

Attachments

Ordinary Council Meeting

Camden Council
Administration Centre
70 Central Avenue
Oran Park

10 May 2022



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ATTACHMENTS

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Attachment 1

Camden Council Planning Proposal

Subdivision for Road Closure as Exempt Development

Version 1
May 2022



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Subdivision for Road Closure as Exempt Development Planning Proposal

Document Register

Version	Date	Detail	Council Reference
1	11/11/2021	Planning Proposal initiated by Council officers.	PP/2021/11/1
2			
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Attachment 1



Subdivision for Road Closure as Exempt Development Planning Proposal

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Road Closures Exempt Development Planning Proposal

Executive Summary

The Planning Proposal seeks to amend Schedule 2 Exempt Development of the Camden Local Environmental Plan 2010 (Camden LEP 2010) by introducing a provision to permit subdivision of a public road as exempt development for the purposes of road closure.

The inclusion of Council-owned road closures within exempt development is sought to ensure the process of road closures is efficient and straightforward, especially for roads located in large lot or rural zones.

Since December 2019, the responsibility of closing roads was transferred from DPE Crown Lands to Council. Council owned roads which need to be closed must be subdivided to create a title for the specific area of road. In zones which have a large Minimum Lot Size, road closures cannot proceed through the Development Application (DA) process because the prospective closure area does not meet the Minimum Lot Size.

Council has commenced the road closure process for three different roads, two of these have encountered issues due to their location, zoning and minimum lot size. The third has not due to its location in an area that does not have a large Minimum Lot Size.

The Planning Proposal will be reported to Council to seek its endorsement for submission to the Department of Planning and Environment (DPE) for a Gateway Determination. Given the minor nature of the Planning Proposal, no initial notification has been undertaken.

Introduction

The Planning Proposal is proposed to apply to all land that is applicable within the Camden Local Environmental Plan 2010 (this excludes land that has been rezoned and is now subject to the Precincts SEPP).

There are two site examples that form the basis for illustrating the current issues that have necessitated the need for a Planning Proposal. This proposal highlights the situation encountered by each site and proceeds to explain the intended effect of the recommended amendment to the Camden LEP 2010 and the justification for it.

Road Closures Exempt Development Planning Proposal

Background

The Road Closure Process

The current process for the closure of Council-owned roads depends on the ability to obtain consent for a subdivision certificate granted through a Development Application.

Since the responsibility of road closures was transferred to Council, issues have arisen in the closure of roads located in large lot areas. Subdivision of the road cannot occur due to its area not being able to meet the required Minimum Lot Size specified in the Camden LEP 2010. The road closure therefore cannot be conducted as the appropriate consents are unable to be obtained. This is shown in Figure 1, which is a brief outline of the road closure process to show the point where Council are unable to proceed fulfill its obligation under s38A of the *Roads Act 1993*. Appendix 4 contains the full chart which was sent to Council in an information pack by DPE Crown Lands.



Figure 1: Road closure process (relevant parts).

By adding Council-owned road closures to Schedule 2 Exempt Development, Council will be able to move through the road closure process without being held up by the inability to get the appropriate consents.

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Road Closures Exempt Development Planning Proposal

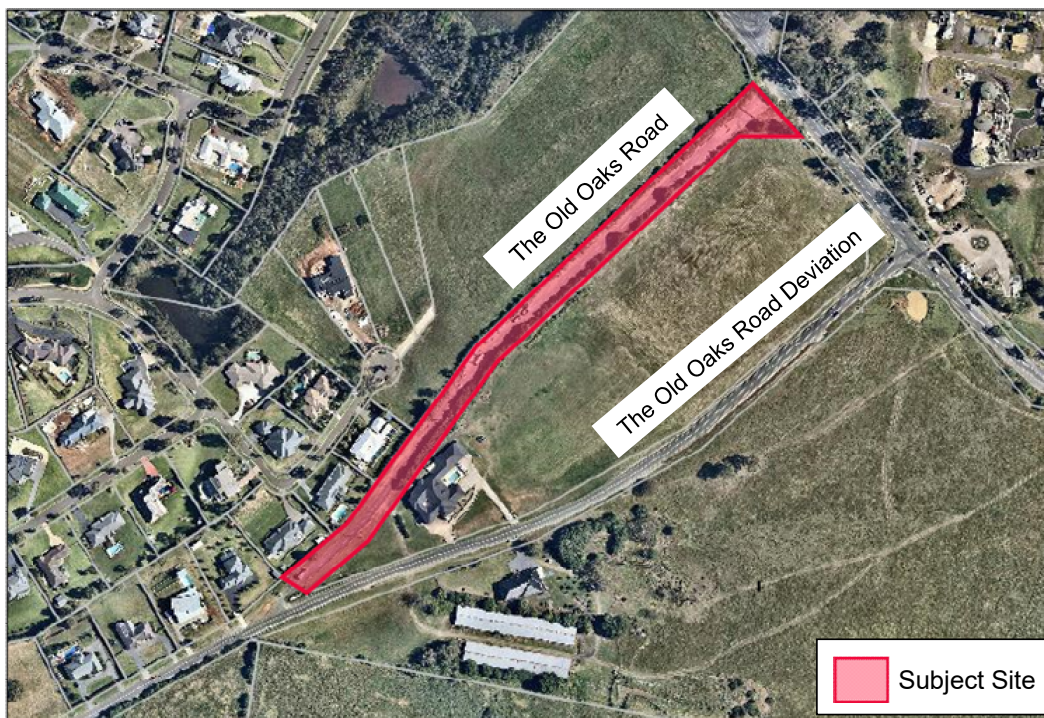
Site Examples**1. The Old Oaks Road, Grasmere**

The Old Oaks Road, Grasmere was the first attempted road closure since the responsibility of road closures was given to Council. The site is zoned RU1 Primary Production with a Minimum Lot Size of 40 hectares. The area of road to be closed is approximately 11,297m².

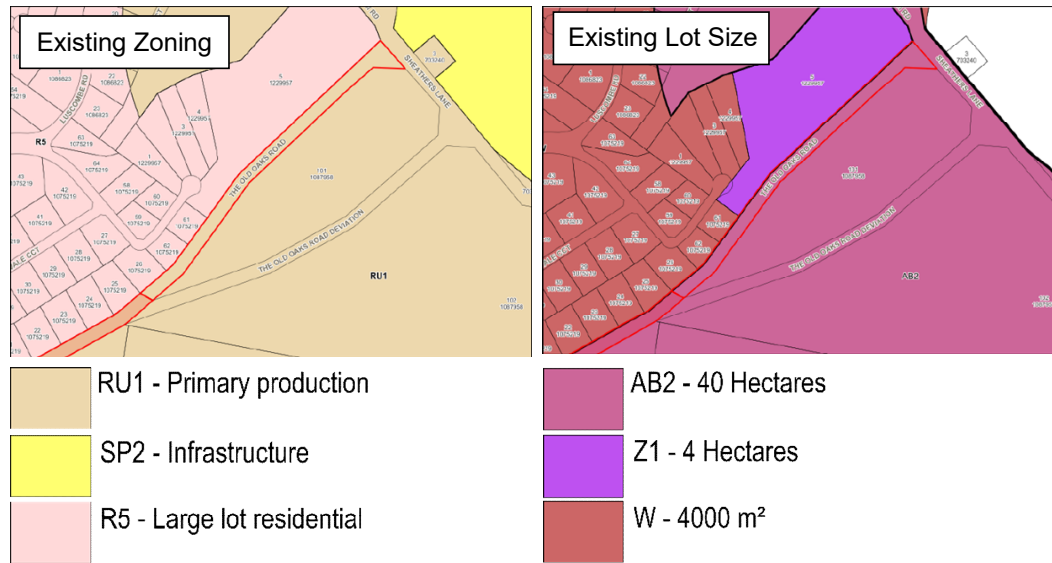
The establishment of *The Old Oaks Road Deviation* made this area of road redundant, so Council resolved to close the road. However, this has not been able to be granted due to the size of the road closure section not meeting the Minimum Lot Size required for subdivision.

This site first triggered the creation of this Planning Proposal as it was unable to go through the DA process to obtain a subdivision certificate. Furthermore, after this attempted road closure, Council investigated the legislative requirements and options to understand all possible methods of achieving the intended road closure.

Figure 2: Precedent Site 1 - The Old Oaks Road, Grasmere.



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Council has also undertaken another road closure which is facing a similar issue. The road is in an R5 Large Lot Residential Area with a minimum lot size of 4000m². The portion of road that Council is seeking to close is no longer operational and not required to remain an asset of Council. However, the portion of road to be closed and subdivided is only 965m² and does not meet the required Minimum Lot Size, leaving the road closure process stalled on the same stage as Site 1.

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Road Closures Exempt Development Planning Proposal

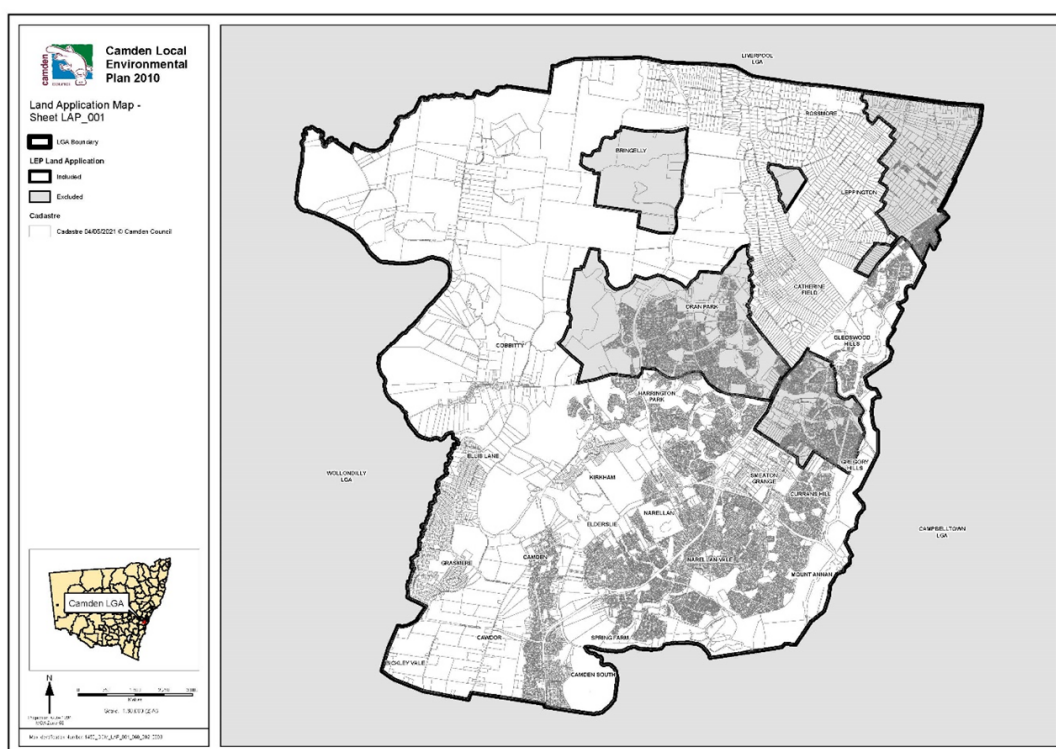
Part 1 – Objectives and Intended Outcomes

The objective of this Planning Proposal is to amend the Camden LEP 2010 to include road closures as an item within Schedule 2 Exempt Development. The amendment will allow Council to efficiently close Council-owned roads without having to meet the minimum-lot size required to subdivide a road.

Part 2 – Explanation of Provision

This Planning Proposal will be achieved by making an addition to Schedule 2 Exempt Development of Camden LEP 2010 and will not require additional mapping.

Figure 5: Camden Local Environmental Plan 2010 Land Application Map



This Planning Proposal recommends that Camden LEP 2010 is amended by adding *Closure of Council owned roads that are the subject of a closure* into Schedule 2 Exempt Development. This will also include a direct link to Section 38A of the Roads Act 1993 which sets out the requirements for when Council proposes a closure of a Council public road.

Schedule 2 Exempt development

Closure of Council Owned Roads that are the subject of a closure

- (1) Must be owned by council.
- (2) Closure of road must be suitable as per [s38A of the Roads Act 1993](#).

Road Closures Exempt Development Planning Proposal

Below is an excerpt of Section 38A of the Road Act 1993, which will be where the direct link leads to.

S38A Roads Act 1993

A council may propose the closure of a council public road for which it is the roads authority if—

- (a) the road is not reasonably required as a road for public use (whether for present or future needs), and
- (b) the road is not required to provide continuity for an existing road network, and
- (c) if the road provides a means of vehicular access to particular land, another public road provides lawful and reasonably practicable vehicular access to that land.

Part 3 – Justification

3.1 Section A – Need for the Planning Proposal

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 proposed amendments to Camden LEP 2010 identified within this Planning Proposal have been identified by Council officers and considered minor in nature.

Is the planning proposal the best means of achieving the objectives or intended outcomes, or is there a better way?

The proposed amendment to Camden LEP 2010 is considered to be the best means of establishing an efficient process for the subdividing and closure of Council owned roads. By adding *subdivision of Council owned roads* as an item within Schedule 2 Exempt Development, a successful process for road closures is able to be established. This is especially important for the closure of roads in areas with a large minimum Lot Size, where Council has been unable to subdivide and close roads.

Before this Planning Proposal was undertaken, Council attempted to close a portion of the Site 1 - Old Oaks Road, Grasmere. JMD Surveyors were consulted to prepare and lodge road closure plans which included deposited plans and 88B Instrument, however this was refused.

