

- the overall benefit of the proposal; and
- whether the works schedule included in this Plan would require amendment; and
- the financial implications for cash flow and the continued implementation of the works schedule included in this Plan (including whether Council would need make up for any shortfall in contributions by its acceptance of the offer); and
- the implications of funding the recurrent cost of the facility(s) the subject of the offer.

Council will require the applicant to enter into a written agreement for the provision of the works prior to the commencement of works or the development. If the offer is made by way of a draft planning agreement under the EP&A Act, Council will require the agreement to be entered into and performed via a condition in the development consent.

Works in kind and material public benefit agreements shall be made between the Council and the developer and (if the developer is not the land owner) the land owner.

Agreements shall specify (as a minimum) the works the subject of the offer, the value of those works, the relationship between those works and this Plan, the program for delivering the works. Planning agreements shall address the matters included in the EP&A Act and Regulation.

2.18.4 Valuation of offers of works-in-kind and other material public benefits

The value of works offered as works-in-kind is the attributable cost of the works (or a proportion of the attributable cost if the offer involves providing only part of a work) indexed in accordance with the provisions of this Plan.

The attributable cost of works will be used in the calculation of the value of any offset of monetary contributions required under this Plan.

The value of any other kind of material public benefit will be determined by a process agreed to between the Council and the person making the offer at the time the development application is being prepared.

The value of land will be the attributable cost of the land under this Plan indexed in accordance with this Plan to the time the agreement is entered into.

2.18.5 Provision of works-in-kind and other material public benefits in excess of contribution requirements

It is at Council's discretion whether it will accept from a developer the provision of works-in-kind (which is the attributable cost of the works indexed in accordance with the provisions of this Plan) or other material public benefits where the value of the works exceeds the value of development contribution required by conditions of consent.

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Where Council does agree to accept works with a value greater than the contributions required, Council will hold the 'surplus value' of the works as a credit in favour of the developer and will apply this credit against future development contribution requirements for that particular type of work.

For example, if works are provided that relate to the provision of a community facility that have a value greater than the community facility contribution required, then the difference (being the 'surplus value') will be held as a credit and will only be used to offset future requirements imposed on that developer to make development contributions for the purposes of community facilities.

That is, Council would not offset requirements to make contributions for the purposes of recreation facilities, open space land acquisition, plan administration or any other types of facilities required under this Plan or any other contributions plan against this 'surplus value', as the surplus value relates only to the provision of community facilities.

Developers providing works-in-kind and other material public benefits that are in excess of their contribution requirements should not expect 'settle-up' monetary payment from Council until all contributions toward the provision of the works identified in this plan have been received from other developers of land in the Precinct and the surplus contributions are available to meet the payment.

2.19 Pooling of funds

Council's ability to forward fund services and amenities identified in this Plan is very limited. Consequently their provision is largely contingent upon the availability of contributions funds.

To provide a strategy for the orderly delivery of the public services and amenities, this Plan authorises monetary contributions paid for different purposes in accordance with the conditions of various development consents authorised by this Plan and any other contributions plan approved by the Council to be pooled and applied progressively for those purposes.

The priorities for the expenditure of pooled monetary contributions under this Plan are the priorities for works as set out in the works schedule in Part 5.

In any case of the Council deciding whether to pool and progressively apply contributions funds, the Council will have to first be satisfied that such action will not unreasonably prejudice the carrying into effect, within a reasonable time, of the purposes for which the money was originally paid.

2.20 Goods and Services Tax (GST)

Items in the works schedule of this Plan have been calculated without any GST component, in accordance with Australian Taxation Office rulings that were current at the time this Plan was made.

2.21 Accountability and access to information

Council is required to comply with a range of financial accountability and public access to information requirements in relation to section 94 contributions. These are addressed in Divisions 5 and 6 of Part 4 of the EP&A Regulation and include:

- maintenance of, and public access to, a contributions register;

Camden Section 94 Contributions Plan (Leppington North Precinct)

- maintenance of, and public access to, accounting records for contributions receipts and expenditure;
- annual financial reporting of contributions; and
- public access to contributions plans and supporting documents.

These records are available for inspection free of charge at Council.

2.22 Review of Plan without the need for public exhibition

Pursuant to clause 32(3) of the EPA Regulation, Council may make certain minor adjustments or amendments to the Plan without prior public exhibition and adoption by Council. Minor adjustments could include minor typographical corrections and amendments to rates resulting from changes in the indexes adopted by this Plan (see clause 2.14).

2.23 Savings and transitional arrangements

A development application which has been submitted prior to the adoption of this Plan but not determined shall be determined in accordance with the provisions of the plan which applied at the date of determination of the application.

Camden Section 94 Contributions Plan (Leppington North Precinct)

3. Demand for public amenities and public services

3.1 Summary of this Part

The NSW State Government is planning for the development of land in the South West Growth Centre, of which the Austral and Leppington North Precincts form part.

A portion of the Leppington North Precinct is in the Camden LGA and so Camden Council will serve as a consent authority. Camden Council will also be the manager of most of the new public infrastructure that will be required to be delivered in its jurisdiction.

Planning for housing and other development requires the parallel planning for public infrastructure to support the development and the incoming population.

The incoming population is directly related to the expected number and type of residential dwellings and extent of non residential development floor space in an area.

The extent of public amenities and services required for the future development of an area is usually based on standards or benchmarks rates (e.g. per capita provision).

The application of the provision standards to the estimate of expected development enables a list of infrastructure requirements to meet that development to be compiled.

This connection between expected development, infrastructure standards, and the resultant infrastructure list directly informs the contribution requirements in this Plan.

A range of infrastructure studies have been prepared to inform the infrastructure list (or works schedule). The following part of this Plan, Part 4, provides more detail on the servicing requirements expressed in these studies.

3.2 Development and infrastructure planning context

3.2.1 Growth Centres Structure Planning

Leppington North Precinct is in Sydney's South West Growth Centre.

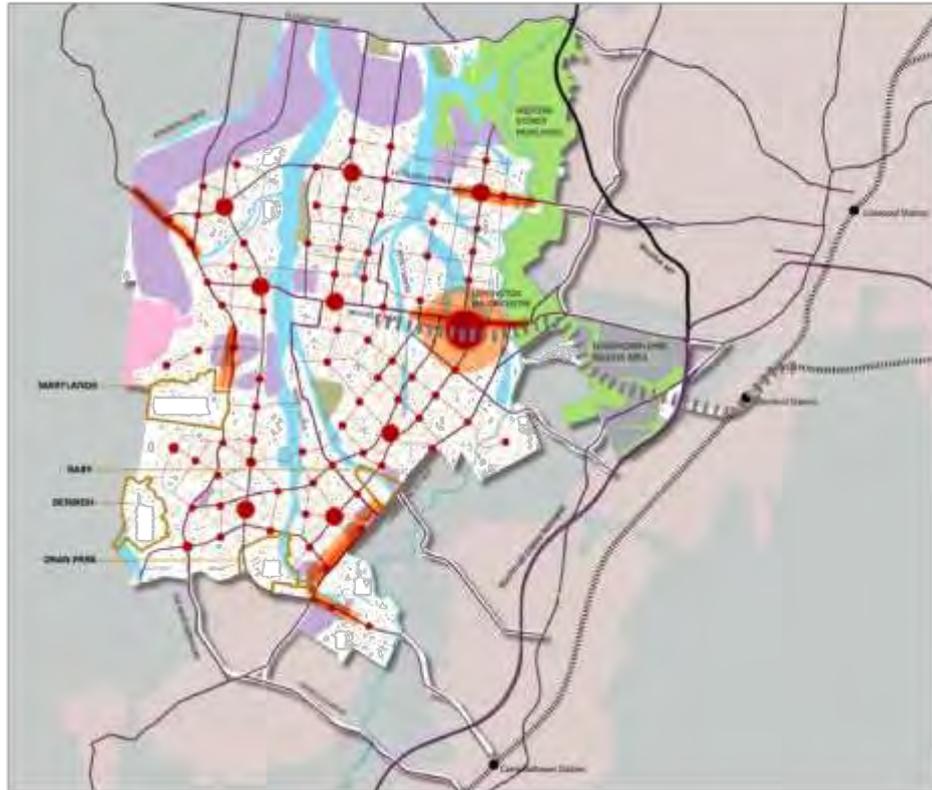
A structure plan has been prepared for the Growth Centre, a copy of which is included as Figure 3.1.

Apart from local neighbourhood centres, the structure plan proposes ten (10) new town or village centres in the South West Growth Centre. The largest of these is the planned Major Town Centre at Leppington that will be located in the Leppington North Precinct. Although the regional facilities for the Growth Centre will be provided at Liverpool, the next level of service for the entire release area will be provided from Leppington (together with other existing and adjoining Major Town Centres such as Camden). Infrastructure investment is underway to support the future Leppington Major Centre, including new rail line from Glenfield via Edmondson Park.

ORD05

Attachment 1

Camden Section 94 Contributions Plan (Leppington North Precinct)

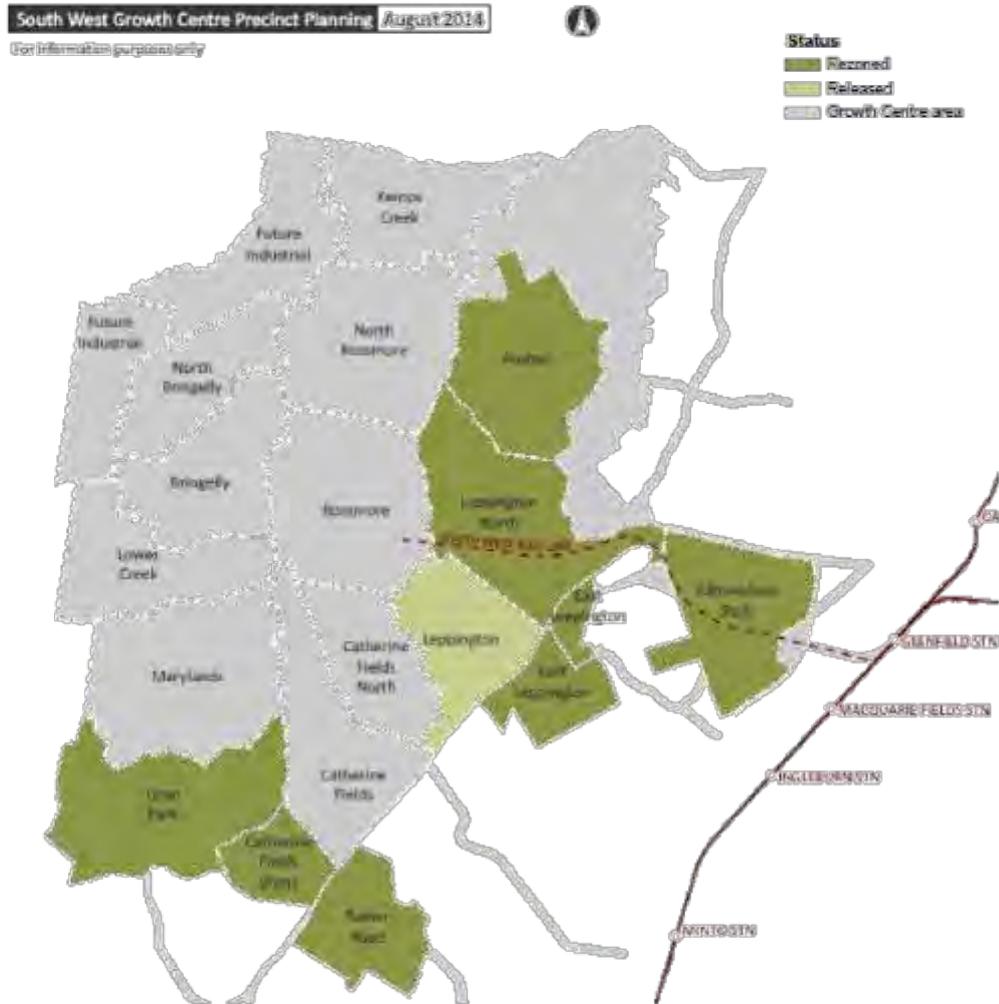


Source: South West Growth Centres Structure Plan Edition 3, prepared by Department of Planning & Environment

Figure 3.1 South West Growth Centres Structure Plan

To facilitate planning and orderly development of the South West Growth Centre, this area has been divided into seventeen precincts. The locations of the early release precincts, including Leppington North Precinct, are shown in Figure 3.2.

Camden Section 94 Contributions Plan (Leppington North Precinct)



Source: Department of Planning and Environment

Figure 3.2 South West Growth Centre early release precincts

The Leppington North Precinct were rezoned for urban purposes. The Leppington North Precinct is located partly in the Liverpool LGA and partly in the Camden LGA. This contributions plan relates to that part of the Leppington North Precinct that is within the Camden LGA.

Table 3.1 provides a context for the area the subject of this Plan in terms of the planned dwellings and population.

Camden Section 94 Contributions Plan (Leppington North Precinct)**Table 3.1 Estimated dwelling and populations**

District	Area (ha)	Projected dwellings	Projected population
South West Growth Centre (17 Precincts)	17,000	110,000	300,000
Austral and Leppington North Precincts	2,025	17,350	54,300
Leppington North Precinct	1,089	12,000	33,000

Sources: Growth Centres Commission (Structure Plan Explanatory Note); *Post-exhibition Planning Report, Austral and Leppington North Precinct Plan*, State Environmental Planning Policy (Sydney Region Growth Centres), Department of Planning and Environment, December 2012

3.2.2 Precinct Planning

A package of information on anticipated development and required infrastructure has been prepared for the Austral and Leppington North Precincts, including:

- Indicative Layout Plan (ILP) to guide planning and assessment of the precincts.
- An amendment to State Environmental Planning Policy (Sydney Growth Centres) 2006 to facilitate the formal rezoning of the land to enable urban development
- Development Control Plan.
- Section 94 contributions plans prepared by Camden Council (this Plan) and Liverpool City Council.
- Infrastructure Delivery Plan (IDP).

Research and studies and the preparation of plans informing the Precincts' urban infrastructure needs and costs. Key information sources that have underpinned infrastructure planning and costing and this Plan in particular, are listed included in Table 3.2.

Table 3.2 Studies supporting infrastructure planning and costing

Public amenity or service	Studies informing infrastructure need and cost
Land acquisition for public amenities or services	MJ Davis Valuations Pty Ltd (2011), <i>Section 94 Contributions and Infrastructure Delivery Plan - Austral and Leppington North Precincts</i>
Stormwater drainage works	Cardno (NSWACT) Pty Ltd (2011), <i>Austral & Leppington North Precincts Water Cycle Management WSUD Report</i> , prepared for NSW Department of Planning and Infrastructure, April Cardno (NSWACT) Pty Ltd (2012), <i>Austral & Leppington North Precincts Water Cycle Management Responses to Exhibition Submissions</i> , December
Roads and transport works	AECOM Australia Pty Ltd (2011), <i>Austral and Leppington North (ALN) Precincts Transport Assessment</i> , prepared for NSW Department of Planning and Infrastructure, July AECOM Australia Pty Ltd (2012), <i>Post Exhibition Traffic Report (Addendum)</i> , July
Open space and recreation, community and cultural facilities works	Elton Consulting (2011), <i>Austral and Leppington North Precincts Demographic and Social Infrastructure Assessment</i> , July Elton Consulting (2012), <i>Austral and Leppington North Precincts Addendum to the Demographic and Social Infrastructure Assessment</i> , July

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Public amenity or service	Studies informing infrastructure need and cost
Public domain	AECOM Australia Pty Ltd (2012), <i>Leppington Major Centre Public Domain Strategy</i>

More detail on the Precincts' infrastructure requirements is included in the Parts 4 and 5 of this Plan.

3.2.3 Infrastructure Delivery Plan

The IDP provides an overview of the urban infrastructure requirements for the Austral and Leppington North Precincts, and how those requirements will be met.

The IDP provides, amongst other things, a basis for ongoing discussion between planning and infrastructure agencies to guide, inform and improve the delivery of infrastructure. It also serves the purpose of acquainting owners and developers of land in the Precincts with how and when infrastructure is likely to be provided.

Coordination in infrastructure delivery will be critical to the timely roll-out of urban development of the Precincts. Coordination is even more critical in an environment where the land is comprised of relatively small parcels held by a large number of land owners. This is the case in Leppington North Precinct.

The IDP provides the following directions for the delivery of local infrastructure to the land to which this Plan applies:

- Identifies the need to prepare contributions plans for local infrastructure. This Plan addresses this requirement.
- Requires staging plans for local infrastructure to accord with the indicative priority development areas identified in the IDP. The staging outcomes in this Plan reflect the IDP.
- Identifies that total local infrastructure costs are likely to be higher than the likely contribution receipts, given the contributions caps that are in place. The funding of higher order recreation and community facilities is particularly uncertain. Council, in partnership with the State Government, will therefore need to explore other sources of funding or other delivery options.
- Provides that councils have prepared, or are required to prepare, Community Strategic Plans as the key documents guiding Councils' activities in the coming decades. This is now the mandated way for councils in NSW to undertake and report their resource planning and the delivery of services and facilities to their communities. Supporting the implementation of the strategic plans will be the resourcing strategies (including long-term financial plans, workforce management plans and asset management plans), delivery plans and operational plans. Councils' Community Strategic Plans must be prepared with due consideration of the various strategies and policies that impact on the local area from both the State (including the Metropolitan Strategy and the State Plan) and Federal Government levels.
- Provides that the effective management of development growth will require a significant ongoing commitment from State Government, particularly in the delivery of infrastructure and services. State Government's role will span a range of agencies and joint commitment and action through the Metropolitan and Subregional Strategy will be required to ensure consistent, timely and quality delivery of infrastructure and services to this part of the South West Growth Centre.

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- Provides that funding constraints mean that there should be an even greater emphasis placed on partnering with developers to provide the necessary local infrastructure (through, for example, planning agreements and works-in-kind agreements).

3.3 Expected development outcomes

3.3.1 Existing development

Existing development in the area is characterised by mainly rural and rural residential land uses.

The majority of land in the Precincts is currently used for either small scale agricultural purposes such as market gardens or rural residences. Rural residences are often used as a place of business. This may include ownership of trucks, horses or running construction businesses.²

3.3.2 Net Developable Area

The capacity for development of land is restricted by a number of factors, including:

- natural constraints such as riparian and flood prone lands;
- man-made constraints such as existing infrastructure, easements and other legal restrictions, and existing infrastructure such as gas and transmission lines.

In addition to the constraints, there are future constraints. For example, certain land is needed to be set aside or reserved public purposes such as roads, government buildings, education and health facilities and so on.

Taking these matters into consideration allows a calculation of the amount of 'economic' land that is available for development. The planned development of this 'Net Developable Area' (or NDA) is the development that will generate the demand for the urban infrastructure such as parks, roads and drains that are required to sustain it. Net Developable Area is therefore one of the bases used to determine contributions under this Plan.

The portion of the Leppington North Precinct that is within the Camden LGA has an estimated Net Developable Area of approximately 232 hectares.

3.3.3 Overview of expected development

The Precinct Plan for both Austral and Leppington North Precincts has been prepared with reference to the Structure Plan and the indicative dwelling and town centre targets, and achieves the following outcomes:

- Leppington Major Centre and nearby employment land, with capacity for up to 13,000 jobs in retailing, light industrial, business park, human services and entertainment sectors.
- Approximately 17,350 dwellings and a population of approximately 54,000.
- A Town Centre in Austral with retail floor space in the order of 30,000 square metres.

² *Austral and Leppington North Precincts – Demographic and Social Infrastructure Assessment*, prepared by Elton Consulting, page 28

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- Three Neighbourhood Centres each with retail floor space in the order of 10,000 square metres.
- 6-7 primary schools and 1-2 high schools.
- 99.4 hectares of light industrial land for local jobs and local services.
- A new TAFE college and Regional Integrated Primary Health Care centre located in Leppington Major Centre.
- Regional level community and cultural facilities in Leppington Major Centre.

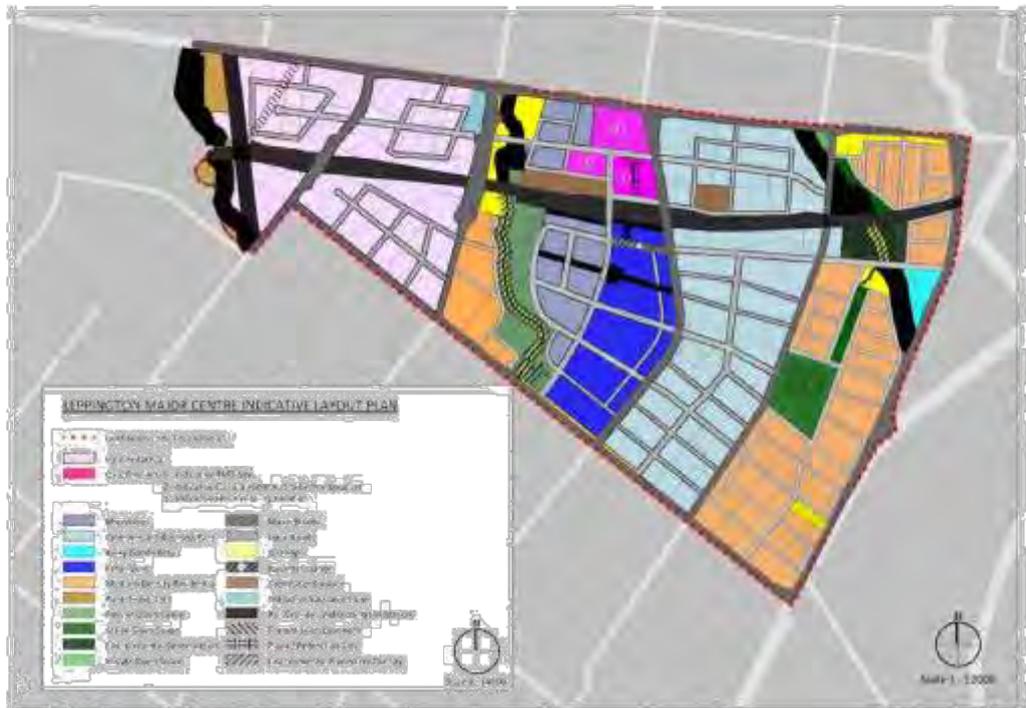
Expected development in the Leppington North Precinct (Camden LGA portion) will be characterised by the following:

- Civic, cultural, health, education and other public uses in a civic precinct to the north of the railway station.
- Retail shopping centre forming the commercial core of the Leppington Major Centre to the south of the railway station.
- Mixed use retail / commercial and residential development on the western flanks of the civic precinct and retail core.
- Commercial / business park immediately to the east of the civic precinct and retail core.
- Open space and drainage facilities along the Scalabrini Creek and Bonds Creek corridors.
- Medium density residential interfacing with the Scalabrini Creek corridor, and to the east of the business park.
- A light industrial area to the west of Dickson Road.
- Approximately 2,080 dwellings and a population of approximately 5,102 persons³

The proposed arrangement of these component land uses is shown in Figure 3.3.

³ Includes existing and net additional population

Camden Section 94 Contributions Plan (Leppington North Precinct)



Source: Department of Planning and Environment

Figure 3.3 Expected land use in Leppington North Precinct (Camden)

Table 3.3 outlines the expected extent of development in the Camden LGA portion of the Leppington North Precinct.

Table 3.3 Expected Net Developable Area - Leppington North Precinct (Camden)

Development type	Net Developable Area (ha)*
Residential	
▪ Mixed use residential	19.17
▪ Medium density residential	67.88
Non residential	
▪ Bulky Goods	1.01
▪ Business Park	69.12
▪ Light Industrial	51.73
▪ Mixed Uses	Included in mixed use residential
▪ Retail Core	22.83
Total	231.74

* component totals are rounded

Source: Camden Council

Camden Section 94 Contributions Plan (Leppington North Precinct)

3.3.4 Demographic characteristics

The likely demographic characteristics of a development area is important for understanding and planning for the future social infrastructure needs of that area.

The demographic characteristics of the existing rural population do not provide a robust indicator of the future demography of the area.

The report *Austral and Leppington North Precincts - Demographic and Social Infrastructure Assessment* prepared by Elton Consulting analyses the demographics and housing market conditions in the Camden LGA generally and compares these to the adjoining Liverpool and Campbelltown LGAs. The projected demographic characteristics of the final Indicative Layout Plan is provided in the report *Austral and Leppington North Precincts – Addendum to the Demographic and Social Infrastructure Assessment* prepared by Elton Consulting,

The Social Infrastructure Assessment makes the following conclusions about the anticipated demography of the future release area:

- There will initially be a comparable proportion of young couples and families with children to other release areas in the region, but a greater range of family types, reflecting the wider range of housing types and price markets to be provided.
- Proportions of empty nesters and older people will be initially similar to that usually experienced in new release areas, but, given the differing housing stock, will rapidly increase to approximate those in the wider district once services and public transport become well established.
- Over time, the population will become more diverse. Increasing proportions of young adults and older people will be attracted to the area once Leppington Major Centre is established. The proportion of the population who are young children and young adults will decline as the population ages and the proportion of older children with older parents grows. The proportion of the population aged 55+ years will also increase considerably as the area matures.
- Owner occupiers are likely to provide a stable group that will age in place through the life cycle stages, while tenant households will experience greater turnover, thereby maintaining a similar age profile as in the initial stages.
- Over time the population profile is likely to come to more closely approximate that of an established area with a variety of age and household characteristics, rather than a traditional new release area with particular age concentrations.

Changing demographic, cultural and lifestyle patterns that will occur through the life of the development; and the relative uncertainty about the future composition of the population and its precise needs, gives rise to a need to plan for flexibility in social infrastructure facilities to enable them to respond and adapt as the particular requirements and lifestyle preferences of the population are ascertained.⁴

⁴ Social Infrastructure Assessment, pp45-46

Camden Section 94 Contributions Plan (Leppington North Precinct)**3.3.5 Dwelling occupancy rates**

The amount and mix of the types of expected residential development will inform estimate of the population of an area. The need for social infrastructure is usually based on per capita benchmarks. As section 94 contributions are levied on a development-by-development basis, in order for the contribution to be reasonable there needs to be an assumption of how many people are likely to live in the proposed development.

This Plan therefore adopts standard dwelling occupancy rates for the purpose of determining the estimated occupancy of development that is approved during the life of the Plan.

The occupancy rates used to calculate contributions under this Plan are those determined by Elton Consulting in the report *Austral and Leppington North Precincts - Demographic and Social Infrastructure Assessment*. They are shown in Table 3.4.

Table 3.4 Dwelling occupancy rates assumed in this Plan

Dwelling type	Group definition used in this Plan	Occupancy rate (persons per dwelling)
Detached dwelling, detached dual occupancy	Low Density Dwelling	3.4
Semi detached, town house, terrace, attached dual occupancy	Medium Density Dwelling	2.6
Flat, unit, apartment	High Density Dwelling	1.8
Secondary dwelling with a gross floor area greater than 60 square metres	Secondary Dwelling	3.4
Secondary dwelling comprising two or more bedrooms and with a gross floor area less than or equal to 60 square metres	Secondary Dwelling	2.6
Self contained dwelling in a seniors housing development	Seniors Living Dwelling	1.5

3.3.6 Anticipated resident population

The anticipated population in the Leppington North Precinct has been determined on the basis of the Net Developable Area for various types of residential development, the minimum density of dwellings in those areas (specified in the draft SEPP amendment), and the assumed average occupancy rates for those dwellings.

The anticipated population is shown in Table 3.5.

Table 3.5 Calculation of anticipated resident population - Leppington North (Camden LGA) Precinct

Dwelling type	Projected dwellings	Assumed dwelling occupancy rate	Population
Mixed Use residential (apartments etc. in civic precinct)	383	1.8	690
Medium density residential (semi detached etc.)	1,697	2.6	4,412
Less assumed existing population (see Appendix A)			326
Expected net additional population			4,776

Note: figures in right hand column do not add due to rounding

Camden Section 94 Contributions Plan (Leppington North Precinct)**3.3.7 Anticipated non residential floor space**

The predominant land use in the Precinct will be purposes other than residential, reflecting the location of the Leppington Major Centre near the southern end of the Leppington North Precinct.

Non residential floor space is anticipated to be developed in a variety of formats, including:

- retail shopping centre in the commercial core of the Leppington Major Centre
- ground and first floor retail and commercial space in a mixed use format with residential development
- business or office park developments
- bulky goods retail space with small office component
- light industry and warehousing space
- civic, cultural, health, education and other public uses

The scale of the anticipated non residential floor space in the Precinct is shown in Table 3.6. Figures for public uses have been excluded as these will not be subject to a contribution under this Plan.

Table 3.6 Anticipated non residential floor space - Leppington North (Camden LGA) Precinct

Land use category	Projected gross floor area (m ²)
Business/Office Park	600,000
Retail Core	120,000
Bulky goods	4,545
Light Industrial	232,785
Total	957,330
Total less Light Industrial (for use in calculating open space contributions)	724,545

Source: Department of Planning and Environment, Camden Council

3.4 Infrastructure demand arising from the expected development

Future development in the South West Growth Centre (of which the Leppington North Precinct forms part) will result in an additional population of up to 300,000 people. Approximately half of the South West Growth Centre population will live in Camden LGA. Development of the Growth Centre precincts will thus have a profound effect on the Camden LGA and the demand for facilities offered in the LGA.

Existing public amenities and services in the Leppington North Precinct have been essentially designed to accommodate the existing rural living environment. A change in the development profile of the Precinct from rural to urban development is planned. More particularly, the Precinct is planned to be the focus of district and regional services and facilities through the South West Rail Link (currently under construction) and the Leppington Major Centre.

Camden Section 94 Contributions Plan (Leppington North Precinct)

The future development, and the populations that will occupy such development, can only be sustained by a significant investment in new and augmented public amenities and services.

Research on infrastructure needs for the impending urban development have identified the following impacts on public services and public amenities:

- increased demand for active and passive recreation facilities, such as recreation centres, sports fields, sports courts, playgrounds, walking trails and bike paths;
- increased demand for spaces that will foster community life and the development of social capital in the Precinct, such as cultural centres, multi-purpose community centres and libraries;
- increased demand for facilities that will support safe and convenient travel between land uses both within the Precinct and to and from destinations outside of the Precincts, such as new roads and public transport facilities; and
- increased demand for stormwater drainage facilities as a result of the extra stormwater runoff generated by impervious surfaces associated with urban (as distinct from rural) development.

A range of public facilities and public amenities have been identified as being required to address the impacts of the expected development, including:

- open space and recreation facilities;
- community and cultural facilities;
- water cycle management facilities; and
- traffic and transport management facilities.

More detail on the demand for public services and amenities, the relationship with the expected development, and the strategies for the delivery of required infrastructure is included in Part 4 of this Plan.

The costs, indicative timing, and proposed location of individual items for the public amenities and public services included in this Plan are shown in Part 5 of this Plan.

Camden Section 94 Contributions Plan (Leppington North Precinct)

4. Strategy plans

4.1 Infrastructure costs and delivery generally

4.1.1 How have the infrastructure costs been derived?

The costs have been derived from a number of sources. Costs for public services and amenities were informed by the information contained in the studies informing the infrastructure planning of the area (refer Table 3.2) that were prepared by the DP&E. These costs have been reviewed by Council and, where necessary, amendments have been made.

Cost rates for infrastructure have been reviewed by Council and DP&E. A joint infrastructure cost working group was implemented with Liverpool City Council. This group has considered and determined the infrastructure costs that are included within the Plan. Costs for capital works have been compared to similar recent contributions plans and the rates were adjusted where appropriate.

DP&E engaged WT Partnership to further review cost rates.⁵ The results of that review have been considered by Council in finalising the Plan's cost rates.

4.1.2 How are the infrastructure costs apportioned to expected development?

The section 94 monetary contribution for each of the facilities identified in this Plan is determined by dividing the total cost of the facility by the contribution catchment (which is expressed in persons or NDA). This process ensures that fair apportionment of facility costs is calculated for development expected to occur under this Plan.

The contribution catchments for each infrastructure type are:

- in the case of open space and recreation facilities land and works, the expected additional resident population of the Leppington North Precinct (Camden) area, plus the users of the projected non residential GFA in the Leppington Major Centre;
- in the case of community and cultural facilities land and works, the number of people (or future residents) the respective facility has been designed for; and
- in the case of stormwater drainage, roads and transport land and works, the estimated Net Developable Area of the Leppington North Precinct (Camden) area.