Council consulted legal advice from Bartier Perry which had been previously obtained for Site 3 – Macarthur Road, Spring Farm. The conclusion of the advice given outlined that the proposed subdivision does not constitute an exempt development under the Codes SEPP, iSEPP or the LEP. Bartier Perry were also not aware of any provisions in other legislative instruments such as Local Government Act and Roads Act that allow the proposed subdivision to be carried out as exempt development.

JMD Surveyors then prepared and lodged a development application, but this also was refused as the land is subject to minimum Lot Size which the proposed road closure does not meet. Council then obtained legal advice from Lindsay Taylor Lawyers who confirmed that there are several options:

1. Amend the Camden LEP 2010 to rezone the land or change the applicable minimum lot size standard.
2. Utilise a mechanism under the *Land Acquisition (Just Terms Compensation) Act 1991* which allows Council to acquire land which it already owns. The division of the land



Road Closures Exempt Development Planning Proposal

that is caused by this is **not subdivision** for the purposes of the *Environmental Planning & Assessment Act 1979 (EPA Act)* and therefore will not need development consent.

3. Amend the Camden LEP 2010 to make subdivision of a road exempt development.

This Planning Proposal seeks to enable Option 3.

3.2 Section B – Relationship to Strategic Planning Framework

Is the planning proposal consistent with the objectives and actions of the applicable regional, sub-regional or district plan or strategy (including any exhibited draft plans or strategies)?

Yes.

The objectives and directions of the Greater Sydney Region Plan & Western City District Plan applicable to the Planning Proposal have been addressed in **Appendix 1** of this proposal.

Is the planning proposal consistent with a council's local strategy or other local strategic plan?

The Planning Proposal is consistent with Council's local strategies as summarised below. Consistency against these strategies are provided in greater detail in **Appendix 1**.

Camden Community Strategic Plan

The Community Strategic Plan (CSP) seeks to actively manage growth by retaining Camden's heritage sites, scenic vistas and cultural landscapes.

The proposal is consistent with the relevant directions and strategies of the CSP and is assessed with the following Key Directions:

- Actively Managing Camden LGAs Growth; and
- Effective and Sustainable Transport.

The consistency against the Camden CSP is provided in greater detail in **Appendix 1**.

Camden Local Strategic Planning Statement

The Local Strategic Planning Statement (LSPS) was adopted by Council on 14 April 2020. The LSPS is a 20-year planning vision, and includes land use, transport and sustainability objectives to demonstrate how the Camden LGA will change to meet the community's needs over the next 20 years.

The proposal is consistent against the relevant Local Priorities and Actions of the LSPS, with specific focus on the following Local Priority:

- Infrastructure Local Priority I1: Aligning infrastructure delivery with growth
- Infrastructure Local Priority I2: Connecting Camden through integrated transport solutions
- Liveability Local Priority L3: Providing services and facilities to foster a healthy and socially connected community
- Productivity Local Priority P1: Increasing the quantity and diversity of local jobs, and improving access to jobs across the Western City District
- Sustainability Local Priority S3: Protecting Camden's Rural Land

The consistency against the Camden LSPS is provided in greater detail in **Appendix 1**.

Road Closures Exempt Development Planning Proposal

Camden Local Housing Strategy

The Camden Local Housing Strategy (LHS) was adopted by Council on 12 October 2021. The Camden Local Housing Strategy sets out a plan for housing in the Camden LGA over the next 10 to 20 years. The proposal has been assessed against the Priorities, Objectives and Actions of the draft Strategy. The specific priorities this proposal is considered against are as follows:

- Priority 1, Objective 1 – There is sufficient planning capacity to meet forecast housing demand

The consistency against the Camden LHS is provided in greater detail in **Appendix 1**.

Is the planning proposal consistent with applicable State Environmental Planning Policies?

The relevant SEPPs including deemed SEPPs have been addressed at **Appendix 2** to this proposal.

The Planning Proposal is considered consistent with these SEPPs, including deemed SEPPs.

Is the planning proposal consistent with applicable Ministerial Directions (s9.1 Directions)?

The Section 9.1 Ministerial Directions applicable to the Planning Proposal have been addressed in **Appendix 3** of this report.

The Planning Proposal is considered consistent with the applicable Directions.

3.3 Section C – Environmental, Social and Economic Impact**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 that the Planning Proposal will have adverse effects on critical habitat, threatened species, populations, ecological communities, or their habitats.

Although the Planning Proposal is proposed to apply to all land within the Camden Local Environmental Plan 2010, it will only affect established council owned roads and doesn't involve new development, hence it will have no impact on these ecologically sensitive habitats.

Are there any other likely environmental effects as a result of the planning proposal and how are they proposed to be managed?

The planning proposal will only affect established council owned roads and doesn't involve new development; hence it will have no environmental effects.

Has the planning proposal adequately addressed any social and economic effects?**Social Effects**

Social effects have not been studied or addressed as the Planning Proposal is minor and procedural in nature, designed to improve the function and efficiency of road closure process.

Economic Effects

The chief economic effect of this Planning Proposal is the increased efficiency it will bring. Improving the process for road closures will mean less time and resources are utilised to do

Road Closures Exempt Development Planning Proposal

so. Furthermore, Council will also be able to better maintain its assets through the disposal of redundant parcels of road.

3.4 Section D – State and Commonwealth Interests**Is there adequate public infrastructure for the planning proposal?**

This is not considered relevant as the proposed amendments to Camden LEP 2010 identified within this Planning Proposal have been identified by Council officers and considered minor in nature.

What are the views of state and Commonwealth public authorities consulted in accordance with the Gateway determination?

Due to the minor nature of this Planning Proposal, consultation with State and Commonwealth public authorities was not undertaken. Public consultation will be conducted as identified by a favourable Gateway determination, should it seek endorsement by Council.

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Part 4 – Mapping

This Planning Proposal will apply to all land within the Land Application Map for Camden LEP 2010.

No additional maps have been created for the purposes of mapping the application of this Planning Proposal.

Part 5 – Community Consultation

The Planning Proposal will be placed on public exhibition in accordance with Council's Community Participation Plan, subject to a favourable Gateway Determination.

Part 6 – Project Timeline

Anticipated commencement date	January 2022
Anticipated timeframe for the completion of required technical information	Not Applicable
Timeframe for government agency consultation (pre and post exhibition as required by Gateway Determination)	July 2022
Commencement and completion dates for public exhibition period	July 2022
Timeframe for consideration of submissions	August 2022
Date of submission to the Department to finalise the LEP	August 2022
LEP Notification	September 2022
Adoption of LEP Amendment	September 2022

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Part 7 – Conclusion

The Planning Proposal seeks to amend the Camden Local Environmental Plan 2010 (Camden LEP 2010) to include Council-owned road closures as an item within Schedule 2 Exempt Development.

The proposal demonstrates merit by establishing an efficient process for the closure of Council-owned roads. This process is impacted by Minimum Lot Size requirements, which does not allow for roads that are in areas with a large Minimum Lot Size to be closed due to the current process requiring a subdivision via a DA. The proposal has been supported by examples of road closures within the Camden LGA where it has been demonstrated closure and subdivision of the road has not been able to occur.

The proposal seeks to introduce a provision in Camden LEP 2010 to facilitate the subdivision of a public road that is subject to closure, as exempt development. This will ensure that any future road closure can be subdivided without the need for a DA consent, enabling the road closure process to be unaffected by the Minimum Lot Size and therefore allows Council to close roads, especially in large lot areas.

This Planning Proposal has been prepared in accordance with Section 3.33 of the EPA Act 1979. An amendment to Schedule 2 Exempt Development is the most appropriate method to achieve the objectives of this Planning Proposal. The Planning Proposal will result in better outcomes for the community as Council will have an improved road closure process which increases efficiency and function of Council procedures.

Road Closures Exempt Development Planning Proposal

Part 8 – Appendices

Appendix 1: Greater Sydney Region Plan - Directions and Objectives & Western City District Planning Priorities and Objectives

Appendix 2: Consistency against State Environmental Planning Policies

Appendix 3: Consistency against Local Strategic Planning Statement Directions

Appendix 4: Consistency against s9.1 Ministerial Directions

Appendix 5: Process for road closures

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Appendix 1: Assessment against Regional, District and Local Strategic Plans

Greater Sydney Region Plan - Directions and Objectives		
Objective	Consistency	Comment
Infrastructure and Collaboration		
Objective 1: Infrastructure supports the three cities	Yes.	The aim of the Proposal is to ensure the procedure for Council-owned road closure is effective and consistent with Council's functions pursuant to the Roads Act, 1993. The proposal is consistent with this objective.
Objective 2: Infrastructure aligns with forecast growth – growth infrastructure compact	Yes.	The proposal ensures that redundant roads can be closed. This can facilitate the disposal of the asset and can generate additional resources for Council. The proposal is not inconsistent with this objective.
Objective 3: Infrastructure adapts to meet future needs	Yes.	Ensuring that redundant roads can be closed is consistent with this objective.
Objective 4: Infrastructure use is optimised	Yes.	The goal of this Planning Proposal is to establish a path for the efficient closure of roads, allowing Council to optimise infrastructure by removing redundant roads.
Liveability		
Objective 6: Services and infrastructure meet communities changing needs	Yes.	The proposal was triggered by a need for a more efficient process for closure of Council-owned roads. Roads are closed in response to the community's changing needs. The proposal is consistent with this objective.
Objective 7: Communities are healthy, resilient and socially connected.	Yes.	The proposal is not inconsistent with this objective.
Productivity		
Objective 14: A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities	Yes.	The proposal is not inconsistent with this objective.
Sustainability		
Objective 29: Environmental, social and economic values in rural areas are protected and enhanced	Yes.	The proposal is not inconsistent with this objective.

Western City District Plan Priority		
Objective	Consistency	Comment
Infrastructure and Collaboration		
Planning Priority W1: Planning for a city supported by infrastructure <ul style="list-style-type: none"> Objective 1 - Infrastructure supports the three cities. Objective 2 - Infrastructure aligns with forecast growth – growth infrastructure compact. Objective 3 - Infrastructure adapts to meet future needs. Objective 4 - Infrastructure use is optimised. 	Yes.	The aim of the proposal is to ensure the procedure for Council-owned road closure is effective, consistent with Council's functions pursuant to the Roads Act, 1993. The proposal is not inconsistent with this priority.
Liveability		

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Planning Priority W3: Providing services and social infrastructure to meet people's changing needs <ul style="list-style-type: none"> Objective 6 - Services and infrastructure meet communities' changing needs. 	Yes.	The proposal was triggered by a need for a more efficient process for closure of Council-owned roads. Roads are closed in response to the community's changing needs. The proposal is consistent with this priority.
Productivity		
Planning Priority W7: Establishing the land use and transport structure to deliver a liveable, productive and sustainable Western Parkland City <ul style="list-style-type: none"> Objective 14 - <i>A Metropolis of Three Cities</i> – integrated land use and transport creates walkable and 30-minute cities. Objective 15 - The Eastern, GOP and Western Economic Corridors are better connected and more competitive. Objective 16 - Freight and logistics network is competitive and efficient. Objective 17 - Regional connectivity is enhanced. 	Yes.	The proposal is not inconsistent with this priority.
Sustainability		
Planning Priority W16: Protecting and enhancing scenic and cultural landscapes <ul style="list-style-type: none"> Objective 28 - Scenic and cultural landscapes are protected. Planning Priority W17: Better managing rural areas <ul style="list-style-type: none"> Objective 29 - Environmental, social and economic values in rural areas are protected and enhanced. 	Yes.	The proposal is not inconsistent with this priority.

Camden Community Strategic Plan		
Objective	Consistency	Comment
Infrastructure		
Key Direction 1 Actively Managing Camden LGA's Growth	Yes.	The proposal is consistent with this direction.
Key Direction 4 Effective and Sustainable Transport	Yes.	The proposal is consistent with this direction.

Camden Local Strategic Planning Statement		
Local Priority	Consistency	Comment
Infrastructure		

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Local Priority I1: Aligning infrastructure delivery with growth	Yes.	The proposal is consistent with this priority.
Local Priority I2: Connecting Camden through integrated transport solutions	Yes.	The proposal is consistent with this priority.
Sustainability		
Local Priority S3: Protecting Camden's Rural Land	Yes.	The proposal is not inconsistent with this priority.

Camden Local Housing Strategy		
Objective	Consistency	Comment
Infrastructure		
Priority 1: Providing housing capacity and coordinating growth with infrastructure <ul style="list-style-type: none"> Objective 1 – There is sufficient planning capacity to meet forecast housing demand. 	Yes.	The proposal is not inconsistent with this priority. Council officers propose to investigate inclusion of a similar exempt development provision for road closure in the Growth Centres SEPP, as part of a future review.

Appendix 2: Consistency against State Environmental Planning Policies

SEPP Title	Consistency	Comment
SEPP (Transport and Infrastructure) 2021	Yes	Chapter 2 Infrastructure The proposal does not impede on the delivery of this SEPP nor seek to amend the SEPP.
SEPP (Biodiversity and Conservation) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.
SEPP (Primary Production) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.
SEPP (Resilience and Hazards) 2021	Yes	Chapter 4 Remediation of land While this Planning Proposal does not propose any development, it has the potential to create opportunity for development. Any future DA to develop land that has been subdivided due to road closure will need to consider this SEPP.
SEPP (Industry and Employment) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.

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SEPP (Resources and Energy) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.
SEPP (Planning Systems) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.
SEPP (Precincts - Western Parkland City) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.
SEPP (Design and Place) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.
SEPP (Housing) 2021	N/A	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.
SEPP (Codes) 2021	Yes	The proposal does not impede on the delivery of this SEPP or affect the application of this SEPP.