The infrastructure included in this Plan has generally been sized to reflect the demand generated by the expected development under this Plan. Some facilities, such as district and regional community facilities, have been designed to serve a wider catchment and the contribution rate reflects that wider contribution catchment. Council will need to make arrangements to ensure that the cost attributable to the demand sources external to the Precinct is met (for example, by subsequent contributions plans, joint contributions plans, special rates, grants).

More details on this apportionment are discussed in the remainder of Part 4 of this Plan.

⁵ WT Partnership (2012), *Austral and Leppington North Precincts Review of Costs for Section 94 Contributions Plan*, Draft, 30 March 2012

Camden Section 94 Contributions Plan (Leppington North Precinct)

4.1.3 How will the infrastructure be delivered?

Council will require contributions from developers under this Plan toward provision of the public amenities and public services identified in this Plan. These contributions may be in the form of monetary contributions, dedications of land free of cost, or a combination of these.

Developers may choose to provide, subject to the agreement of the Council, one or more infrastructure items identified in this Plan as works-in-kind or provide another type of material public benefit as means of satisfying development contributions required under the Plan (refer clause 2.18 of this Plan). A Works In Kind Agreement must be in place prior to commencing the works in accordance with the Council's Works In Kind Agreements Policy.

Substantial research has been applied to the derivation of the Plan's works schedule and the planning for the location of all facilities has been completed but detailed design will be carried out in the development phase. The facilities will be developed in a manner that allows them to effectively serve the demand attributable to development envisaged under this Plan.

The facilities strategies included in Part 4 of this Plan are based on strategic information. It is likely that, as the planning process for the different development areas proceeds, modified and more cost effective solutions that still meet the strategy objectives will be developed.

Council will prepare design concepts for the facilities so that specification and costing of the facilities can be more accurately defined as implementation of this Plan proceeds. This may result in amendment of this Plan.

Where alternatives to the works schedule are proposed in conjunction with the development of areas and the alternatives are approved by the Council, the development contribution applicable to a development the subject of a development application may be reviewed, or the works schedule in this Plan updated, or both.

4.1.4 Infrastructure staging and priority

The over-arching strategy that guides the staging and priority of infrastructure in the Precinct is the Infrastructure Delivery Plan. This will be developed and refined in accordance with the anticipated development program for the Austral and Leppington North Precincts. The provision of facilities included in this Plan will be programmed, as far as practicable, to align with these broader programs.

The initial development areas for these Precincts, as discussed in the Infrastructure Delivery Plan and clause 3.2.3, includes:

- Land in and around the Leppington Major Centre.
- Land located north and south of Fifteenth Avenue on the eastern edge of the Austral Precinct.

The first of these areas is situated in the Leppington North Precinct.

Ideally, development will proceed outward from the railway station and retail core. The existing land ownership pattern and other influences (such as the demand for different land use types) however means that this order of development is unlikely to occur. The Infrastructure Delivery Plan strategies reflect this:

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There should not be any assumption that services are 'reserved' for particular areas in the early stages. If owners and developers of land located outside the initial development areas consult and work cooperatively with infrastructure providers and owners of adjacent land, there is no reason why those lands could not also be developed.⁵

With these uncertainties, the facility staging and priorities details that are shown in Part 5 of this Plan are general in their scope, and will be subject to regular review.

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⁵ *Austral and Leppington North Precincts Infrastructure Delivery Plan*, Final Report, prepared by GLN Planning, September 2012, Section 4.2

Camden Section 94 Contributions Plan (Leppington North Precinct)**4.2 Open space and recreation facilities****4.2.1 What is the relationship between the expected types of development and the demand for additional public facilities?**

The requirements for local, district and regional scale open space and recreation facilities as a result of the expected development of the Precincts are documented in the report *Austral and Leppington North Precincts – Demographic and Social Infrastructure Assessment*, prepared by Elton Consulting in July 2011 and *Austral and Leppington North Precincts – Addendum to the Demographic and Social Infrastructure Assessment* prepared by Elton Consulting in July 2012.

The information below comprises a summary of sections of that report that describe the demand for new and upgraded public amenities and services.

Existing provision

There are limited open space and recreation facilities accessible to the current residents of the Precinct. However the extent of provision is consistent with the area's small population and semi-rural character.⁷

There are no areas of local public open space located within the Camden LGA part of the Leppington North Precinct. However, an area of active open space - Pat Kontista Reserve is located just south of the precinct on Byron Road. This facility serves the local open space demand for field sports and tennis courts.

In addition there is a significant area of active open space situated in the Leppington North Precinct immediately adjacent to Camden LGA (WV Scott Memorial Park). This park also provides for field sports and also contains a children's playground.

The absence of passive open space reflects the rural residential lifestyle of residents. That is, the demand for this type of open space is significantly reduced in locations where residents live on their own substantial parcel of land.

District level facilities are located in the newer suburbs further east around Horningsea Park and further south in Camden LGA, and have been designed to meet the needs of incremental urban growth in those locations, rather than any growth envisaged in the Austral and Leppington North Precincts.

Trends in facility provision

Current and emerging trends and factors that have been considered in the planning and specification of Leppington North Precinct recreation infrastructure included the following:

- Significant and ongoing popularity of informal recreation activities (e.g. walking), and activities requiring fixed commitments are declining in favour of informal and more flexible activities.
- Facilities that are flexible in their service provision.
- Growing awareness and interest in health and fitness as part of a balanced life-style rather than an emphasis solely on leisure.
- Increasing demand for outdoor recreation.

⁷ Social Infrastructure Assessment, page 16

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- Growing awareness of the importance of incidental exercise within employment and residential areas, increasing the demand for walking and cycling paths.
- An increasing emphasis on quality as well as quantity.
- An increasing demand for access for young people and improved accessibility more generally.
- An increased demand for natural areas and adventure based activities.
- The increased duration of playing seasons requiring consideration of alternative playing surfaces.

Planning principles for open space and recreation

Principles for the provision of sustainable open space and recreation infrastructure that have guided the selection of infrastructure items included in this Plan include the following:

- Open space should be largely publicly provided.
- Meet a diverse range of open space and recreation needs and opportunities.
- Avoid exerting pressure on open space and recreation facilities in surrounding areas.
- Quality of open space is more important than quantity.
- A physically and visually connected network; and represent a non-vehicular system that connects major activities and open spaces by walking and cycling.
- Comprise a local, district and regional hierarchy of spaces.
- Reflect and complement the natural, ecological, waterway and visual features of the area; and incorporate natural areas and riparian corridors into the open space system where possible.
- Integrate a network of open space with stormwater management and water-sensitive urban design.⁸

Recreation demand assessment based on forecast demographics

The size and characteristics of the future population in the Leppington North Precinct is discussed in Part 3 of this Plan.

Implications for recreation demand as a result of the expected mix of residents is discussed in detail in Table 9.1 of the Social Infrastructure Assessment (Elton Consulting 2011) and Part 5 of the Addendum to the Social Infrastructure Assessment (Elton Consulting 2012).

In summary:

- Future developments will initially contain a predominance of families with children, adolescents and young people, and only over time will there be a balance of more middle aged and older people.
- The major target groups for recreation planning in new release areas are children aged 0-14 years, and adults aged 25-40 years.

⁸ Social Infrastructure Assessment, Section 3.1

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- Local open space is important in encouraging informal interaction and creating opportunities for new and existing residents to come together, as well as for encouraging extended family activity, for walking and cycling as well as family gatherings.
- The level of local open space will in part be informed by prevailing council standards of provision.

In relation to the last point, demographic-related criteria that Camden Council has previously applied in its release area planning included the following:

- In (urban) residential areas, local and district public open space should be provided at the rate of 0.4 hectares and 3.24 hectares per 1,000 population respectively - although it is noted that the most recent release areas (Oran Park and Turner Road Precincts) a non-riparian open space planning standard of 2.8 hectares per 1,000 population has been used.
- Minimum area of any local public open space should be 2,000 square metres and no further than 500 metres walking distance from any dwellings.
- Minimum area of district public open space should be a total of 5 hectares, located near public transport and no further than 2 kilometres from all dwellings.

The above considerations have informed the open space and recreation requirements for the Leppington North Precinct development.

Local and district open space requirements

The total area of local and district open space land required was calculated in the Social Infrastructure Assessment on the basis of meeting the combined needs of the Austral and Leppington North Precincts developments.

The planning of open space areas was undertaken as part of the Precinct planning phase in an iterative manner. Earlier versions of the plan identified more extensive passive open space areas aligning with the numerous drainage lines traversing the Precincts. The size of the open space areas was reduced in acknowledgment of the very high cost of acquiring the substantial areas required for meeting open space demands.

The total additional local and district open space provision planned for both the Austral and Leppington North Precincts is approximately 2.49 hectares per 1,000 population. For a forecast population of 54,361 people, this benchmark equates to 135.4 hectares of district and local open space.

The final ILP also shows 19.4 hectares of open space in Leppington North (Camden LGA) Precinct, which when compared to a projected net additional population of 4,776, reflects a rate of just over 4 hectares per 1,000 people, when only the population of the Leppington North Precinct in Camden LGA is considered.

Table 4.1 provides a breakdown of this open space.

Camden Section 94 Contributions Plan (Leppington North Precinct)**Table 4.1 Proposed provision of district and local open space - Leppington North Precinct**

Open space type	Area (ha)
Local parks	4.3577
District parks	6.0059
Channel parks	3.3794
Local sports facility (active recreation)	5.6541
Total open space	19.3972

Source: Department of Planning and Environment

The data in Table 4.1 show a weighting toward the provision of passive rather than active open space. The high percentage of passive open space arises in part because of the extensive creek networks that traverse the precinct.

The above land also does not include:

- Regional active open space available in Western Sydney Parklands;
- Open space under transmission lines; and
- Playing fields within school sites.

This provision of open space (benchmarked against the typical rates for provision for residential development) is partly a result of the extensive planned development of the precinct for retail, commercial and other employment purposes associated with the Leppington Major Centre. Workers and visitors to the Major Centre area will demand some of the open space and recreation facilities included in this Plan, and it is reasonable for such development to contribute towards the provision of this infrastructure.

Matters regarding the apportionment of infrastructure costs between land uses are discussed in clause 4.2.2.

Recreation facilities requirements

The facilities described in Table 4.2 (on the following pages) have been determined in the Social Infrastructure Assessment as being required to meet the needs of expected development in the Austral and Leppington North Precincts, and in some cases the wider Growth Centre catchment.

Most of the facilities are not located in the Camden LGA portion of the Leppington North Precinct and are therefore not included in the works schedules that comprise Part 5 of this Plan. Because the infrastructure planning for both Precincts was undertaken as a whole, the full list of Austral and Leppington North Precincts' requirements is shown for completeness.

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Table 4.2 Recreation facilities requirements

Facility	Size	Description	Provision across both Precincts	Provision in Leppington North (Camden LGA) Precinct?
Regional Indoor Sports and Aquatic Centre	5ha site, including 3ha facility and outdoor elements and 2ha for parking	<p>Major competition level facility</p> <p>Aquatic:</p> <ul style="list-style-type: none"> ▪ Indoor 50 metre x 10 lane Olympic pool ▪ Training pool ▪ 25 metre leisure pool ▪ Heated teaching pool ▪ Children's play pool / wave pool / whirl pool/ water slides ▪ Diving pool. <p>Indoor Sports:</p> <ul style="list-style-type: none"> ▪ 4 indoor sports courts each large enough for netball ▪ Fitness centre – weights, aerobics/Dance/Yoga/Pilates activity room with wooden floor, spin cycle room ▪ Wellness / health services – physiotherapy, nutrition etc. ▪ Spa, sauna, steamroom ▪ Retractable seating for 1,500 this would increase to 3,500 in stage 2. <p>General amenity:</p> <ul style="list-style-type: none"> ▪ Kiosk and cafe ▪ Equipment sales ▪ Amenities – change, lockers, toilets ▪ Creche facilities for users ▪ Outdoor elements may include water play park, BMX, skate, sports oval and netball, tennis, basketball courts. May be integrated with a youth recreation facility. 	1 within the Leppington Major Centre	Nil – the facility is to be located in Liverpool LGA

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Facility	Size	Description	Provision across both Precincts	Provision in Leppington North (Camden LGA) Precinct?
Local passive parks	Min. 0.2ha up to 0.5ha	Local parks should have a range of play spaces and opportunities and cater to older children and young people as well as the traditional playground for young children. Grassed area for ball games, seats, shelter. May contain practice wall, fitness equipment, other elements.	Within 400-500m walking distance of 90% of dwellings	Several dispersed throughout the Precinct and also focused along the linear riparian corridors in the east and central parts of the Precinct
District (key suburb) parks	Min. 3ha	'Something for everyone', family parks. Includes a combination of amenities building, district playground, local playground, pedestrian bridges across creek, off street parking (minimum 50 spaces) skate park, BMX track, shared pathways, outdoor fitness equipment, informal performance space with event vehicle access and suitable turf reinforcement to enable performance stage setup, picnic / barbecue facilities, unleashed dog exercise area.	7 parks	1 located on the eastern side of Scalabrini creek, south of rail corridor.
Children's playgrounds (0-4 years)	Min. 0.3ha for standalone playgrounds	Co located with parks, sportsgrounds, courts, schools, community facilities, conservation areas. Regional, district, local hierarchy in terms of play equipment and range of experiences. Each play area should offer a different experience. Include road safety bike track at regional playground. Include children's bike paths in district and regional playgrounds.	11 playgrounds	4 playgrounds or playspaces to be provided on local passive parks, plus a playground to be provided on the local sportsground
Playspaces (5 to 12 year olds)	Min. 0.3ha for standalone playgrounds. Where co located the space may be reduced.	Can be co located with playspaces for 5 to 12 year olds – within sight distance for carers but physically separated. Fencing if adjacent to water, road, steep slope. Seating, shade, water provided. Allows for more independent play, skill development and cognitive development. However they still require adult supervision. More challenging equipment may include bouldering features, climbing areas, 'learn to' cycleways through to cycle obstacle course, skate facility, BMX/mountain bike jumps and tracks. These areas could be co located with children's playgrounds, school or community facilities for supervision and convenience of use by carers.	13 playspaces	See above
Local sportsground	Min. 4ha (ideally 5ha)	1 double field per 5,000 people. To accommodate demand for local sport and recreation training and competition. Rather than a series of single fields, facilities are grouped to provide economies of scale for infrastructure.	6 double playing fields or 12 single fields.	1 local sportsground on a 5.65ha site (inclusive of a playground) situated on the eastern side of Byron

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Facility	Size	Description	Provision across both Precincts	Provision in Leppington North (Camden LGA) Precinct?
		<p>To be located close to schools. Inclusions :</p> <ul style="list-style-type: none"> - 2 multi purpose rectangular fields or 1 2 full sized cricket / AFL ovals (plus practice nets). Playing field lighting. Playing field irrigation system - 2 tennis / netball courts - 2 half court basketball courts, or 2 multi purpose courts - Lights for training - Amenities with change rooms, canteen, meeting room- <p>Parking co located with a local playground, school, community facility, play space.</p> <p>Picnic/BBQ facilities. Outdoor fitness equipment.</p> <p>Shared pathways, pedestrian link pathways, Off street parking (minimum 100 spaces)</p>		Road in the south east of the Precinct
District sportsground	Min. 6ha up to 10ha	<p>The local sports park identified above may be expanded to incorporate one of the proposed district grounds dependent on location and access.</p> <p>Requirements - To be located near public transport routes, no further than 2 km from all dwellings - To be co located, where possible, with other commercial, community and recreation space in neighbourhood activity hub - Provide for district standard adult competitions and training or junior regional or state school championships. - Amenity buildings, parking, storage core inclusions - Located on land without flooding or transmission line constraints.</p> <p>Given the timeframe before the population threshold warrants a district standard facility. The final mix of courts and fields will require community consultation and council input based on most recent open space planning principles and research.</p> <p>Inclusions: - 4 multi purpose rectangular fields, parking and landscaped buffer - No flooding or transmission line restrictions - Higher quality fields than local - Maybe combined with playground, netball training courts or multi purpose tennis/basketball/netball courts. Add practice nets if cricket wickets.</p>	2 complexes of four playing fields each (i.e. total of 8 fields)	Nil
Shared cycle ways/ walkways	0.7 ha for each km of length (average width 7m)	<p>On flat to undulating land. In or adjacent to riparian corridors, water supply channel, drainage corridors.</p> <p>Minimum 3 metre width path for dual use.</p> <p>Include seats and bobbles along the cycleway and circular routes should be included where possible as well as bike storage for convenience of users. Access</p>	Sufficient to link open space, recreation facilities and services, schools, town neighbourhood and village centres.	3,710 metres on land identified for open space and drainage purposes, in addition to roadway footpaths and works delivered by others, which

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Facility	Size	Description	Provision across both Precincts	Provision in Leppington North (Camden LGA) Precinct?
		points to be provided from employment and residential land.		

will also contribute to the network.

Sources: Social Infrastructure Assessment, pages 79-84; *Austral and Leppington North Precincts – Addendum to the Demographic and Social Infrastructure Assessment* prepared by Elton Consulting in July 2012; Leppington Major Centre Public Domain Strategy prepared by AECOM, October 2012

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Regional open space and recreation facilities requirements

The Leppington Major Centre will be located in the Precinct, which is the only Major Centre to be developed in the entire South West Growth Centre. This centre is being designed to serve a user catchment of around 300,000 residents.

Regional open space demands are expected to be met by the Western Sydney Parklands, which adjoin the Austral and Leppington North Precincts to the east. It is expected that the embellishment of the Parklands will be carried out in the manner of other regional parks in the Sydney region (e.g. Centennial Park in the City of Sydney LGA).

The Growth Centre catchment, equivalent in scale to Canberra, will also require recreation facilities to meet the regional demand. The planning in this respect includes a regional stadium and an indoor sports and aquatic centre. The Western Sydney Parklands Trust has prepared an options paper in relation to the stadium and envisages that it will be located in the Western Sydney Parklands.⁹

This Plan does not require contributions toward a stadium or any embellishments in the Parklands.

The indoor sports and aquatic centre is proposed to be located within the Leppington Major Centre. Current planning suggests that it would be located within the Liverpool LGA but would service all the area the subject of this Plan.

4.2.2 How are the contributions calculated?

Contributions will be collected from both residential and certain non residential development toward open space and recreation facilities identified under this Plan.

Residential development

Monetary contributions are calculated on a per person or per resident basis, then factored up to a per lot or per dwelling amount.

The monetary contribution per person in a development containing residential dwellings or lots (whether or not that development also comprises non residential floor space) is calculated as follows:

$$\text{Contribution per resident (\$)} = \sum \left(\frac{\$INF \times RAF}{P} \right)$$

Where:

\\$INF = the estimated \$ cost - or if the facility is existing, the indexed, completed cost - of providing each of the open space and recreation facilities (refer Part 5 – works schedule).

RAF = the residential development 'apportionment factor', i.e. the percentage of the total cost of each facility that is apportioned to residential development throughout the Leppington North (Camden LGA) Precinct. Refer to 'Apportionment of cost to residential and other development' below.

⁹ The Western Sydney Parklands Trust Plan of Management identifies a proposal for a regional sporting hub in the southern end of the Western Sydney Parklands, in the vicinity of the Austral and Leppington North Precincts, subject to funding.

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P = the estimated resident population (in persons) that will demand each facility - that is, the expected net additional population of the Leppington North (Camden) Precinct (refer Table 3.5)

The monetary contribution for different residential development types is determined by multiplying the contribution per person by the estimated increase in population as a result of the development and using the assumed occupancy rates included in clause 3.3.5 of this Plan.

For convenience, these rates are reproduced in Table 4.3.

Table 4.3 Assumed residential development occupancy rates

Dwelling type	Group definition used in this Plan	Occupancy rate (persons per dwelling)
Detached dwelling, detached dual occupancy	Low Density Dwelling	3.4
Semi detached, town house, terrace, attached dual occupancy	Medium Density Dwelling	2.6
Flat, unit, apartment	High Density Dwelling	1.8
Secondary dwelling with a gross floor area greater than 60 square metres	Secondary Dwelling	3.4
Secondary dwelling comprising two or more bedrooms and with a gross floor area less than or equal to 60 square metres	Secondary Dwelling	2.6
Self contained dwelling in a seniors housing development	Seniors Living Dwelling	1.5

Non residential development in the Business Zones

Monetary contributions toward open space and recreation facilities will be levied on non-Residential Accommodation development situated on land in the following zones:

- B3 Commercial Core
- B4 Mixed Use
- B5 Business Development
- B7 Business Park

Monetary contributions are calculated on a gross floor area (GFA) basis.

The monetary contribution per square metre of GFA in a development containing non residential floor space (whether or not that development also comprises residential dwellings) is calculated as follows:

$$\text{Contribution per m}^2 \text{ GFA ($) = } \sum \left(\frac{\$INF \times NRAF}{GFA} \right)$$

Where:

\$INF = the total estimated \$ cost - or if the facility is existing, the indexed, completed cost - of providing each of the open space and recreation facilities (refer Part 5 – works schedule).

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NRAF = the non residential 'apportionment factor', i.e. the percentage of the total cost of each facility that is apportioned to non-residential development throughout the Leppington North (Camden LGA) Precinct. Refer to 'Apportionment of cost to residential and other development' below – i.e. 34.5%.

GFA = the expected employment development that will demand each facility - that is, the expected employment GFA in the B3, B4, B5 and B7 Zones in the Leppington North (Camden) Precinct (in m²) (refer Table 3.6) i.e. 724,545m².

The monetary contribution for different non residential development types is determined by multiplying the contribution per square metre of GFA by the amount of square metres of GFA proposed for non residential purposes in the development.

Where the development involves both residential and non residential GFA, the total contribution toward open space and recreation facilities shall be the sum of the contributions for each of the residential and non residential components.

Apportionment of cost to residential and other development

A total of 19.4 hectares of land is planned to be provided in the Leppington North (Camden LGA) Precinct for open space. Based on the total future population for the Leppington North (Camden LGA) Precinct of 5,102 persons, this reflects a rate of provision higher than the combined Precincts provision at 3.8 hectares per 1,000 population.

However the proposed planned rate of open space provision across the entire Austral and Leppington North Precincts is 2.49 hectares. So whereas 19.4 hectares is proposed to be provided, only 12.7 hectares would have been required to satisfy the demand and comply with the 2.49 ha / 1,000 rate of provision.

In addition, the extensive planned development of the precinct for retail, commercial and other employment purposes associated with the Leppington Major Centre means that workers and visitors to the area will also create demand for the open space and recreation facilities included in this Plan.

The Social Infrastructure Assessment establishes this basic nexus.¹⁰ However, at the time this Plan was prepared no evidence was available on the comparative demand for facilities between residential and non residential users.

In the absence of such data, it is reasonable to assume that the share of open space and recreation facilities costs that will be met by non residential development should be calculated by assuming that the residential demand is satisfied by complying with the required rate of 2.49 ha/1,000 population. This can be summarised as follows:

Total open space to be provided in area (A)	19.4 ha	Or a rate of 3.8 ha/1,000 persons
Total open space required based on planned rate of provision across Austral and Leppington North Precincts (B)	12.7 ha	Or a rate of 2.49 ha/1,000 persons
Assumed provision that is surplus to residential demands (C = A - B)	6.7 ha	
Required provision as percentage of total (B/A)	65.5 percent	Attributed to residential uses
Surplus provision as percentage of total (C/A)	34.5 percent	Attributed to non residential uses

¹⁰ Social Infrastructure Assessment, section 7.9.4

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4.3 Community and cultural facilities

4.3.1 What is the relationship between the expected types of development and the demand for additional public facilities?

The requirements for community and cultural facilities as a result of the expected development of the Precinct are documented in the Social Infrastructure Assessment.

The following is summary of the information and approach used to arrive at the community and cultural facilities requirements of the Precinct.

Existing provision

There are limited open space, recreation, community and cultural facilities accessible to the current residents of the Precinct. The Leppington Progress Hall is located on Ingleburn Road on a site immediately adjacent to the Precinct. The hall provides meeting space local community groups and activities.

Other facilities are located further afield, including those in the Liverpool LGA. District level facilities are located in the newer suburbs further east around Horningsea Park and further south in Camden LGA, and have been designed to meet the needs of incremental urban growth in those locations, rather than any growth envisaged in the Austral and Leppington North Precincts.

The limited extent of provision is consistent with the area's small population and semi-rural character.¹¹

Principles for sustainable community infrastructure

Principles for the provision of sustainable community facilities infrastructure described in the Social Infrastructure Assessment and that have guided the selection of infrastructure items included in this Plan include the following:

- Facilities should be provided in an efficient, timely and co-ordinated way to support the pattern of development; ensuring that services are available to residents as early as possible and they are not disadvantaged through delays in delivery.
- Efficient use of limited resources by designing facilities to be multipurpose, co-located with other facilities and able to accommodate shared and multiple use arrangements.
- Cluster related facilities and services to promote civic identity, safety and focal points for the community.
- Ensure that facilities, services and open space are accessible by public transport and located to maximise access for pedestrians and cyclists.
- Ensure flexibility in the design and use of facilities, so they can respond and adapt as needs change. Avoid arrangements for single uses or specific target groups that may quickly become outdated.
- Promote equitable access for all sections of the population, through the distribution, design and management (including cost) of facilities.

¹¹ Social Infrastructure Assessment, page 16

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- Provide environmentally and economically sustainable buildings.
- Ensure viable levels of resourcing of facilities and services, both capital and recurrent funding.
- Promote innovation and creativity between agencies in services delivery and integration
- Develop sustainable ownership, governance, management and maintenance arrangements for facilities.¹²

Community facilities demand assessment based on forecast demographics

The anticipated size and characteristics of the resident population in the Leppington North Precinct is discussed in Part 3 of this Plan.

Various standards of provision for local and district community facilities have been adopted by the Department of Planning and Environment, Camden Council and Liverpool Council. The standards have been used as a basis for determining facility needs in the Austral and Leppington North Precincts as a whole.

A summary of these standards is included in Table 4.4.

Table 4.4 Comparison of community facility provision standards

Facility type	Department of Planning & Environment / Growth Centres Commission standard	Camden Council standard	Liverpool City Council standard
Libraries	<ul style="list-style-type: none"> ▪ 1 centre for each 33,000 persons 	39 square metres per 1,000 persons + 20% circulation space	42 square metres per 1,000 persons
<ul style="list-style-type: none"> ▪ Branch ▪ District 	<ul style="list-style-type: none"> ▪ 1 centre for each 40,000 persons 		
Multi purpose community centre in smaller activity centre	<ul style="list-style-type: none"> ▪ 1 centre for each 6,000 persons ▪ Each centre with a size of 2,000 2,500 square metres 	<ul style="list-style-type: none"> ▪ 42 square metres per 1,000 persons ▪ 2.5 x floor area for land component 	<ul style="list-style-type: none"> ▪ Indicative 1 centre for each 10,000 people, with an average size of 600 square metres for each centre ▪ To be located in activity centres with shops, schools etc. ▪ Facilities are to provide flexible multipurpose spaces and spaces for outreach services. ▪ Smaller 600m² facilities contribute to the overall level of provision of 60 85m² per 1,000 people
Multipurpose community centres in larger activity centre	<ul style="list-style-type: none"> ▪ 1 centre for each 20,000 persons ▪ 1 community service 	<ul style="list-style-type: none"> ▪ 22 square metres per 1,000 persons ▪ 2.5 x floor area for 	<ul style="list-style-type: none"> ▪ Indicative 1 centre for each 60,000 persons, with a built area of about 1,500 square metres ▪ To be located in larger

¹² Social Infrastructure Assessment, Section 3.2

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Facility type	Department of Planning & Environment / Growth Centres Commission standard	Camden Council standard	Liverpool City Council standard
	centre for each 60,000 persons	land component	activity centres and commercial and transport hubs to provide flexible multipurpose spaces and provide a base for organisations and the delivery of services
Youth Centre	<ul style="list-style-type: none"> 1 centre for each 20,000 persons 	<ul style="list-style-type: none"> 89 square metres per 1,000 persons + outdoor space 	<ul style="list-style-type: none"> Larger 1,500m² facilities contribute to the overall level of provision of 60 85m² per 1,000 people No longer provided by Council as a stand alone purpose built facility. The size and layout of multipurpose community facilities now provide appropriate and designated spaces for delivering youth services, programs and activities. Outdoor spaces, like half court basketball courts and skate parks, are now provided as standard for informal activities and programs for young people.

Sources: Social Infrastructure Assessment Table 8.1

Community and cultural facility requirements

Given that this Plan addresses an expected additional resident population of approximately 4,776 residents, the demand for new community facilities of any significant scale is minimal. However, the Precinct will be a focus of many services and facilities centred on the proposed Leppington Major Centre. This centre will need to provide a range of community facilities to cater for both the local area residents and the large regional catchment of Growth Centre residents.

The methodology that the Social Infrastructure Assessment utilised in arriving at a set of district and regional level facilities required for the Leppington Major Centre may be summarised as follows:

- Prevaling Australian benchmarks for provision of larger scale community and cultural facilities vary widely, and most are based on smaller catchments than the area intended to be served by the Leppington Major Centre.
- Planning for single facilities to serve a Growth Centre population of 300,000 is unrealistic - multiple facilities and services will be required.
- It is proposed that there be 3 catchments for South West Growth Centre community facilities planning; and that these facilities be focused on Oran Park Town Centre, Bringelly

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Town Centre (around 80,000 people each); and Leppington Major Centre (around 120,000 people).¹³

Infrastructure required in Leppington Major Centre that will need to serve a surrounding population of around 120,000, and include the following:

- A multi-purpose community centre of 2,500 square metres floor area, including spaces for large community events, gatherings, celebrations and civic functions; meeting spaces for community organisations and groups and for human services that have a district or regional focus; and spaces for adult education, workplace training and community learning programs.
- A central library of about 4,500 square metres floor area, co-located with the multi-purpose community centre.
- A performing arts cultural facility with floor area of about 5,000 square metres for staging major entertainment events or performing arts, spaces for visual arts, and spaces to display and celebrate the cultural heritage of the area.¹⁴

This Plan includes provision for the land and works associated with these facilities, but acknowledges that the demands for the facilities are spread over a large catchment (120,000 residents). This Plan therefore authorises contributions that are commensurate with the Leppington North (Camden) Precinct's level of demand for the district and regional facilities, i.e.:

4,776 persons / 120,000 persons = 3.98% (i.e. the apportionment factor of 3.98%)

Location and staging matters

Facilities should be clustered together or co-located in a 'Civic Precinct' in the Centre adjacent to open space. There are multiple ways to arrange the spaces and further planning should concentrate on combination and co-location options.

A site of approximately 2.58 hectares immediately north of the future Leppington Major Centre railway station has been identified for this purpose.

The design of facilities will depend upon a variety of factors, including the availability of funds, the aspirations of the responsible council, and evolving best practice. Detailed needs and feasibility assessments need to be undertaken as the population of the area grows.

The ultimate district / regional facility will not be warranted until the surrounding population reaches a threshold of about 50,000 people or more. Larger, more specialist components of the facility, in turn, will not be justified until the surrounding population has reached over 100,000 people. The facilities should therefore be built in stages with expansions occurring incrementally as the population grows.

Existing higher order facilities in the surrounding region (including those outside Camden LGA) offer some opportunity to meet interim needs either in their current form or through expansion (for example, the Narellan Library and Community Centre).

In accordance with this staged expansion process, an 'interim' multi-purpose community centre, capable of meeting the needs of the surrounding local population, is to be provided on the Civic Precinct site. This smaller interim facility can then be expanded into the major multipurpose community centre as the population within the catchment grows.

¹³ Social Infrastructure Assessment, Section 7.1

¹⁴ Social Infrastructure Assessment, Section 7.2

Camden Section 94 Contributions Plan (Leppington North Precinct)

This Plan therefore authorises a contribution towards 100% of the cost of the interim facility to be met by the expected resident population of the Leppington North (Camden) Precinct.

4.3.2 How are the contributions calculated?

Contributions will be collected from residential development toward community and cultural facilities identified under this Plan.

Monetary contributions are calculated on a per person or per resident basis, then factored up to a per lot or per dwelling amount.