Appendix 3: Section 9.1 Ministerial Directions

S9.1 Direction Title	Consistency	Comment
1.0 Planning Systems		
1.1 Implementation of the Minister's Planning Principles	N/A	
1.2 Implementation of Regional Plans	N/A	
1.3 Development of Aboriginal Land Council land	N/A	
1.4 Approval and Referral Requirements	Yes	This Direction applies when a Planning Proposal is prepared. The Direction states that a Planning Proposal must minimise provisions relating to the concurrence, consultation or referral of development applications to a Minister or public authority and not identify development as designated development unless the development is likely to have a significant impact on the environment. Due to the minor nature of the proposed amendments, the Planning Proposal is not likely to require the concurrence, consultation, or referral of development applications to a Minister or public authority and is not considered to have significant impacts on the environment. The Planning Proposal is consistent with this Direction.
1.5 Site Specific Provisions	N/A	
1.6 Parramatta Road Corridor Urban Transformation Strategy	N/A	Does not apply to the Camden LGA.

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1.7	Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	N/A	Does not apply to the Camden LGA.
1.8	Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	N/A	Does not apply to the Camden LGA.
1.9	Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation	N/A	Does not apply to the Camden LGA.
1.10	Implementation of Glenfield to Macarthur Urban Renewal Corridor	N/A	Does not apply to the Camden LGA.
1.11	Implementation of the Western Sydney Aerotropolis Plan	N/A	
1.12	Implementation of Bayside West Precincts 2036 Plan	N/A	Does not apply to the Camden LGA
1.13	Implementation of Planning Principles for the Cooks Cove Precinct	N/A	Does not apply to the Camden LGA
1.14	Implementation of St Leonards and Crows Nest 2036 Plan	N/A	Does not apply to the Camden LGA
1.15	Implementation of Greater Macarthur 2040	N/A	
1.16	Implementation of the Pyrmont Peninsula Place Strategy	N/A	Does not apply to the Camden LGA
1.17	North West Rail Link Corridor Strategy	N/A	Does not apply to the Camden LGA.
2.0 Design and Place			
3.0 Biodiversity and Conservation			
3.1	Conservation Zones	Yes	The proposal does not recommend the amendment of existing provisions that facilitate the protection and conservation of environmentally sensitive areas.
3.2	Heritage Conservation	Yes	The proposal is consistent with this direction as it does not recommend amendment of heritage items or places listed in Camden LEP 2010 or the amendment of existing provisions that facilitate the conservation of heritage items and places.
3.3	Sydney Drinking Water Catchments	N/A	Does not apply to the Camden LGA.
3.4	Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs	N/A	Does not apply to the Camden LGA.
3.5	Recreation Vehicle Areas	N/A	
4.0 Resilience and Hazards			
4.1	Conservation Zones	N/A	
4.2	Coastal Management	N/A	Does not apply to the Camden LGA.



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4.3 Planning for Bushfire Protection	N/A	
4.4 Remediation of Contaminated Land	N/A	
4.5 Acid Sulfate Soils	N/A	Does not apply to the Camden LGA.
4.6 Mine Subsidence and Unstable Land	N/A	Does not apply to the Camden LGA.
5.0 Transport and Infrastructure		
5.1 Integrating Land Use and Transport	N/A	
5.2 Reserving Land for Public Purposes	N/A	
5.3 Development Near Regulated Airports and Defence Airfields	N/A	
5.4 Shooting Ranges	N/A	
6.0 Housing		
6.1 Residential Zones	N/A	
6.2 Caravan Parks and Manufactured Home Estates	N/A	
7.0 Industry and Employment		
7.1 Business and Industrial Zones	N/A	
7.2 Reduction in non-hosted short-term rental accommodation period	N/A	
7.3 Commercial and Retail Development along the Pacific Highway, North Coast	N/A	Does not apply to the Camden LGA.
8.0 Resources and Energy		
8.1 Mining, Petroleum Production and Extractive Industries	N/A	
9.0 Primary Production		
9.1 Rural Zones	Yes	The proposal is consistent with this direction as the proposed amendment does not seek to rezone rural land or increase the permissible density of land within a rural zone.
9.2 Rural Lands	N/A	Does not apply to the Camden LGA.
9.3 Oyster Aquaculture	N/A	Does not apply to the Camden LGA.
9.4 Farmland of State and Regional Significance on the NSW Far North Coast	N/A	Does not apply to the Camden LGA.

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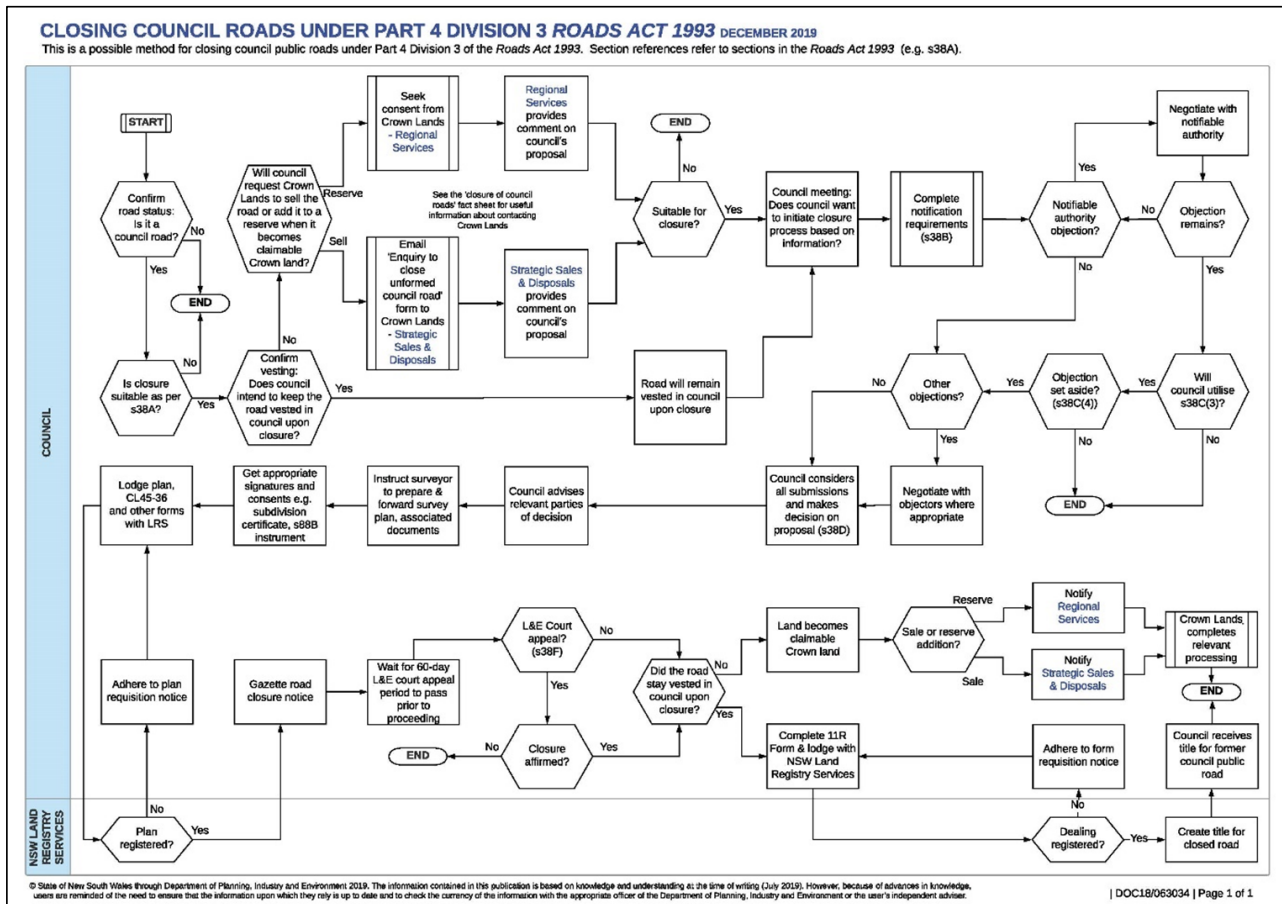
Attachment 1



Road Closures Exempt Development Planning Proposal

Appendix 4: Process for Road Closures

This diagram was provided by Department crown lands to provide guidance and explain the process for road closures.





camden
council

ORD01



Attachment 1

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Oran Park NSW 2570

mail@camden.nsw.gov.au

PO Box 183, Camden 2570

camden.nsw.gov.au

4654 7777

4654 7829

DX 25807

ABN: 31 117 341 764

Attachment 2 – Assessment against Key Strategic Documents Tables.**Table 1: Assessment against Greater Sydney Region Plan**

Greater Sydney Region Plan	
Objective	Officer comment
<u>Objective 1:</u> Infrastructure supports the three cities	The aim of this draft Planning Proposal is to ensure the procedure for public road closure is effective, no matter the context or location of the closure. This allows Council to focus on other assets which are of greater benefit and value to the community.
<u>Objective 2:</u> Infrastructure aligns with forecast growth – growth infrastructure compact	The draft Planning Proposal aims to ensure that unused roads can be closed when needed – allowing Council to effectively align infrastructure with growth by reallocating resources. Resources gained from the closure of a road can be utilised to fund new infrastructure in areas where the community requires it, allowing Council to align infrastructure with areas of growth. Council officers propose to consult with the DPE to request inclusion of a similar provision into the Growth Centres SEPP to that proposed for the Camden LEP 2010.
<u>Objective 3:</u> Infrastructure adapts to meet future needs	The proposal seeks to establish an efficient process to remove infrastructure that is no longer required and will enable Council to prioritise infrastructure that is important to the community. The draft Planning Proposal is consistent with the vision for the LGA and for Greater Sydney.
<u>Objective 4:</u> Infrastructure use is optimised	The intention of this proposal is to establish a path for the efficient closure of public roads, allowing Council to optimise infrastructure with its removal where it is no longer needed.
<u>Objective 6:</u> Services and infrastructure meet communities changing needs	This Planning Proposal was triggered by a need for a more efficient process for the closure of Council-owned roads. Roads are closed when they are redundant and the community has no need for them, the intended effect of this Planning Proposal is to make this process more efficient so Council can better meet these changing needs.
<u>Objective 7:</u> Communities are healthy, resilient, and socially connected.	The proposal is not inconsistent with this objective.
<u>Objective 14:</u> A Metropolis of Three Cities – integrated land use and transport creates walkable and 30-minute cities	The proposal is not inconsistent with this objective.
<u>Objective 29:</u> Environmental, social, and economic values in rural areas are protected and enhanced	The proposal is not inconsistent with this objective.

Table 2: Assessment against Western City District Plan

Western City District Plan	
Planning Priority	Officer comment
<u>Planning Priority W1:</u> Planning for a city supported by infrastructure	The aim of this draft Planning Proposal is to ensure the procedure for public road closure is effective, no matter the context or location of the closure. This allows Council to focus on other assets which are of greater benefit and value to the community.
<u>Planning Priority W3:</u> Providing services and social infrastructure to meet people's changing needs	This Planning Proposal was triggered by a need for a more efficient process for the closure of Council-owned roads. Roads are closed when they are redundant and the community has no need for them, the intended effect of this Planning Proposal is to make this process more efficient so Council can better meet these changing needs.
<u>Planning Priority W7:</u> Establishing the land use and transport structure to deliver a liveable, productive, and sustainable Western Parkland City	The proposal is not inconsistent with this objective.
<u>Planning Priority W16:</u> Protecting and enhancing scenic and cultural landscapes	The proposal is not inconsistent with this objective.
<u>Planning Priority W17:</u> Better managing rural areas	

Table 3: Assessment against Camden Community Strategic Plan

Camden Community Strategic Plan	
Direction	Officer comment
<u>Key Direction 1</u> Actively Managing Camden LGA's Growth	The draft Planning Proposal aims to ensure that unused roads can be closed when needed – allowing Council to effectively align infrastructure with growth by reallocating resources. Resources gained from the closure of a road can be utilised to fund new infrastructure in areas where the community requires it, allowing Council to align infrastructure with areas of growth.
<u>Key Direction 4</u> Effective and Sustainable Transport	The proposal is not inconsistent with this objective.

ORD01

Attachment 2

ORD01

Attachment 2

Table 4: Assessment against Camden Local Strategic Planning Statement-

Camden Local Strategic Planning Statement	
Priority	Officer comment
Infrastructure Local Priority 1: Aligning infrastructure delivery with growth	The draft Planning Proposal aims to ensure that unused roads can be closed when needed – allowing Council to effectively align infrastructure with growth by reallocating resources. Resources gained from the closure of a road can be utilised to fund new infrastructure in areas where the community requires it, allowing Council to align infrastructure with areas of growth.
Infrastructure Local Priority 2: Connecting Camden through integrated transport solutions	The proposal is not inconsistent with this objective.
Liveability Local Priority 3: Providing services and facilities to foster a healthy and socially connected community	The proposal is not inconsistent with this objective.
Productivity Local Priority 1: Increasing the quantity and diversity of local jobs, and improving access to jobs across the Western City District	The proposal is not inconsistent with this objective.
Sustainability Local Priority 3: Protecting Camden's Rural Land	The proposal is not inconsistent with this objective.

Table 5: Assessment against Camden Local Housing Strategy

Camden Local Housing Strategy	
Priority	Officer comment
Priority 1: Providing housing capacity and coordinating growth with infrastructure <ul style="list-style-type: none"> Objective 1 – There is sufficient planning capacity to meet forecast housing demand. 	The draft Planning Proposal aims to ensure that unused roads can be closed when needed – allowing Council to effectively align infrastructure with growth by reallocating resources. Resources gained from the closure of a road can be utilised to fund new infrastructure in areas where the community requires it, allowing Council to align infrastructure with areas of growth.



Camden Local Planning Panel

Closed Meeting Minutes
19 April 2022

Meeting held via teleconference

ORD01

Attachment 3



CLOSED CAMDEN LOCAL PLANNING PANEL MEETING

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MEETING COMMENCED: 2.00PM**PRESENT**

Pamel Soon (Chairperson), Grant Christmas (Expert Panel Member), Sue Francis (Expert Panel Member), Bill Rooney (Community Representative – Central Ward).

ALSO IN ATTENDANCE

Manager Strategic Planning, Team Leader Heritage, Precincts and Rural, Strategic Planner, Graduate Planner/Building Surveyor.

APOLOGIES

There were no leave of absence to be granted.

DECLARATIONS OF INTEREST

There were no declarations to be noted.

CCLPP01 PLANNING PROPOSAL - ROAD CLOSURE AS EXEMPT DEVELOPMENT**PANEL RECOMMENDATION**

The Camden Local Planning Panel has considered the draft Planning Proposal and supports the Council officer's report but would recommend for the two current matters that have been under consideration for some time, that they be dealt with via a development application and associated clause 4.6 variation dealing with minimum lot size so that they may be handled more efficiently and more timely than a planning proposal.

VOTING NUMBERS

The Panel voted 4-0 in favour of the recommendation.

CCLPP02 PLANNING PROPOSAL - THE STABLES, HARRINGTON GROVE**PANEL RECOMMENDATION**

The Camden Local Planning Panel has considered the draft Planning Proposal and supports the Council officer's report.

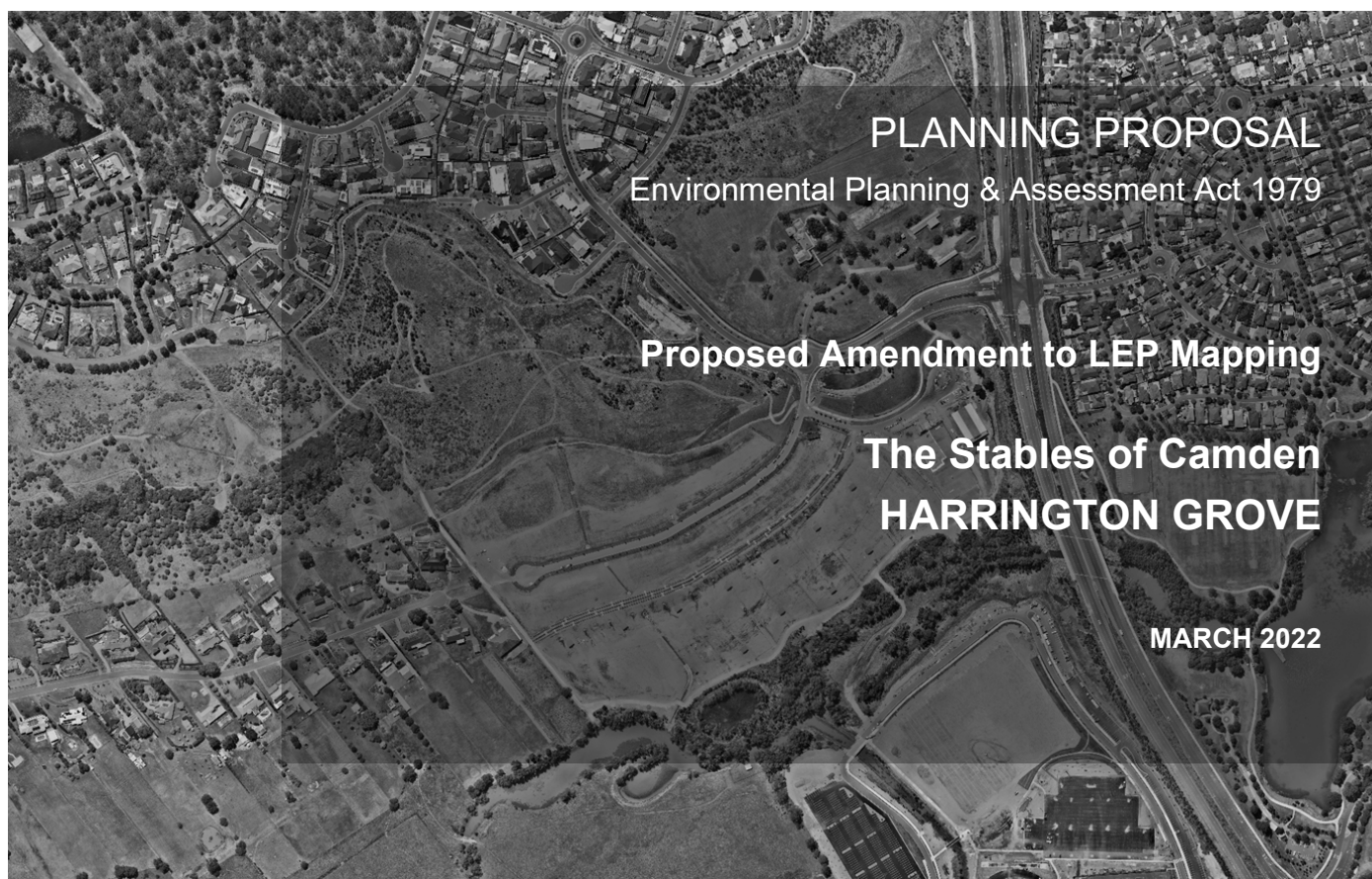
VOTING NUMBERS

The Panel voted 4-0 in favour of the recommendation.

MEETING CONCLUDED: 2.37PM

ORD02

Attachment 1



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Prepared for:
Dandaloo Pty Ltd

Client: Dandaloo Pty Ltd
Document Type: Planning Proposal
Document Title: Proposed Amendment to LEP Mapping | The Stables, Harrington Grove
Version: Final (version 3.1)
Issue Date: 25 March 2022



Prepared by: Guy Evans | Director

If this document is not signed it is a draft.



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Figure 2 – Site Plan

Figure 3 – Harrington Grove Masterplan

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Figure 5 – Orielton Homestead SHR Curtilage

Figure 6 – Subject Site & SHR Curtilage Overlay

Figure 7 – Balance of R5 and C2 Zone Areas

Figure 8 – Lot Size Map & SHR Curtilage Overlay

Figure 9 – Existing Land Use Zoning Map

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Table 4 – Consistency with State Environmental Planning Policies

Table 5 – Consistency with Ministerial Directions

Table 6 – Project Timeline

BACKGROUND

1.1 Introduction

On behalf of Dandaloo Pty Ltd, this Planning Proposal seeks to amend the land zoning map and minimum lot size standards in *Camden Local Environmental Plan 2010* (CLEP 2010), the principal Environmental Planning Instrument (EPI) applying to the site. The Planning Proposal seeks to rationalise the R5 Large Lot Residential and C2 Environmental Conservation boundary to align with the approved, constructed and registered subdivision and prevent further subdivision of the large residential allotments.

The site is in Harrington Grove, which is an award-winning Community Title residential development in Harrington Park comprising a master-planned community with 1,500 new homes.

Construction of Harrington Grove is complete with Precinct O, named 'The Stables of Camden', the final precinct of Harrington Grove with residential allotments recently registered. Harrington Grove contains numerous Precincts of residential development that have unique characteristics, which are typically defined by their relationship to the natural environment and heritage values.

Development Consent for The Stables approved the creation of 25 large residential allotments ranging in size from 1,242m² to 5,510m². The subdivision also includes the creation of a Precinct Association lot containing the equestrian facilities, and a large area of Public Reserve to be dedicated to Council.

The site subject to this Planning Proposal is zoned R5 Large Lot Residential and C2 Environmental Conservation in Camden Local Environmental Plan 2010. The R5 zone has objectives for large residential lots in a rural setting.

The land subject to this Planning Proposal is subject to minimum lots sizes of 700m² and 2,000m². The current minimum lot size development standards would allow further subdivision of the approved large residential allotments. Further subdivision to the approved development would be detrimental to the character of the development and broader locality. Further subdivision would also potentially adversely impact on the amenity and significantly change the conditions where future owners have chosen to live. This amendment seeks to change the minimum lot size standards to protect the character of The Stables and prevent unintended further subdivision of the large residential allotments.

It is also proposed to update the R5 and C2 zoned boundary to align with the large lot subdivision that has been approved and registered for the subject site.

The proposal has strategic merit and also satisfies the criteria in the site specific merit test. There are no significant adverse impacts on nearby and future residential uses or heritage values and the proposal is entirely consistent with the existing R5 Large Lot Residential zoning and development approvals for the site.

1.2 Subject Site

1.2.1 Land Details

The site includes a single landholding that is owned by Dandaloo Pty Ltd. The land details subject to this proposal is summarised in **Table 1** and shown in **Figure 1**.

Table 1: Land Details

Land Details	Address
Lot 1 DP280059	Abercrombie Place, Harrington Park 2567
Lot 2 DP280059	Abercrombie Place, Harrington Park 2567
Lot 3 DP280059	Abercrombie Place, Harrington Park 2567
Lot 4 DP280059	Abercrombie Place, Harrington Park 2567
Lot 5 DP280059	Abercrombie Place, Harrington Park 2567
Lot 6 DP280059	Abercrombie Place, Harrington Park 2567
Lot 7 DP280059	Abercrombie Place, Harrington Park 2567
Lot 8 DP280059	Abercrombie Place, Harrington Park 2567

Planning Proposal
The Stables | Harrington Grove

Lot 9 DP280059	Abercrombie Place. Harrington Park 2567
Lot 10 DP280059	Abercrombie Place. Harrington Park 2567
Lot 11 DP280059	Abercrombie Place. Harrington Park 2567
Lot 12 DP280059	Abercrombie Place. Harrington Park 2567

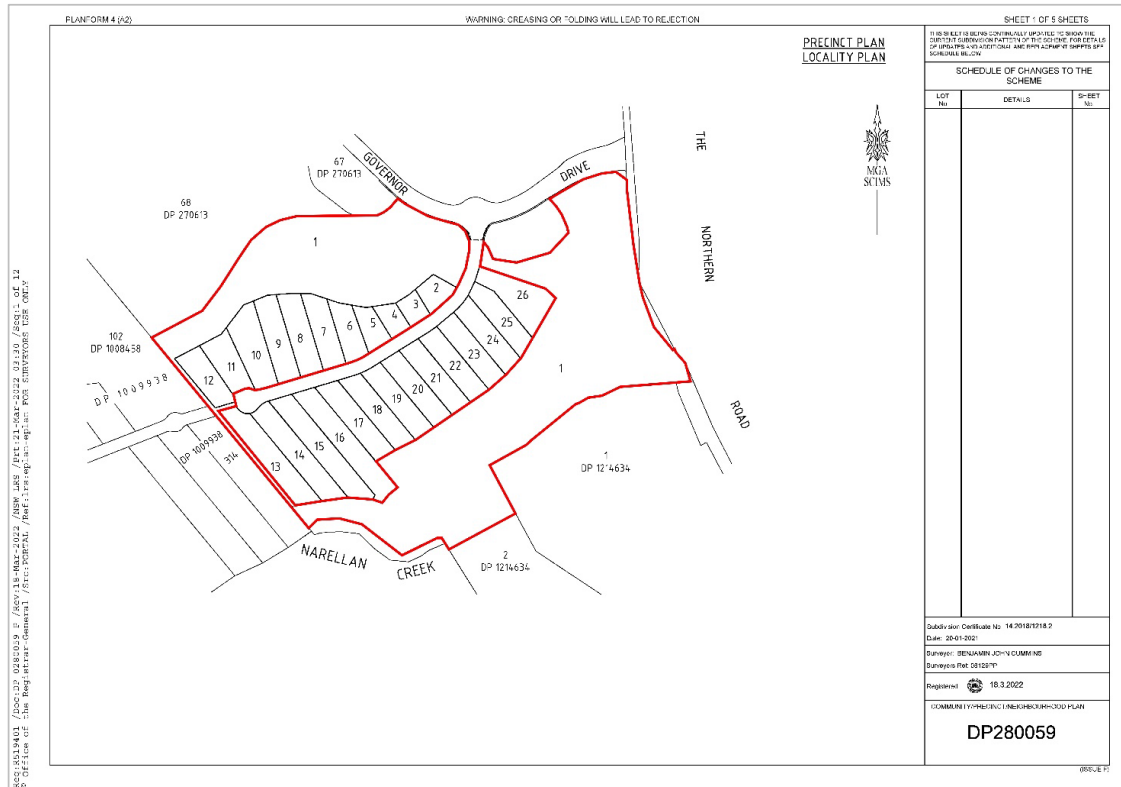


Figure 1 – Land Details

1.2.2 Subject Site and Site Analysis

The subject landholding is approximately 14.75 hectares in area, has an undulating landform with elevated areas to the north, and is mostly cleared of vegetation.

The site has been constructed to deliver 11 large residential lots and a community lot with equestrian facilities and is known as 'The Stables of Camden'. Large residential allotments ranging in area from 1,242m² to 4,491m².

The area subject to this Planning Proposal is shown in **Figure 2** which comprises the large residential allotments to the north of the new public road providing access to all large residential lots within The Stables. The equestrian facilities are located between the large residential lots and The Northern Road to the east. Narellan Creek forms the southern boundary, which contains a riparian corridor with native vegetation and habitat.