The monetary contribution per person in a development containing residential dwellings or lots (whether or not that development also comprises non residential floor space) is calculated as follows:

$$\text{Contribution per resident (\$)} = \sum \left(\frac{\$INF}{P} \right)$$

Where:

\\$INF = the estimated \$ cost - or if the facility is existing, the indexed, completed cost - of providing each of the community and cultural facilities (refer Part 5 – works schedule).¹⁵

P = the estimated resident population (in persons) that will demand each facility - that is, the expected net additional population of the Leppington North (Camden) Precinct (refer Table 3.5)

The monetary contribution for different residential development types is determined by multiplying the contribution per person by the estimated increase in population as a result of the development and using the assumed occupancy rates included in clause 3.3.5 of this Plan.

For convenience, these rates are reproduced in Table 4.5.

Table 4.5 Assumed residential development occupancy rates

Dwelling type	Group definition used in this Plan	Occupancy rate (persons per dwelling)
Detached dwelling, detached dual occupancy	Low Density Dwelling	3.4
Semi detached, town house, terrace, attached dual occupancy	Medium Density Dwelling	2.6
Flat, unit, apartment	High Density Dwelling	1.8
Secondary dwelling with a gross floor area greater than 60 square metres	Secondary Dwelling	3.4
Secondary dwelling comprising two or more bedrooms and with a gross floor area less than or equal to 60 square metres	Secondary Dwelling	2.6
Self contained dwelling in a seniors housing development	Seniors Living Dwelling	1.5

¹⁵ In the case of the full district / regional facility, the cost is the cost fairly apportioned to the Leppington North (Camden) Precinct expected population - that is, 4.003% of the total cost (see section on 'Community and cultural facility requirements' above)

Camden Section 94 Contributions Plan (Leppington North Precinct)

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Attachment 1

4.4 Water cycle management facilities**4.4.1 What is the relationship between the expected types of development and the demand for additional public facilities?**

Stormwater runoff in the Austral and Leppington North Precincts is proposed to be managed through a comprehensive Water Sensitive Urban Design (WSUD) approach.

Informed by a range of studies¹⁶, the reports *Austral and Leppington North Precincts Water Cycle Management WSUD Report* (the 'WSUD Strategy') and *Austral & Leppington North Precincts Water Cycle Management Responses to Exhibition Submissions*, both prepared by Cardno Pty Ltd, establishes the framework for the management of stormwater quantity and quality related to the expected urban development of the Precincts.

The WSUD Strategy acknowledges that development of an area:

- generates demand for water supply;
- requires management of wastewater as well as stormwater; and
- increases the area of impermeable surfaces and so exacerbates potential flooding issues, impacts on the quality and quantity of stormwater and potentially affects riparian corridors.

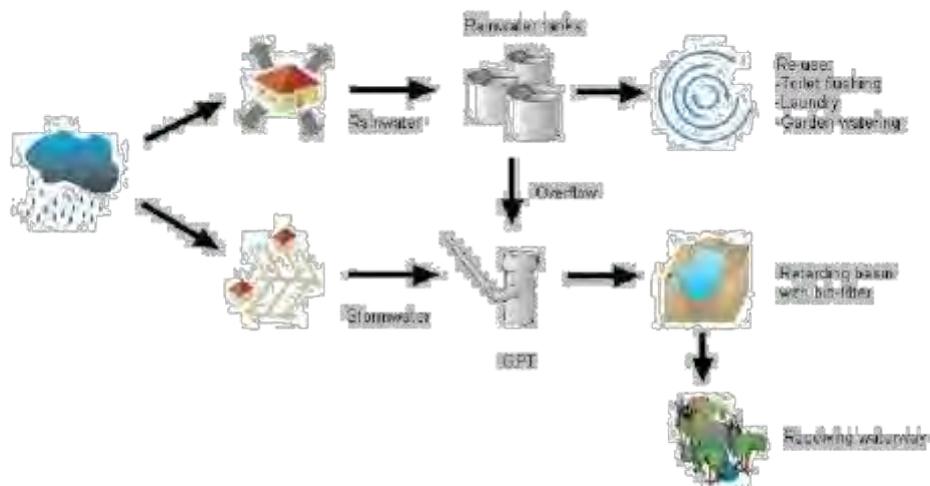
These water related issues are locality based and caused directly and solely by the development activity and so should be ameliorated by that same development activity.

To minimise the potential cost of the stormwater management scheme, the WSUD Strategy investigated the following:

- harvesting of rainwater for toilet laundry and garden use in residential lots; and
- treatment measures to improve stormwater quality, promote infiltration and attenuate run-off to emulate a more natural rainfall/ runoff regime.

Figure 4.1 over page is a schematic describing the approach taken with the WSUD strategy. The schematic illustrates that 'rainwater' works will be required in conjunction with development consents for individual dwellings, while other ('stormwater') works relate to the broader catchment and so will be funded through section 94 contributions obtained under this Plan.

¹⁶ Cardno (2011), *Biodiversity Conservation Assessment*, Draft Final Report, prepared for the Department of Planning, January.
 Cardno (2011), *Riparian Corridor and Flooding Assessment*, Draft Final Report, prepared for the Department of Planning, February.
 GeoEnviro Consulting (2010), *Geotechnical, Salinity and Acid Sulfate Soil Investigation*, prepared for the Department of Planning, December.
 JBS Environmental (2010), *Preliminary Environmental Site Assessment*, Final report, prepared for the Department of Planning, December.
 Growth Centres Commission (2006), *Growth Centres Development Code*, November.

Camden Section 94 Contributions Plan (Leppington North Precinct)

Source: WSUD Strategy, page 17

Figure 4.1 Concept Stormwater Treatment Train

The objectives of the WSUD Strategy include:

- Collection of rainwater from roofs to reduce runoff volumes particularly for small rainfall events;
- To reduce as far as possible the 2 year Annual Recurrence Interval (ARI) and 100 year ARI peak flows downstream of the proposed development areas to no greater than peak flows under existing conditions;
- Reduction of stormwater pollutants according to best management practices.¹⁷

Features of the WSUD Strategy to achieve the above objectives include the following:

- Rainwater tanks to capture initial / small volume run-off.
- Reservation and dedication of land in drainage corridors to enable construction of drainage facilities and effective ongoing management of those facilities.
- Implementation of a series of retarding basins to manage stormwater flows. The basins are generally positioned adjacent to, but off-line from, the second and third order streams that traverse the Precincts.
- Implementation of a combination of measures in conjunction with the retarding basins to manage the quality stormwater runoff, including gross pollutant traps, bio-filters, wetlands, and/or open water ponds.
- Integration of water management facilities with open space and recreation areas where appropriate.

The WSUD Strategy identified a series of stormwater basins and channels and water quality treatment facilities (bio-retention areas) that, with other measures, would be required to be implemented on land across both Precincts to achieve the above objectives.

¹⁷ WSUD Strategy, page 2

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Leppington Major Centre

A particular strategy for Leppington Major Centre was developed prior to the final ILP being adopted. Refer to *Austral & Leppington North Precincts Water Cycle Management Responses to Exhibition Submissions* for details on the drainage strategy for the centre.¹⁸

The Leppington Major Centre is proposed to be an urban space characterised by an increased intensity of commercial / retail / business land uses with a higher lot utilisation and higher building heights. Therefore the impact on the existing water cycle regime would be greater than in residential areas of the Precinct. As a result the WSUD strategy for the Leppington Major Centre has been refined. The management of stormwater in the Leppington Major Centre will be separated in the private domain, with lot-based on-site detention (OSD) and stormwater treatment, and from the public domain with single or multiple biofiltration measures (street trees and raingardens).

Additional objectives will apply to the planning and design of facilities and private development in the Leppington Major Centre, including the following:

- Integrate stormwater controls into the private domain to mimic the natural water cycle and improve the amenity of commercial, business, retail and industrial zones.
- The use of 'green roofs' so that air quality, ambient air temperature, aesthetics and the quality of roof runoff is improved;
- Include stormwater controls in passive open spaces and the riparian corridor to optimise water management and recreation uses.
- Apply a 'green engineering' approach to the structural elements of stormwater controls to increase visual amenity and to enhance the landscape.
- Consolidate stormwater quality and quantity controls into subregional facilities in order to manage construction and maintenance costs and to rationalise the land take for water management measures.¹⁹

Trunk infrastructure layout

The drainage infrastructure described in the WSUD Strategy includes trunk infrastructure to support the development. Councils are responsible for ensuring trunk infrastructure that meets the needs of the entire development is in place, while land developers are required through conditions of consent to provide reticulation works within the development.

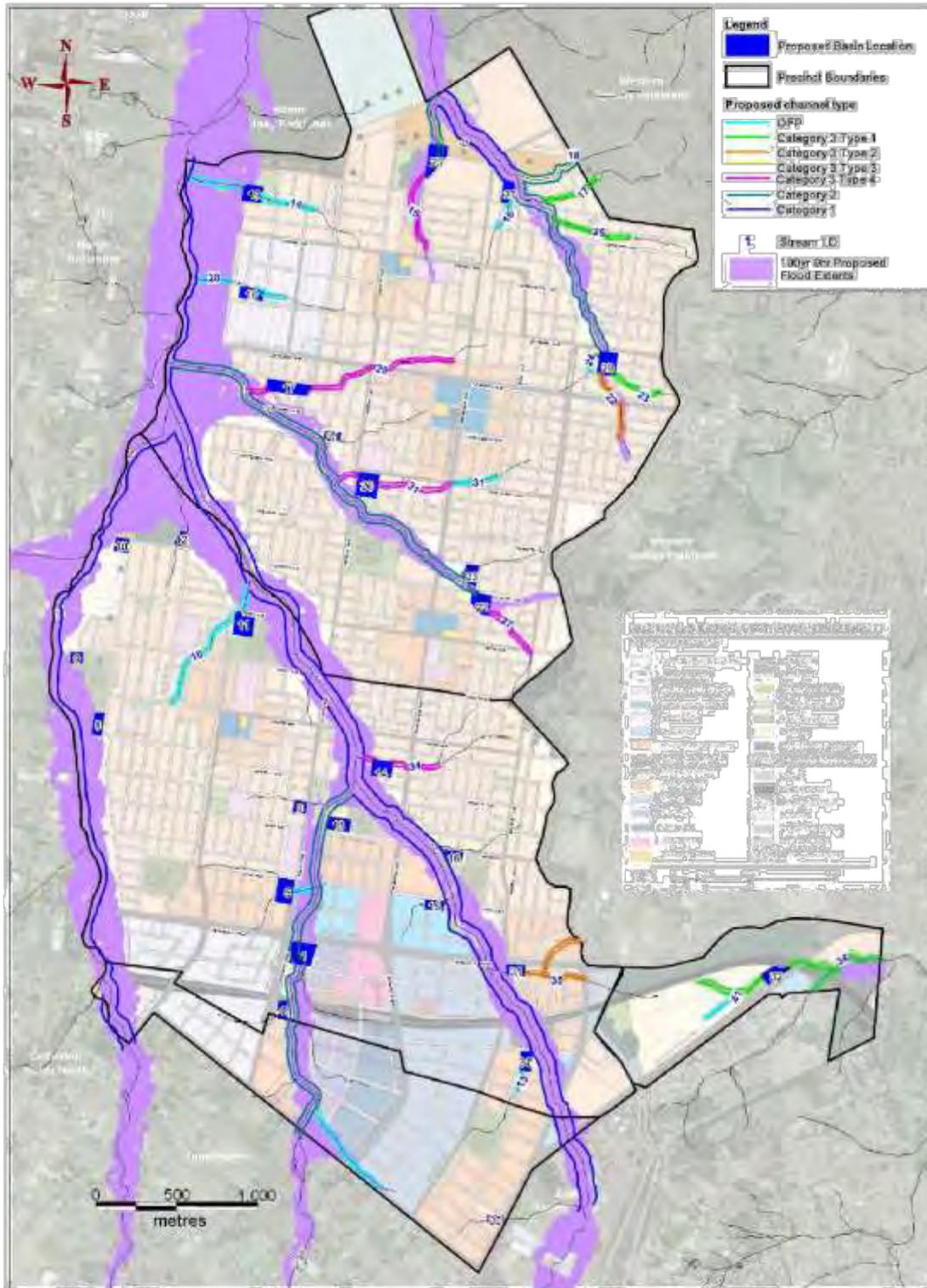
The locations of proposed trunk infrastructure that comprises stormwater channels and basins for both Precincts are shown in Figure 4.2 over page.

More detail on the basins, channels and water quality facilities, the cost of which is to be met by contributions collected under this Plan, are included in the maps and schedules included in Part 5. Council will however encourage the provision of water cycle management works identified in this Plan as works-in-kind in conjunction with the civil works undertaken as part of land subdivision and/or development.

¹⁸ *Austral & Leppington North Precincts Water Cycle Management Responses to Exhibition Submissions*, Sections 5.1 to 5.3

¹⁹ *ibid.*, page 48

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Source: Austral & Leppington North Precincts Water Cycle Management Responses to Exhibition Submissions, Figure 7-2

Figure 4.2 Proposed channels and basins - Austral and Leppington North Precincts

Camden Section 94 Contributions Plan (Leppington North Precinct)

A range of 'non-trunk' reticulation works not addressed by this Plan will also be required to be undertaken directly by the developer as conditions of consent under section 80A(1)(f) of the EP&A Act. The facilities may include lot-scale OSD basins, private domain biofiltration for commercial and industrial land use, rainwater tanks, construction of kerb, gutter and piping in local roads, installation of drainage pits and grates, and pipe connections to the trunk drainage network.

4.4.2 How are the contributions calculated?

Contributions are determined on a Net Developable Area basis.

The monetary contribution per hectare is calculated as follows:

$$\text{Contribution per hectare of net developable land (\$)} = \sum \left(\frac{\$INF}{NDA} \right)$$

Where:

\$INF = the estimated cost, or if the facility has been completed, the indexed actual cost, of providing each of the water cycle management infrastructure items in the area to which this Plan applies (refer Part 5 – works schedule).

NDA = the total area of net developable land (in hectares) that will generate demand for facilities – refer to Table 3.3 of this Plan.

To determine the total contribution that would apply to a proposed development, multiply the contribution rate by the amount of net developable land (in hectares) on the site the subject of the proposed development.

Camden Section 94 Contributions Plan (Leppington North Precinct)

4.5 Transport management facilities

4.5.1 What is the relationship between the expected types of development and the demand for additional public facilities?

Occupants of expected development in the Leppington North Precinct will utilise a transport network comprising:

- facilities for private vehicles, including roads and intersections;
- facilities for public transport, including rail and bus facilities focused on the planned Leppington railway station; and
- facilities for walking and cycling.

The existing transport network has been planned to serve existing and approved developments (that is, predominantly rural developments) in the area, and not the future development envisaged for the Precinct. As an example, there are only minimal existing public transport services and walking/cycling facilities in the area but this is set to be transformed with the completion of the South West Rail Link. The limited existing (or absent) provision for walking and cycling will also not be appropriate to future demands.

The Indicative Layout Plan for the Austral and Leppington North Precincts and the *Austral and Leppington North (ALN) Precincts Transport Assessment* (the 'Transport Assessment') and *Post-Exhibition Traffic Report (Addendum)*, both prepared by AECOM, together identify a range of transport infrastructure works that will be required to mitigate the impacts and otherwise accommodate the expected development.

Details of:

- the assumptions of expected land use and development;
- the methodology used to determine the need for transport facilities attributable to the expected development in the Precincts; and
- the scope and specification of those facilities,

are contained in the Transport Assessment and Addendum.

The following is a summary of the approach utilised in the Transport Assessment and Addendum for planning for the transport needs in the Leppington North Precinct.

Proposed road and intersection hierarchy

The proposed road network complements a broader hierarchy envisaged for the South West Growth Centre.

The proposed hierarchy comprises 'principal arterial', 'transit boulevard', 'sub arterial' and 'collector' roads. These will connect to a network of existing and new roads in adjoining Growth Centre Precincts.

There are a number of higher order roads planned for the Leppington North Precinct due to the focus of higher density land uses in the Leppington Major Centre and the focus of trips on the Leppington transport interchange.

Camden Section 94 Contributions Plan (Leppington North Precinct)

Planned intersections have been designed so they will accommodate future year traffic volumes associated with the proposed full development of the Austral and Leppington North Precincts as well as wider regional development.

The proposed road hierarchy and intersection treatments for the future development of Leppington North Precinct are shown in Figure 4.3.



Source: AECOM Australia Pty Ltd (2012), *Post-Exhibition Traffic Report (Addendum)*, page 9

Figure 4.3 Proposed road hierarchy and intersection treatments - Leppington North Precinct

Proposed walking and cycling facilities

Providing viable alternatives to the private car for journeys with destinations both within and outside the Precinct is viewed as essential to encouraging sustainable development. A comprehensive bicycle network is proposed for both Austral and Leppington North Precincts which will link the centres, schools, transport nodes and various residential neighbourhoods with key strategic routes and onward destinations.

The proposed network will include a mixture of dedicated bicycle facilities that will take the form of:

- Off-Road (Shared Path);
- On-Road (Cycle Lane);
- Dedicated Lane (between parking and footpath); and
- On-Road (Signed Route).²⁰

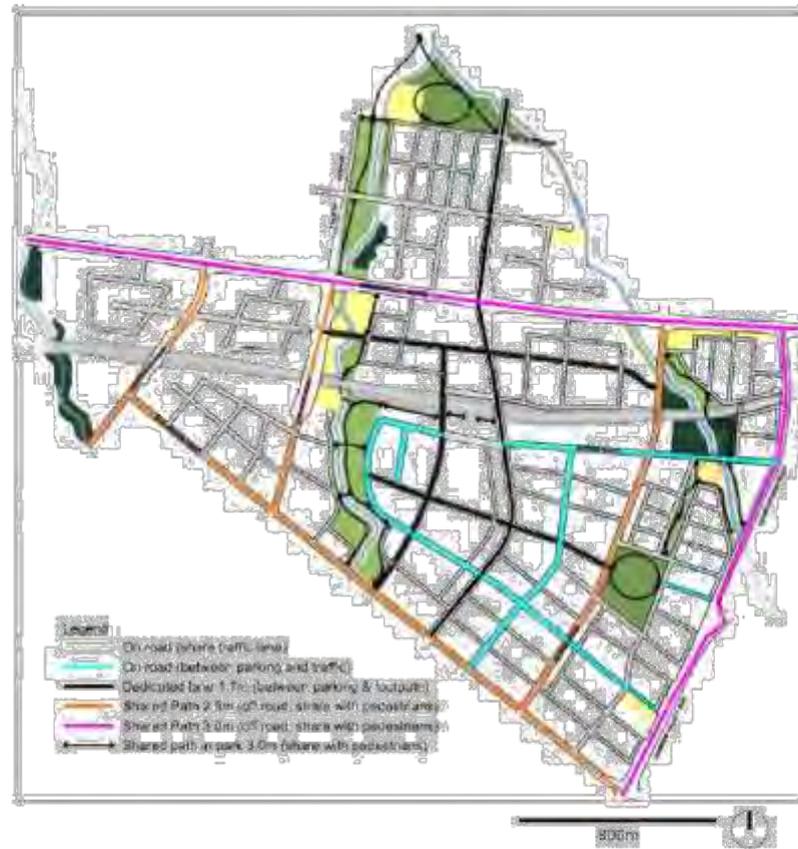
All proposed roads throughout the Austral and Leppington North Precincts will have dedicated pedestrian footpaths. Footpaths will be provided in conjunction with the adjacent road project. The land costs for off-road (shared paths) are included in the open space and drainage land

²⁰ Refer to AECOM Australia Pty Ltd (2012), *Post-Exhibition Traffic Report (Addendum)*, page 22, for details of the planned network.

Camden Section 94 Contributions Plan (Leppington North Precinct)

acquisition costs, while their construction costs have been included as a line item in the open space and recreation facilities schedule.

The proposed road hierarchy and intersection treatments for the future development of Leppington North Precinct are shown in Figure 4.4.



Source: Department of Planning & Environment (2013), *Camden Growth Centre Precincts Development Control Plan, Schedule Two – Leppington Major Centre*, page 16

Figure 4.4 Proposed pedestrian and cycle network - Leppington North Precinct

Funding and delivery dependent on road hierarchy

Some of the required transport works are to meet a regional demand that extends beyond the Precinct boundary to the remainder of the South West Growth Centre.

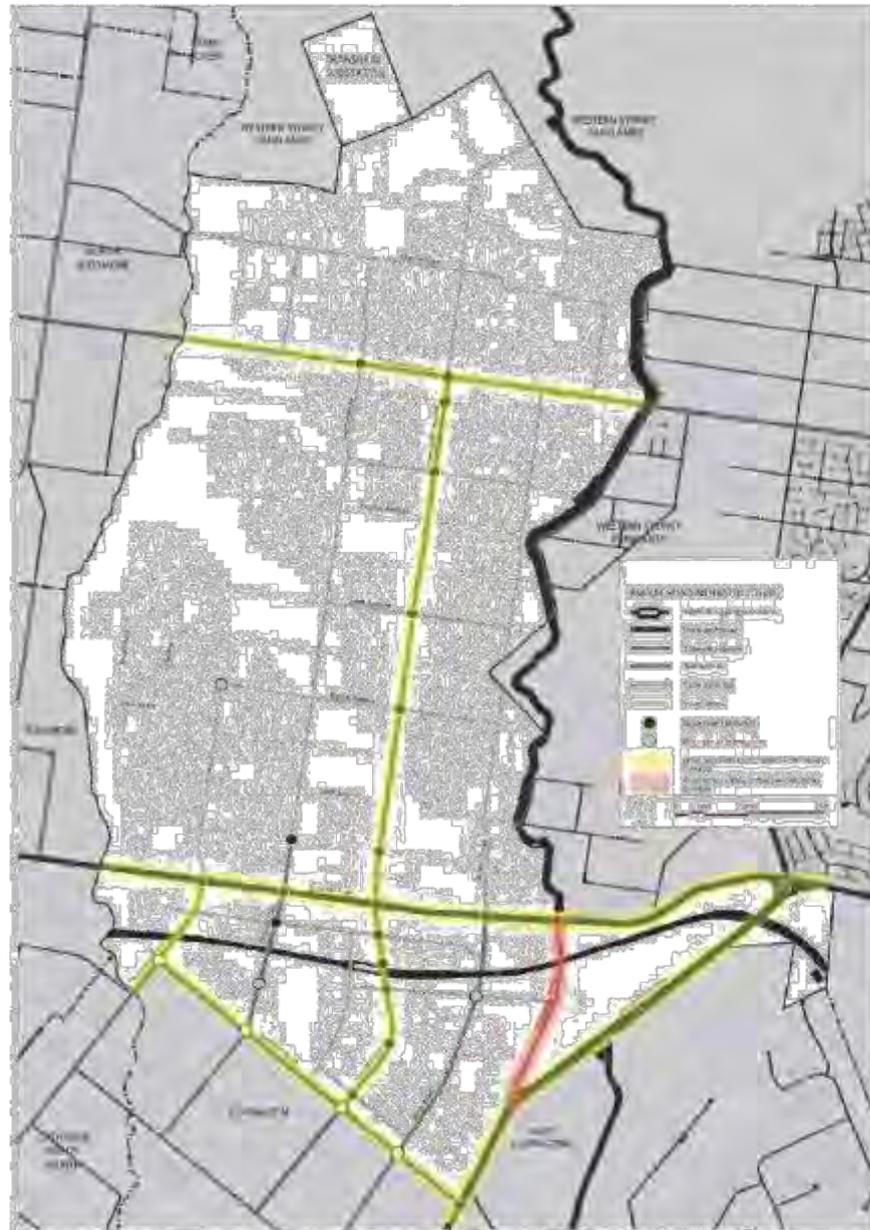
The State Government has identified a number of works in the Precinct that are intended to be provided through the State budget or through Special Infrastructure Contributions under the EP&A Act. The works include arterial road and public transport links as well as rail and bus passenger transport facilities (such as interchanges and bus shelters on roads to be funded via Special Infrastructure Contributions).

Figure 4.5 shows the major road infrastructure planned to be provided across both the Austral and Leppington North Precincts, including delineation of those roads, at the time this Plan was prepared, that are intended to be funded via Special Infrastructure Contributions.

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Attachment 1

Camden Section 94 Contributions Plan (Leppington North Precinct)



Source: Department of Planning and Environment

Figure 4.5 Planned major road infrastructure - Austral and Leppington North Precincts

Special Infrastructure Contributions will be imposed via conditions of consent on developments in the Precinct. More details on the applicability of Special Infrastructure Contributions can be found by accessing the Department of Planning and Environment's website.²¹

²¹ Also refer to *Environmental Planning and Assessment (Special Infrastructure Contribution - Western Sydney Growth Areas) Determination 2011*

Camden Section 94 Contributions Plan (Leppington North Precinct)

Planned higher order roads for new development areas that are not covered by State Government funding may be provided by councils or by developers as part of their subdivision works.

Where provided by the council, they are usually funded either through land or monetary section 94 contributions, and are often constructed as works in kind by the developer. Collector roads may be delivered by a mix of section 94 contributions and by developers. Where private development lots front onto a collector road and that road is of a comparable standard to local roads, the road is usually provided by the developer as part of the subdivision works. Local roads are also usually provided by developers as they in most cases have private lots fronting onto them. Roads that do not have development fronting them such as bridges and crossings of open space are often funded through section 94 contributions, but can be constructed by the developer through a works-in-kind agreement at the time of subdivision and dedicated to the local council as public roads once constructed.

The selection of facilities for inclusion in this Plan has also been based on the land ownership arrangement given that there may be difficulty in developers providing key transport links through parts of the Precinct where the ownership is fragmented. The integrated use of the different implementation mechanisms cited above will result in the transport infrastructure that is required as a consequence of the expected development in the Austral and Leppington North Precincts being provided.

Works the subject of a section 94 condition that are addressed under this Plan include the following:

- Dickson Road (south) works (works not being addressed as part of the South West Rail Link construction).
- Byron Road (north-south) upgrade and northward extension across South West Rail Link to join Bringelly Road.
- Service relocation costs related to the above.
- Culvert crossings and local roads around proposed Civic Precinct and in other critical locations.
- Intersection treatments related to certain local roads.

Public transport facilities

The Precinct will benefit from good public transport accessibility through the South West Rail Line and a comprehensive proposed bus network and bus servicing strategy linking key centres, transport nodes, schools, employment opportunities and residential areas.

Specific public transport initiatives, apart from the roads and intersections that will cater for buses and other general traffic and bus shelters, are not addressed by this Plan. These initiatives will be delivered using funding and delivery mechanisms apart from section 94 contributions.

4.5.2 How are the contributions calculated?

Per trip versus per hectare of net developable land basis

The determination of reasonable contribution rates for transport facilities in section 94 contributions plans can be based on the number of vehicle trips generated by development. Apportionment to the different classes of development (that is, residential, commercial, employment, etc.) of the costs of facilities that are determined on a per trip basis is then derived

Camden Section 94 Contributions Plan (Leppington North Precinct)

by calculating the degree to which the traffic generated by each land use class will use the different road links and intersections included in the contributions plan.

This Plan instead determines contributions for traffic and transport facilities on a net developable land basis.

This results in all developments making the same contribution (based on land area) toward facilities included in this Plan, regardless of the projected level of use of the facilities by each development class.

The net developable land area approach for determining contributions is considered reasonable for the Precinct's transport management works on the basis of the limited knowledge of likely trip origins and destinations that was available at the time of the preparation of this Plan.

That is, a valid vehicle trip based contribution methodology relies on there being reasonably precise data on the different land use mix likely in the development area.

At the time this Plan was prepared, the land use mix and employment numbers attributable to the different non residential land uses expected in the Precinct were assessed only at a strategic network level. In the absence of robust trip estimates segmented by land use, the levying of residential and employment development areas on a land area basis is considered reasonable.

Formula

Contributions are determined on a Net Developable Area basis.

The monetary contribution per hectare is calculated as follows:

$$\text{Contribution per hectare of net developable land (\$)} = \sum \left(\frac{\$INF}{NDA} \right)$$

Where:

\$INF = the estimated cost, or if the facility has been completed, the indexed actual cost, of providing each of the transport management infrastructure items in the area to which this Plan applies (refer Part 5 – works schedule).

NDA = the total area of net developable land (in hectares) that will generate demand for each facility – refer to Table 3.3 of this Plan.

To determine the total contribution that would apply to a proposed development, multiply the contribution rate by the amount of net developable land (in hectares) on the site the subject of the proposed development.

Camden Section 94 Contributions Plan (Leppington North Precinct)**4.6 Plan management and administration****4.6.1 What is the relationship between the expected types of development and the demand for additional public facilities?**

Councils incur significant costs in the preparation and administration of contributions plans.

Council staff are deployed to:

- prepare and review contributions plans;
- account for contributions receipts and expenditure; and
- coordinate the implementation of contributions plans and works, including involvement in negotiating works in kind and material public benefit agreements.

Consultant studies are also commissioned by Council from time to time in order to determine the value of land to be acquired, the design and cost of works, as well as to review the development and demand assumptions of the contributions plan. Council is also required to engage the services of legal professionals from time to time to assist it in the administration of this Plan.

As these costs arise directly as a result of the development in the Contributions Plan area, it is reasonable that the costs associated with preparing and administering this Plan be recouped through contributions from development.

Costs associated with the ongoing administration and management of the contributions plan will be levied on all applications that are required to pay a development contribution.

Costs included in this Plan for these purposes are determined as follows:

- The estimate of legal expenses likely to be spent each year in relation to contributions matters (i.e. \$10,000), and extending this annual figure over the life of this Plan. This would principally relate to planning agreements and works-in-kind agreement negotiated with developers.
- The estimate of administration costs is equivalent to the current annual salary and on-costs (at the time the Plan is adopted) for 0.5 full time development contributions planning officer and 0.5 full time development contributions accounting officer, and extending this annual figure over the life of the plan.
- The estimate of costs to engage a land valuer to prepare and update at regular intervals the Land Value Index described in clause 2.14.2 of this Plan (i.e. \$7,500), and extending this annual figure over the life of this Plan.

4.6.2 How are the contributions calculated?

Contributions are determined on a Net Developable Area basis.

The monetary contribution per hectare is calculated as follows:

$$\text{Contribution per hectare of net developable land (\$)} = \sum \left(\frac{\$Admin}{NDA} \right)$$

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Where:

\$Admin = the estimated cost of providing Plan preparation and administration activities (refer Part 5 – works schedule)

NDA = the total area of net developable land (in hectares) of the area to which this Plan applies – refer to Table 3.3 of this Plan.

To determine the total contribution that would apply to a proposed development, multiply the contribution rate by the amount of net developable land (in hectares) on the site the subject of the proposed development.

Camden Section 94 Contributions Plan (Leppington North Precinct)

5. Works schedules and maps

The schedules contained in this section are extracted from the following MS Excel spreadsheet:

- 20141015 Leppington North CP_indexed to June 2014.xls

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Attachment 1

Camden Section 94 Contributions Plan (Leppington North Precinct)

5.1 Open space and recreation facilities

5.1.1 Land

Summary

Item	Facility	Area (ha)	Cost	Priority and Staging
LALP	Local Parks	4.3577	\$4,533,489	As land affected by acquisition is developed or as required to service development.
LADP	District Parks	6.0059	\$6,068,486	As land affected by acquisition is developed or as required to service development.
LACP	Channel Parks	3.3794	\$1,948,143	As land affected by acquisition is developed or as required to service development.
LALS	Local Sports Facility	5.6541	\$6,784,962	As land affected by acquisition is developed or as required to service development.
	Subtotal	19.3972	\$19,335,080	
	Allowance for 'special value' etc. under s55 of Land Acquisition (Just Terms) Compensation Act 1991		\$2,320,210	
	Total Open Space Infrastructure Land Acquisition Cost	19.3972	\$21,655,290	

Note the table represents total land acquisition costs. Land acquisition costs for specific sites will vary.

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Detail

PASSIVE OPEN SPACE LAND FOR ACQUISITION	Area	Cost
Total Riparian Land for Acquisition	3.78	
Total <100 ARI Land for Acquisition	7.82	
Total Residential Land for Acquisition	1.58	
Total Commercial Land for Acquisition	0.56	
Total Industrial Land for Acquisition	0.00	
PASSIVE OPEN SPACE TOTAL AREA	13.74	\$12,550,117.98

ACTIVE OPEN SPACE LAND FOR ACQUISITION	Area	Cost
Total Riparian Land for Acquisition	0.00	
Total <100 ARI Land for Acquisition	0.00	
Total Residential Land for Acquisition	5.65	
Total Commercial Land for Acquisition	0.00	
Total Industrial Land for Acquisition	0.00	
ACTIVE OPEN SPACE TOTAL AREA	5.65	\$6,784,962.04

TOTAL OPEN SPACE ACQUISITION	19.40	\$19,335,080.02
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Camden Section 94 Contributions Plan (Leppington North Precinct)

5.1.2 Works

Summary - Essential Infrastructure

OPEN SPACE ESSENTIAL INFRASTRUCTURE CONSTRUCTION

Item	Facility	Area (ha)	Cost	Project On Costs (ex Construction Contingency)	Demolition Allowance	Total Cost	Priority/Staging
Passive Open Space							
LP1		1.1587	\$663,908	\$248,476	\$0	\$1,242,382	All open space and recreation facilities land to be dedicated / acquired as and when
LP2		2.1377	\$1,633,014	\$424,004	\$22,108	\$2,142,121	When surrounding development proceeds
LP3		1.0808	\$802,682	\$20,682	\$0	\$1,003,315	
DP1		6.0008	\$4,371,957	\$1,032,982	\$22,108	\$5,467,062	
CP1		1.4846	\$1,248,412	\$312,103	\$44,208	\$1,604,721	
CP3		0.5588	\$413,238	\$103,303	\$22,108	\$538,647	
CP4		0.4601	\$363,551	\$80,888	\$0	\$444,439	
CP5		0.4784	\$337,127	\$94,282	\$0	\$431,409	
CP7		0.3852	\$259,802	\$64,851	\$22,108	\$346,761	
Subtotal		13.7431	\$18,488,868	\$2,621,997	\$132,618	\$13,248,906	
Active Open Space							
LS1	Combined local sportsfield and open space area	5.674	\$3,883,004	\$668,376	\$68,308	\$5,003,188	As and when surrounding development proceeds
Subtotal		5.664	\$3,983,504	\$668,376	\$68,308	\$5,050,188	
Basin Pathways							
BP7	Basin 7 Pathway - 211m (area included in B7 Acquisition)	0.0608	\$60,374	\$12,588.47	\$0	\$62,962	When Basin 7 delivered
BP9	Basin 9 Pathway - 172m (area included in B9 Acquisition)	0.0516	\$41,033	\$10,233	\$0	\$51,266	When Basin 9 is delivered
Subtotal		0.1148	\$91,407	\$22,826	\$0	\$114,233	
Plan of Management							
PM1	Preparation of Plan of Management for all reserves	Not applicable	\$108,108	Not applicable	Not applicable	\$108,108	Incrementally as open space areas are established
Subtotal			\$108,108			\$108,108	
Total Construction Costs			\$14,677,717	\$3,042,910	\$168,927	\$16,519,548	
Construction Contingency			\$1,033,908				
Total			\$15,711,625				

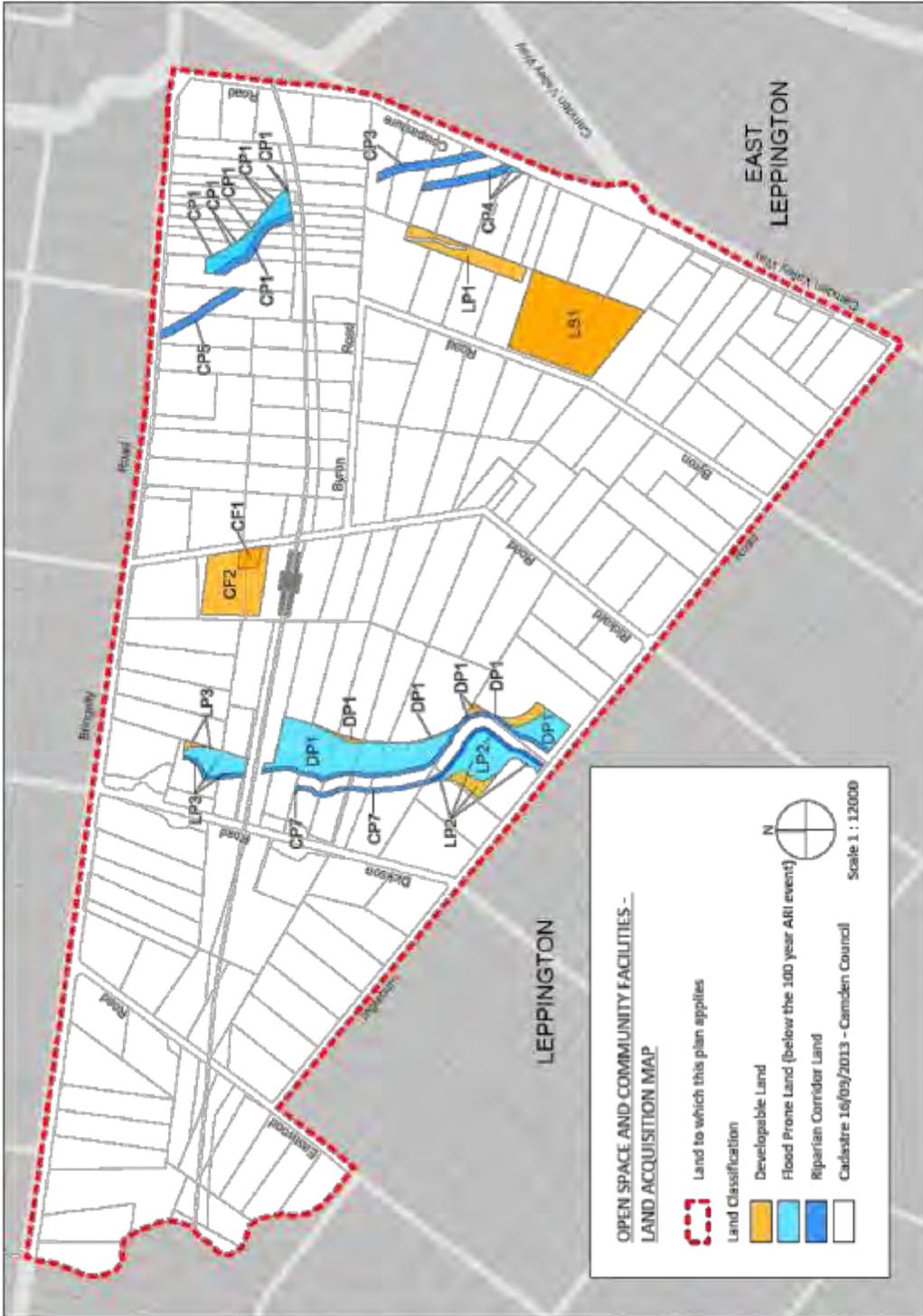
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Summary – Non Essential Infrastructure

OPEN SPACE NON-ESSENTIAL INFRASTRUCTURE CONSTRUCTION							
Item	Facility	Area (sq)	Cost	Project On Costs (ex. Construction Contingency)	Demolition Allowance	Total Cost	Priority/Staging
	Passive Open Space						
LP1	Dog Off-Leash Area		\$84,888	\$5,942		\$90,830	potentially as open space areas are established
DP1	Skate Park		\$348,846	\$59,419		\$408,265	potentially as open space areas are established
DP1	BMX Track		\$23,053	\$3,714		\$26,767	potentially as open space areas are established
	Subtotal		\$456,787	\$69,075	0	\$525,862	
	Total Construction Costs		\$456,787	\$69,075	0	\$525,862	
	Construction Contingency		\$69,075				
	Total		\$525,862				

5.1.3 Maps

Camden Section 94 Contributions Plan (Leppington North Precinct)



Camden Section 94 Contributions Plan (Leppington North Precinct)



Camden Section 94 Contributions Plan (Leppington North Precinct)

5.2 Community and cultural facilities

5.2.1 Land

Item	Facility	Area (ha)	Cost	Priority and Staging
Future Land Acquisition				
LALCF	Local Community Facility	0.2500	\$325,000	As land affected by acquisition is developed or as required to service development.
LARCF	Regional Community Facility (4.0% for Population)	0.0928	\$120,671	As land affected by acquisition is developed or as required to service development.
	Subtotal	0.3428	\$445,671	
Allowance for 'special value' etc. under s65 of Land Acquisition (Just Terms) Compensation Act 1991				
			\$53,481	
	Total Community Facility Infrastructure Land Acquisition Cost	0.3428	\$499,152	

Note Cost and Area is adjusted to reflect Leppington North Precinct contributing to approximately 3.98% of Regional Facility based on residential catchment.

Note the table represents total land acquisition costs. Land acquisition costs for specific sites may vary.

5.2.2 Works

Summary – Non Essential Infrastructure

NON-ESSENTIAL COMMUNITY FACILITY INFRASTRUCTURE - CAMDEN COUNCIL

Item	Facility	Area (m2)	Cost	Project On Costs (ex Contingency)	Demolition Allowance	Total Cost	Priority/Staging
Community and Cultural Facility							
CF1	Local Facility Construction	2500	\$2,440,134	\$610,034	\$0	\$3,050,168	Stage 1 to meet local demand at approximately 4,000 people
CF2	Regional Facility Construction	23522	\$2,308,104	\$677,034	\$44,233	\$2,989,331	Stage 2 as residential catchments in adjoining Precincts establish, serve 100,000 population.
	Subtotal	26022	\$4,748,238	\$1,287,068	\$44,233	\$6,079,539	
Public Art							
PA1	Local Community Facility component		\$73,204	\$18,201	\$0	\$91,405	To be delivered in tandem with Stage 1 Regional Facility.
PA2	Regional Facility Component		\$68,243	\$17,311	\$0	\$85,554	To be delivered in tandem with Stage 2 Regional Facility.
	Subtotal		\$141,447	\$35,512	\$0	\$176,959	
	Total Construction Costs		\$4,889,685	\$1,322,580	\$44,233	\$6,256,498	
	Contingency Costs	\$342,348					
	Total Non Essential Community Facility Infrastructure Costs	\$6,498,912					

Note Cost is adjusted to reflect Leppington North Precinct contributing to 3.98% of Regional Facility.

Camden Section 94 Contributions Plan (Leppington North Precinct)

Detail – Non Essential Infrastructure

Item	Measure	Rate	Notes
Local Facility Base Building Cost	Sqrm	\$2,564	Elton cost with additional 16% for escalation as per Rawlinsons BPI to June 2011.
Regional Facility Base Building Cost	Sqrm	\$3,180	Elton cost
Specialty Fitout Cost	Sqrm	\$1,694	Elton cost, 60% of performing arts space.
Carparking	Sqrm	\$108	VAT Partnership cost, assumed 25sqm per space.
Decided Carparking Allowance	Sqrm	\$888	CC cost informed by review of rates provided for the Camden Council New Administration Centre - Feasibility Estimate
Town Centre paving	Sqrm	\$212	CC cost.
Turfing	Sqrm	\$38	Elton cost.
Planting	Sqrm	\$88	Elton Cost
Furniture	Item	\$42,442	Elton cost for District Parks
Additional Costs			
Public Art	%	3%	Percentage cost on base construction of facility. Rate based on CC advice and current policy.
Demolition Allowance	Item	\$22,103	Rate based on Rawlinsons 2013 schedule for Demolition of Whole Structures - Houses Single Two Storey, brick and tile and normal demolition periods, no site access problems and removal of all debris, gutting up foundations, sealing of services. Exclude extra work carried outside of normal working hours and no allowance for credit value for demolished material. Average dwelling size of 260m2 and average outbuilding size of 110m2
Project On Costs	%	25%	Based on CC advice
Contingency	%	7%	Based on CC advice

Item	% of Site Area	Area (m ²)	Cost
Base Building	30%	750	\$2,215,485
Carparking for 60 cars	60%	1260	\$132,636
Paving	6%	150	\$31,830
Turfing	6%	150	\$3,888.18
Planting	6%	200	\$13,794
Furniture	Item		\$42,442
Total Cost	100%	2600	\$2,440,135

Item	% of Site Area	Area (m ²)	Cost
Multipurpose Area and Library	26.9%	6,250	\$19,694,680
Cultural Centre Space	21.4%	5,000	\$15,915,916
Performing Arts Specialty fitout	Not applicable	2,500	\$3,678,938
Carparking for 200 cars	21.4%	5,000	\$533,531
Decided Carparking for 631 cars	Not applicable	18,900	\$16,771,715
Paved area (42% remaining area)	12.7%	2,971	\$630,410
Turfed area (29% remaining area)	7.6%	1,788	\$46,435
Planted area (39% remaining area)	10.0%	2,394	\$162,980
Furniture	Item		\$53,694
Total Cost	100%	23323	\$57,963,626

Camden Section 94 Contributions Plan (Leppington North Precinct)

5.2.3 Maps

Refer to maps in clause 5.1.3

Camden Section 94 Contributions Plan (Leppington North Precinct)

5.3 Water cycle management facilities

5.3.1 Land

Summary

Item	Facility	Area (ha)	Cost	Priority and Staging
Future Land Acquisition				
LAC	Drainage Channels	7.7931	\$4,364,839	As land affected by acquisition is developed or as required to service development.
LAB	Drainage Basins	6.5455	\$6,430,763	As land affected by acquisition is developed or as required to service development.
C5A	Land to be Acquired	0.7727	\$949,970	
	Subtotal	15.1112	\$11,645,572	
	Allowance for 'special value' etc. under s55 of Land Acquisition (Just Terms) Compensation Act 1991		\$1,397,469	
	Total Drainage Infrastructure Land Acquisition Cost	15.1112	\$13,043,040	

Note the table represents total land acquisition costs. Land acquisition costs for specific sites may vary.

Camden Section 94 Contributions Plan (Leppington North Precinct)

Detail

DRAINAGE CHANNEL LAND FOR ACQUISITION	Area	Cost
Total Riparian Land for Acquisition	5.8116	
Total <100 ARI Land for Acquisition	1.4192	
Total Residential Land for Acquisition	0.9845	
Total Commercial Land for Acquisition	0.0028	
Total Industrial Land for Acquisition	0.3477	
DRAINAGE CHANNELS TOTAL AREA	8.5658	\$5,214,809

DRAINAGE BASIN LAND FOR ACQUISITION	Area	COST
Total Riparian Land for Acquisition	1.4947	
Total <100 ARI Land for Acquisition	1.8654	
Total Residential Land for Acquisition	2.8537	
Total Commercial Land for Acquisition	0.3317	
Total Industrial Land for Acquisition	0.0000	
DRAINAGE BASINS TOTAL AREA	6.5455	\$6,430,763
TOTAL DRAINAGE ACQUISITION	15.1112	\$11,645,572

Camden Section 94 Contributions Plan (Leppington North Precinct)

5.3.2 Works

Summary

DRAINAGE INFRASTRUCTURE CONSTRUCTION

Item	Facility	Length (m)	Width (m)	Area (ha)	Cost	Project On-Costs (excl. Contingencies)	Demolition Allowance	Total Cost	Priority/Staging
Stormwater Detention Basins									
B4	Basin Type A	Not applicable	Not applicable	0.8868	\$854,086	\$216,241.00	\$22,103	\$1,103,311	All facilities works to be carried out as and when surrounding development proceeds
B6	Basin Type B	Not applicable	Not applicable	0.9168	\$1,413,120	\$353,280.00	\$44,203	\$1,810,603	
B7	Basin Type B	Not applicable	Not applicable	1.4577	\$815,716	\$128,989.04	\$0	\$944,696	
B8	Basin Type A	Not applicable	Not applicable	0.7503	\$1,147,295	\$285,894.64	\$22,103	\$1,495,293	
B9	On-line Basin	Not applicable	Not applicable	2.7824	\$4,188,927	\$1,046,721.72	\$63,333	\$5,298,981	
	Subtotal			6.8642	\$8,128,311	\$2,082,076	\$164,721	\$10,375,112	
Retention Basins									
BA1	Independent retention facility (land in Government owned E2 Land)			0.0463	\$342,193	\$85,942	\$0	\$427,711	As adjoining development occurs
	Subtotal			0.0463	\$342,193	\$85,942	\$0	\$427,711	
Stormwater Drainage Channels									
C1	Stabilisation of existing watercourse	0	0	2.4251	\$1,718,311	\$420,078	\$0	\$2,145,388	As adjoining development occurs
C2	Stabilisation of existing watercourse	0	0	1.2529	\$888,075	\$222,494	\$0	\$1,112,488	As adjoining development occurs
C4	Stabilisation of existing watercourse	0	0	0.5940	\$388,138	\$88,750	\$0	\$483,948	As adjoining development occurs
C5	Stabilisation of existing watercourse	0	0	0.9277	\$856,793	\$146,447	\$0	\$1,003,235	As adjoining development occurs
C6	Stabilisation of existing watercourse	0	0	1.2174	\$851,800	\$215,400	\$0	\$1,067,000	As adjoining development occurs
C10	Overtland Flow/Path	176	10	0.1300	\$87,327	\$21,632	\$0	\$108,959	When surrounding development proceeds
C12	Overtland Flow/Path	300	10	0.3788	\$180,715	\$47,078	\$44,203	\$272,000	When surrounding development proceeds
C13	Channel Type 2	340	25	0.8243	\$171,343	\$42,633	\$175,824	\$391,003	When surrounding development proceeds
C14	Overtland Flow/Path	180	10	0.1800	\$80,301	\$20,075	\$0	\$100,376	
	Subtotal			7.7951	\$4,942,918	\$1,165,832	\$221,000	\$6,430,750	
	Total Construction Cost			14.3857	\$19,463,002	\$3,353,207	\$205,720	\$23,021,929	
	Construction Contingency			\$888,013					
	Total Contingency			\$888,013					
	Total			\$21,500,383					

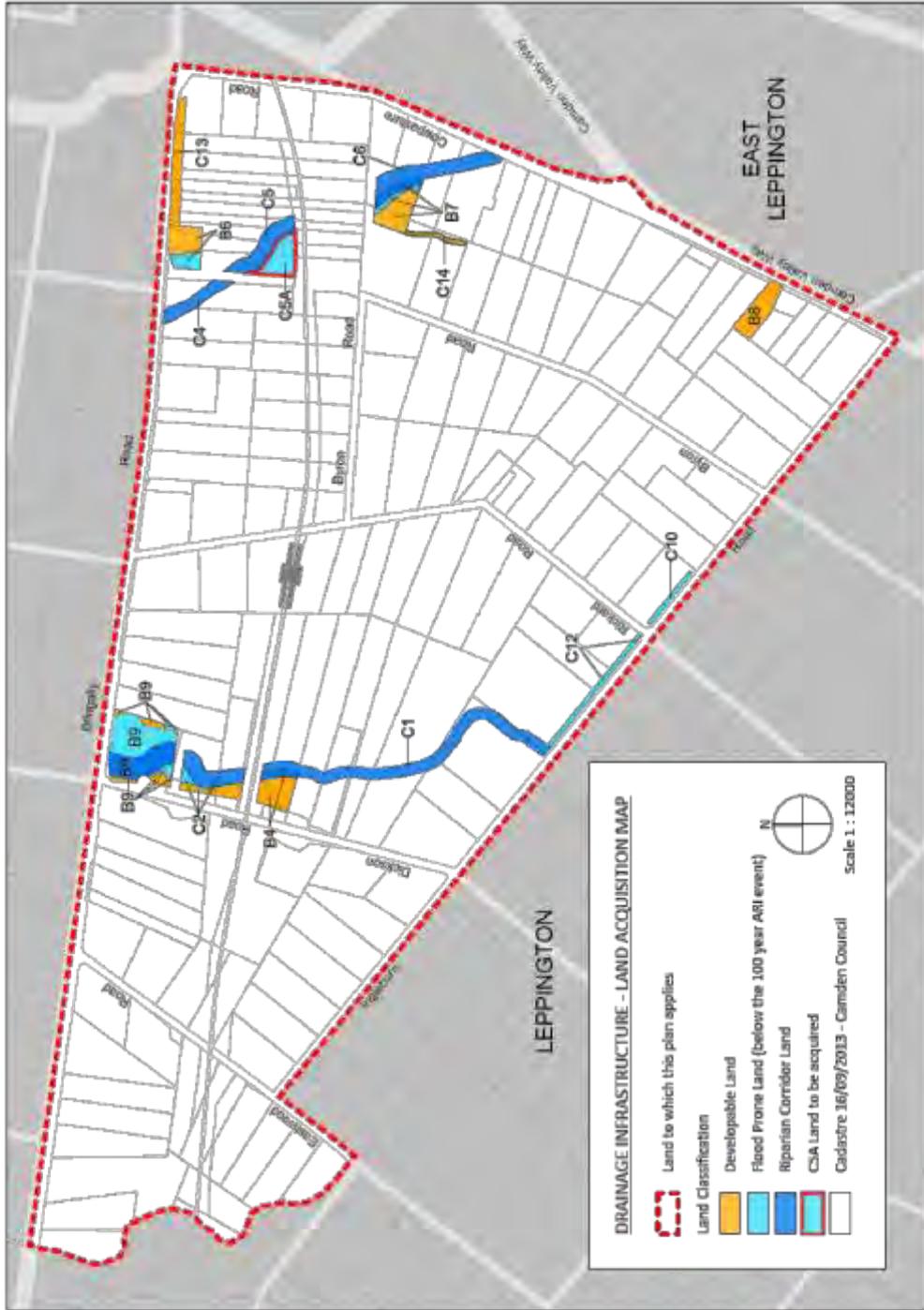
Camden Section 94 Contributions Plan (Leppington North Precinct)

Detail

Item	Measure	Rate	Notes
Basins			
Type A	Item	Specific	Carcho costs
Type B	Item	Specific	Carcho costs
Type C	Item	Specific	Carcho costs
Channels			
Type 1 and 2	Linear m	\$503.96	Carcho costs with additional allowance of 15% for maintenance/establishment costs for 52 week period
Type 3	Linear m	\$683.32	Carcho costs with additional allowance of 15% for maintenance/establishment costs for 52 week period
Type 4	Linear m	\$750.44	Carcho costs with additional allowance of 15% for maintenance/establishment costs for 52 week period
Type 5	Linear m	\$501.88	Carcho costs with additional allowance of 15% for maintenance/establishment costs for 52 week period
Gross Pollutant Trap	Item	\$159,159.16	Carcho costs - GPT Rate from Basin Type A
Independent bioretention facility	m2	\$380.08	Carcho costs
Drainage Corridor Bank Stabilisation			
Stabilisation works	m2	\$70.77	As per OC advice with additional allowance of 15% for maintenance/establishment costs for 52 week period
Demolition			
Dwelling and outbuilding demolition	Item	\$22,100	Rate based on Ravlinsons 2013 sqm rate for Demolition of Whole Structures - Houses Single/Two Storey, brick and tile and normal demolition periods, no site access problems and removal of all debris, grubbing up foundations, sealing off services. Excludes extra work carried outside of normal working hours and no allowance for credit value for demolished material. Average dwelling size of 280m2 and average outbuilding size of 110m2.
Additional Costs			
Professional Fees		25%	Based on OC advice
Contingency		7%	Based on OC advice
Fill Contingency		25%	Assumption/Allowance

Camden Section 94 Contributions Plan (Leppington North Precinct)

5.3.3 Maps



Camden Section 94 Contributions Plan (Leppington North Precinct)



Camden Section 94 Contributions Plan (Leppington North Precinct)

5.4 Transport management facilities

5.4.1 Land

Summary

Item	Facility	Area (ha)	Cost	Priority and Staging
LASA	Future Land Acquisition			
	Sub Arterial Roads	5.5625	\$6,711,530	As land affected by acquisition is developed or as required to service development.
LACR	Collector Roads	2.6404	\$3,330,724	As land affected by acquisition is developed or as required to service development.
LALR	Local Roads	0.0527	\$57,939	As land affected by acquisition is developed or as required to service development.
LACC	Creek Crossings	0.8836	\$377,438	As land affected by acquisition is developed or as required to service development.
	Subtotal	9.1392	\$10,477,630	
	Allowance for 'special value' etc. under s55 of Land Acquisition (Just Terms) Compensation Act 1991		\$1,257,316	
	Total Road Infrastructure Land Acquisition Cost	9.1392	\$11,734,946	

Note the table represents total land acquisition costs. Land acquisition costs for specific sites may vary.

Camden Section 94 Contributions Plan (Leppington North Precinct)

Detail

SUB ARTERIAL ROAD LAND FOR ACQUISITION	Area	Cost
Total Riparian Land for Acquisition	0.0000	
Total <100 ARI Land for Acquisition	0.5965	
Total Residential Land for Acquisition	3.5276	
Total Commercial Land for Acquisition	0.3644	
Total Industrial Land for Acquisition	1.1140	
SUB ARTERIAL ROAD TOTAL	5.5625	\$6,711,630

COLLECTOR ROAD LAND FOR ACQUISITION	Area	Cost
Total Riparian Land for Acquisition	0.0000	
Total <100 ARI Land for Acquisition	0.4834	
Total Residential Land for Acquisition	0.0317	
Total Commercial Land for Acquisition	2.0864	
Total Industrial Land for Acquisition	0.0369	
COLLECTOR ROAD TOTAL	2.6404	\$3,330,724

LOCAL ROAD LAND FOR ACQUISITION	Area	Cost
Total Riparian Land for Acquisition	0.0000	
Total Industrial Land for Acquisition	0.0000	
Total <100 ARI Land for Acquisition	0.0627	
Total Residential Land for Acquisition		
LOCAL ROAD TOTAL	0.0627	\$67,939

CREEK CROSSING LAND FOR ACQUISITION	Area	Cost
Total Riparian Land for Acquisition	0.8034	
Total <100 ARI Land for Acquisition	0.0000	
Total Residential Land for Acquisition	0.0802	
Total Commercial Land for Acquisition	0.0000	
Total Industrial Land for Acquisition	0.0000	
CREEK CROSSING TOTAL	0.8836	\$377,438

Camden Section 94 Contributions Plan (Leppington North Precinct)

5.4.2 Works Summary

ROAD INFRASTRUCTURE CONSTRUCTION

Item	Locality	Length (m)	Cost	Project On-Completion Contribution	Contribution Allowance	Total Cost	Priority/Weight
Local Roads							
LRF	Residential Park/Bush Road	100	\$240,348	\$51,936	\$0	\$292,284	As and when surrounding development proceeds
Subtotal			\$240,348	\$51,936	\$0	\$292,284	
Collector Roads							
CR1	Old Picnic Road/West	70	\$222,425	\$55,165	\$22,103	\$255,488	To be carried out as community facility, health facility or Title campus is delivered
CR2	Old Picnic Road/East	380	\$1,037,985	\$267,400	\$22,103	\$1,327,488	To be carried out as community facility, health facility or Title campus is delivered
CR3	Old Road/dog leg	200	\$1,027,940	\$254,775	\$44,200	\$1,326,915	To be carried out as community facility, health facility or Title campus is delivered
CR4	Busby Park Road	180	\$474,537	\$117,675	\$44,200	\$636,412	As and when surrounding development proceeds
CR5	Byron Road/Extension East half width	200	\$268,649	\$68,046	\$0	\$336,695	As and when surrounding development proceeds
CR6	Byron Road/Extension East half width	180	\$215,178	\$54,044	\$22,103	\$291,325	As and when surrounding development proceeds
CR7	Collector Road Design (NS) Retail Road	Item	\$311,366	\$0	\$0	\$311,366	As and when surrounding development proceeds
CR8	Collector Road Design (EW) Commercial Road	Item	\$170,526	\$0	\$0	\$170,526	As and when surrounding development proceeds
CR9	Upgrade Byron Road Design (W)	Item	\$250,795	\$0	\$0	\$250,795	As and when surrounding development proceeds
CR10	Southern BV/Link to Residential Road Design	Item	\$213,028	\$0	\$0	\$213,028	As and when surrounding development proceeds
Subtotal			\$4,811,670	\$827,110	\$124,724	\$5,763,504	
Sub-Arterial Roads							
SA1	Byron Road/Extension North full width	180	\$703,624	\$173,404	\$0	\$877,028	As and when surrounding development proceeds
SA2	Byron Road/Extension South full width	240	\$1,019,407	\$252,835	\$22,103	\$1,294,345	As and when surrounding development proceeds. To be carried out if necessary rail line works to facilitate underground.
SA3	Byron Road South upgrade existing road full width	1080	\$5,045,678	\$1,261,334	\$132,614	\$6,439,626	As and when surrounding development proceeds
SA4	Dixon Road South upgrade existing road full width	170	\$257,276	\$64,304	\$44,200	\$365,780	As and when surrounding development proceeds
Subtotal			\$7,025,975	\$1,491,577	\$198,917	\$8,716,469	
Creek Crossings							
CC1	North/South/West Street Crossing	Item	\$278,826	\$69,352	\$0	\$348,178	As and when surrounding development proceeds
CC2	Scalberts Creek Crossing	Item	\$1,323,854	\$333,337	\$0	\$1,657,191	As and when surrounding development proceeds
CC3	Bonds Creek (West Crossing)	Item	\$3,123,182	\$781,441	\$0	\$3,904,623	As and when surrounding development proceeds
CC4	Scalberts Creek (East Crossing)	Item	\$27,462	\$6,927	\$0	\$34,389	As and when surrounding development proceeds
CC5	Scalberts Creek (Middle Crossing)	Item	\$27,462	\$6,927	\$0	\$34,389	As and when surrounding development proceeds
CC6	Chasing Type 1	Item	\$254,025	\$63,506	\$0	\$317,531	As and when surrounding development proceeds
CC7	Chasing Type 2	Item	\$255,197	\$63,798	\$0	\$318,995	As and when surrounding development proceeds
CC8	Bonds Creek (East Crossing)	Item	\$2,155,632	\$539,517	\$0	\$2,695,149	As and when surrounding development proceeds
Subtotal			\$7,025,975	\$1,491,577	\$0	\$8,517,552	
Intersections							
I1	Traffic Lights Byron Road/Extension/Broughy Road	Not applicable	\$115,028	\$103,028	\$0	\$218,056	As and when surrounding development proceeds
I2	Roundabout Byron Road/Extension and Extension	Not applicable	\$1,423,024	\$447,345	\$0	\$1,870,369	As and when surrounding development proceeds
I3	Traffic Lights Residential/Sumner Park Road	Not applicable	\$254,713	\$219,423	\$0	\$474,136	As and when surrounding development proceeds
I4	Roundabout Dixon Road	Not applicable	\$1,423,024	\$447,345	\$0	\$1,870,369	As and when surrounding development proceeds
I5	Traffic Lights Dixon Road/Industrial Road/Que Road	Not applicable	\$254,713	\$219,423	\$0	\$474,136	As and when surrounding development proceeds
Subtotal			\$3,466,502	\$1,209,129	\$0	\$4,675,631	
Public Transport Facilities							
NA	Access to 8 bus stops location TED	6	\$165,770	\$42,102	\$0	\$207,872	As and when surrounding development proceeds
Subtotal			\$165,770	\$42,102	\$0	\$207,872	
Electrical Service Infrastructure Relocation							
ES1	Byron Road Existing	1200	\$333,231	\$131,572	\$0	\$464,803	At same time as 250' upgrade of Byron Road is carried out
ES2	Dixon Road Existing	1000	\$428,654	\$163,310	\$0	\$591,964	At same time as 250' upgrade of Dixon Road is carried out
Subtotal			\$761,885	\$294,882	\$0	\$1,056,767	
Final Contributions Total							
Contribution Contingency			\$1,067,000	\$0	\$0	\$1,067,000	
Total Estimated Road Infrastructure Cost			\$25,833,254	\$4,811,577	\$124,724	\$30,769,555	

Camden Section 94 Contributions Plan (Leppington North Precinct)