Figure 2 – Site Plan (Source: Nearmap)

Land to the west is identified as Kirkham Meadows, which is a separate large residential lot estate. Orielson Homestead, which is a State listed heritage item, is to the northeast and its State Heritage Register (SHR) curtilage is within the subject landholding but outside the area subject to the amendment in this Planning Proposal.

Governor Drive, which provides a road connection between The Northern Road and the residential areas of Harrington Grove to the north, also connects to The Stables. Governor Drive separates The Stables and Orielson Homestead and provides vehicle access to The Stables, Orielson Homestead and the residential areas of Harrington Grove.

1.3 Project Overview and Context

1.3.1 Harrington Grove

The site is located within Harrington Grove. Harrington Grove is a Community Title residential development in Harrington Park. Harrington Grove is a master-planned community with over 1,500 new homes. The development is almost fully constructed with the land subject to this Planning Proposal being the last precinct to be completed.

Harrington Grove is recognised as one of Australia's best and most award-winning residential developments with numerous industry accolades.

- 2016 'Best Masterplanned Community' UDIA (NSW)
- 2014 'Australian Residential Development' UDIA
- 2013 'NSW Residential Development' UDIA (NSW)

A country club set in natural bushland forms the community heart with a variety of recreational facilities for the Harrington Grove residents including swimming pools, fitness centre, tennis courts and barbeque and picnicking area. The club also has function, restaurant and bar facilities for the Harrington Grove community and public to enjoy.

The residential areas are separated into small precincts that are surrounded by extensive natural bushland and parks. The development has outstanding environmental credentials with over 280 hectares of land containing Cumberland Plain Woodland critical habitat being preserved and maintained. There is an extensive network of pathways throughout the development for the Harrington Grove community and broader public.



Figure 3 – Harrington Grove Masterplan

Development of Harrington Grove included the restoration of two State listed heritage items of Harrington Park House and Orielton Homestead. Both State listed heritage items have been restored to a standard above the requirements in the Heritage Agreements for each item. This Planning Proposal includes land that forms part of the heritage curtilage for Orielton Homestead.

In response to the existing subdivision to the west in Kirkham Meadows, the physical constraints and heritage, The Stables was designed and developed to provide a large residential lot development with communal equestrian facilities. The Stables is a unique subdivision within Harrington Grove with a distinct character of large residential allotments with an equestrian theme that is consistent with similar development in the locality.

1.3.2 Planning Context

Camden Local Environmental Plan 2010

The area subject to this Planning Proposal is zoned 'R5 Large Lot Residential' and has minimum lot size requirements of 700m² and 2,000m². The objectives of the R5 zone include:

- To provide residential housing in a rural setting while preserving, and minimising impacts on, environmentally sensitive locations and scenic quality.

- To ensure that large residential lots do not hinder the proper and orderly development of urban areas in the future.
- To ensure that development in the area does not unreasonably increase the demand for public services or public facilities.
- To minimise conflict between land uses within this zone and land uses within adjoining zones.

The primary intent of the R5 zone is to enable and provide for larger residential allotments in a rural setting that does not impose significant impacts on the environment and strain demands for public infrastructure.

The zones objectives for the C2 zone include:

- To protect, manage and restore areas of high ecological, scientific, cultural or aesthetic values.
- To prevent development that could destroy, damage or otherwise have an adverse effect on those values.
- To protect and enhance the ecology, hydrology and scenic views of waterways, riparian land, groundwater resources and dependent ecosystems.

The intent of the C2 zone is to manage and protect land that has environmental significance. The land to the north of the large residential allotments was zoned C2 aligns with the heritage curtilage for Orielton Homestead.

The subdivision layout that has been approved and constructed creates larger residential lots that meet the zone objectives. However, one of the large residential allotments (Lot 2) is partly zoned C2, as shown in **Figure 4**. Conversely, a similar area of land outside Lot 2 in Lot 1 is zoned R5. It proposed to amend the R5 and C2 zone boundaries with the Lot 1 and Lot 2 boundary. Lot 1 and Lot 2 were approved under DA/2018/1218.

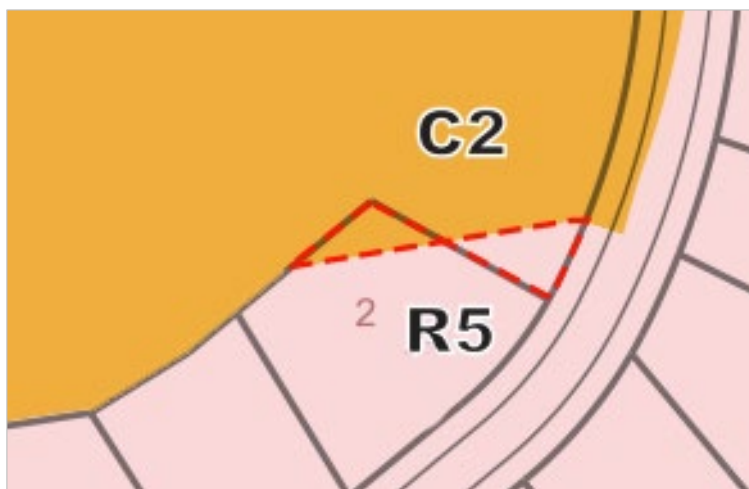


Figure 4 – R5 and C2 Zone Overlay

In addition to the zoning anomaly, the subdivision layout that has been approved, constructed and registered, provides larger residential lots that meet the zone objectives. However, the approved lot sizes are significantly larger than the currently minimum lot size standards, in particular the 700m² lot size requirement.

Equestrian Park & Residential Subdivision DA/2018/1218

Subdivision of The Stables was approved under DA/2018/1218. The Development Consent for DA/2018/1218

DA/2018/1218 has been subject to numerous modifications under Section 4.55, including:

- The current approved layout has been constructed and comprises 25 residential allotments that range in area from 1,242m² to 5,510m². The approved subdivision layout generally continues the existing subdivision pattern in Kirkham Meadows to the west.

The current stamped subdivision plan is enclosed in **Appendix 1**.

Attachment 1

Heritage Council of New South Wales

State Heritage Register - SHR:01693 - Plan:1926
Orielton
 179 Northern Road, Narellan

Gazetted Date: 22 December 2006

Scale: 1:6,000 @A4
 Datum/Projection: GCS GDA 1994

Legend:

- SHR Cuntlage
- Land Parcels
- Railways
- Roads
- LGAs
- Suburbs

Figure 5 – Orielton SHR Curtilage (Source: <http://www.environment.nsw.gov.au>)

The land subject to the amendment in this Planning Proposal is outside the Orielton Homestead SHR curtilage (see **Figure 6**). However, the approved subdivision layout is sympathetic to the heritage significance of Orielton Homestead as it adopts large residential allotments around the outer edge of the SHR curtilage boundary.

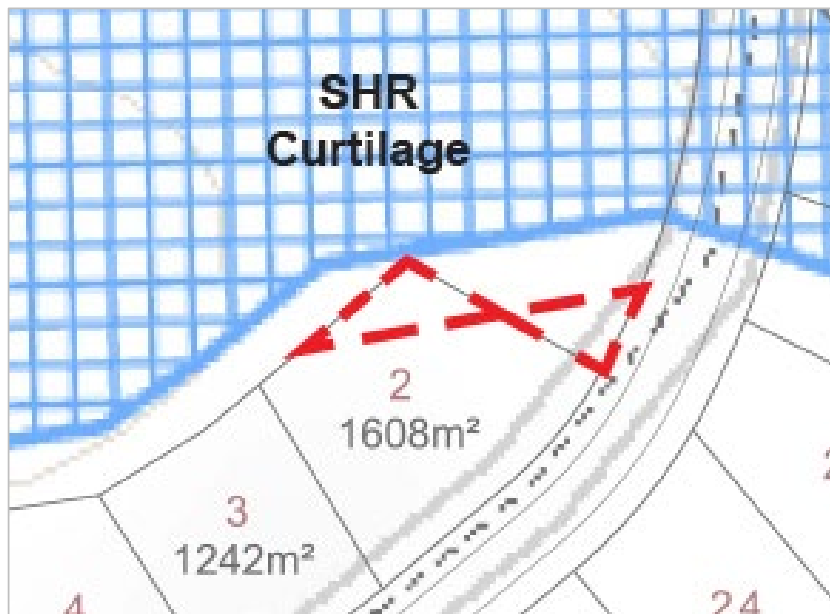


Figure 6 – Subject Site & SHR Curtilage Overlay (Source: NSW Planning Portal)

1.4 Proposal Description & Explanation

1.4.1 Proposal Summary

The Planning Proposal seeks to amend the Land Use Zoning and Lot Size Maps under *Camden Local Environmental Plan 2010* (CLEP 2010). The proposed amendment to the zoning is to align zone boundaries with registered land boundaries and the amendment to the lot size standards is to prevent further subdivision of large residential allotments.

1.4.2 Proposed Amendment to Land Use Zoning Map

Amendment to the Land Zoning Map under CLEP 2010 is sought and **Figure 4** shows the approved subdivision layout, the existing R5 and C2 zones applying to the subject site and the SHR curtilage.

Residential Lot 2 is subject to a split zoning with both the R5 and C2 zones applying to portions of the allotment. It is proposed to amend the R5 and C2 zone boundaries to align with the Lot 2 boundaries so Lot 2 is entirely zoned R5 and the adjoining land is entirely zoned C2.

The proposal results in an area of approximately 176m² in Lot 2 that is currently zoned C2 Environmental Conservation to be rezoned to R5 Large Lot Residential. The proposal also seeks to rezone approximately 157m² in Lot 1 adjacent to Lot 2 that is currently zoned R5 Large Lot Residential to be rezoned to C2 Environmental Conservation (see **Figure 7**).

The areas to be respectively rezoned R5 and C2 are essentially the same with a difference of 19m².

The outcomes of the Planning Proposal will correct an existing zoning anomaly. Rationalising the zone boundary to align with the lot boundary will remove the split zoning, which will provide clarity and certainty in the design and assessment of future Development Applications within the site. This will ensure clear assessment and proper planning for future proposals for a dwelling and associated development for Lot 2.

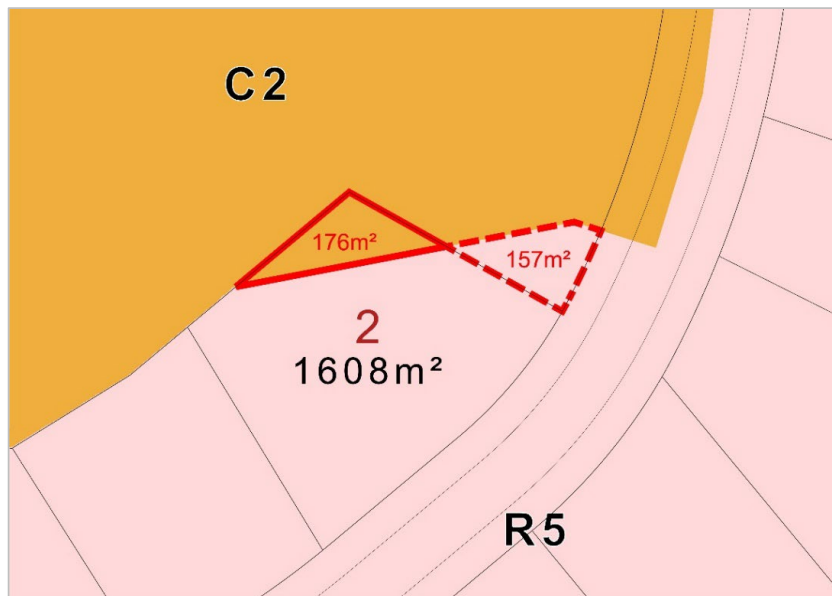


Figure 7 – Balance of R5 and C2 Zone Areas

1.4.3 Proposed Amendment to Lot Size Map

The amendment proposal is seeking to amend the Lot Size Map to increase the minimum lot size standards for the area comprising Lots 2-12, from 700m² and 2,000m² respectively, to a minimum lot size development standard of 6,000m². This will prevent further subdivision of Lots 2-12.

Residential Lots 2 to 11 are subject to a minimum lot size standard of 700m² and Lot 12 is subject to a minimum lot size standard of 2,000m² (see **Figure 8**). The remaining residential allotments (Lots 13-26) are subject to a minimum lot size of 6,000m². It is noted that Lots 13-26 are smaller than 6,000m² and cannot be further subdivided.

The Stables is a large residential lot development with communal equestrian facilities and theming. Underpinning the character of the development is large residential allotments to enable owners to design and erect houses in a rural living context that enhances the equestrian character.

The larger residential allotments also reflect the existing character of Kirkham Meadows to the west and provide a more sympathetic treatment on the lower lying areas to the Orielton Homestead despite being outside the heritage curtilage.

The approved subdivision layout includes large residential lots that meet the R5 Large Lot Residential zoned objectives with larger allotments in a rural setting. It is not considered that the 700m² minimum lot size applying to The Stables development would deliver a rural setting or character for the overall development.

The current minimum lot size standards applying to Lots 2-12 would allow these lots to be further subdivided as these lots are two to six times larger than the approved lot sizes. Further subdivision of these allotments would be detrimental to the character and planned intent for The Stables and Harrington Grove.

Further subdivision of Lots 2-12 would also be detrimental to the character of the broader locality and the heritage significance of Orielton Homestead. In addition, Lots 2-12 have been constructed and a single vehicle access crossover will be provided for each lot. Therefore, these lots are not suited for further subdivision.