Detail

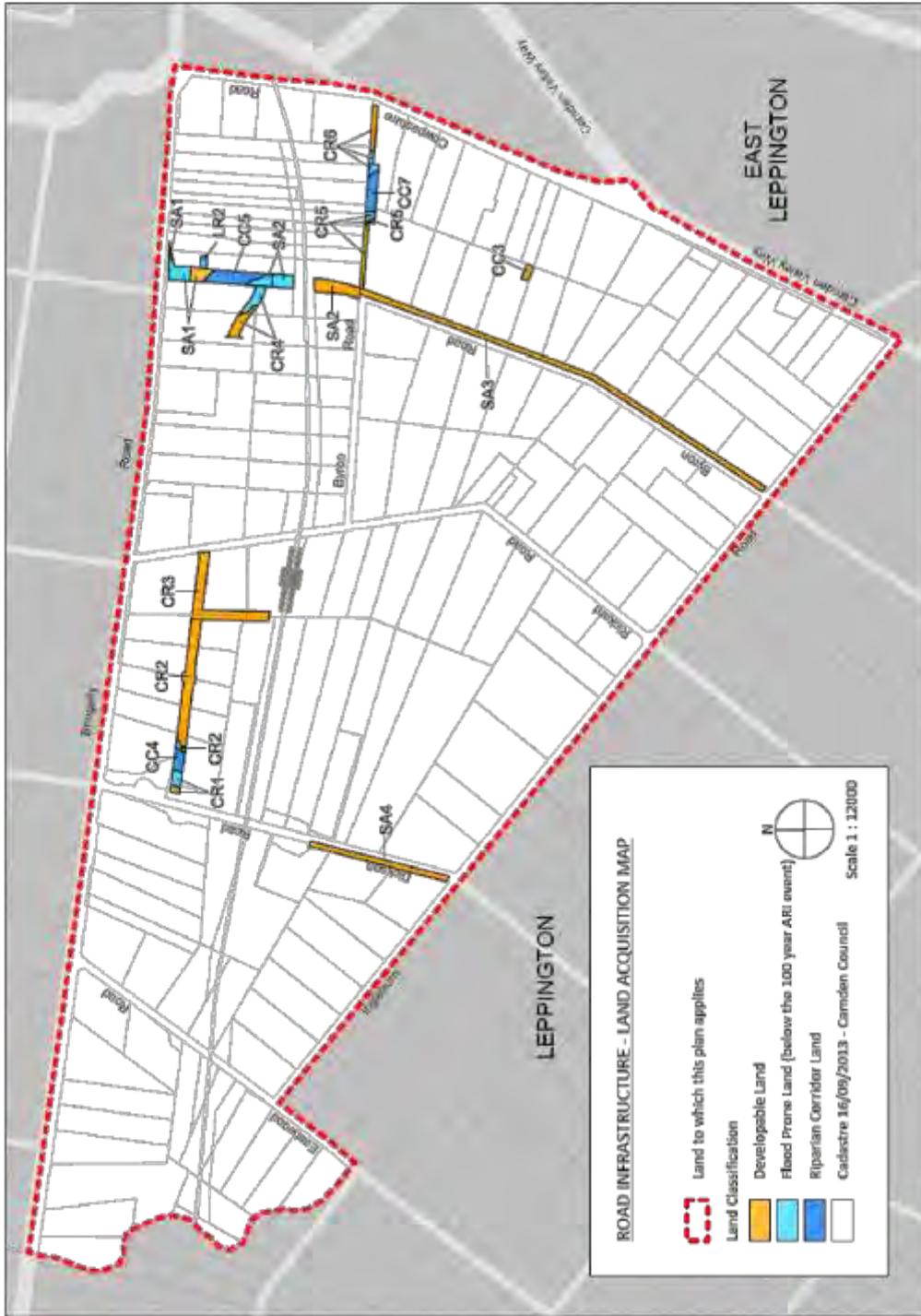
Construction Rates Item	Measure	Rate	Notes
Local Roads			
Upgrades existing half road width	Linear m	\$1,739	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$75/m for street lighting (at 40m spacing one side only), \$50/m for Low Voltage conduits (one side only) and \$120/m (at \$15/m for 8m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted. Additional allowance for Traffic Management at \$62.50/m
Construct new half road width	Linear m	\$1,366	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$75/m for street lighting (at 40m spacing one side only), \$50/m for Low Voltage conduits (one side only) and \$120/m (at \$15/m for 8m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted.
Upgrades existing full road width	Linear m	\$2,663	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$150/m for street lighting (at 40m spacing), \$100/m for Low Voltage conduits and \$240/m (at \$15/m for 16m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted. Additional allowance for Traffic Management at \$150/m
Construct new full road width	Linear m	\$2,489	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$150/m for street lighting (at 40m spacing), \$100/m for Low Voltage conduits and \$240/m (at \$15/m for 16m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted.
Collector Roads			
Upgrades existing half road width	Linear m	\$2,051	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$75/m for street lighting (at 40m spacing one side only), \$50/m for Low Voltage conduits (one side only) and \$150/m (at \$15/m for 10m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted. Additional allowance for traffic management at \$62.50/m
Construct new half road width	Linear m	\$1,678	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$75/m for street lighting (at 40m spacing one side only), \$50/m for Low Voltage conduits (one side only) and \$150/m (at \$15/m for 10m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted.
Upgrades existing full road width	Linear m	\$3,332	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$150/m for street lighting (at 40m spacing), \$100/m for Low Voltage conduits and \$300/m (at \$15/m for 20m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted. Additional allowance for Traffic Management at \$165/m
Construct new full road width	Linear m	\$2,989	Based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$150/m for street lighting (at 40m spacing), \$100/m for Low Voltage conduits and \$300/m (at \$15/m for 20m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted.
Sub Arterial Roads			
Upgrades existing full road width	Linear m	\$4,666	Previously based on AECOM costs. Plus additional allowance of \$15/m for intersection signage, \$150/m for street lighting (at 40m spacing), \$100/m for Low Voltage conduits and \$360/m (at \$15/m for 24m for road cross section) for earthworks. These costs are based on Chain Park CP and adjusted. Additional allowance for traffic management at \$252.50/m. Now also includes planting to verges that was previously omitted.
Construct new full road width	Linear m	\$4,248	Final rate based on WIT Partners revised rates (adjusted accordingly to allow for wider road cross section as a result of evaluation and further design work - 26.6m to 28.1m - included necessary additional items rate previously allowed for in AECOM rates as well as additional items suggested by WIP) and to include traffic management as specified by council (\$232.50 based on Chain Park CP rate). Now also includes planting to verges and medians that was previously omitted.

Camden Section 94 Contributions Plan (Leppington North Precinct)

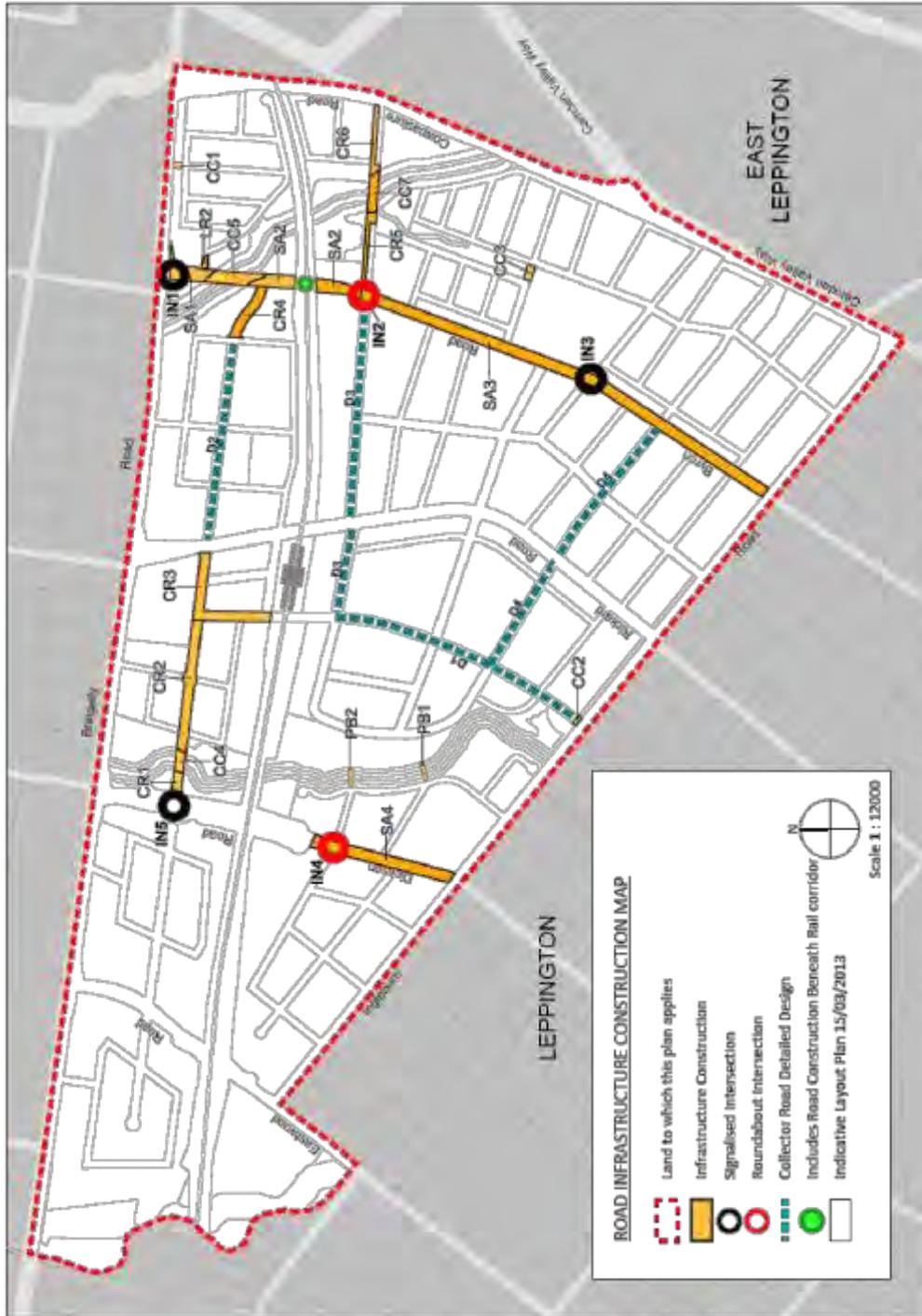
Creek Crossings:				
New crossing culverts	m ²	\$3,714	Cardno costs. Cardno cost adjusted for guard rail allowance based on \$91/m ²	
Pedestrian Crossing	Item	\$97,862	Based on Camden CP cost for 21m span in Elderslie (\$69,815 supply and install bridge, \$8,000 for additional hand rail, \$6,000 for soil works and additional 10% for escalation over 5 years-costs in 2009)	
Culvert Crossing Type 1 (25m width)	Item	\$279,834.66	Cardno costs. Adjusted to include concrete slab for culvert base area of 168m ² as follows - Allowance for 25MPa concrete in ground slab including F72 fabric reinforcement, formwork to edges and joints to 150mm thickness. Inclusion of Polythene underlay. Unadjusted cost of \$52,20/m ² , adjusted price by additional 2% as per Rawlinsons published BPI, final rate at \$53,44/m ² . Cardno cost adjusted for guard rail allowance based on \$91/m ²	
Culvert Crossing Type 2 (30m width)	Item	\$357,472.53	Cardno costs. Adjusted to include concrete slab for culvert base area of 225m ² as follows - Allowance for 25MPa concrete in ground slab including F72 fabric reinforcement, formwork to edges and joints to 150mm thickness. Inclusion of Polythene underlay. Unadjusted cost of \$52,20/m ² (Rawlinsons 2010), adjusted price by additional 2% as per Rawlinsons published BPI, final rate at \$53,44/m ² . Cardno cost adjusted for guard rail allowance based on \$91/m ²	
Intersections				
Roundabout	Item	Specific	Based on AECOM rates	
Sub Arterial Roundabout	Item	\$1,803,804	Based on CC recent tender for Richardson Road and Link Road Roundabout that is for upgrade of existing road to sub arterial standard with roundabout. Contingency and design fees have been removed from this allowance. Design includes allowance for 220m length of subarterial road and median works	
Traffic Signals	Item	Specific	Based on AECOM rates and additional \$25,000 per set of traffic lights allowed for to match CC advice.	
Public Transport Facilities				
Bus Shelters	Item	\$21,221	Rate based on Cran Park CP and adjusted.	
Demolition				
Dwelling and outbuilding demolition	Item	\$22,103	Rate based on Rawlinsons 2013 sqm rate for Demolition of Whole Structures - Houses Single/Two Storey, brick and tile and normal demolition periods, no site access problems and removal of all debris, grubbing up foundations, sealing off services. Excludes extra work carried outside of normal working hours and no allowance for credit value for demolished material. Average dwelling size of 260m ² and average outbuilding size of 110m ²	
Collector Road Design				
Collector Road detailed design	%	10%	Based on Camden Council advice received 25/10/2011. Design costs to be based on 10% of road construction costs.	
Additional Electrical Service Relocation Costs				
Relocation of existing local supply power poles	Linear m	\$424	Based on CC advice based on current Lodges Road tender.	
Project On Costs				
Project on costs	%	25%	Based on CC advice, includes profits (8%), margin (5%), LSL (0.3%), approvals (1%), professional fees (10%) and project management costs (2.5%)	
Construction Contingency	%	7%	Based on CC advice.	

Camden Section 94 Contributions Plan (Leppington North Precinct)

5.4.3 Maps



Camden Section 94 Contributions Plan (Leppington North Precinct)



Camden Section 94 Contributions Plan (Leppington North Precinct)

5.5 Plan management and administration

PLAN ADMINISTRATION COSTS

Item	Camden Yearly Cost	% of Yearly Cost	Adjusted Yearly Cost	Apportioned 15 Year Cost to expected development	Priority / Staging
Provision of S94 Contribution Officer over 15 years	\$114,966	50%	\$57,483	\$852,249	Progressively over the life of the Plan
Provision of S94 Accountant over 15 years	\$66,360	50%	\$33,180	\$497,860	Progressively over the life of the Plan
Provision of Legal Services in relation to implementation of the plan over 15 years	\$21,221	50%	\$10,611	\$159,159	Progressively over the life of the Plan
Provision of Valuation advice at least annually to maintain Land Value Index	\$15,916	50%	\$7,958	\$119,368	Progressively over the life of the Plan
Total	\$218,463		\$109,242	\$1,638,626	

Camden Section 94 Contributions Plan (Leppington North Precinct)

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Attachment 1

6. Background information

AECOM Australia Pty Ltd (2011), *Austral and Leppington North (ALN) Precincts Transport Assessment*, prepared for NSW Department of Planning and Infrastructure, July

AECOM Australia Pty Ltd (2012), *Leppington Major Centre Public Domain Strategy*

AECOM Australia Pty Ltd (2012), *Post-Exhibition Traffic Report (Addendum)*, July

Cardno (NSW/ACT) Pty Ltd (2011), *Austral & Leppington North Precincts Water Cycle Management WSUD Report*, prepared for NSW Department of Planning and Infrastructure, April

Cardno (NSW/ACT) Pty Ltd (2012), *Austral & Leppington North Precincts Water Cycle Management Responses to Exhibition Submissions*, December

Elton Consulting (2011), *Austral and Leppington North Precincts - Demographic and Social Infrastructure Assessment*, July

Elton Consulting (2012), *Austral and Leppington North Precincts - Addendum to the Demographic and Social Infrastructure Assessment*, July

Environmental Planning and Assessment (Special Infrastructure Contribution - Western Sydney Growth Areas) Determination 2011

GLN Planning (2012), *Austral and Leppington North Precincts Infrastructure Delivery Plan*, Final Report, September

MJ Davis Valuations Pty Ltd (2011), *Section 94 Contributions and Infrastructure Delivery Plan - Austral and Leppington North Precincts*

NSW Department of Planning (2010), *Local Development Contributions Practice Note for the assessment of contributions plans by IPART*, November

NSW Department of Urban Affairs and Planning (2005), *Development Contributions Practice Notes*

WT Partnership (2012), *Austral and Leppington North Precincts Review of Costs for Section 94 Contributions Plan*, Draft, 30 March 2012



Appendix A

Allowances for existing development in the
calculation of open space and recreation,
and community and cultural facilities
contributions

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Attachment 1

Allowances for existing development in the calculation of open space and recreation, and community and cultural facilities contributions



- Dual Occupancy Demand Credit
- Single Dwelling Demand Credit
- Special Land Use Demand Credit
- Land to which this plan applies

Lots with Special Use Demand Credit			
LOT	DP	Dwellings	Land Type
36D	389451	102	Four Lanterns Estate over 50s Housing

* based on Report for On-Site Effluent Management at Four Lanterns Estate - 1481 Camden Valley Way Leppington, Blue Mountains Geological and Environmental Services Pty Ltd, Ref No: 110503 July 2011

Lots with Single Dwelling Demand Credit

Parcel Number	Parcel Description	Property Address	Prop. Desc.	Zone Description	Formatted Title
101237	Registered	197 Bringelly Road LEPPINGTON NSW 2179	LOT: 2 DP: 553495	E2 ENVIRONMENTAL CONSERVATION/R3 MEDIUM DENSITY RE	LOT: 2 DP: 553495
101252	Registered	307 Bringelly Road LEPPINGTON NSW 2179	LOT: B DP: 377845	B4 MIXED USE/SP2 INFRASTRUCTURE	LOT: B DP: 377845
101253	Registered	313 Bringelly Road LEPPINGTON NSW 2179	LOT: A DP: 377845	B4 MIXED USE/SP2 INFRASTRUCTURE	LOT: A DP: 377845
101589	Registered	118 Byron Road LEPPINGTON NSW 2179	LOT: 86A DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 86A DP: 8979
101591	Registered	130 Byron Road LEPPINGTON NSW 2179	LOT: 1 DP: 368234	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 1 DP: 368234
101601	Registered	182 Byron Road LEPPINGTON NSW 2179	LOT: 58A DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 58A DP: 8979
101871	Registered	1495 Camden Valley Way LEPPINGTON NSW 2179	LOT: 56B DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL	LOT: 56B DP: 8979
103034	Registered	17 Cowpasture Road LEPPINGTON NSW 2179	LOT: 57 DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL	LOT: 57 DP: 8979
103035	Registered	23 Cowpasture Road LEPPINGTON NSW 2179	LOT: A DP: 360565	R3 MEDIUM DENSITY RESIDENTIAL	LOT: A DP: 360565
103036	Registered	27 Cowpasture Road LEPPINGTON NSW 2179	LOT: B DP: 360565	R3 MEDIUM DENSITY RESIDENTIAL	LOT: B DP: 360565
103038	Registered	45 Cowpasture Road LEPPINGTON NSW 2179	LOT: D DP: 388553	B5 BUSINESS DEVELOPMENT/R3 MEDIUM DENSITY RESIDENT	LOT: D DP: 388553
103039	Registered	53 Cowpasture Road LEPPINGTON NSW 2179	LOT: 102 DP: 584350	B5 BUSINESS DEVELOPMENT/R3 MEDIUM DENSITY RESIDENT	LOT: 102 DP: 584350
103043	Registered	99 Cowpasture Road LEPPINGTON NSW 2179	LOT: 2 DP: 565228	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 2 DP: 565228
103045	Registered	155 Cowpasture Road LEPPINGTON NSW 2179	LOT: A DP: 435367	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: A DP: 435367
105989	Registered	28 Ingleburn Road LEPPINGTON NSW 2179	LOT: 84 DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 84 DP: 8979
105991	Registered	36 Ingleburn Road LEPPINGTON NSW 2179	LOT: 85 DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 85 DP: 8979
106004	Registered	120 Ingleburn Road LEPPINGTON NSW 2179	LOT: 1 DP: 529937	B3 COMMERCIAL CORE/B4 MIXED USE/RE1 PUBLIC RECREAT	LOT: 1 DP: 529937
106019	Registered	100 Dickson Road LEPPINGTON NSW 2179	LOT: 34C DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 34C DP: 8979
109569	Registered	215 Rickard Road LEPPINGTON NSW 2179	LOT: 12 DP: 523156	B4 MIXED USE/SP2 INFRASTRUCTURE	LOT: 12 DP: 523156
113816	Registered	116 Dickson Road LEPPINGTON NSW 2179	LOT: 35A DP: 8979	B4 MIXED USE/R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUB	LOT: 35A DP: 8979
113981	Registered	1431 Camden Valley Way LEPPINGTON NSW 2179	LOT: 1 DP: 856193	R3 MEDIUM DENSITY RESIDENTIAL	LOT: 1 DP: 856193
1125456	Registered	293 Bringelly Road LEPPINGTON NSW 2179	LOT: 101 DP: 1051963	B4 MIXED USE/SP2 INFRASTRUCTURE	LOT: 101 DP: 1051963
1154906	Registered	165 Bringelly Road	LOT: 17 DP:	R3 MEDIUM DENSITY	LOT: 17 DP:

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Attachment 1

Parcel Number	Parcel Description	Property Address	Prop. Desc.	Zone Description	Formatted Title
		LEPPINGTON NSW 2179	1127208	RESIDENTIAL/SP2 INFRASTRUCTURE	1127208
1154907	Registered	171 Bringelly Road LEPPINGTON NSW 2179	LOT: 18 DP: 1127208	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 18 DP: 1127208
1154908	Registered	173 Bringelly Road LEPPINGTON NSW 2179	LOT: 19 DP: 1127208	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 19 DP: 1127208
1154910	Registered	179 Bringelly Road LEPPINGTON NSW 2179	LOT: 21 DP: 1127208	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 21 DP: 1127208
1154912	Registered	185 Bringelly Road LEPPINGTON NSW 2179	LOT: 23 DP: 1127208	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 23 DP: 1127208
1154913	Registered	187 Bringelly Road LEPPINGTON NSW 2179	LOT: 24 DP: 1127208	E2 ENVIRONMENTAL CONSERVATION/R3 MEDIUM DENSITY RE	LOT: 24 DP: 1127208
1154914	Registered	189 Bringelly Road LEPPINGTON NSW 2179	LOT: 25 DP: 1127208	E2 ENVIRONMENTAL CONSERVATION/R3 MEDIUM DENSITY RE	LOT: 25 DP: 1127208
1161727	Registered	126 Dickson Road LEPPINGTON NSW 2179	LOT: 510 DP: 1172207	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 510 DP: 1172207
1162113	Registered	1461 Camden Valley Way LEPPINGTON NSW 2179	LOT: 42 DP: 1177254	R3 MEDIUM DENSITY RESIDENTIAL	LOT: 42 DP: 1177254
1162117	Registered	1449 Camden Valley Way LEPPINGTON NSW 2179	LOT: 40 DP: 1177254	RU4 PRIMARY PRODUCTION SMALL LOTS/SP2 INFRASTRUCTU	LOT: 40 DP: 1177254
101905	Historical	1453 Camden Valley Way LEPPINGTON NSW 2179	LOT: 22 DP: 596177	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 22 DP: 596177

Lots with a Dual Occupancy Demand Credit

Parcel Number	Parcel Description	Property Address	Prop. Desc.	Zone Description	Formatted Title
101250	Registered	217 Rickard Road LEPPINGTON NSW 2179	LOT: 11 DP: 523156	B4 MIXED USE/SP2 INFRASTRUCTURE	LOT: 11 DP: 523156
101587	Registered	100 Byron Road LEPPINGTON NSW 2179	LOT: 86 DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 86 DP: 8979
101593	Registered	142 Byron Road LEPPINGTON NSW 2179	LOT: Y DP: 399114	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: Y DP: 399114
101600	Registered	174 Byron Road LEPPINGTON NSW 2179	LOT: 57C DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 57C DP: 8979
101603	Registered	192 Byron Road LEPPINGTON NSW 2179	LOT: 58B DP: 8979	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE/S	LOT: 58B DP: 8979
103037	Registered	35 Cowpasture Road LEPPINGTON NSW 2179	LOT: C DP: 388553	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: C DP: 388553
103042	Registered	85 Cowpasture Road LEPPINGTON NSW 2179	LOT: 1 DP: 410573	R3 MEDIUM DENSITY RESIDENTIAL	LOT: 1 DP: 410573
103044	Registered	111 Cowpasture Road LEPPINGTON NSW 2179	LOT: 1 DP: 565228	R3 MEDIUM DENSITY RESIDENTIAL/SP2 INFRASTRUCTURE	LOT: 1 DP: 565228
103622	Registered	122 Dickson Road LEPPINGTON NSW 2179	LOT: 36D DP: 389451	B4 MIXED USE/R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUB	LOT: 36D DP: 389451

106011	Registered	146 Ingleburn Road LEPPINGTON NSW 2179	LOT: 34A DP: 8979	B4 MIXED USE/R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUB	LOT: 34A DP: 8979
1154909	Registered	177 Bringelly Road LEPPINGTON NSW 2179	LOT: 20 DP: 1127208	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 20 DP: 1127208
1154911	Registered	183 Bringelly Road LEPPINGTON NSW 2179	LOT: 22 DP: 1127208	R3 MEDIUM DENSITY RESIDENTIAL/RE1 PUBLIC RECREATIO	LOT: 22 DP: 1127208

Single Dwelling occ rate	3.4	persons per lot	
Dual Occupancy occ rate	6.8	persons per lot	
Special Use occ rate	1.3	persons per dwelling	

Land Use	Base Dwellings	Base Population	Single Dwelling Demand Credits	Dual Occupancy Demand Credits	Special Use Demand Credit	Population Demand Credit	Adjusted Population
Medium Density Residential	1697.00	4412.20	27	11	132.6	299.20	4113.00
Mixed Use Residential	383.40	690.12	6	1	0	27.20	662.92
Total	2080.40	5102.32	33	12	132.6	326.40	4775.92

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Attachment 2

Issue	Details of changes made
<u>Infrastructure costs</u>	<p>Sub-consultants from the Precinct Planning project team have completed the infrastructure costings.</p> <p>DPE engaged WT Partnership Quantity Surveyors to further review costing rates. This report provides an independent review of the infrastructure costing information provided by the Department's technical team used in the preparation of the draft Section 94 Contributions Plan. The results of this review have been considered by Council in finalising the Plan's costing rates.</p> <p>Costing rates have been reviewed by Council and DPE. A joint infrastructure cost working group was implemented with Liverpool Council. This Group has considered and determined the infrastructure costs that are included within the Plan. Costs for capital works have been compared to similar recent Section 94 Plans and Capital Works Projects and the rates have been adjusted where appropriate.</p>
<u>Indicative Layout Plan</u>	<p>As the ILP underpins the Contributions Plan, changes to the ILP that have a particular influence on the Contributions Plan are discussed below.</p> <p><u>Parks and sports fields:</u></p> <p>Land that was proposed to be zoned Private Recreation, east of Scalabrini Creek in Leppington Major Centre, is now zoned Public Recreation. This new area of public open space, in association with passive open space linkages along Scalabrini Creek to the south, will provide district open space related to the retail and mixed use areas of the Major Centre, and in part catering for district open space demand from the Leppington Precinct to the south. Adjustments to the location and number of stormwater basins around the Major Centre have also led to changes in the locations of public open space along Scalabrini Creek.</p> <p><u>Drainage basins, drainage channels and creek corridors</u></p> <p>The Office of Water has issued revised guidance for the width of riparian corridors, based on a different approach to the categorisation of watercourses. This new approach has been applied to the final Precinct Plan, and has resulted in reductions in the widths of riparian corridors along the major creeks, including Kemps Creek, Bonds Creek, Scalabrini Creek. Streams that were previously Category 1 watercourses (eg. Kemps Creek and Bonds Creek) and had a riparian zone of 50 metres either side of the creek bank now have a 30 or 40 metre wide riparian zone. Streams that were previously Category 2 watercourses (eg. Scalabrini Creek) and had a riparian zone of 30 metres either side of the creek bank now have a 20 metre wide riparian zone. These changes are reflected in the width of the Environment Protection Overlay on the Indicative Layout Plan, and on the Riparian Protection Areas Map under the Growth Centres SEPP.</p> <p>The revised riparian corridor widths and drainage channel widths are further described in the post exhibition water cycle management report by Cardno.</p> <p>The draft Precinct Plan included stormwater basins designed to detain and treat stormwater from industrial, commercial and retail zones. The Precinct Planning Report and the Water Cycle Management WSUD Report (Cardno April 2011)</p>

Issue	Details of changes made
	<p>indicated that on-site detention for individual developments could be applied in these zones to reduce the size of trunk stormwater detention basins. Since exhibition, Cardno has revised the drainage strategy to include requirements for on site detention in the industrial areas and the centre zones (zones B3, B4, B5 and B7). This has resulted in significant reductions in the size of trunk detention basins that capture drainage from land in these zones. In addition, four basins that were proposed along Scalabrini Creek south of the South West Rail Line have been deleted and replaced with a single “on-line” basin south of Bringelly Road. This change has been made in response to submissions that questioned the amount of land set aside for drainage in the draft Precinct Plan, and to reflect revised guidelines on the location of stormwater basins from the Office of Water.</p> <p>Consideration was given to whether more on-line basins could be included in the Precinct Plan to reduce the area of land required for drainage infrastructure. However, opportunities are limited because in most cases it would result in substantial increases in the extent of flooding upstream of the basin, or because of other constraints such as existing native vegetation or Aboriginal heritage issues.</p> <p><u>Bio-retention water quality treatment facility</u></p> <p>A part of the Leppington Major Centre does not drain directly to a stormwater detention basin. While stormwater detention is dealt with for these areas by increasing the size of basins in other catchments, water quality treatment is still required for these catchments. The draft Precinct Plan proposed that certain streets (indicated in the draft DCP) would include vegetated swales in the road verge to treat water quality. However, submissions from both Liverpool Council and Camden Council objected to this approach because of issues with their operation and maintenance. The final Precinct Plan incorporates bioretention areas at key locations in each of these catchments to ensure that water quality is treated to meet the standards set in the DCP. Cardno has determined the size of each bioretention measure based on the size of the catchment and the likely development footprint. The bioretention measures will typically consist of a shallow vegetated depression with material in the base that filters pollutants from water as it seeps through and is discharged into the receiving waterway (usually a second or third order stream).</p> <p><u>Reduced area of the Business Park, Increased area of Medium Density Residential Land</u></p> <p>The submission from Transport for NSW highlighted the importance of providing residential land within close proximity to Leppington Station, to promote public transport use and activity within Leppington Major Centre. The Employment and Industrial Assessment report prepared prior to exhibition by Hill PDA indicates demand for around 60 hectares of land for a Business Park. The draft Precinct Plan included approximately 75 hectares of land for Business Park in Leppington Major Centre, including an area of land west of Byron Road and north of the proposed park and sports field.</p> <p>Given the draft Precinct Plan provided around 15 hectares more Business Park land than required based on Hill PDA’s recommendations, there is an</p>

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Attachment 2

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Attachment 2

Issue	Details of changes made		
	<p>opportunity to reduce the area of Business Park land and increase the amount of residential land, to respond to the issues raised by Transport for NSW. To achieve this, 5.84 hectares of land east of Byron Road is now zoned Medium Density Residential, with a small area of Government owned land that contains remnant vegetation zoned Environmental Conservation. The area of land zoned for Business Park is still slightly more than recommended by Hill PDA in the Employment and Industrial Assessment (December 2010). The additional land zoned for Medium Density Residential increases the dwelling yield for the Precincts by approximately 145 dwellings.</p>		
<p><u>Leppington Major Centre Public Domain Strategy</u></p>	<p>The Leppington Major Centre Public Domain Strategy (PDS) (funded by the DPE) was prepared by AECOM as part of the Precinct Planning post exhibition works. The PDS builds on the structure of the public domain within the Indicative Layout Plan (ILP) into three main components – Streets, Parks and Plazas. The outcomes of the strategy has been used to develop controls that have been added to the Camden Growth Centre Precincts Development Control Plan in order to achieve a consistent public domain that is consistent with its role as a major centre of the South West Growth Centre.</p> <p>The Draft Section 94 Plan has been revised to be consistent with the PDS.</p>		
<p><u>Creek Crossings</u></p>	<p>The 2012 Draft Section 94 Plan included bridges for creek crossings. A conservative cost estimate was included in the Draft Section 94 Plan for these. Revised riparian corridor widths and riparian corridor guidelines has enabled culvert crossings to be implemented rather than bridges, which is a significant cost saving.</p>		
<p><u>Car parking for Regional Level Community facilities</u></p>	<p>The car parking for the regional level community facilities has been amended from being at-grade to a decked parking facility. This approach is consistent with the provisions of the Camden Growth Centres Precincts DCP. Case studies of similar civic buildings have been used to inform a car parking provision rate of an additional 631spaces contained within a decked facility.</p>		
<p><u>Land & Infrastructure to be delivered by Transport NSW (TNSW)</u></p>	<p>The Indicative Layout Plan shows roads and open space around the future Leppington station that will not be the responsibility of Council to fund or provide. It is expected to be the responsibility of TNSW or a developer to provide these at their expense. On this basis these lands and works have been omitted from the Section 94 Plan.</p>		
<p><u>Inclusion of secondary dwellings</u></p>	<p>The planning objectives for the Growth Centre aim to facilitate the development of a diversity of dwelling types; contribute to the availability of affordable housing; and promote innovative housing solutions that are compatible with the surrounding residential environment.</p> <p>The Draft Section 94 Plan supports this objective by adopting the following approach to levying for secondary dwellings (studios and “Fonzie” flats):-</p> <table border="1" data-bbox="454 1966 1396 2018"> <tr> <td data-bbox="454 1966 925 2018">Secondary dwelling</td> <td data-bbox="925 1966 1396 2018">Section 94 Contribution Rate</td> </tr> </table>	Secondary dwelling	Section 94 Contribution Rate
Secondary dwelling	Section 94 Contribution Rate		

Issue	Details of changes made	
	One bedroom secondary dwellings less than or equal to 60 square metres (gross floor area)	Exempt
	Two bedroom secondary dwellings less than or equal to 60 square metres (gross floor area)	Medium density rate applied
	Secondary dwellings greater than 60 square metres (gross floor area)	Detached dwelling occupancy rate applied. This rate is applied irrespective of the number of bedrooms proposed within the dwelling.
	<p>The Draft Section 94 Plan's approach to levying for secondary dwellings is consistent with Council's implementation approach for Camden Contribution Plan 2011, Oran Park Turner Road Precincts Section 94 Contribution Plan and Catherine Fields Part Precinct Contributions Plan.</p> <p>It is intended that a review of the characteristics of secondary dwelling developments across the Camden LGA take place in the coming months including take-up rates, location, type of usage (periodic or permanent) and occupancy rates. The review will assist Council in understanding the demand for infrastructure provision as a result of secondary dwelling developments. It will also inform the Section 94 rates that Council wishes to apply for such developments across the Camden LGA. The results of this review will be reported back to Council, along with any recommended changes to Council's suite of adopted Section 94 Contribution Plans.</p>	

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Attachment 2

Attachment 3

ORD05

Attachment 3: Draft Leppington North Development Contributions Plan: Revised Infrastructure Schedules: Summary of Post Exhibitions Changes Made

Issue	Action Taken
Leppington North Net Developable Area and Population Summary	<ul style="list-style-type: none"> • Has been revised to match adopted Indicative Layout Plan and Post exhibition planning report. • NDA map has been revised. The NDA map excludes the Leppington Public School heritage item land. Land affected by transmission line easements has been excluded.
Essential Drainage Infrastructure Construction	<ul style="list-style-type: none"> • Revised basin numbers, areas and costs, demolition allowance. • Revised stormwater drainage channel numbers, areas and costs, demolition allowance. • C-14 Overland flow path included (previously part of LS1 open space). • Replacement of bridge creek crossings with culvert crossings.
Open Space Essential Infrastructure Construction	<ul style="list-style-type: none"> • Revised item numbers, areas, construction costs, demolition allowance. • Adopted WT Partnership Quantity Surveyor rates for: <ul style="list-style-type: none"> ○ Local Multipurpose Playing Field including Irrigation; ○ Cricket Practice Nets; ○ Informal courts; ○ Formal courts; ○ Local Sports Parking. ○ District Park parking. ○ District Park DP1 – inclusion for Lighting and electricals for 25% of the site (as per Eilton cost report). • Car parking spaces increased from 50 spaces to 100 spaces (to cater for Council requirements of 50 spaces per sportsfield). • Revision of shared pathways that traverse open space land to be consistent with the Leppington Major Centre Public Domain Strategy. Revised pathways length map completed. • Added 15% to the embellishment rate to cover the costs of a 52 week maintenance and establishment period (10-15% recommended in the WT Partnership Report for maintenance and establishment). • Inclusion within the District Park for skate park – 5,000m², BMX – 3,000m² (nominated as non-essential open space construction). • Dog off-leash area – 2,000m² has been included within park LP1 (nominated as non-essential open space construction). • Inclusion for shared pathways that traverse drainage land to be consistent with the Leppington Major Centre Public Domain Strategy. Revised pathways length map completed.

Note: Construction cost rates referred to in the table have been further indexed to the June 2014 CPI quarter for the Draft Section 94 Plan.

Attachment 3: Draft Leppington North Development Contributions Plan: Revised Infrastructure Schedules: Summary of Post Exhibitions Changes Made

	<ul style="list-style-type: none"> LP1 – Area reduced by delineation of C14 overlaid flow path (previously part of LS1 open space).
Non-Essential Open Space Infrastructure Construction	<ul style="list-style-type: none"> Inclusion of dog-off leash area, Skate Park, BMX track, exercise equipment as recommended by Elton in their description of District Park (as non-essential open space construction). Dog-off leash area has been relocated to Park LP1 (on advice of Council's Recreation & Facilities Planner).
Non-Essential Community Facility Infrastructure Construction	<ul style="list-style-type: none"> The car parking construction for the regional level community facilities have been amended from being at-grade to a decked parking facility. This approach is consistent with the provisions of the Camden Growth Centres Precincts Development Control Plan. Case studies of similar civic buildings have been used to inform a car parking provision rate of an additional 631 spaces contained within a decked facility. 250 spaces will be provided at grade. The per m² car parking rate for at-grade parking has been increased from \$84 to \$100 to factor in stormwater drainage as per the WT Partnership Report.
Essential Road Infrastructure Construction	<ul style="list-style-type: none"> Reduction in extent of Dickson Road construction, due to increased extent of construction as part of the South West Rail project. Inclusion of part Byron Road (east) extension to Cowpasture Road. Rate for half construction of collector road included as this road profile is the best match for the road to be constructed. Revised item numbers, areas, demolition allowance. Deletion of D5 Light Industrial collector road design allowance. This road no longer intersects with Dickson Road due to the South West Rail Link batters and has become a 20m local industrial road. Revised sub-arterial road construction rates adopted. Sub-arterial road width has been increased to 29.1m (from 26.6m). Street tree plantings for sub-arterial roads have been moved from non-essential infrastructure to become part of the sub-arterial road construction rate. Rate also includes plantings to verges that was previously omitted. Revised final rate for sub-arterial roads is approx. \$4000/m for new (about \$1000 increase on AECOM rates) and \$4600/m for upgrade existing (about \$1100 increase). For the upgrades of existing roads, a rate for traffic management has been included for the upgrade of existing roads (Local Roads - Upgrade existing half road width Additional allowance for Traffic Management at \$82.50 /m, Upgrade existing full road width Additional allowance for Traffic Management at \$135 /m, Collector Roads, Additional Upgrade existing half road width.

Note: Construction cost rates referred to in the table have been further indexed to the June 2014 CPI quarter for the Draft Section 94 Plan.

Attachment 3

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Attachment 3: Draft Leppington North Development Contributions Plan: Revised Infrastructure Schedules: Summary of Post Exhibitions Changes Made

	<ul style="list-style-type: none"> Allowance for traffic management at \$82.50 /m. Upgrade existing full road width Additional allowance for Traffic Management at \$165 /m, Sub Arterial Roads - Additional allowance for traffic management at \$232.50 m. Cardno cost adjusted for guard rail allowance based on \$91/m².
Essential Drainage Infrastructure Construction	<ul style="list-style-type: none"> Inclusion of line item BA1 for Independent bioretention facility (rain garden) located on Government owned land zoned for environmental conservation. This rate includes an allowance of \$150,000 for the installation of a Gross Pollutant Trap Unit to treat street drainage. Inclusion of line item for share path on basins B7 and B9 to match the Public Domain Strategy Pathway network. Revised maps and supporting schedules prepared.
Demolition Allowance Map for Drainage, Open Space, Road Acquisition	
Dwelling Demolition Rate	<ul style="list-style-type: none"> Dwelling Size for Demolition based upon Rawlinson's 2010 rates that have been updated to Rawlinsons Building Price Index 2013.
Car parking rate of provision and construction method for regional community facilities	<ul style="list-style-type: none"> The per m² car parking rate be increased from \$84 to \$100 to factor in stormwater drainage as per the WT Partnership Report. The car parking construction for the regional level community facilities have been amended from being at-grade to a decked parking facility. This approach is consistent with the provisions of the Camden Growth Centres Precincts Development Control Plan. Case studies of similar civic buildings have been used to inform a car parking provision rate of an additional 631 spaces contained within a decked facility. 250 spaces will be provided at grade. Review and update IPART Supporting Information so that information is relevant to the final CP.
IPART Supporting Information	

Note: Construction cost rates referred to in the table have been further indexed to the June 2014 CPI quarter for the Draft Section 94 Plan.

Attachment 4: Extract - Department Planning & Environment
Revised Local Development Contributions Practice Note – For the
assessment of Local Contributions Plan by IPART February 2014

3.4.2 Essential works list

The following public amenities or public services are considered **essential works**:

- land for open space (for example, parks and sporting facilities) including base level embellishment (Section 3.4.2.1)
- land for community services (for example, childcare centres and libraries) (Section 3.4.2.2)
- land and facilities for transport (for example, road works, traffic management and pedestrian and cyclist facilities), but not including carparking
- land and facilities for stormwater management, and
- the costs of plan preparation and administration (Section 3.4.2.3)

The essential works list is relevant only to those contributions plans that propose a contribution level above the relevant cap (unless otherwise directed by the Minister for Planning and Infrastructure).

The essential works list does not apply to contributions plans currently below the relevant cap or to those contributions plans that are exempted from the relevant cap.

Cont'd/2...

Attachment 4: Extract - Department Planning & Environment Revised Local Development Contributions Practice Note – For the assessment of Local Contributions Plan by IPART February 2014

3.4.2.1 Base level embellishment

Base level embellishment of open space is considered to be those works required to bring the open space up to a level where the site is secure and suitable for passive or active recreation. This may include:

- site regrading
- utilities servicing
- basic landscaping (turfing, asphalt* and other synthetic playing surfaces, planting, paths)
- drainage and irrigation
- basic park structures and equipment (park furniture, toilet facilities and change rooms, shade structures and play equipment)
- security lighting and local sports field floodlighting, and
- sports fields, tennis courts, netball courts, basketball courts (outdoor only), but does not include skate parks, BMX tracks and the like.

*Note: 'asphalt' (under 'basic landscaping') includes at-grade carparks to the extent that they service the recreation area only and does not include multi-storey carparks.

3.4.2.2 Community services

For the purposes of these Practice Notes, 'community services' means a building or place:

- (a) owned or controlled by a public authority or non-profit community organisation, and
- (b) used for the physical, social, cultural or intellectual development or welfare of the community,

but does not include an educational establishment, hospital, retail premises, place of public worship or residential accommodation.

These may include (but are not limited to):

- community centres/halls
- libraries
- neighbourhood centres
- youth centres
- aged persons facilities (Senior Citizens centres, Home and Community Care centres)
- childcare facilities
- public art gallery, and/or
- performing arts centres.

3.4.2.3 Plan administration

Plan administration costs are those costs directly associated with the preparation and administration of the contributions plan. These costs represent the costs to a council of project managing the plan in much the same way as the project management costs that are incorporated into the cost estimates for individual infrastructure items within a plan.

Plan administration costs may include:

- background studies, concept plans and cost estimates that are required to prepare the plan, and/or
- project management costs for preparing and implementing the plan (e.g., the employment of someone to co-ordinate the plan).

Cont'd/3...

Attachment 4: Extract - Department Planning & Environment
Revised Local Development Contributions Practice Note – For the
assessment of Local Contributions Plan by IPART February 2014

Note: Plan administration costs include only those costs that relate directly and solely to the preparation and implementation of the plan and do not include costs that would otherwise be considered part of a council's key responsibilities such as core strategic planning responsibilities.

3.4.2.4 Environmental works

The acquisition of land and the undertaking of works for environmental purposes e.g., bushland regeneration or riparian corridors are **not** defined as essential works for the purposes of this Practice Note.

The only exception to this is where it can be demonstrated that the land and/or works in question serve a dual purpose with one or more of the categories of works that meet the definition of essential infrastructure outlined above. In this situation, only the component of land and/or works that serves the dual purpose can be considered as essential works.

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CAMDEN COUNCIL PLANNING PROPOSAL

Amendment No. 29 - Housekeeping Amendments to Camden LEP 2010

Version 3 – September 2014

Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

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Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

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Background

Camden Local Environmental Plan 2010 (Camden LEP 2010) was gazetted on 3 September 2010 and became the principal planning instrument covering land use and zoning in the Camden LGA. Council staff undertakes regular reviews of the LEP and the associated maps which has identified inaccuracies of a minor nature. This is the fourth 'housekeeping' amendment of the LEP.

Gateway Determination was received by the Department of Planning and Environment (DoPE) on the 22 August 2014 to proceed with the public exhibition of this Planning Proposal subject to conditions (see Appendix C). In accordance with the gateway determination, Council undertook public exhibition for a period of 14 days. No submissions were received during the public exhibition period.

Attachment 1

Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

Part 1 – Objectives or Intended Outcomes

The amendments proposed to the Camden LEP 2010 by this Planning Proposal are to correct a number of minor mapping and land use table anomalies to ensure Council's intent in relation to these planning controls are achieved. Accordingly, the following 4 amendments are proposed.

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Amendment No. 29 – Housekeeping Amendment to Camden LEP 2010

Item No	Name of item	Proposal	Map changes
1	Mapping anomalies	This item seeks to make minor amendments to various Camden LEP 2010 maps to correct anomalies which have occurred during the finalisation of the maps prior to their publication.	<u>Land Zoning Maps</u> LZN_011 LZN_016 <u>Height of Buildings Map</u> HOB_013 HOB_016 HOB_017 <u>Lot Size Map</u> LSZ_016 LSZ_017
2	Vehicle sales or Hire premises in B5 zone	The item seeks to amend the land use table for B5 Business Development by adding "vehicle sales or hire premises" to Item 3 – Permitted with Consent.	No amendments to Camden LEP 2010 Maps required.
3	Health consulting rooms in R2 zone	The item seeks to amend the land use table for R2 Low Density Residential by adding 'health consulting rooms' to Item 3 – Permitted with consent.	No amendments to Camden LEP 2010 Maps required.

Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

4	Heritage item descriptions	This Planning Proposal seeks to amend the property descriptions in Schedule 5 - Environmental Heritage, to correct minor anomalies.	No amendments to Camden LEP 2010 Maps required.
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Amendment No. 29 – Housekeeping Amendment to Camden LEP 2010

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Part 2 – Explanation of provisions

Item 1 – Mapping anomalies

This item seeks to make minor amendments to various Camden LEP 2010 maps to correct anomalies which have occurred during the finalisation of the maps prior to their publication. The following table contains a summary of the mapping anomalies within Camden LEP 2010. **Comparison maps indicating current and proposed changes are included within Appendix A.**

Amendment	Anomaly	Action	Historical Notes	Map changes
1	Portion of Nepean River (within Camden Local Government Area) in Spring Farm is blank with no zoning reference.	Amend Land Zoning Map to reinstate RU1 Primary Production.	Change made during LEP conversion to the standard instrument.	Land Zoning Map LZN_011
2	Sections of land in Gledswood Hills and Leppington are blank, with no height of buildings reference.	Amend Height of Buildings Map to reinstate J – 9.5m	Change made during the finalisation of Consolidated Amendment No 5 which incorporated the following planning proposals Mater Dei Boundary Anomalies (Amendment No 5), Spring Farm South and West (Amendment No 7), Harrington Grove (Amendment No 8) and Elyard Gardens (Amendment No 11), gazetted on 18 January 2013.	Height of Building Map HOB_016
3	Small triangular portion of land in Gledswood Hills shows incorrect zone and minimum lot size.	Amend Land Zoning Map to reinstate R5 Large Lot Residential and amend Lot Size Map to reinstate minimum	Change made during the finalisation of Amendment No 3-El Caballo Blanco/Gledswood, gazetted on 22 March 2013.	Land Zoning Map LZN_016 Minimum Lot Size Map LSZ_016

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Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

		lot size of W – 4000sqm.		
4	Portions of land in Mount Annan South zoned E1 National Parks and Natural Reserves and E2 Environmental Conservation currently has a minimum lot size and height of buildings reference. As the lands are identified for non residential development, height of buildings and minimum lot size controls do not apply.	Delete height of buildings and minimum lot size reference to portions of land identified E1 and E2.	Change made during LEP conversion to the standard instrument.	Lot Size Map LSZ_017 Height of Buildings HOB_013 HOB_017

Table 1: Summary of Mapping anomalies within Camden LEP 2010. (Source: Camden Council, 2014).

Item 2: 'Vehicle sales or Hire premises' in B5 Business Development zone

'Vehicle sales or hire premises' are currently prohibited within the B5 Business Development zone under Camden LEP 2010. 'Vehicle sales or hire premises' is defined in the Dictionary to the Camden LEP 2010 as follows:

"means a building or place used for the display, sale or hire of motor vehicles, caravans, boats, trailers, agricultural machinery and the like, whether or not accessories are sold or displayed there."

This item seeks to amend Item 3 of the Camden LEP 2010 land use table to the B5 Business Development zone to allow development for the purposes of a 'vehicle sales or hire premises'. The B5 zone covers areas in Narellan and Smeaton Grange. Vehicle sales or hire premises was a permissible use for both zones in the previous LEP however it was inadvertently omitted from the Camden LEP 2010. The proposed land use is considered appropriate as it supports the objectives of the respective zones.

Note: No amendments to Camden LEP 2010 Maps required.

Item 3: Health consulting rooms in R2 Low Density Residential zone

'Health consulting rooms' are currently prohibited within the R2 Low Density Residential zone under Camden LEP 2010. 'Health consulting rooms' is defined in the dictionary to the Camden LEP 2010 as follows:

"Means premises comprising one or more rooms within (or within the curtilage of) a dwelling house used by not more than 3 health care professionals at any one time."

This use was described as 'professional consulting rooms' under Camden LEP 46, and was converted to 'health consulting rooms' during the conversion of LEP 46 into the Standard Instrument format. This was a permissible use in the previous LEP however it was inadvertently omitted from the Camden LEP 2010. The proposed land use is considered appropriate given 'medical centres' are permitted in the R2 zone. Further the proposed land use meets the objectives of the R2 zone and will provide a valuable service to low density residential areas in the Camden LGA. As such, this planning proposal seeks to amend the land use table for the R2 zone by adding 'health consulting rooms' to Item 3 – Permitted with consent. This item will ensure the LEP is consistent with the 'status quo'

Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

approach adopted during the conversion of the former Camden LEPS into the new LEP template format.

Note: No amendments to Camden LEP 2010 Maps required.

Item 4: Heritage item descriptions

A review of local heritage items listed under Schedule 5 of Camden LEP 2010 has identified some minor anomalies. The table below details the proposed changes (highlighted in bold) and the reason for correction. The proposed amendments do not make any changes to the heritage boundary or the heritage significance of the items. This administrative amendment will ensure the local heritage items are correctly identified.

Item No and Name	Address	Reason for correction	Proposed amendment
Item 142 House and curtilage	Lot 1, DP 625278 196 Macarthur Road, Spring Farm	Include correct dwelling name as recommended in Section 1.8 of Gordon Mackay Logan Spring Farm Urban Release Area Heritage Assessment June 2002	Under item name insert the following: "Galvin Cottage" House and curtilage
Item 145 Mural and Wishing Well	Corner Broughton Street and Menangle Road, Camden	Include suburb name and Lot/DP as described	Under suburb name insert: Camden Under property description insert: Lot 2 DP 530480
Item 105 "Yamba"	Lot 10, DP 11038895 181 Camden Valley Way	DP identification incorrect as it is currently showing historical version	Amend property description to: Lot 101 DP 1143373

Table 2: Summary of changes to Schedule 5 of Camden LEP 2010. (Source: Camden Council, 2014)

Note: No amendments to Camden LEP 2010 Maps required.

Part 3 – Justification

Section A – Need for the Planning Proposal.

1. Is the planning proposal a result of any strategic study or report?

The planning proposal is not a result of any strategic study or report. The planning proposal is a result of a review that was undertaken by Council of the Camden LEP 2010 to identify anomalies requiring correction.

Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

2. Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

It is considered that the planning proposal provides the best way of achieving the intended outcome as it seeks to address the minor anomalies and amendments in a relatively prompt and efficient manner.

3. Is there a net community benefit?

Given the minor housekeeping nature of the matters contained within this planning proposal, it is not considered that a Net Community Benefit Test need be undertaken. The matters addressed by this planning proposal will strengthen the Camden LEP 2010 by ensuring that it is up-to-date and robust, thereby providing the community with greater certainty.

Section B – Relationship to strategic planning framework.

4. Is the planning proposal consistent with the objectives and actions contained within the applicable regional or sub-regional strategy (including the Sydney Metropolitan Strategy and exhibited draft strategies)?

The planning proposal is consistent with both the draft sub regional strategy and the Sydney Metropolitan Strategy.

5. Is the planning proposal consistent with the local council's Community Strategic Plan, or other local strategic plan?

The planning proposal is consistent with Camden Council's Strategic Plan Camden 2040.

6. Is the planning proposal consistent with applicable state environmental planning policies?

<i>Application of State Environmental Planning Policies</i>			
State Environmental Planning Policy	Applicable	Comment	Consistent
Standard Instrument (Local Environmental Plans) Order 2006	Yes	The Planning Proposal intends to amend Council's LEP conforming to the standard instrument.	Yes
Standard Instrument—Principal Local Environmental Plan	Yes	The Planning Proposal intends to amend Council's LEP conforming to the standard instrument.	Yes
State Environmental Planning Policy No 1—Development Standards	Yes	The rezoning proposal will not alter the application of this SEPP.	Yes
State Environmental Planning Policy No 14—Coastal Wetlands	n/a	This policy does not apply to Camden LGA	n/a
State Environmental Planning Policy No 15—Rural Landsharing Communities	n/a	This policy does not apply to Camden LGA	n/a

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State Environmental Planning Policy No 19—Bushland in Urban Areas	Yes	n/a- housekeeping amendment only.	Yes
State Environmental Planning Policy No 21—Caravan Parks	n/a	This SEPP is relevant to specific development not permitted under this Planning Proposal.	n/a
State Environmental Planning Policy No 26—Littoral Rainforests	n/a		n/a
State Environmental Planning Policy No 29—Western Sydney Recreation Area	n/a		n/a
State Environmental Planning Policy No 30—Intensive Agriculture	n/a		n/a
State Environmental Planning Policy No 32—Urban Consolidation (Redevelopment of Urban Land)	n/a	This policy does not apply to Camden LGA.	n/a
State Environmental Planning Policy No 33—Hazardous and Offensive Development	n/a		n/a
State Environmental Planning Policy No 36—Manufactured Home Estates	n/a		n/a
State Environmental Planning Policy No 39—Spit Island Bird Habitat	n/a		n/a
State Environmental Planning Policy No 44—Koala Habitat Protection	n/a		n/a
State Environmental Planning Policy No 47—Moore Park Showground	n/a		n/a
State Environmental Planning Policy No 50—Canal Estate Development	n/a		n/a
State Environmental Planning Policy No 52—Farm Dams and Other Works in Land and Water Management Plan Areas	n/a		n/a
State Environmental Planning Policy No 55—Remediation of Land	n/a		n/a
State Environmental Planning Policy No 59—Central Western Sydney Regional Open Space and	n/a		n/a

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Residential			
State Environmental Planning Policy No 62—Sustainable Aquaculture	n/a		n/a
State Environmental Planning Policy No 64—Advertising and Signage	Yes	Any subsequent development applications must be compliant with these provisions.	Yes
State Environmental Planning Policy No 65—Design Quality of Residential Flat Development	n/a		n/a
State Environmental Planning Policy No 70—Affordable Housing (Revised Schemes)	n/a	This policy does not apply in Camden LGA.	n/a
State Environmental Planning Policy No 71—Coastal Protection	n/a	This policy does not apply in Camden LGA.	n/a
State Environmental Planning Policy (Affordable Rental Housing) 2009	yes	This SEPP is relevant to particular development categories. The Planning Proposal does not derogate or alter the application of the SEPP to future development	Yes
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	yes	Any subsequent development applications must be compliant with these provisions	yes
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	yes	This Planning Proposal is not inconsistent with the applications of this SEPP.	yes
State Environmental Planning Policy (Housing for Seniors or People with a Disability) 2004	yes	This Planning Proposal is not inconsistent with the applications of this SEPP.	yes
State Environmental Planning Policy (Infrastructure) 2007	yes	This Planning Proposal is not inconsistent with the applications of this SEPP.	yes
State Environmental Planning Policy (Kosciuszko National Park—Alpine Resorts) 2007	n/a		n/a
State Environmental Planning Policy (Kurnell Peninsula) 1989	n/a		n/a
State Environmental Planning Policy (Major Development) 2005	n/a		n/a
State Environmental Planning Policy (Mining, Petroleum Production and Extractive Industries) 2007	n/a		n/a
State Environmental Planning Policy (Penrith Lakes Scheme)	n/a		n/a

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State Environmental Planning Policy (Rural Lands) 2008	n/a		n/a
State Environmental Planning Policy (SEPP 53 Transitional Provisions) 2011	n/a		n/a
State Environmental Planning Policy (State and Regional Development) 2011	n/a		n/a
State Environmental Planning Policy (Sydney Drinking Water Catchment) 2011	n/a		n/a
State Environmental Planning Policy (Sydney Region Growth Centres) 2006	n/a		n/a
State Environmental Planning Policy (Urban Renewal) 2010	n/a		n/a
State Environmental Planning Policy (Western Sydney Employment Area) 2009	n/a		n/a
State Environmental Planning Policy (Western Sydney Parklands) 2009	n/a		n/a
Sydney Regional Environmental Plan No 8 (Central Coast Plateau Areas)	n/a		n/a
Sydney Regional Environmental Plan No 9—Extractive Industry (No 2—1995)	n/a		n/a
Sydney Regional Environmental Plan No 16—Walsh Bay	n/a		n/a
Sydney Regional Environmental Plan No 18—Public Transport Corridors	n/a		n/a
Sydney Regional Environmental Plan No 19—Rouse Hill Development Area	n/a		n/a
Sydney Regional Environmental Plan No 20—Hawkesbury-Nepean River (No 2—1997)	n/a		n/a
Sydney Regional Environmental Plan No 24—Homebush Bay Area	n/a		n/a
Sydney Regional Environmental Plan No 25—Orchard Hills	n/a		n/a
Sydney Regional Environmental Plan No 26—City West	n/a		n/a
Sydney Regional Environmental Plan No 28—Parramatta	n/a		n/a

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Sydney Regional Environmental Plan No 30—St Marys	n/a		n/a
Sydney Regional Environmental Plan No 33—Cooks Cove	n/a		n/a
Sydney Regional Environmental Plan (Sydney Harbour Catchment) 2005	n/a		

7. Is the planning proposal consistent with applicable Ministerial Directions (s.117 directions)?

The planning proposal is consistent with applicable Ministerial Directions as outlined in Appendix B.

Section C – Environmental, social and economic impact.

8. Is there any likelihood that critical habitat or threatened species, populations or ecological communities, or their habitats, will be adversely affected as a result of the proposal?

There is no likelihood of any adverse effect on any critical habitat or threatened species, populations or ecological communities, or their habitats, as a result of this proposal.

9. Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

There are no likely environmental effects as a result of this planning proposal.

10. How has the planning proposal adequately addressed any social and economic affects?

Not applicable.

Section D – State and Commonwealth interests.

11. Is there adequate public infrastructure for the planning proposal?

Not applicable.

12. What are the views of state and Commonwealth public authorities consulted in accordance with the gateway determination?

In accordance with the gateway determination, public authorities were not notified given the minor nature of the issues listed in this Planning Proposal.

Part 4 – Maps

The following Camden LEP 2010 maps will need to be amended:

Land Zoning Map

LZN_011

LZN_016

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Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

Lot Size Map

LSZ_016

LSZ_017

Height of Buildings Map

HOB_013

HOB_016

HOB_017

Part 5 – Community Consultation

The matters dealt with in this planning proposal are of a housekeeping nature, and do not result in any adverse impacts upon the community. Accordingly, it is considered that an exhibition period of two weeks is appropriate for this planning proposal.

A Gateway Determination was made on 22 August 2014, which detailed the requirements of consultation with the public authorities and the community. In accordance with the gateway determination, consultation with State or Commonwealth public authorities was not required due to the housekeeping nature of this Planning Proposal.

Council placed the Planning Proposal on public exhibition for a 14 day period from 17 September 2014 to 1 October 2014.

The exhibition material consisted of:

- Council Report and Resolution;
- Gateway Determination; and
- Planning Proposal and associated attachments.

The above material was exhibited as an electronic source on Council's website and as hard copies at the Camden Customer Service Centre and Library and also at Narellan's Customer Service Centre and Library. Notification of the exhibition was also placed in the Camden-Narellan Advertiser during this period.

Letters were also sent directly to affected owners.

No submissions were received during the public exhibition period.