Amending the Lot Size Map to adopt the 6,000m² minimum lot size standard for Lots 2-12, which currently applies to Lots 13-26 to the south, will prevent further subdivision and will result in consistent development standards for all residential allotments within The Stables.

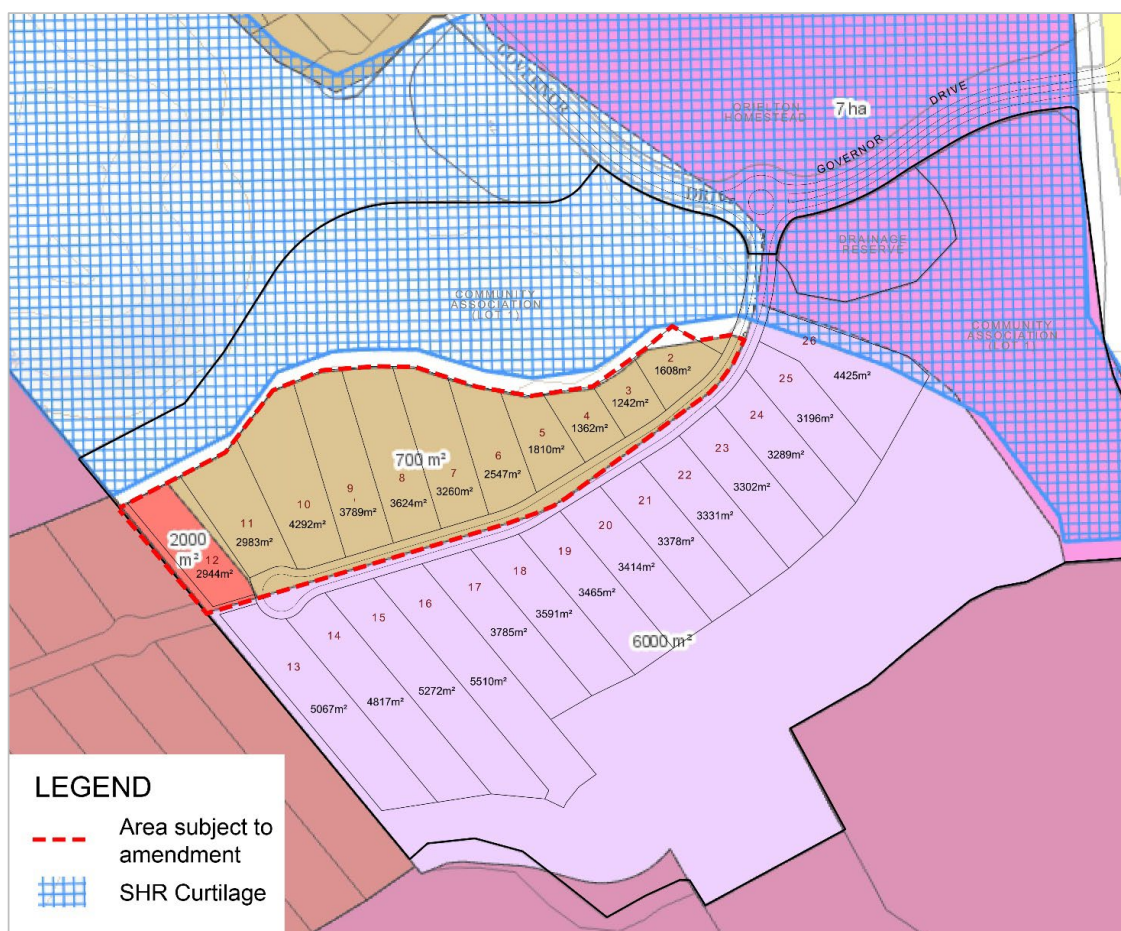


Figure 8 – Existing Lot Size Map & SHR Curtilage Overlay (Source: NSW Planning Portal)

1.5 Conclusion

The Planning Proposal seeks to amend the zoning map and minimum lot size standards in CLEP 2010.

The current zoning within Lot 2 applies split zones that does not reflect the approved and constructed use of the land.

This Planning Proposal seeks to rationalise the zoning to ensure a consistent application of land use provisions for a large residential lot. Amending the Land Zoning Map has the following benefits:

- Ensures land zoning reflects the approved and actual use of land.
- Ensures proper planning and provides a clear assessment for future development proposal.
- Provides clarity in the application of the R5 and C2 zone objectives.
- Provide certainty to future owners on utilising Lot 2 for residential purposes.
- Maintains a complementary land use outside the Orielton Homestead SHR Curtilage.

The current minimum lot size development standards applying to Lots 2-12 is 700m² and 2,000m² which would allow further subdivision of the large residential lots as approved in The Stables. Further subdivision of any residential lots within The Stables will be detrimental to the character and planned intent for the development.

This Planning Proposal seeks to formalise a consistent minimum lot size standard that will prevent further subdivision of the large residential allotments. Amending the Lot Size Map to prevent further subdivision will have the following benefits:

- Preserve the character of The Stables comprising larger residential allotments.
- Preserve the character of the locality as established with the existing larger allotments in Kirkham Meadows to the west.
- Better meet the R5 Large Lot Residential Zone objectives.
- Provide certainty and assurance to future owners of residential allotments within The Stables that the development that they have chosen to live in will not be compromised.
- Prevent future applications for subdivision on residential allotment that are not suited for further subdivision due to the purposely constructed landform and access.
- Protect a complementary development between Orielton Homestead and Narellan Creek on the outside edge of the SHR curtilage.

The Planning Proposal has been prepared in accordance with the Department of Planning Industry & Environment's 'A guide to preparing planning proposals'. The Proposal will amend the Land Use Zoning Map Proposal to ensure the proper application of land use zoning for future residents of Lot 2 and preserve the character of The Stables and provide assurance for future residents that their living conditions and lifestyles will not be compromised. Both amendments are in the public interest and the Planning Proposal should be submitted to the Gateway for approval to exhibit for public comment.

ORD02**Attachment 1**

PART 1 – OBJECTIVES OR INTENDED OUTCOMES

The objective of this Planning Proposal is to amend the Land Use Zoning and Lot Size Maps to maintain large residential allotments in the R5 Large Lot Residential zone.

The intended outcomes of this Planning Proposal are as follows:

1. To rationalise zone boundaries to align with approved and constructed subdivision.
2. To remove a split zoning over a large residential allotment.
3. To ensure a clear and consistent assessment framework for future development proposals on Lot 2.
4. To provide certainty for future owners of Lot 2 that statutory planning provisions reflect the actual use of land.
5. To maintain the integrity of the zone objectives for the R5 Large Lot Residential and C2 Environmental Conservation zones.
6. To maintain a consistent rural setting in a large residential lot development as approved by Council.
7. To prevent further subdivision of large residential allotments in the R5 Large Lot Residential zone.
8. To provide certainty for future owners of large residential lots that the established character will not be compromised by further subdivision.
9. To uphold the zone objectives for the R5 Large Lot Residential zone.

PART 2 – EXPLANATION OF PROVISIONS

To achieve the objectives and intended outcomes the following Maps in CLEP 2010 will be amended:

- Land Use Zoning - Sheet LUZ_012
- Lot Size Map - Sheet LSZ_012

A summary of the proposed amendments is outlined below.

- Amend the land use zoning mapping for the R5 Large Lot Residential and C2 Environmental Conservation zones to align the common zoning boundary with new residential lot boundaries.
- Amend the minimum lot size mapping within the R5 Large Lot Residential zone from 700m² and 2,000m² to a minimum lot size development standard of 6,000m².

There are no amendments to the clauses in CLEP 2010.

The proposed amendments to the Land Use Zoning Map and Lot Size Map are detailed in Part 4 of this proposal.

ORD02

Attachment 1

PART 3 – JUSTIFICATION

Section A— Need for the Planning Proposal

Q1. Is the planning proposal a result of an endorsed local strategic planning statement, strategic study or report?

The amendments in this Planning Proposal are minor and are not the result of any broad strategic study or report. The site was comprehensively investigated under the rezoning process for Harrington Grove and the outcomes in this Proposal are consistent with the outcomes for the site assessments and planning for large residential allotments.

The site is subject to a development consent under DA/2018/1218 that approved a residential lot with a split zoning of R5 and C2 zones. In addition, the development consent approved numerous large residential allotments that are significantly greater in area than the applicable minimum lot size standard. These large residential allotments form part of a broader development with large residential allotments and are now constructed. The Planning Proposal is a result of preserving the outcome approved by Council and preserving that outcome for future residents.

Current minimum lot size standards will potentially compromise the approved development outcome as they would allow for further subdivision below the approved lot sizes, which will be contrary to the R5 zone objectives and planned intent for the development and locality.

The Planning Proposal is seeking to rationalise the zone boundary with land boundaries and the approved use of land and prevent further subdivision of the subdivision of large residential allotments in the Development Consent for DA/2018/1218.

Q2. Is the Planning Proposal the best way of achieving the objectives or intended outcomes, or is there a better way?

The objectives and intended outcomes relate to applying zoning provisions that reflect the actual use of land and landownership and controlling subdivision through minimum lot size development standards that will better meet the R5 Large Lot Residential zone objectives. As the matter relates to zoning and a Principal Development Standard, this Planning Proposal is best means of achieving the objectives and intended outcomes.

Section B — Relationship to Strategic Planning Framework

Q3. Will the planning proposal give effect to the objectives and actions of the applicable regional, or district plan or strategy (including any exhibited draft plans or strategies)?

The applicable regional and sub-regional strategies is 'A Metropolis of Three Cities - the Greater Sydney Region Plan' (2018) and the 'Western City District Plan' (2018).

A Metropolis of Three Cities - the Greater Sydney Region Plan (2018)

The Greater Sydney Region Plan sets the vision, strategic directives and objectives for Greater Sydney.

The Greater Sydney Region Plan is summarised as:

A Metropolis of Three Cities is built on a vision of three cities where most residents live within 30 minutes of their jobs, education and health facilities, services and great places.

Key objectives supporting the Planning Proposal include:

Objective 11: Housing is more diverse and affordable

The housing subject to this Planning Proposal contributes to a mix of housing in Greater Sydney. The housing is typically larger spaced dwellings on large lots to respond to the topography and context with Orielton Homestead and provides a housing product that is distinctive compared with more

typical forms of housing in the locality.

Objective 12: Great places that bring people together

The creation of well-designed and attractive development that creates an equestrian themed development in an urban setting ensures a great place with quality streetscapes and high standards of architectural design that will bring people together.

Objective 13: Environmental heritage is identified, conserved and enhanced

Whilst the subject site is not within a SHR heritage area, Orielton Homestead is nearby and the proposal will secure a development outcome that will enhance the heritage significance of the State Heritage Listed Item.

Planning Proposal is consistent with the Greater Sydney Region Plan.

Western City District Plan (2018)

The Western City District Plan sets the planning priorities to deliver the vision, strategic directives and objectives for Western Sydney.

Key priorities supporting the Planning Proposal include:

Planning Priority W5 - Providing housing supply, choice and affordability, with access to jobs, services and public transport

The land subject to this Planning Proposal is within a planned master-planned community that contains large residential lots reflecting a type of housing that is unique in the locality, which provides greater choice in housing for South West Sydney.

Planning Priority W6 - Creating and renewing great places and local centres, and respecting the District's heritage

A great place has been created with a unique residential development with communal equestrian facilities that will provide a quality treatment to the heritage significance of Orielton Homestead.

Planning Proposal is consistent with the planning priorities within the Western City District Plan.

a) Does the proposal have strategic merit?

An assessment of the Site Specific Merit Test criteria is in **Table 2**.

Table 2: Strategic Merit Test Assessment

Strategic Merit Test Criteria	Response
<i>consistent with the relevant regional plan outside of the Greater Sydney Region, the relevant district plan within the Greater Sydney Region, or corridor/precinct plans applying to the site, including any draft regional, district or corridor/precinct plans released for public comment; or</i>	The Planning Proposal is consistent with the relevant region and district plans.
<i>consistent with a relevant local strategy that has been endorsed by the Department; or</i>	Camden Council's Draft Housing Strategy has been submitted to the DPIE. The Planning Proposal does not affect housing supply or diversity, as the development is approved and constructed. However, the Planning Proposal will ensure proper and orderly planning and result in land zoning that reflects actual land use.
<i>responding to a change in circumstances, such as the investment in new infrastructure or changing demographic trends that have not been recognized by existing planning controls.</i>	The Planning Proposal is responding to the intent to intent to rationalise land use zone boundaries with actual land uses and better meet the objectives of the R5 Large Lot Residential zoning.

The proposed amendment to land use zoning and minimum lot size standards meets the strategic merits test requirements.

b) Does the proposal have site-specific merit, having regard to the following?

An assessment of the Site Specific Merit Test criteria is in **Table 3**.

Table 3: Site Specific Merit Test Assessment

Site Specific Merit Test Criteria	Response
<i>the natural environment (including known significant environmental values, resources or hazards)</i>	There is no significant impact on the natural environment resulting from the proposal. The land is zoned R5 Large Lot Residential and the land to the north with environmental significance is zoned C2 Environmental Conservation. The proposal will result in a small portion of land that is currently zoned R5 and that forms part of a larger area for heritage conservation purposes to be zoned C2 Environmental Conservation, which is a positive environmental outcome. As the development is constructed and no further changes will result as a consequence of the proposal, there are no other natural environmental values present on the subject site.
<i>the existing uses, approved uses and likely future uses of land in the vicinity of the proposal</i>	The proposal seeks to preserve the existing and approved uses and maintain the character for the development. The proposal will not affect the existing of future uses of land in the vicinity.
<i>the services and infrastructure that are or will be available to meet the demands arising from the proposal and any proposed financial arrangements for infrastructure provision</i>	There are no services and/or infrastructure demands resulting from the Planning Proposal.