Amendment No. 29 – Housekeeping Amendment to Camden LEP 2010

Part 6 – Project Timeline

Anticipated commencement date (date of Gateway determination)	August 2014
Anticipated timeframe for the completion of required technical information	N/A
Timeframe for government agency consultation (pre and post exhibition as required by Gateway determination)	N/A
Commencement and completion dates for public exhibition period	17 September 2014 to 1 October 2014
Dates for public hearing (if required)	N/A
Timeframe for consideration of submissions	October 2014
Timeframe for the consideration of a proposal post exhibition	14 October 2014
Date of submission to the department to finalise the LEP	October 2014
Anticipated date RPA will make the plan (if delegated)	TBA
Anticipated date RPA will forward to the department for notification	TBA

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Appendix A – Comparison Maps

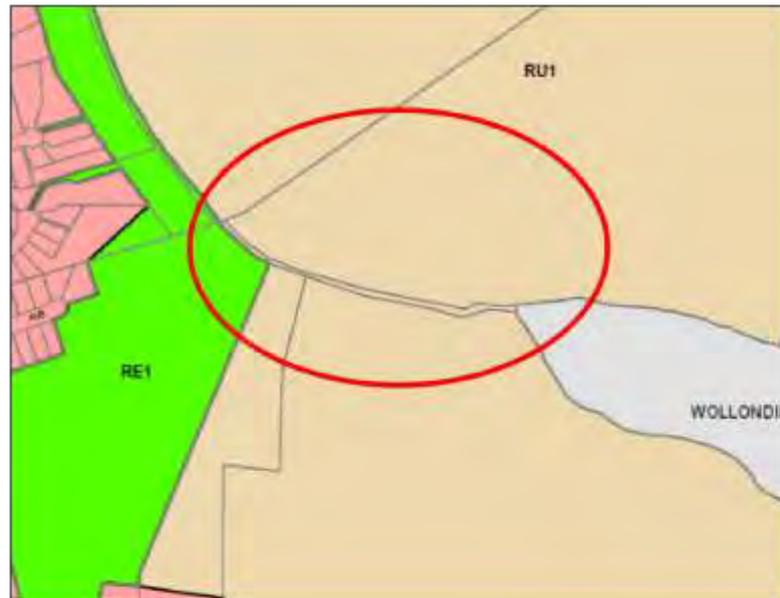
The following maps correlate to **Item 1 – Mapping anomalies.**

Amendment 1

Current Land Zoning Map



Proposed Land Zoning Map



Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

Amendment 2

Current Height of Buildings Map



Proposed Height of Buildings Map



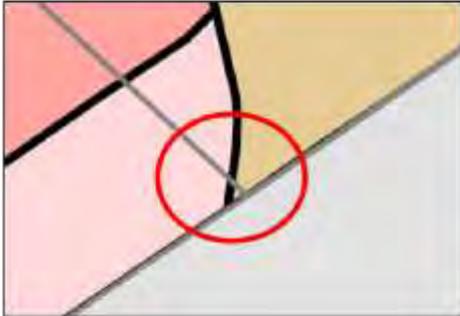
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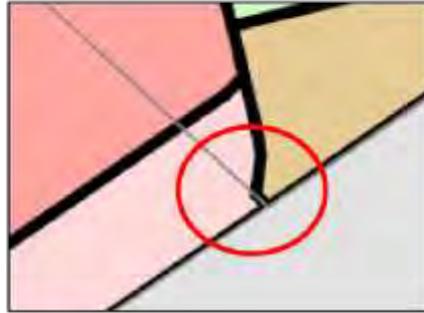
Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

Amendment 3

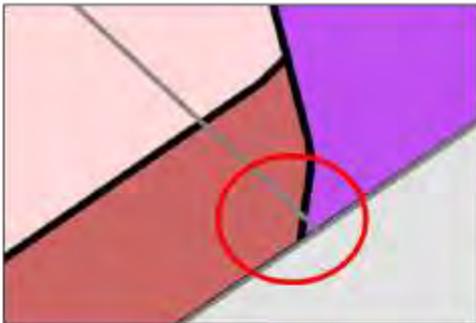
Current Land Zoning Map



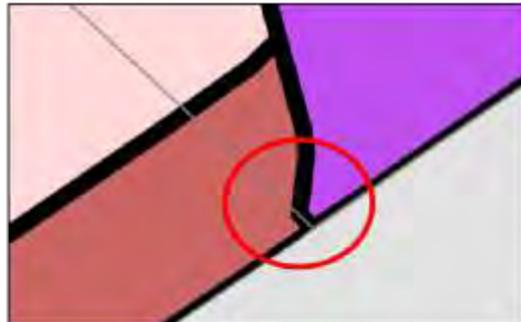
Proposed Land Zoning Map



Current Lot Size Map



Proposed Lot Size Map



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Amendment 4

Current Lot Size Map



Proposed Lot Size Map



Current Height of Buildings Map



Proposed Height of Buildings Map



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Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

Appendix B – Applicable section 117 directions

Direction	Objective	Response
1.1 Business and Industrial Zones	<p>The objectives of this direction are to:</p> <ul style="list-style-type: none"> (a) encourage employment growth in suitable locations, (b) protect employment land in business and industrial zones, and (c) support the vitality of identified strategic centres. 	<p><u>Item 2. Vehicle sales or hire in B5 Business Development zone</u></p> <p>The land use tables for B5 zone will be amended to allow for 'vehicle sales or hire' with consent. It will facilitate in achieving the objectives of this direction as it will increase the viability of the business zone.</p>
2.1 Environment Protection Zones	<p>The objective of this direction is to protect and conserve environmentally sensitive areas.</p>	<p><u>Item 1. Mapping Anomalies</u></p> <p>One of the amendments includes removing development standards to certain E1 National Parks and Nature Reserves and E2 Environmental Conservation lands. This will ensure this land is protected as subdivision is negated.</p>
2.3 Heritage Conservation	<p>The objective of this direction is to conserve items, areas, objects and places of environmental heritage significance and indigenous heritage significance.</p>	<p><u>Item 4: Heritage item descriptions</u></p> <p>The intent of the Planning Proposal is to amend the description of certain local heritage items under Schedule 5 of Camden LEP 2010. This amendment will ensure that the LEP is reflecting the correct item descriptions.</p>

Amendment No. 29 – Housekeeping Amendments to Camden LEP 2010

Direction	Objective	Response
3.1 Residential Zones	<p>The objective of this direction are:</p> <p>(a) to encourage a variety and choice of housing types to provide for existing and future housing needs,</p> <p>(b) to make efficient use of existing infrastructure and services and ensure that new housing has appropriate access to infrastructure and services, and</p> <p>(c) To minimise the impact of residential development on the environment and resource lands.</p>	<p><u>Item 3: Health consulting rooms in R2 Low Density zone</u></p> <p>The land use table will be amended to allow for 'health consulting rooms' with consent. The proposed land use will provide a valuable service to low density residential areas in the Camden LGA. Accordingly, this planning proposal is considered to be consistent with this direction.</p>
3.3 Home Occupations	<p>The objective of this direction is to encourage the carrying out of low-impact small businesses in dwelling houses.</p>	<p><u>Item 3: Health consulting rooms in R2 Low Density zone</u></p> <p>The land use table will be amended to allow for 'health consulting rooms' with consent. Health consulting rooms are considered a home occupation under the Exempt and Complying SEPP. Under the SEPP this use is exempt development. As such, this amendment will ensure Camden LEP is in line with the SEPP.</p>
5.1 Implementation of Regional Strategies	<p>The objective of this direction is to give legal effect to the vision, land use strategy, policies, outcomes and actions contained in regional strategies.</p>	<p>The planning policy is consistent with the aims and objectives of all relevant regional Strategies.</p>
7.1 Implementation of	<p>The objective of this direction is to give legal effect to the</p>	<p>The proposals are compatible with the Metropolitan Strategy in that it assists with</p>

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Direction	Objective	Response
The Metropolitan Strategy	vision, land use strategy, policies, outcomes and actions contained in the Metropolitan Strategy.	residential Greenfield development.

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Appendix C – Gateway Determination

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Mr Ron Moore
General Manager
Camden Council
PO Box 183
CAMDEN NSW 2570

Your ref: SC 1389
Our ref: 14/13511

Dear Mr Moore,

Planning proposal to amend Camden Local Environmental Plan 2010

I am writing in response to Council's letter dated 28 July 2014 requesting a Gateway determination under section 56 of the Environmental Planning and Assessment Act 1979 ("EP&A Act") in respect of the planning proposal to:

- correct mapping anomalies;
- permit vehicle sales or hire premises with consent in the B5 Business Development zone;
- permit health consulting rooms with consent in the R2 Low Density Residential zone; and
- correct property descriptions in Schedule 5 – Environmental Heritage.

As delegate of the Minister for Planning, I have now determined the planning proposal should proceed subject to the conditions in the attached Gateway determination.

The Minister delegated his plan making powers to councils in October 2012. It is noted that Council has requested to be issued with delegation for this planning proposal. I have considered the nature of Council's planning proposal and have decided to issue an authorisation for Council to exercise delegation to make this plan.

The amending Local Environmental Plan (LEP) is to be finalised within 3 months of the week following the date of the Gateway determination. Council should aim to commence the exhibition of the planning proposal as soon as possible. Council's request to draft and finalise the LEP should be made directly to Parliamentary Counsel's Office 6 weeks prior to the projected publication date. A copy of the request should be forwarded to the department for administrative purposes.

The State Government is committed to reducing the time taken to complete LEPs by tailoring the steps in the process to the complexity of the proposal, and by providing clear and publicly available justification for each plan at an early stage. In order to meet these commitments, the Minister may take action under s54(2)(d) of the EP&A Act if the time frames outlined in this determination are not met.

Should you have any queries in regard to this matter, please contact Lillian Charlesworth, Senior Planner on 02 9860 1101.

Yours sincerely,

22/8/2014

Rachel Cumming
Director
Metropolitan Delivery (Parramatta)
Housing, Growth and Economics

Department of Planning & Environment
Level 5, 10 Valentine Avenue Parramatta NSW | GPO Box 39 Sydney NSW 2001 | T: 02 9860 1101 | www.planning.nsw.gov.au



Gateway Determination

Planning proposal (Department Ref: PP_2014_CAMDE_003_00): to correct mapping anomalies, permit 'vehicle sales or hire premises' with consent in the B5 Business Development zone; permit 'health consulting rooms' with consent in the R2 Low Density Residential zone and correct property descriptions in Schedule 5 – Environmental Heritage.

I, the Director, Metropolitan Delivery (Parramatta) at the Department of Planning and Environment as delegate of the Minister for Planning, have determined under section 56(2) of the EP&A Act that an amendment to the Camden Local Environmental Plan 2010 to correct mapping anomalies, permit 'vehicle sales or hire premises' with consent in the B5 Business Development zone; permit 'health consulting rooms' with consent in the R2 Low Density Residential zone and correct property descriptions in Schedule 5 – Environmental Heritage, should proceed subject to the following conditions:

1. Prior to exhibition, the planning proposal is to be amended by including an explanation of the comparison maps (Appendix A) for each item.
2. Community consultation is required under sections 56(2)(c) and 57 of the Environmental Planning and Assessment Act 1979 ("EP&A Act") as follows:
 - (a) the planning proposal is classified as low impact as described in *A Guide to Preparing LEPs (Department of Planning & Infrastructure 2012)* and must be made publicly available for a minimum of 14 days; and
 - (b) the relevant planning authority must comply with the notice requirements for public exhibition of planning proposals and the specifications for material that must be made publicly available along with planning proposals as identified in section 5.5.2 of *A Guide to Preparing LEPs (Department of Planning & Infrastructure 2012)*.
3. No consultation is required with the public authorities under section 56(2)(d) of the EP&A Act.
4. A public hearing is not required to be held into the matter by any person or body under section 56(2)(e) of the EP&A Act. This does not discharge Council from any obligation it may otherwise have to conduct a public hearing (for example, in response to a submission or if reclassifying land).
5. The timeframe for completing the LEP is to be 3 months from the week following the date of the Gateway determination.

R. Cumming
22/8/2014

Rachel Cumming
Director
Metropolitan Delivery (Parramatta)
Housing, Growth and Economics
Department of Planning and Environment

Delegate of the Minister for Planning

PP_2014_CAMDE_003_00

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WRITTEN AUTHORISATION TO EXERCISE DELEGATION

Camden Council is authorised to exercise the functions of the Minister for Planning and Infrastructure under section 59 of the *Environmental Planning and Assessment Act 1979* that are delegated to it by instrument of delegation dated 14 October 2012, in relation to the following planning proposal:

Number	Name
PP_2014_CAMDE_003_00	Planning proposal to: correct mapping anomalies; permit 'vehicle sales or hire premises' with consent in the B5 Business Development zone; permit 'health consulting rooms' with consent in the R2 Low Density Residential zone; and correct property descriptions in Schedule 5 – Environmental Heritage.

In exercising the Minister's functions under section 59, the Council must comply with the Department's "A guideline for the preparation of local environmental plans" and "A guide to preparing planning proposals".

R. Cumming
22/8/2014

Rachel Cumming
Director, Metropolitan Delivery (Parramatta)
Housing, Growth and Economics
Department of Planning and Environment



PAYMENT OF EXPENSES & PROVISION OF FACILITIES TO THE MAYOR & COUNCILLORS POLICY POLICY 5.57

ORD07

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PAYMENT OF EXPENSES & PROVISION OF FACILITIES

DIVISION: GOVERNANCECUSTOMER & CORPORATE SERVICES

BRANCH: CORPORATE SERVICESCUSTOMER SERVICE & GOVERNANCE

PART 1 - INTRODUCTION

1. BACKGROUND

- 1.1 This document is to be referred to as the 'Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy'.
- 1.2 The policy will commence from [INSERT DATE].
- 1.3 The purpose of this policy is to ensure that there is accountability and transparency in the reimbursement of expenses incurred or to be incurred by Councillors.
- 1.4 The policy comprises four parts, being:
 - Part 1 Introduction -- defines key terms and describes the legislative and reporting requirements that prescribe the policy's purpose, objectives and scope;
 - Part 2 Payment of Expenses - describes the general and specific provisions, ~~and the circumstances~~ and Council procedures related to the payment of allowable expenses;
 - Part 3 Provision of Facilities -- outlines the general and specific provisions, circumstances concerning Councillor use of Council facilities and resources; and
 - Part 4 Other Matters -- provides guidance on issues related to Councillor acquisition, and return, of facilities and dispute resolution.
- 1.5 This policy is made under sections 252-254 of the *Local Government Act 1993* ('the Act'), section 403 of the *Local Government (General) Regulations 2005* and in accordance with the Guidelines issued by the ~~Department then-Division~~ of Local Government (October 2009) ~~in accordance with~~ under section 23A of the Act. The Act requires that the Council must annually adopt a policy concerning the payment of expenses incurred or to be incurred by, and the provision of facilities to, the Mayor and Councillors in relation to discharging the functions of civic office.

2. OBJECTIVES AND COVERAGE SCOPE OF THE POLICY

- 2.1 The objectives of the policy are to:
 - (a) ~~e~~Ensure there is consistency in the application of reimbursement of expenses and provision of facilities to Councillors in an equitable and non-discriminatory manner;

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- (b) ~~a~~Assist Councillors to ~~r~~Represent the interests of residents and ratepayers of Camden and to facilitate communication between the community and Council; ~~and~~
- (c) ~~p~~Provide a level of support which will serve to encourage residents to seek election to civic office.

2.2 This policy applies equally to the Mayor and all Councillors.

3. MAKING AND ADOPTION OF THE POLICY

3.1 *The Local Government Act 1993* requires Council to review and submit its policy to the Director-General of the ~~Division-Office~~ of Local Government within 28 days of adoption by the Council, even if it proposes to adopt an unchanged policy. Current policies must be submitted by 30 November each year.

3.2 Before adopting or amending this policy, the Council must give public notice of its intention, and allow at least 28 days for public submissions. Any public submissions received will be considered and appropriate changes made prior to the adoption of the policy.

3.3 Even if changes that are considered not substantial are proposed, the required annual adoption of this policy must still be subject to the public notification process outlined above.

3.4 At any time, other than the required annual adoption of this policy and if the proposed amendment is not substantial the Council is not required to provide public notice. The term 'not substantial' should be taken to mean minor changes to the wording of the policy, or changes to monetary provisions or rates that are less than five (5)% per cent. It also means minor changes to the standard of the provision of equipment and facilities. Any new category of expenses, facilities and equipment included in the policy will require public notice.

4. REPORTING REQUIREMENTS

- 4.1 Section 428 of the Act requires councils to include in their annual report:
- (a) ~~t~~The Council's policy on the provision of facilities for, and the payment of expenses to, Mayors and Councillors;
 - (b) ~~t~~The total amount of money expended during the year on providing those facilities and payment of those expenses; ~~and~~
 - (c) ~~a~~Additional information as required by the *Local Government (General) Regulations 2005*.

5. RELEVANT LEGISLATION AND POLICIES

5.1 The following legislation, policies and guidelines are relevant to this policy:

- Sections 252-254, *Local Government Act 1993* - Payment of expenses and provision of facilities;
- Section 428, *Local Government Act 1993* -- Annual reports;
- Clause 217, *Local Government (General) Regulations 2005* - Additional information for inclusion in annual reports;
- Clause 403, *Local Government (General) Regulations 2005* -- Payment

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- of expenses and provision of facilities;
- Camden Council's 'Code of Conduct';
- Department of Local Government Guidelines (May 2009) issued under section 23A of the *Local Government Act 1993*;
- Department of Local Government Circulars to Councils;
 - Circular 05/08 *Legal assistance for Councillors and Council employees*;
 - Circular 08/24/10/26, *Misuse of Council resources*;
 - Circular 08/37, *Council decision making prior to ordinary elections*;
 - Circular 11/27, *Findings from review of Councillor expenses and facilities policies*;
- ICAC Publication, – *No Excuse for Misuse, preventing the misuse of council resources - Guidelines: 2 (November 2002)*.

6. APPROVAL AND SUPPORT ARRANGEMENTS

- 6.1 Various approval arrangements are indicated throughout this Policy and vary from full Council resolution approval to Mayor (or Deputy Mayor in the case of a claim by the Mayor) and General Manager approval.
- 6.2 The Executive Services Coordinator will assist Councillors with respect to seeking reimbursement of expenses incurred in their role as a Councillor, assisting with travel and accommodation arrangements, attendance at civic events, training and education, and the provision of facilities under this Policy.
- 6.3 All claims for reimbursement must be made within one (1) month of the date of the receipt and on the appropriate 'Councillor Travel and/or Expense Claim Form' (Appendix A), together with production of receipts relevant supporting evidence.
- 6.4 Claims for reimbursement of expenses less than \$75.00 (exclusive of GST) should be accompanied by a receipt, tax invoice, statutory declaration, or some other form of supporting evidence. Claims for reimbursement of expenses over \$75.00 (exclusive of GST) must be accompanied by a tax invoice.
- 6.45 Any claim will be reconciled with the receipts-relevant supporting evidence and authorised as follows:
 - (a) authorised by the General Manager and Mayor (or Deputy Mayor where the claim is made by the Mayor) for spouse and partner expenses, incidental expenses, advance payments, travel, accommodation, childcare and carer fees;
 - (b) authorised by two of the 'Authorised Officers' as set out in clause 6.5 if the particular expense category does not require General Manager and Mayor (or Deputy Mayor in the case of a claim by the Mayor) approval.
- 6.56 The General Manager, Mayor, Director of ~~Governance~~ Customer & Corporate Services, Manager of ~~Corporate Services~~ Customer Service & Governance, Senior Governance Officer and Executive Services Coordinator are 'Authorised Officers' for the purpose of completing the 'Councillor Travel and/or Expense Form'.

PART 2 - PAYMENT OF EXPENSES

7. PAYMENT OF EXPENSES GENERALLY

- 7.1 This policy is applicable to any Council Administrator, should such Administrator act in that capacity from time to time.
- 7.2 ~~Camden~~ Council is committed to ensuring that Councillors are reimbursed for expenses reasonably incurred in their role of Councillor so that they are not financially or otherwise disadvantaged in undertaking their civic duties.
- 7.3 To ensure consistency and transparency all expenses and costs claimed must be done so in accordance with the requirements of this policy.
- 7.4 For the purpose of clarity, it is noted that Councillor related business refers to functions and duties Councillors are required to undertake to fulfill their legislated role and responsibilities for the Council that should result in a direct benefit for the Council and/or the local government area.
- 7.5 Any expenses for Councillors attending conferences, including travel to, registration costs and incidental conference costs will not be reimbursable under this Policy. Instead, Councillors are to personally fund (or utilise their Councillor annual allowance) any expenses incurred with respect to conference attendance.
- 7.6 Any expenses claimed for other meetings, must be related to representing Council at official or ceremonial functions or Council related meetings as set out in this policy and in carrying out the civic duties of a Councillor.
- 7.7 For the purpose of clarity, a conference typically involves registration costs, accommodation, travel to and from the conference, sustenance and incidental costs such as taxi fares, telephone calls etc.
- 7.8 This restriction on reimbursement for conferences does not apply to other Council related meetings. Examples of such other meetings may include external committee meetings, MACROC meetings, civic and ceremonial functions, citizenship ceremonies, Australia Day ceremonies, community group events and Chamber of Commerce meetings which relate to the interests of the local government area.
- 7.9 Claims for reimbursement of expenses will only be made on production of receipts for such amounts where indicated in this policy and on completion of the appropriate 'Councillor Travel and/or Expense Claim Form', itemising the expenses. Reimbursement of general expenses will not be allowed.
- 7.10 Claims for reimbursement of expenses less than \$75.00 (exclusive of GST) should be accompanied by a receipt, tax invoice, statutory declaration, or some other form of supporting evidence.
- 7.11 Claims for reimbursement of expenses over \$75.00 (exclusive of GST) must be accompanied by a tax invoice.

7.4412 Payment of expenses will not be made to support a Councillor's attendance at political fund-raising functions. Participation in Council elections is also a private matter and Councillors must not use Council resources in the course of this participation.

8. ATTENDANCE AT CONFERENCES

8.1 Councillors are encouraged to attend conferences as a formal representative of Council as part of discharging their functions of civic office.

8.2 Requests to attend conferences, interstate or overseas, must be approved by a Council resolution prior to attendance. The report to Council should outline the benefits of attendance by the Councillor.

8.3 The Mayor (or Deputy Mayor in the case of a claim by the Mayor) and the General Manager may approve attendance by Councillors at conferences within the State (ACT is taken to be included as part of NSW due to the proximity and ease of travel) without the need for Council resolution.

8.4 Any costs incurred relating to conference attendance, including registration fees, transport to and from the conference, accommodation, official lunches and dinners relevant to the conference and incidental expenses are to be personally funded (or paid from the Councillor's annual allowance) and is not reimbursable under this Policy.

8.5 For the purpose of clarity, the definition of a 'conference' relates to a formal meeting designed for consultation, exchange of information or discussion. Typically, conferences will involve registration costs, accommodation, travel to and from the conference, sustenance and incidental costs such as taxi fares, telephone calls etc.

8.6 The conferences, and training and development, that Councillors will generally attend are:

- (a) Local Government NSW Annual Conference;
- (b) sSpecial 'one-off' conferences called by Local Government NSW;
- (c) aAnnual conferences and seminars of the major professions in Local Government; and
- (d) seminars which assist Councillors in increasing their awareness and improving their understanding of their legal & other obligations and responsibilities as elected representatives.

8.7 Any Councillor who does attend a conference must report back to Council with a full written report on the beneficial aspects of the conference. A report may be submitted via a mayoral minute, a notice of motion or a memorandum via the General Manager. One report may be submitted on behalf of a number of Councillors in attendance.

- 8.8 It is noted that this restriction on reimbursement for conferences does not apply to other Council related meetings. Examples of such other meetings may include external Committee meetings, MACROC meetings, civic and ceremonial functions, citizenship ceremonies, Australia Day ceremonies, ceremonial functions, community group events and Chamber of Commerce meetings relating to the interests of the local government area.

9. SPOUSE AND PARTNER EXPENSES

- 9.1 Where a Councillor is accompanied to a civic event, ceremonial function, conference or Council related meeting by a spouse/partner costs incurred for the attendance of the spouse/partner shall be the responsibility of the Councillor. These costs relate to travel, partner's programme and out of pocket expenses.
- 9.2 There may be limited instances where certain costs incurred by a Councillor on behalf of their spouse/partner are properly those of the Councillor expended in the performance of civic duties. Accordingly, Council will reimburse reasonable expenses in attending these functions and meetings. Such functions could include those which a Councillors spouse/partner would be reasonably expected to attend such as Council civic and ceremonial receptions, Australia Day ceremonies or on occasions, citizenship ceremonies.
- 9.3 Any further expenses incurred in relation to spouses/partners will not be reimbursed by Council. For the purposes of clarification, costs for a spouse/partner attending a conference and ancillary conference costs are not reimbursable under this policy.
- 9.4 Outside of these provisions, the Mayor (or Deputy Mayor in the case of a claim by the Mayor) and General Manager may approve payment for the attendance of a spouse/partner as part of a Council group booking to a local charity event or similar function as may occur from time to time.

10. INCIDENTAL EXPENSES

- 10.1 Out of pocket expenses or incidental expenses associated with attending civic events, ceremonial functions or Council related meetings will be reimbursed on presentation of receipts and completion of a claim form as provided above.
- 10.2 Examples of incidental expenses include telephone or facsimile calls, taxi fares, parking fees or meals, where not part of the Council related meeting or function. Councillors may claim such expenses by completing the 'Councillor Travel and/or Expense Claim Form' (**Appendix A**) and attaching the relevant receipts. The Mayor (or Deputy Mayor in the case of a claim by the Mayor) and the General Manager will authorise payment of incidental expenses.
- 10.3 For the purpose of clarification under this paragraph, incidental expenses incurred for and during Councillor attended conferences are not reimbursable under this policy. Any incidental expenses incurred by a Councillor regarding conference fees and incidental charges are to be personally funded (or be paid out of the Councillor's annual allowance).

11. ADVANCE PAYMENTS

- 11.1 Councillors may request payment in advance in anticipation of expenses being incurred for such matters as attending civic events, ceremonial functions and Council related meetings.
- 11.2 On return Councillors must produce all receipts for the expenditure of those funds, with a full reconciliation to be completed and be authorised by the Mayor (or Deputy Mayor in the case of a claim by the Mayor) and General Manager.
- 11.3 Councillors are to produce the receipts and complete the reconciliation within one month of the expenditure being incurred.

12. TRAVEL TO CIVIC EVENTS, CEREMONIAL FUNCTIONS AND COUNCIL RELATED MEETINGS

- 12.1 Councillors will be reimbursed for travel expenses incurred relating to Council business and/or representing Council at civic events, ceremonial functions and Council related meetings. Reimbursement may include the use of a private motor vehicle, public transport, taxi, parking fees and road tolls.
- 12.2 All travel by Councillors should utilise the most direct route and the most practicable and economical mode of transport subject to any personal medical conditions.
- 12.3 Councillors using private vehicles will be paid the mileage allowance at the then-current rate set by the appropriate Local Government State Award, but subject to any such payment not exceeding economy class air fares to and from the particular destination. The mode and method of transportation to be used shall be agreed with the Mayor (or Deputy Mayor in case of a claim by the Mayor) and the General Manager prior to the travel taking place, and where possible Councillors should attempt to travel with other representatives from the Council in order to minimise costs.
- 12.4 Under this policy, Councillors are personally responsible for all traffic or parking fines incurred while travelling in private or Council vehicles on Council business.
- 12.5 For the purposes of clarification in this policy, the ACT is taken to be included as part of NSW due to the proximity and ease of travel.

13. TRAVEL TO CONFERENCES

- 13.1 Councillors will not be reimbursed for travel expenses incurred relating to attendance at conferences within NSW, interstate or overseas. Expenses incurred relating to Councillors attendance at conferences, including travel costs, are to be personally funded (or paid from the Councillor's annual allowance).

14. INTERSTATE TRAVEL

- 14.1 Full Council resolution approval is required prior to any interstate travel being undertaken by Councillors (excluding travel to ACT which may be authorised by Mayor and General Manager approval). The report to Council should include all details of the travel, including itinerary, expected costs and expected benefits.
- 14.2 Any costs incurred relating to interstate travel for Council business are to be personally funded (or paid from the Councillor's annual allowance).

15. OVERSEAS TRAVEL

- 15.1 Camden Council will not undertake any overseas travel unless a direct and tangible benefit for the Council and the local community can be established.
- 15.2 All overseas travel will be approved by a meeting of the Council prior to a Councillor undertaking a trip. Travel will be approved on an individual trip basis.
- 15.3 Before a proposal for overseas travel is approved, a detailed proposal, including nomination of the Councillor(s) undertaking the trip, purpose of the trip, expected benefits, duration, itinerary and approximate costs, will be furnished to the Council as part of the Council Business Paper.
- 15.4 After returning from overseas, Councillors or an accompanying member of staff will provide a detailed report to a meeting of the Council on the aspects of the trip relevant to council business and/or the local community.
- 15.5 Any costs incurred relating to overseas travel for Council business is to be personally funded by the Councillor (or paid for from the Councillor's annual allowance).

16. EXTENDING TRAVEL ARRANGEMENTS

- 16.1 Councillors wishing to extend their stay in a destination they have visited for council purposes, or to travel to an alternative location, will require the prior approval of the Mayor (or the Deputy Mayor in the case of a claim by the Mayor) and General Manager. In such instances Councillors should recognise that the Council's responsibility for their travel ends when the business activity ends and not when they return home. Any additional costs incurred following the completion of the business activity, including accommodation, are not considered to be reimbursable expenses.

17. ACCOMMODATION

- 17.1 Councillors are to personally fund (or use their Councillor annual allowance) for any accommodation costs incurred as a result of conference attendance.
- 17.2 In the rare occasion that accommodation is required as part of a civic event, ceremonial function or other Council related meeting, accommodation costs may be reimbursed by Council subject to approval by the General Manager and Mayor (or Deputy Mayor in the case of a claim by the Mayor).

18. TRAINING AND EDUCATIONAL EXPENSES

18.1 Council provides an amount in the annual budget for 'Councillor Training and Education' expenses to support and encourage active learning and skill development. Expenses for this item ~~are~~ limited to the annual budget allocation in any one year and ~~are~~ separate to this policy. Payment of additional expenses/costs in relation to such training will be as per this policy.

19. MOBILE PHONES, IPADS AND OTHER TELECOMMUNICATION RELATED EXPENSES

19.1 Council will provide a mobile phone for use in order to carry out the Councillor's civic functions and responsibilities as provided in this policy under 'Provision of Equipment' below. Call charges incurred for Council related business will be covered up to ~~\$285~~\$302 per month (inclusive of GST). Councillors are responsible for disclosing any personal calls made on their monthly statement and are to reimburse the Council for such personal calls accordingly.

19.2 If a Councillor decides to use their own personal mobile phone for Council related business, Council will reimburse an amount up to ~~\$285~~\$302 per month (inclusive of GST) for Council related business call costs. Call charges associated with private use must be met by the Councillor.

19.3 Council provides three (3) options for Councillors to use iPads for Council related business (as per the Council's ~~Usage of iPads~~ Usage Policy) as follows:

- (a) ~~a~~A Council-issued iPad;
- (b) ~~b~~BBring-your-own-iPad ~~device~~ where Councillors wish to use their own personal iPad for Council related business; and
- (c) ~~p~~Provision of a SIM card where Councillors chose to use their own personal iPad for Council related business.

19.4 It is expected that where Councillors use Council issued iPads or Council issued SIM cards, that the iPads are used primarily for Council related business.

19.5 In the case of a Councillor using their own personal iPad for Council related business, Council will reimburse a percentage of the iPad usage costs relevant to Council business, up to a maximum of ~~\$40~~\$42 per month (inclusive of GST).

19.6 If an individual landline is installed to the Councillor's premises, Council will reimburse an amount up to ~~\$115~~\$122 per month (inclusive of GST) to cover rental as well as call charges for Council related business. Call charges associated with private business must be met by the Councillor.

19.7 Council will reimburse an amount up to ~~\$40~~\$42 per month (inclusive of GST) to Councillors for internet usage incurred primarily for Council related business. It is noted that where the same internet plan is used for internet and iPad

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connection, the Council will only reimburse up to the value of ~~\$40~~42 per month (inclusive of GST) in total.

19.8 Councillors must complete a 'Councillor Travel and/or Expense Claim Form' for each billing period in relation to telecommunication charges associated with Council related business. All claims for reimbursement for ~~telephone~~, iPad and internet costs must be made within one month of the date of the providers' invoice. Any amounts exceeding the limit must be approved for payment by the Mayor (or Deputy Mayor in the case of a claim by the Mayor) and General Manager.

20. CHILD CARE AND CARE OF ELDERLY, DISABLED AND/OR SICK IMMEDIATE FAMILY MEMBERS

20.1 Councillors will be reimbursed fees for the reasonable cost of care arrangements including child care expenses and the care of immediate family members who are elderly, disabled and/or sick in order to allow Councillors to attend Council and other official meetings/functions or to attend to their responsibilities and duties as a Councillor. Carer costs will be paid to cover the period 30 minutes prior to the scheduled commencement time of the meeting/function and one hour after the conclusion of the meeting/function.

20.2 The rate of reimbursement for care will be to a maximum of ~~\$45~~16 per hour or as varied by Council from time to time, payable on the provision of receipts or a declaration by the Councillor for such payments ('Councillor Travel and/or Expense Claim Form'), within 1 month of the period being claimed. The Mayor (or Deputy Mayor in the case of a claim by the Mayor) and the General Manager will authorise payment of care and other related expenses.

21. LEGAL EXPENSES AND OBLIGATIONS

21.1 Council may, by way of resolution specifying the amount involved, indemnify or reimburse the reasonable legal expenses:

- (a) of a Councillor defending an action arising from the performance in good faith of a function under the *Local Government Act 1993* or any other Act for and on behalf of Council; or
- (b) of a Councillor defending an action in defamation provided the statements complained of were made in good faith in the course of exercising a function under the *Local Government Act 1993*; or
- (c) of a Councillor for proceedings before the Local Government Pecuniary Interest Tribunal, the Independent Commission Against Corruption, Office of Ombudsman, ~~Division~~Office of Local Government, Department of Premier and Cabinet, NSW Police Force, Director of Public Prosecutions or Council's Conduct Review Committee / Reviewer, provided, the subject of the proceedings arises from the performance in good faith by the Councillor of a function under the *Local Government Act 1993*; ~~and~~

21.2 If points 21.1(a), (b) or (c) have been satisfied, Council will reimburse the reasonable legal expenses only if the enquiry, investigation, hearing or

5.57 PAYMENT OF EXPENSES & PROVISION OF FACILITIES POLICY

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proceedings taken against a Councillor results in a finding substantially favorable to the Councillor.

- 21.3 In addition, the amount of such reimbursement shall be reduced by the amount of any monies that may be or are recouped by the Councillor on any basis.
- 21.4 Legal costs will not be met for legal proceedings that do not involve a Councillor performing their role as a Councillor.
- 21.5 The Council must not meet the legal costs of legal proceedings initiated by a Councillor under any circumstance.
- 21.6 The Council must not meet the legal costs of a Councillor seeking advice in respect of possible defamation, or in seeking a non-litigious remedy for possible defamation.
- 21.7 No legal expenses may be incurred by a Councillor without the express resolution of the Council prior to the expense being incurred.

22. INSURANCE EXPENSES AND OBLIGATIONS

- 22.1 Councillors will receive the benefit of insurance cover to the limit specified in the Council's insurance policies for the following matters arising out of the performance of their civic duties and/or exercise of their council functions:
- (a) Public Liability – pPublic liability and professional indemnity insurances apply in relation to claims arising out of the Councillor's (alleged) negligent performance of civic duties or exercise of their functions as Councillors, subject to any limitations or conditions set out in the policy;₂
 - (b) Professional Indemnity – for matters arising out of Councillors performance of civic duties or exercise of functions provided the performance or exercise of the relevant civic duty or function is in the opinion of Council, bona fide and/or proper.
 - (c) Personal accident – cCoverage where personal injury occurs whilst on Council business Australia wide.
- 22.2 Travel insurance, if considered appropriate, for any approved overseas travel on Council business is to be personally funded (or paid from the Councillor's annual allowance).