The proposed amendment to the Land Use Zoning Map and Lot Size Map has minimal impact and there are no adverse site specific effects demonstrating that the Planning Proposal does not meet the site specific merit requirements.

Q4. Will the planning proposal give effect to a council's endorsed local strategic planning statement, or another endorsed local strategy or strategic plan?

Local Strategic Planning Statement

The Camden Council Local Strategic Planning Statement (LSPS) has been adopted. The site is identified within the general urban area in the Camden Structure Plan and Liveability and is a key component of the LSPS with regard to housing and respecting heritage values.

The liveability priorities in the LSPS are to promote new housing in the identified future urban area and to respect the indigenous and non-indigenous heritage within the Local Government Area.

Local Priority L1 - Providing housing choice and affordability for Camden's growing and changing population

The large residential lots and character will be preserved and protected by the amendment to the minimum lot sizes. The unique development with distinctive housing provides housing choice for larger rural-style lots in a broader urban area.

Local Priority L2 Celebrating and respecting Camden's proud heritage

The larger residential lots area subject to this proposal is outside the SHR curtilage for Orierton Homestead but will contribute to the broader setting and enhance the heritage values of item.

Local Priority L5 Supporting cultural infrastructure to promote cultural and creative spaces

Amending the minimum lot size will protect the character of the approved large residential lot and equestrian development and preserve a special place that reflects the historical use of the land and historical culture.

This Planning Proposal is consistent with the LSPS and will better respond to the priorities to respect Camden's proud heritage.

Community Strategic Plan

The Planning Proposal is consistent with Camden Council's Community Strategic Plan, as it will:

- manage urban development around a State listed heritage item, and
- ensure care and appropriate urban development in close proximity to a heritage site.

Q5. Is the Planning Proposal consistent with applicable state environmental planning policies?

State Environmental Planning Policies (SEPPs) guide land use and planning outcomes across the State and Sydney Metropolitan Region. A review of the Planning Proposal and its intended outcomes and objectives against all relevant SEPPs is outlined in **Table 4**.

Table 4: Consistency with State Environmental Planning Policies

SEPP	Comment on consistency with SEPP
State Environmental Planning Policy (Biodiversity and Conservation) 2021	Refer to chapter below.
Chapter 2 Vegetation in non-rural areas	The site has been recently constructed and clearing of native vegetation is not expected as a consequence of this Planning Proposal.
Chapter 3 Koala habitat protection 2020	Not relevant to this Planning Proposal.
Chapter 4 Koala habitat protection 2021	Not relevant to this Planning Proposal.
Chapter 5 River Murray lands	Not relevant to this Planning Proposal.
Chapter 6 Bushland in urban areas	Not relevant to this Planning Proposal.
Chapter 7 Canal estate development	Not relevant to this Planning Proposal.
Chapter 8 Sydney drinking water catchment	Not relevant to this Planning Proposal.
Chapter 9 Hawkesbury-Nepean River	The site is within the Hawkesbury-Nepean River Catchment and the future DAs will need to consider the environmental and heritage requirements of Chapter 9.
Chapter 10 Sydney Harbour Catchment	Not relevant to this Planning Proposal.
Chapter 11 Georges Rivers Catchment	Not relevant to this Planning Proposal.
Chapter 12 Willandra Lakes Region World Heritage Property	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	Residential development enabled by this Planning Proposal will be subject to the provisions of the BASIX SEPP.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	The proposal will not alter or impede the exempt or complying provisions. The proposal will result in more appropriate application of these provisions with removal of a split zoning on a residential allotment. The proposal

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SEPP	Comment on consistency with SEPP
	is consistent with the SEPP.
State Environmental Planning Policy (Housing) 2021	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Industry and Employment) 2021	Refer to chapter below.
Chapter 2 Western Sydney employment area	Not relevant to this Planning Proposal.
Chapter 3 Advertising and signage	The provisions of Chapter 3 will continue to apply as relevant and this proposal will not impede the ongoing assessment of DAs for signage.
State Environmental Planning Policy No 65—Design Quality of Residential Apartment Development	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Planning Systems) 2021	Refer to chapter below.
Chapter 2 State and regional development	Not relevant to this Planning Proposal.
Chapter 3 Aboriginal land	Not relevant to this Planning Proposal.
Chapter 4 Concurrences and consents	The Planning Proposal does not affect implementation of Chapter 4.
State Environmental Planning Policy (Precincts—Central River City) 2021	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Precincts—Eastern Harbour City) 2021	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Precincts—Regional) 2021	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Precincts—Western Parkland City) 2021	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Primary Production) 2021	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Resilience and Hazards) 2021	Refer to chapter below.
Chapter 2 Coastal management	Not relevant to this Planning Proposal.
Chapter 3 Hazardous and offensive development	Not relevant to this Planning Proposal.
Chapter 4 Remediation of land	The site was comprehensively investigated as part of the development consent for DA/2018/1218 and relevant requirements in Chapter 4 have already been satisfied.
State Environmental Planning Policy (Resources and Energy) 2021	Not relevant to this Planning Proposal.
State Environmental Planning Policy (Transport and Infrastructure) 2021	Not relevant to this Planning Proposal.

This review demonstrates that the proposal is consistent with all relevant and applicable SEPPs.

Q6. Is the planning proposal consistent with applicable Ministerial Directions (Section 9.1)?

On 22 February 2022 the Minister for Planning gave the directions under Section 9.1 of the EP&A Act, which take effect from 1 March 2022

A review of the Planning Proposal and its intended outcomes and objectives against the Minister's Local Planning Directions is outlined in **Table 5**.

Table 5: Consistency with Ministerial Directions

Ministerial Direction	Comment on consistency with Local Planning Directions
Focus area 1: Planning Systems	
1.1 Implementation of Regional Plans	This Planning Proposal demonstrates that it is consistent with the Western City District Plan.
1.2 Development of Aboriginal Land Council land	No rezoning of Aboriginal Land Council land is proposed.
1.3 Approval and Referral Requirements	The proposal is consistent as it does not propose any additional clauses relating to approval processes and referral requirements.
1.4 Site Specific Provisions	The Planning Proposal does introduce any site-specific provisions.
Focus area 1: Planning Systems – Place-based	
1.5 Parramatta Road Corridor Urban Transformation Strategy	Not relevant to this Planning Proposal.
1.6 Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	Not relevant to this Planning Proposal.
1.7 Implementation of Greater Parramatta Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not relevant to this Planning Proposal.
1.8 Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not relevant to this Planning Proposal.
1.9 Implementation of Glenfield to Macarthur Urban Renewal Corridor	Not relevant to this Planning Proposal.
1.10 Implementation of Western Sydney Aerotropolis	Not relevant to this Planning Proposal.
1.11 Implementation of Bayside West Precinct Plan	Not relevant to this Planning Proposal.
1.12 Implementation of Planning Principles for Cookes Cove Precinct	Not relevant to this Planning Proposal.
1.13 Implementation of St Leonards and Crows Nest 2036 Plan.	Not relevant to this Planning Proposal.
1.14 Implementation of Greater Macarthur 2040	Not relevant to this Planning Proposal.
1.15 Implementation of Pyrmont Peninsula Place Strategy	Not relevant to this Planning Proposal.
1.16 North West Rail Link Corridor Strategy	Not relevant to this Planning Proposal.
1.17 Implementation of the Bays West Place Strategy	Not relevant to this Planning Proposal.
Focus area 2: Design and Place	
No directions.	
Focus area 3: Biodiversity and Conservation	
3.1 Environment Protection Zones	The Planning Proposal seeks to zone land from R5 to C2 with a similar sized portion of land from C2 to R5. The new zoning will align environmentally zoned land with land boundaries and there is no impact on land of environmental significance.

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Ministerial Direction	Comment on consistency with Local Planning Directions
3.2 Heritage Conservation	The Planning Proposal is subject to land that is on the outside edge of a SHR curtilage. The proposed amendment to the Land Zoning Map and Lot Size Map will contribute to the better preservation of land with heritage significance for Orielton Homestead. The proposal is consistent with the Direction.
3.3. Sydney Drinking Water Catchments	Not relevant to this Planning Proposal.
3.4 Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs	Not relevant to this Planning Proposal.
3.5 Recreation Vehicle Areas	Not relevant to this Planning Proposal.
Focus area 4: Resilience and Hazards	
4.1 Flooding	The Planning Proposal does not apply to land zoned or provision that affects flood prone land. Direction not relevant to this Planning Proposal.
4.2 Coastal Protection	Not relevant to this Planning Proposal.
4.3 Planning for Bushfire Protection	The Planning Proposal modifies the zoning for land mapped bushfire prone. However, the development has been approved and constructed and the necessary planning for bushfire requirements have been implemented. The modification to the zone boundaries does not affect or require revised bushfire assessment or bushfire certification requirements. The proposal is consistent with the Direction.
4.4 Remediation of Contaminated Land	The site was comprehensively investigated as part of the development consent for DA/2018/1218 and relevant requirements in Chapter 4 have already been satisfied.
4.5 Acid Sulfate Soils	Not relevant to this Planning Proposal.
4.6 Mine Subsidence and Unstable Land	The site is not within a mine subsidence area.
Focus area 5: Transport and Infrastructure	
5.1 Integrating Land Use and Transport	Not relevant to this Planning Proposal.
5.2 Reserving Land for Public Purposes	Not relevant to this Planning Proposal.
5.3 Development Near Regulated Airports and Defence Airfields	Not relevant to this Planning Proposal.
5.4 Shooting Ranges	Not relevant to this Planning Proposal.
Focus area 6: Housing	
6.1 Residential Zones	The Planning Proposal affects land within the R5 Large Lot Residential zone, which is also partially zoned C2. The Planning Proposal will rationalise the zoning and land use provisions for a residential allotment and preserve the character of large lot residential development and minimise impacts on the environment. Therefore, the proposal will ensure residential development better meets the requirements of the Direction.
6.2 Caravan Parks and Manufactured Home Estates	Not relevant to this Planning Proposal.
Focus area 7: Industry and Employment	
7.1 Business and Industrial Zones	Not relevant to this Planning Proposal.

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Ministerial Direction	Comment on consistency with Local Planning Directions
7.2 Reduction in non-hosted short term rental accommodation period	Not relevant to this Planning Proposal.
7.3 Commercial and Retail Development along the Pacific Highway, North Coast	Not relevant to this Planning Proposal.
Focus area 8: Resources and Energy	
8.1 Mining, Petroleum Production and Extractive Industries	Not relevant to this Planning Proposal.
Focus area 9: Primary Production	
9.1 Rural Zones	Not relevant to this Planning Proposal.
9.2 Rural Lands	Not relevant to this Planning Proposal.
9.3 Oyster Aquaculture	Not relevant to this Planning Proposal.
9.4 Farmland of State and Regional Significance on the NSW Far North Coast	Not relevant to this Planning Proposal.

The objectives and intended outcomes are consistent with the relevant Ministerial Directions.

Section C — Environmental, Social and Economic Impact

Q7. 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?

The subject site has been constructed for large lot residential purposes and there is no likelihood of any critical habitat or threatened species, populations or ecological communities, or their habitats, being adversely affected.

Q8. 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 other likely environmental impacts resulting from the Planning Proposal.

Q9. Has the planning proposal adequately addressed any social and economic effects?

There are no significant social or economic effects resulting from the proposal. However, the proposal is in the public interest as it will provide certainty to future residents of Lot 2 in application of consistent zoning provisions that reflect the actual use of land and will ensure a clear assessment framework for future development proposals within Lot 2. The amendment to preserve lot sizes will provide certainty to future residents that the place they have chosen to live will not be adversely impacted by further subdivision and there will be no detriment to local character and amenity.

Section D — State and Commonwealth Interests

Q10. Is there adequate public infrastructure for the Planning Proposal?

All infrastructure has been delivered and the proposal will ensure no additional demands on public infrastructure.

Q11. What are the views of State and Commonwealth public authorities consulted in accordance with the gateway determination?

The Gateway Determination will outline the State and Commonwealth public authorities to be consulted.

PART 4 – MAPPING

The following maps in the *Camden Local Environmental Plan 2010* are to be amended:

Land Zoning Map - Sheet LUZ_012

Lot Size Map - Sheet LSZ_012

Land Zoning Map Amendments:



Figure 9 – Existing Land Use Zoning Map

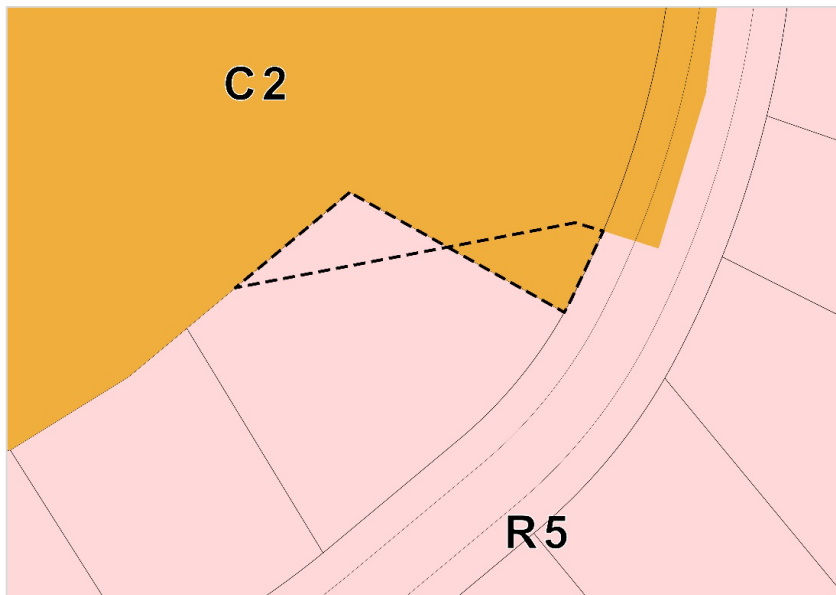


Figure 10– Proposed Land Use Zoning Map

Lot Size Map Amendments:



Figure 11 – Existing Lot Size Map



Figure 12– Proposed Lot Size Map

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PART 5 – COMMUNITY CONSULTATION

It is expected that community consultation is to be undertaken in accordance with the Gateway Determination.