23. ADDITIONAL MAYORAL EXPENSES

- 23.1 Nil.

PART 3 – PROVISION OF FACILITIES

24. GENERAL PROVISIONS

- 24.1 Council will provide facilities, equipment and services that are appropriate to support the Mayor and Councillors in undertaking the role of elected members.
- 24.2 Council facilities, equipment and services are not to be used to produce election material or for any other political purposes. Councillors should not generally obtain private benefit from the provision of equipment or facilities, nor from any travel bonus or other such loyalty scheme.
- 24.3 It is acknowledged that incidental use of council equipment and facilities may occur from time to time. Such incidental private use is not subject to compensatory payment.
- 24.4 Where more substantial private use occurs, Councillors will be expected to make a payment to cover the level of private use. This payment will be made on a full cost recovery basis.
- 24.5 Councillors must be scrupulous in their use of Council property, including intellectual property, official services and facilities and should not permit misuse by any other person or body.
- 24.6 Councillors should avoid any action or situation, which could create the appearance that Council property, official services or public facilities are being improperly used for ~~your~~their benefit or the benefit of any other person or body.
- 24.7 The interests of a Councillor in their re-election is considered to be a personal interest and as such the reimbursement of travel expenses incurred on election matters is not appropriate. Council letterhead, council crests and other information that could give the impression it is official council material must not be used for these purposes.
- 24.8 Councillors must not convert any property of the Council to their own use unless properly authorised.

25. PROVISION OF EQUIPMENT

- 25.1 Council will provide the following equipment to Councillors, if requested, subject to the reimbursement of expenses limitations mentioned elsewhere in this policy:
- (a) ~~m~~Mobile telephone (standard as provided to staff) ~~or~~ Blackberry ~~mobile or smart~~-phone with internet and email capability;
 - (b) ~~c~~Computer equipment (standard as provided to staff) or laptop and a wireless capable printer/fax multi-function machine with router, together with printer cartridges and replacements; ~~and~~
 - (c) ~~When requested,~~ iPads will be provided to Councillors and are the preferred mechanism for distribution of the Council's Business Paper.
 - (d) ~~i~~Internet and ~~i~~Ppad usage for Council related business up to the value of ~~\$40~~42 per month (inclusive of GST).

5.57 PAYMENT OF EXPENSES & PROVISION OF FACILITIES POLICY

Adopted by Council: [DATE]

Minute No: [INSERT]

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26. PROVISION OF FACILITIES

26.1 The following facilities are provided:

- (a) ~~a~~A Councillors' Room is provided in the Council Offices to assist Councillors in dealing with resident and ratepayer matters and Council business generally;
- (b) Councillors' letterhead;
- (c) ~~S~~sustenance ~~is only is~~ provided to Councillors at Council/Committee meetings. Meals are provided at civic functions and the like for Councillors and/or partners; ~~and~~
- (d) ~~t~~The provision of an Executive Services Coordinator to assist and support Councillors.

27. PROVISION OF ADDITIONAL EQUIPMENT AND FACILITIES FOR MAYOR

27.1 The role of the Mayor is:

- (a) ~~t~~To exercise, in the case of necessity, the policy making functions of the governing body of the Council between meetings;
- (b) ~~t~~To exercise such other functions of the Council as the Council determines;
- (c) ~~t~~To preside at meetings of the Council; and
- (d) ~~t~~To carry out the civic and ceremonial functions of the mayoral office.

27.2 In order to reflect the additional time and commitment required to carry out the responsibilities of the Mayor, in addition to the support provided to Councillors, the following is provided to the Mayor:

- (a) Mayoral Office provided to assist in carrying out the Mayoral functions;
- (b) ~~s~~Secretarial support is provided by the ~~General Manager's~~ ~~secretary~~Executive Services Coordinator;
- (c) ~~a~~ dedicated Mayoral carparking space in the Council carpark adjacent to the Council Offices; ~~and~~
- (d) ~~a~~A dedicated Mayoral vehicle is currently not provided for private or Council use, however the Mayor may request the use of a Council pool vehicle or, if a Council pool vehicle is unavailable, a hire vehicle, similar to the current Council fleet vehicles, for official Council business, if a vehicle is required.

PART 4 – OTHER MATTERS

28. PERSONAL BENEFIT

28.1 Councillors should not obtain private benefit from the reimbursement of expenses, provision of equipment and facilities, nor from travel bonuses or any other loyalty schemes.

29. ACQUISITION AND RETURNING OF FACILITIES AND EQUIPMENT BY COUNCILLORS

29.1 On completion of the term of office, extended leave of absence or at the cessation of civic duties and where requested, Councillors are required to return all equipment and facilities issued by the Council within 28 days. This includes unused consumables.

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- 29.2 Any internet allowance provided under this policy is only applicable up until the last month of term of office held by a Councillor.
- 29.3 All equipment provided to Councillors contained in this policy, remain the property of Camden Council.
- 29.4 ~~Under certain circumstances t~~The General Manager will consider a request~~s~~ from ~~a~~ Councillor~~s~~ to purchase ~~the~~ equipment previously allocated to them ~~(including Blackberry, iPhone and iPad)~~ at an agreed fair market price.

30. GENERAL DISPUTE RESOLUTION

- 30.1 Should a dispute arise as to payment of a claim for reimbursement of expenses or provision of facilities, the matter should be submitted in writing by the Councillor to the General Manager, who will determine the matter in conjunction with the Mayor (or Deputy Mayor in the case of a claim by the Mayor) in accordance with the terms of this policy.

Attachment 1

* * *

RELEVANT LEGISLATION:	<p><i>Local Government Act 1993 – sections 252-254, 428</i></p> <p><i>Local Government (General) Regulation 2005 – clauses 217, 403</i></p> <p><i>'Guidelines for the payment of expenses and the provision of facilities for Mayors and Councillors', Division of Local Government, October 2009</i></p> <p><i>DLG Circular 05/08 Legal assistance for Councillors and Council employees;</i></p> <p><i>DLG Circular 10/26, Misuse of Council resources</i></p> <p><i>DLG Circular 08/37, Council decision making prior to ordinary elections</i></p> <p><i>DLG Circular 11/27, Findings from review of Councillor expenses and facilities policies</i></p> <p><i>ICAC Publication, No Excuse for Misuse, preventing the misuse of council resources – Guidelines: 2 (November 2002)</i></p>
RELATED POLICIES AND PROCEDURES:	<p>5.3 Code of Conduct</p> <p>5.73 iPad Usage Policy</p>
RESPONSIBLE DIRECTOR:	Director Customer & Corporate Services
APPROVALS:	ELG, Council
NEXT REVIEW DATE:	November 2015
RECORD KEEPING NOTES:	
CONFIDENTIALITY/PRIVACY:	Publicly available document – available on Council's website.
HISTORY:	
ADOPTED:	26 November 2013
MINUTE:	ORD322/13
ADOPTED:	27 November 2012
MINUTE:	ORD296/12
ADOPTED:	8 November 2011
MINUTE:	ORD 270/11
ADOPTED:	23 November 2010
MINUTE:	ORD262/10
ADOPTED:	27 October 2009
MINUTE:	ORD252/09
ADOPTED:	25 November 2008
MINUTE:	ORD302/08
ADOPTED:	12 February 2007
MINUTE:	ORD25/07
ADOPTED:	11 September 2007
MINUTE:	ORD236/07

5.57 PAYMENT OF EXPENSES & PROVISION OF FACILITIES POLICY

Adopted by Council: [DATE]

Minute No: [INSERT]

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ANNEXURE B – Monetary Limits to Expenses

EXPENSES	MAYOR & COUNCILLORS INDICATIVE EXPENSE LIMITS	CLAUSE OF POLICY
In House Training	N/A – Budget allocation	
Local Travel	Private vehicle use - rates set out in Local Government State Award	12 and 13
Interstate Travel	N/A – Council resolution required to approve travel and all expenses to be personally funded (or paid from the Councillor's annual allowance).	14
Overseas Travel	N/A – Council resolution required to approve travel and all expenses to be personally funded (or paid from the Councillor's annual allowance).	15
Mobile phone call costs	\$285 <u>303</u> per month	19
Telephone line rental and call costs	\$115 <u>122</u> per month	19
Internet / <u>smart phone</u> / iPad Usage Costs	\$40 <u>42</u> per month	19
Carer / Childcare	Up to \$15 <u>16</u> per hour	20

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Attachment 1

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ANNEXURE C – Available Facilities

Attachment 1

EXPENSE	MAYOR	COUNCILLORS
Computer Equipment	Available	Available
Laptop Computer/Ipad	Available	Available
Multifunction Printer/Fax Facility with wireless capability/router	Available	Available
Internet and iPad/ <u>smart phone</u> <u>Usage</u>	Available	Available
Mobile Phone/Blackberry	Available	Available
Telephone line rental	Available	Available
Secretarial Support	Available	Not Available
Executive Services Coordinator Support	Available	Available
Councillors' Room	Available	Available
Ceremonial dress	Available	Not Available
Corporate clothing	n/a	n/a
Meals/refreshments related to Council Meetings, office functions and committee meetings	Available	Available
Stationary, office supplies, postage, business cards & other similar consumables	Available	Available
Car Parking Space	Available	Not Available
Dedicated Mayoral Vehicle	Not Available	n/a
Council Pool Vehicle Use	Available	Not Available
Disabled Access	Available	Available

2014/2015 Community Small Grants Program

Organisation	Category	Project Title	Description (detailed)	Suburb (project delivery)	Ward (project delivery)	Primary Target Group	Previous Council Funding (last 3 years)	No. of Camden LGA residents to benefit	Funding Requested	Ranking sheet score (-26)	Ranking High, Medium or Low	Rec'mended Funding	How will the funding benefit the applicant and wider community	Notes
Camden District Care	Culture & Events	Multi-Cultural Infusion	Delivery of a 6 part cultural infusion program at the Camden District Care Centre.	Camden	South	Seniors & People with a disability	Yes 2012 \$8,558	104	\$2,244.00	23 H	High	\$2,244.00	This project will raise cultural awareness and understanding	Much needed respite service.
Camden Community Connections	Health & Well Being	Sessions for Teens	Delivery of 6 interactive information sessions for teens around key identified areas of concern for young people	Narellan	South	Young People	Yes 2011, 2012, 2013 \$14,218	120	\$2,100.00	22 H	High	\$2,100.00	The early intervention program will give youth information they require and establish appropriate support services to increase social inclusion and prevent further problems arising	One of four applications from CCC - 3 recommended for funding.
Men's Shed Narellan Inc	Health & Well Being	Access Vehicle	To purchase a motorised access vehicle (golf buggy) to assist older men and members with disabilities or infirmity to access the Narellan Men's Shed	Mt Annan	Central	Men & People with a disability	Yes 2013 \$2,274	10+	\$4,795.00	22 H	High	\$4,795.00	The project will facilitate access for older or disabled members who find it difficult to travel from parking area to shed	The Narellan Men's Shed is very well attended. The Botanic Gardens will not allow vehicles to park on the grounds. Oldest member is 90. Could be funded from DAP.
Men's Shed Narellan Inc	Health & Well Being	Construction Aids	To purchase a DC-90 Dust Extractor, Universal Tool and Cutting Grinder to support current project requests	Mt Annan	Central	Men, Children & People with a disability	Yes 2013 \$2,274	50+	\$5,000.00	22 H	High	\$5,000.00	The equipment will enable the organisation to produce better quality aids more efficiently and this will assist to meet the needs of local people with a disability	Narellan Men's Shed is doing great work assisting disadvantaged people in the community
Scout Pipes and Drums - Macarthur	Culture & Events	Band on Parade	For the purchase of 2 sets of basic band bagpipes, tenor drummers sling and drum parts to repair spare drums, band hats, glengarries (scottish hats) and cloth badges.	Cobbitty	North	Children & Young People	Yes 2013 \$4,405	18 members+	\$4,886.00	22 H	High	\$3,136.00	The purchase will provide access to an otherwise difficult to access instrument which we funded last year.	Recommend part funding. Bagpipes \$3,136. Other request is for parts & repairs to drums which we funded last year.
Brand New Day Female Services Inc	Health & Well Being	Women within our Communities - Connect, Learn & Share	To fund speaker and activities at Women's Circle - Monthly Mingle Meetings Delivery of 6 workshops - 3 targeting women and 3 targeting young women, offering life skills needs workshops	Camden LGA	Camden LGA	Women	Yes 2012, 2013 \$1,487 In 2013 funded \$785 (promo material \$485 & dinner \$300)	30 members -	\$3,948.80	22 H	High	\$3,948.00	This service connects women and provides an opportunity for information share	A valuable service who is able to engage the community
Sector Connect	Health & Well Being	Early Intervention in Supported Playgroups	Providing access to therapists for 8 supported playgroups in the Camden LGA	Camden LGA	Camden LGA	Families & Children	Yes 2012, 2013 \$4,738.90 (auspiced Meru Nanga Mei)	100 families	\$4,360.00	21 H	High	\$4,360.00	Families will have easy and affordable access to specialist support therapists	Good proven early intervention practice
Camden Wollondilly DV Committee (auspiced by Macarthur Legal Centre)	Health & Well Being	Anti DV Media Campaign	Media campaign against domestic violence including advertising on buses and website on Domestic and Family Violence that has information specifically for Camden residents	Camden LGA	Camden LGA	All	Yes 2013 \$500	Camden LGA	\$4,703.00	21 H	High	\$4,703.00	This project will raise awareness on this significant issue and will provide information on where to seek support	Council is represented on the DV Committee and is actively involved with awareness raising activities, including the breakfast to be held on 3 December. Full funding recommended.

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Attachment 1

Organisation	Category	Project Title	Description (detailed)	Suburb (project delivery)	Ward (project delivery)	Primary Target Group	Previous Council Funding (last 3 years)	No. of Camden LGA residents to benefit	Funding Requested	Ranking sheet score (+26)	Ranking High, Medium or Low	Rec'mended Funding	How will the funding benefit the applicant and wider community	Notes
Camden Community Connections	Health & Well Being	"Find Your Feet" - a dancing program for seniors	3 x 8 dance programs for seniors to improve mobility, health and general well being	Narellan	South	Seniors	Yes 2011, 2012, 2013 \$14,218	80	\$3,656.00	21 H	High	\$3,656.00	This project will provide affordable and accessible programs for the seniors in our community and will improve mobility, health and general well being.	Need for increased number of social activities for seniors in this area, has been identified. Assists with "well seniors" activity gap.
Oran Park Proboscis (auspiced by The Rotary Club of Narellan)	Health & Well Being	PA Sound Equipment	Purchase of sound system for use at meetings and outings	Oran Park	North	Seniors	No	100+	\$1,600.00	20 H	High	\$1,600.00	The equipment will provide improved audio to members attending meetings and outings	New Proboscis Club established in March 2014
Australasian Order of Old Bastards	Health & Well Being	Community Orientated Enriched Connections	Improvements to BBQ equipment to improve fundraising activities	Camden LGA	Camden LGA	All	Yes 2011 \$3,448	2000+	\$5,000.00	20 H	High	\$5,000.00	The project will assist the organisation's fundraising capabilities	To purchase trailer fitted with BBQ and Bain-Marie to assist with fundraising activities.
Youth Solutions	Health & Well Being	Peer Enrichment and Empowerment Project (PEEP)	Creating strong young leaders through the PEEP program and provide young people with access to information via the website in regards to alcohol and other drugs, mental well being and resilience	Camden LGA	Camden LGA	Young People	No	600	\$5,000.00	19 H	High	\$3,000.00	Increased knowledge and use of positive coping strategies and safe decisions. Increased access to youth services	Recommend funding for website upgrade which will have a wider community benefit (\$3,000)
Macarthur Centre for Sustainable Living	Health & Well Being	Solar Cooking Display	Purchase of a solar oven, solar kettle and a thermometer to be used for sustainable living/cooking workshops	Mt Annan	Central	Families	Yes 2011 \$2,760	10000	\$589.45	19 H	High	\$589.45	Community will gain skills in sustainable living	Good value project with environmental education outcomes.
Camden Community Connections	Health & Well Being	Healthy Cooking for Families	A 5 week healthy cooking program providing information on how to cook easy, affordable and nutritious meals	Mt Annan	Central	Families	Yes 2011, 2012, 2013 \$14,218	100	\$2,365.00	19 M	Medium	\$2,365.00	Encourages healthy lifestyle by learning new skills	Potential partnership with MICS.
Combined Proboscis Club of Narellan	Health & Well Being	Equipment Purchase	Purchase of a data projector, projector stand, screen, microphone and storage cabinet to aid hearing and provide visual support at meetings	Narellan	South	Seniors	No	156+	\$2,890.00	19 M	Medium	\$2,890.00	The equipment will aid hearing and provide visual support at meetings	We have previously funded seniors groups for similar equipment. They make very good use of it and take very good care of it.
Turning Point Community Connections Ltd	Health & Well Being	Basic Computer Training	Purchase of 4 computers and delivery of basic computer training	Camden	South	Disadvantaged	No	100+	\$5,000.00	19 M	Medium	\$5,000.00	This project will provide accessible computer training for people who are at risk	New organisation located in Camden near St Johns Church.
Autism Spectrum Australia	Health & Well Being	Sensory Resources for Community Participation	Implementation of new sensory programs and supporting resources to increase community participation opportunities for students	Cobbitty	North	People with a disability	Yes 2013 \$5,000	98 children & their families	\$4,473.00	16 M	Medium	\$4,473.00	This project will increase the organisation's capacity to deliver age and disability specific education	A valuable project for enhancing learning amongst people with a disability
Kartane	Health & Well Being	Women as Mothers Group	A 5 week program for new mothers to provide support and share their parenting experiences and coping strategies	Camden	South	Women & Children	No	12 families	\$3,606.20	16 M	Medium	\$3,606.20	The project will increase parent confidence and identify women who are showing symptoms of post natal depression or anxiety	There has been a noticeable increase in young families in the Camden LGA, particularly the new estates, therefore this service would be very beneficial to the community.

Organisation	Category	Project Title	Description (detailed)	Suburb (project delivery)	Ward (project delivery)	Primary Target Group	Previous Council Funding (last 3 years)	No. of Camden LGA residents to benefit	Funding Requested	Ranking sheet score (-26)	Ranking High, Medium or Low	Recommended Funding	How will the funding benefit the applicant and wider community	Notes
ROAM Communities	Health & Well Being	MindFit Manual	To fund design and production of ROAM's MindFit manuals for distribution to organisations and groups outside of ROAM	Camden	South	People with a disability	Yes 2012, 2013 \$6,000	400	\$5,000.00	15 M	15 M	\$2,750.00	This project will assist mobile outreach clinics in south west Sydney	Recommended part funding. Application is to print 1000 copies but with a client base of 200 this seems excessive
Red Sox Baseball Club Inc	Sport & Recreation	Camden Red Sox Baseball Club	To establish and administer a junior and senior baseball club in the Camden LGA	Narellan	South	All	No	100+	\$3,407.00	14 M	14 M	\$3,407.00	This proposal will see the creation of a second baseball club based in the Camden LGA	This project is supported based on the number of residents involved. New Group.
Camden Show Society - LATE APPLICATION	Minor Works	New Fridge for Kitchen Upgrade	To purchase commercial refrigerator for Camden Show Hall	Camden	South	Facility users	Yes 2011, 2012 \$3,399	Facility users	\$3,265.00	14 M	14 M	\$3,265.00	The Society has committed funds to upgrade the kitchen facilities and a new fridge would complement the facilities	The hall currently has a kitchen facility which doesn't offer a stove or fridge. A fridge will help meet user needs.
PCYC Campbelltown	Sport & Recreation	Health & Fitness Activities for Youth and Adults	An 8 week sport and fitness program including gentle exercise for seniors and zumba	Kirkham	North	Young People, Adults & Seniors	No	300	\$4,900.00	18 M	18 M	\$71,887.65	This program will be an opportunity for the community to engage in a free fitness program and learn more about the services of PCYC	Not recommended as based outside the LGA
Narellan Anglican Church (sponsored by Anglican Church Property Trust Diocese of Sydney)	Minor Works	Under 5's Playground	To improve the quality and safety of the Under 5's playground by installing synthetic turf under the existing shade shelter	Spring Farm	South	Children & Families	No		\$5,000.00	17 M	17 M	\$0.00	This project will improve facilities used by the local community	The reach of the project is limited.
Camden District AFL	Minor Works	Fairfax Clubhouse Concrete Steps	For the removal of disused and unsafe gardens from the front of Fairfax Reserve Clubrooms and replace with steps to make area safe	Harrington Park	North	Facility users	No	500	\$5,000.00	17 M	17 M	\$0.00	The funding will benefit users of the park	Not recommended from this program. This project was listed on the unfunded capital works list last year and has been recommended to be included for funding by ELG in the next budget review.
YMCA NSW - Mt Annan Leisure Centre	Minor Works	Shower cubicles for Health Club Change Rooms	To install shower cubicles in the Health Club rooms located at the Mt Annan Leisure Centre	Mt Annan	Central	Facility users	Yes 2012, 2013 \$10,000	5000	\$5,000.00	16 M	16 M	\$0.00	The installation of shower cubicles will provide privacy and will improve user comfort	Potential to fund this project under minor works program
Harrington Park Anglican Church (sponsored by Anglican Church Property Trust Diocese of Sydney)	Culture & Events	Harrington Park Community Christmas Carols Fireworks	To fund fireworks display at the Harrington Park Community Christmas Carols	Harrington Park	North	All	No	400	\$3,500.00	15 M	15 M	\$0.00	The event is an annual one held in Harrington Park. Council has already contributed \$1,139 toward this event via it's Community Sponsorship Program	Not recommended. Council has already contributed \$1,139 toward this event via it's Community Sponsorship Program
Mount Annan RLFC	Sport & Recreation	Upgrade to Grounds	Stage 1 of concreting to front of the amenities building at Jack Nash Oval	Currans Hill	North	Young People, Families & Children	No	park users	\$5,000.00	13 L	13 L	\$0.00	The work will make the area safer for users of the park	Not recommended from this program. This project was listed on the unfunded capital works list last year and has been recommended to be included for funding by ELG in the next budget review.
Elizabeth Macarthur H/S (sponsored by Elizabeth Macarthur P & C Association)	Sport & Recreation	Agricultural & Environmental Enrichment Program (AEEP)	For feeding costs and grooming equipment for animals to be exhibited in competitions and competition entry fees	Narellan	South	Young People	No	45	\$3,823.00	13 L	13 L	\$0.00	Project will have limited reach	Not recommended as the project has limited reach and should be the school's responsibility
Lifecore Church	Culture & Events	Cultural Connection Concert	A multicultural event to be held in May 2015 at the Camden Civic Centre	Camden	South	CALD and new residents	Yes 2011 \$5,000	200	\$4,790.00	13 L	13 L	\$0.00	This concert will promote multiculturalism to attendees.	This project has limited reach. Not recommended for funding.

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Attachment 1

Organisation	Category	Project Title	Description (detailed)	Suburb (project delivery)	Ward (project delivery)	Primary Target Group	Previous Council Funding (last 3 years)	No. of Camden LGA residents to benefit	Funding Requested	Ranking sheet score (+26)	Ranking High, Medium or Low	Recommended Funding	How will the funding benefit the applicant and wider community	Notes
Camden Community Connectors	Culture & Events	Welcome to Camden - Linking Communities	A one-off community event to bring together residents from new estates in the Camden LGA which will include a local services expo	Narellan	South	New residents	Yes 2011, 2012, 2013 \$14,218	350	\$4,200,000	12 L		\$0.00	Residents in new estates have an opportunity to integrate into the wider Camden Community and have access to relevant information to assist them	Community Facilitators in new estates help to facilitate the integration of new residents into the wider community and they provide information on local services. Concern over ability to engage new residents from northern suburbs. Not recommended for funding.
Miccarthur Magic Special Needs Football Club	Minor Works	Elizabeth Park Amenities Block Extension	To fund design and DA costs associated with extension to amenities block at Elizabeth Park.	Narellan Vale	Central	People with a disability	Yes 2013 \$5,000	100+	\$5,000,000	10 L		\$0.00	The overall project would benefit all users of this facility	Applicant has applied for a Community Building Partnership Grant from NSW Government for an amount of \$133,000. Grants due to be announced in December 2014. If the grant is successful this will be funded from other Council sources.
Mets Baseball Club	Sport & Recreation	New equipment	To purchase equipment including catcher masks, gloves and helmets for the Under 12, Under 14 and adult team	Catherine Field	North	Young People and adults	Yes 2012 \$590	40	\$3,860,000	6 L		\$0.00	The project is for ongoing costs which should be the responsibility of the Club	This is an established club therefore they should have the ability to cover ongoing costs of equipment. Not recommended for funding.
Camden Public School - WITHDRAWN	Health & Well Being	Kitchen Garden	To replace old garden beds with new raised garden beds and increase number of garden beds	Camden	South	Children	No	300	\$1,780,000	0		\$0.00	Application withdrawn by applicant	Application withdrawn by applicant
2014/15 Budget									\$129,681.45					
South Ward														
Central Ward														
North Ward														
Area Wide														
Seniors														
People with disabilities														
Children & families														
Women														
Men														
Young People														
Facility users														
CALD														
Disadvantaged														
New residents														
All														

Site No	Location	Advantages	Disadvantages	Comment
1	Birriwa reserve – corner of Waterworth and Welling Dr. Mt-Annan	<ol style="list-style-type: none"> 1. Highly visible corner 2. Busy traffic and pedestrian movements. 3. Distant from residential dwellings 4. Large site 5. Other sporting and recreation facilities nearby including basketball court/indoor leisure centre/ tennis court/oval/community centre/sports ground etc. 6. Along pedestrian and cycle route 7. Excellent visibility 8. Easy Connectivity to Currans Hill via Pedestrian overpass 9. Close proximity to food and drink retail outlets 10. Serviced by bus route to shopping complex 11. Central to youth population 12. Good pedestrian footpath links to CBD area 13. Surrounding facilities and easy access 14. Pedestrian crossing on Welling Dr., very close to site 15. Amenities close by 	<ol style="list-style-type: none"> 1. Site is subject to flood 2. High traffic area – no pedestrian crossing on Waterworth Dr 3. Concern on negative impact that users may have on pedestrian tunnel under Welling Drive which is the formal link to the pedestrian overpass on Narellan Rd. linking to Currans Hill. 4. Would need to remove a few trees 	<p>Open tunnel would need to be addressed e.g. lighting</p> <p>Visibility is good, Anti-social behaviour would be deterred by this?</p> <p>Not eye-level visible from drivers</p>

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Attachment 1

<p>2 Manna Gum Reserve – Watenworth Dr. Narrellan Vale</p>	<ol style="list-style-type: none"> 1. Large site 2. Close proximity to a number of schools 3. On main road 4. Good access along pedestrian/cycle path route. 5. Pedestrian crossing 6. Bus stop 7. Narrellan Vale Shops nearby 	<ol style="list-style-type: none"> 1. Currently not highly visible from street due to dense plant growth. 2. In flood detention basin 3. Not in close proximity to food/drink outlets 4. No toilets on site 5. Residential dwellings across road 	<p>Opposite and surrounded by residents.</p> <p>Close proximity to shops is good</p> <p>Large site</p> <p>Subject to water inundation.</p>
<p>3 Liquidamber Reserve, Liquidamber Dr. Narrellan Vale</p>	<ol style="list-style-type: none"> 1. Large site 2. Cluster of sporting activities 3. Amenities available on site 4. Close to shopping centre 5. On bus route? 	<ol style="list-style-type: none"> 1. Busy sporting complex 2. Not highly visible from adjacent road 3. Location within site may be affected by sporting ground users. 4. Location on perimeter of grounds would be too close to residential dwellings. 5. Not on busy bus route 	<p>Very limited space</p> <p>Soccer fields prime use of area</p> <p>Limited passive surveillance.</p>
<p>4 Elizabeth Park, Waterworth Dr. Narrellan Vale</p>	<ol style="list-style-type: none"> 1. High visibility from road 2. Amenities within site 3. Near 2 schools 4. Central to user catchment 	<ol style="list-style-type: none"> 1. Limited space for facility 2. No shops nearby 3. Limited space 	<p>Poor passive surveillance</p> <p>Would need to remove playground</p> <p>Opposite residential area</p>
<p>5 Wandarah Reserve, Welling Dr. Mt. Annan</p>	<ol style="list-style-type: none"> 1. On bus route 2. Amenities on site 3. High sport use site – parking at premium 	<ol style="list-style-type: none"> 1. Poor passive surveillance 2. Limited space on site for facility 3. Site has high sporting use may lead to clashes? 4. Adjacent to bushland which may attract inappropriate 	<p>Inadequate size</p> <p>Very quiet residential frontage and side areas</p> <p>Limited space for visibility</p> <p>Aboriginal bushland bordering</p>

		behaviour.	
6	Jack Mash Reserve, Currans Hill Drive, Currans Hill	<ol style="list-style-type: none"> 1. Amenities available on site 2. On bus route 3. Access from Mt. Annan via pedestrian overpass across Narellan Rd. 4. Potentially good passive surveillance from adjoining residential properties. 	<ol style="list-style-type: none"> 1. Limited passive surveillance from adjacent road 2. Limited space in large sporting complex site 3. Location near tennis courts – too close to residential dwellings 4. Distance from shop 5. Site subject to flooding 6. Too close to residents <p>Close to residential area Limited space available Water course area</p>
7	Sedgwick Reserve, Currans Hill Drive, Currans Hills	<ol style="list-style-type: none"> 1. Good passive surveillance from adjoining road 2. Adequate space available 3. Fenced Playground on site 4. Level ground 	<ol style="list-style-type: none"> 1. No pedestrian crossing of busy road 2. Creek corridor and bushland at rear may attract inappropriate behaviour 3. No amenities on site 4. No shops in close proximity <p>Creek corridor – May attract Anti-social behaviour Quiet residential street frontage</p>
8	Currans Hill Park Thomas Way, Currans Hill	<ol style="list-style-type: none"> 1. Large site 2. Central to Currans Hill 	<ol style="list-style-type: none"> 1. Recent survey on replacement of playground equipment – no mention of desire for skate park 2. Topography of site not complimentary to skate park facility – steep hill. 3. No amenities on site 4. No shops nearby 5. Poor passive surveillance 6. Close proximity to residential dwellings <p>Limited passive surveillance Very quiet residential street</p>
9	Elizabeth Throsby Reserve, Cowdery Way, Currans Hill	<ol style="list-style-type: none"> 1. Close proximity to community centre 2. Large site 	<ol style="list-style-type: none"> 1. Poor passive surveillance 2. No amenities 3. Not on busy road 4. Not on bus route? 5. Difficult site to access <p>Bushland park area Limited passive surveillance</p>

Attachment 1
ORD12

SUPPORTING DOCUMENT – COMMERCIAL IN CONFIDENCE
TENDER T003 / 2015 – Underground Installation of Existing Overhead High Voltage and Transmission Power, Springs Road, Spring Farm.

LIST OF TENDERERS AND TENDER PRICES:

Name of Tenderer	Total Tender Price	Price Score	Non Price Score	Evaluation Score
Gremalco Pty Ltd	\$578,730	70.0	22.3	92.3
Tony Pollard Electrics Pty Ltd trading as Transelect	\$672,644	64.8	25.2	90.0
Connect Infrastructure Construction Pty Ltd	\$682,270	64.3	20.3	84.6
Hanlow PTY Ltd	\$661,384	65.5	18.4	83.8
Dunmain Pty Ltd	\$752,144	60.5	14.5	75.0
Poles & Underground Pty Ltd	\$1,060,900	43.5	30.0	73.5
Stowe Australia Pty Ltd	\$856,656	54.7	11.6	66.3
Picton Power Lines Pty Ltd	\$888,585	53.0	11.6	64.6

TC InfraGroup Pty Ltd	\$1,104,802	41.1	20.3	61.4
Murphy McCarthy & Associates Pty Ltd	\$1,112,000	40.7	16.5	57.1
Shannon Constructions Pty Ltd	\$1,142,969	39.0	16.5	55.4
Electrix Pty Ltd	\$1,197,351	36.0	17.4	53.4
NJ Constructions Pty Ltd	\$1,325,575	28.9	21.3	50.2