The Department of Planning and Environment's *A Guide to Preparing Local Environmental Plans* indicates that this Planning Proposal is of 'Low Impact'. It is therefore anticipated that this Planning Proposal be publicly exhibited for 14 days.

The final Community Consultation and exhibition requirements will be revised to reflect any change to the community consultation outcomes specified in the Department of Planning and Environment's Gateway Determination.

PART 6 – PROJECT TIMELINE

An indicative project timeline for the re-submitted Planning Proposal is outlined in **Table 6**. The estimated timeframe for the finalisation of the Planning Proposal is four (4) months from when the Gateway Determination is issued.

The timeline will be updated in response to any Gateway Determination issued by the Department of Planning and Environment.

Table 6: Project Timeline

Action	Timeframe
Submission of Planning Proposal	November 2021
Council endorsement of Planning Proposal	April 2022
Gateway Determination	May 2022
Public exhibition period	June 2022
Consideration of submissions and final Council endorsement	July 2022
Submission to Department of Planning and Environment	August 2022
Making of Plan	September 2022

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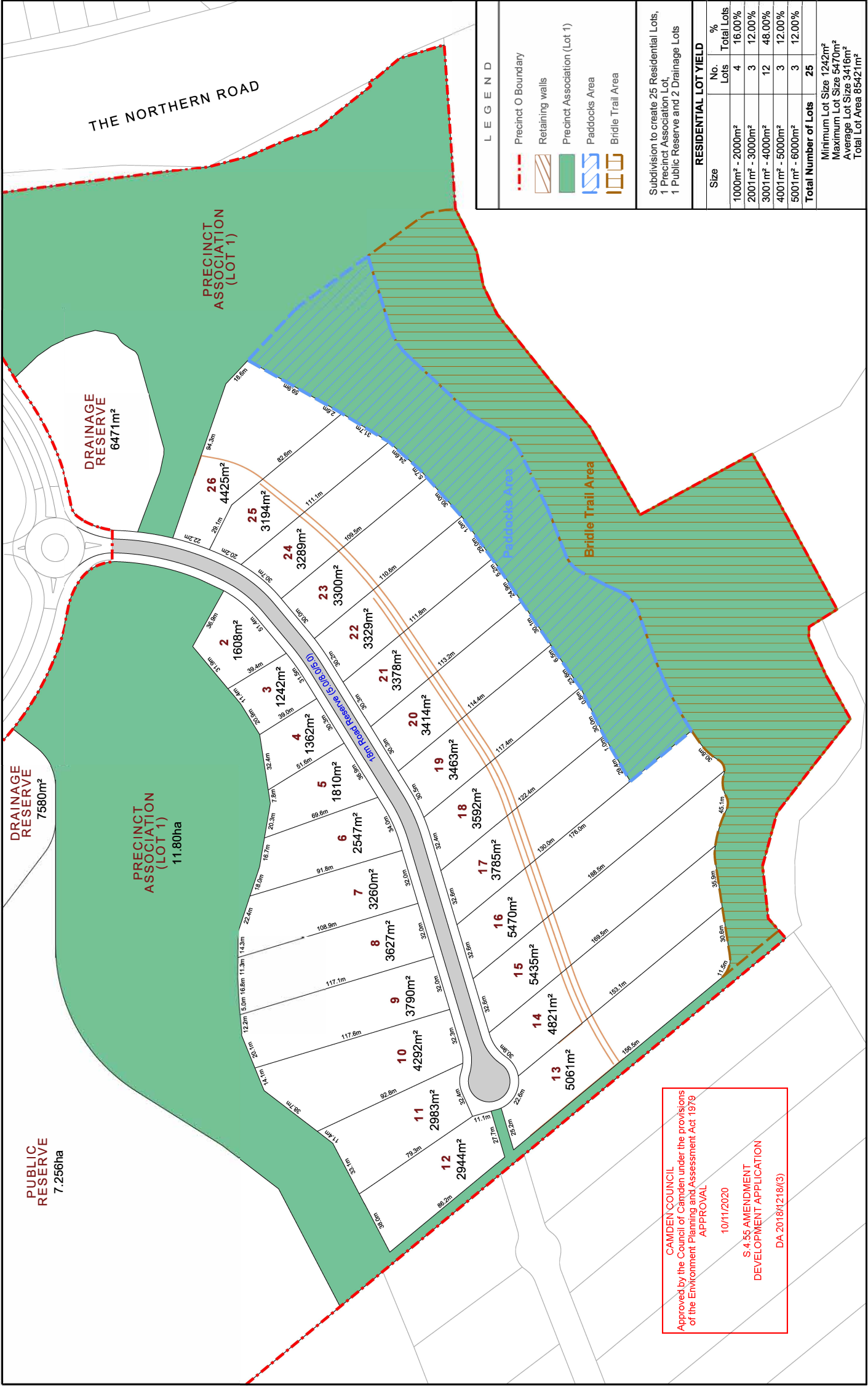
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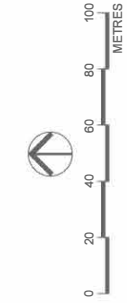
APPENDIX 1

Stamped Subdivision Plan under DA/2018/1218



S4.55 SUBDIVISION PLAN
Orielton Equestrian Park & Residential Subdivision
HARRINGTON GROVE

CLIENT : Dandaloo
SCALE : A3@1:1,000
DATE : 31/8/2020
PLAN No : 003.HG.016
REVISION : 01



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Camden Local Planning Panel

Attachment 2

Closed Meeting Minutes
19 April 2022

Meeting held via teleconference



CLOSED CAMDEN LOCAL PLANNING PANEL MEETING

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MEETING COMMENCED: 2.00PM**PRESENT**

Pamel Soon (Chairperson), Grant Christmas (Expert Panel Member), Sue Francis (Expert Panel Member), Bill Rooney (Community Representative – Central Ward).

ALSO IN ATTENDANCE

Manager Strategic Planning, Team Leader Heritage, Precincts and Rural, Strategic Planner, Graduate Planner/Building Surveyor.

APOLOGIES

There were no leave of absence to be granted.

DECLARATIONS OF INTEREST

There were no declarations to be noted.

CCLPP01 PLANNING PROPOSAL - ROAD CLOSURE AS EXEMPT DEVELOPMENT**PANEL RECOMMENDATION**

The Camden Local Planning Panel has considered the draft Planning Proposal and supports the Council officer's report but would recommend for the two current matters that have been under consideration for some time, that they be dealt with via a development application and associated clause 4.6 variation dealing with minimum lot size so that they may be handled more efficiently and more timely than a planning proposal.

VOTING NUMBERS

The Panel voted 4-0 in favour of the recommendation.

CCLPP02 PLANNING PROPOSAL - THE STABLES, HARRINGTON GROVE**PANEL RECOMMENDATION**

The Camden Local Planning Panel has considered the draft Planning Proposal and supports the Council officer's report.

VOTING NUMBERS

The Panel voted 4-0 in favour of the recommendation.

MEETING CONCLUDED: 2.37PM

Assessment of Planning Proposal Against Key Region, District and Local Strategic Documents, State Environmental Planning Policies and Ministerial Directions**1. Assessment against Region, District and Local Strategic Plans****1.1 Greater Sydney Region Plan**

The Greater Sydney Region Plan (the Region Plan) was released by the Greater Sydney Commission (GSC) on 18 March 2018. The Region Plan has a vision and plan to manage growth and change for Greater Sydney in the context of economic, social, and environmental matters.

Objective	Officer Comment
Objective 11: Housing is more diverse and affordable	The subject site supports housing diversity by offering large lot residential housing with an equestrian theme that is unique to other housing typologies in the locality. The draft Planning Proposal aims to retain this diversity through preventing further subdivision of the site and so is viewed as being consistent with this objective.
Objective 13: Environmental heritage is conserved and enhanced	The proposal is viewed as being consistent with Objective 13. The large lot subdivision layout and equestrian theme of the subject site has been designed to be sympathetic and in keeping with the heritage significance of the adjoining Orielson Homestead. The draft planning proposal will act to preserve these elements by preventing unplanned subdivision of the site, thus preserving the amenity and character of the area.

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Attachment 3

1.2 Western Sydney District Plan

Western Sydney District Plan On 18 March 2018, the Western Sydney District Plan (the District Plan) was released by the GSC. The District Plan guides the 20-year growth of the district to improve its social, economic, and environmental assets.

Western Sydney District Plan	
Objective	Officer Comment
<p>Planning Priority W5: Providing housing supply, choice and affordability, with access to jobs, services and public transport</p> <ul style="list-style-type: none"> • Objective 10: Greater housing supply. • Objective 11: Housing is more diverse and affordable. 	<p>The proposal site is well located in proximity to existing infrastructure and services in Harrington Grove area and provides additional housing supply that is diverse in design, lot size and character. The draft Planning Proposal aims to protect this diversity of character through preventing further unplanned subdivision of the site and is viewed as being consistent with this plan.</p>
<p>Planning Priority W6: Creating and renewing great places and local centres, and respecting the District's heritage</p> <ul style="list-style-type: none"> • Objective 12: Great places that bring people together. • Objective 13: Environmental heritage is identified, conserved, and enhanced. 	<p>The proposal site is part of an existing approved subdivision that provides opportunities for community life through the inclusion of equestrian facilities under a community title management model.</p> <p>The site also adjoins the State heritage listed curtilage of the Orielson Homestead. While outside the curtilage, the subdivision has been designed to be sympathetic to the heritage significance of this item. The draft planning proposal will help to preserve this significance by preventing unplanned subdivision of the proposal site.</p> <p>The proposal is viewed as being consistent with these objectives of the plan.</p>

1.3 Camden Community Strategic Plan

The Community Strategic Plan (CSP) seeks to actively manage growth by retaining Camden's heritage sites, scenic vistas and cultural landscapes.

Community Strategic Plan	
Objective	Officer Comment
Key Direction 1- Actively Managing Camden Local Government Area's Growth <ul style="list-style-type: none"> • Objective 1.1 Urban development is managed effectively • 	The existing subdivision at the proposal site supports objective 1.1 by providing additional housing to support population growth that has been designed to reflect the rural characteristics of the Camden LGA and the adjoining Orielton Homestead. The draft Planning Proposal aims to retain the future character and amenity of the site by preventing further unplanned subdivision to of the site and so is in keeping with this objective.
Key Direction 2- Health Urban and Natural Environment <ul style="list-style-type: none"> • Objective 2.1 Caring for urban and natural environment including heritage sites 	The draft Planning Proposal aims to ensure that urban development adjoining the state heritage listed Orielton Homestead is appropriate and sympathetic to the character of this item through restricting the potential for unplanned subdivision of the site.

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Attachment 3

1.4 Camden Local Strategic Planning Statement

The Local Strategic Planning Statement (LSPS) was adopted by Council on 14 April 2020. The LSPS is a 20-year planning vision and includes land use, transport and sustainability objectives to demonstrate how the Camden LGA will change to meet the community's needs over the next 20 years.

Local Strategic Planning Statement	
Objective	Officer Comment
Local Priority L1: Providing housing choice and affordability for Camden's growing and changing population	The draft Planning Proposal supports the retention of an existing approved large lot residential subdivision layout in a location that is serviced by existing infrastructure and contributes to a sense of place. The draft Planning Proposal aims to preserve housing and diversity in the Camden LGA.
Local Priority L2: Celebrating and respecting Camden's proud heritage	The draft Planning Proposal acts to preserve an existing subdivision lot layout that has been designed to be sympathetic to the heritage significance of Orielson Homestead, through the use of large lots and equestrian themes. Therefore, the draft proposal is viewed as being consistent with this priority.

1.5 Camden Local Housing Strategy

The Camden Local Housing Strategy sets out a plan for housing in the Camden LGA over the next 10 to 20 years.

Camden Local Housing Strategy	
Objective	Officer Comment
Priority 3 – Delivering the right housing in the right location Objective 7: Housing growth in established areas is incremental, and preserves character and heritage values	The draft Planning Proposal aims to ensure that urban development around the state heritage registered Orielson Homestead continues to be managed effectively into the future. While outside the curtilage the current subdivision design is sympathetic to the heritage significance of Orielson Homestead. The draft Planning Proposal will help preserve this significance by ensuring further subdivision does not impact on the amenity and character of the area.
Priority 4 – Increasing housing choice and diversity Objective 9: The mix of housing types matches the changing needs and preferences of the community	The subject site has been designed and constructed as a unique large lot residential subdivision with an equestrian theme. This design contributes to the diversity of housing types as it is unique compared other housing forms in the locality. The draft Planning Proposal aims to maintain this diversity by preventing further subdivision of the site.

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Attachment 3

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Attachment 3

2. Consistency against State Environmental Planning Policies (SEPPs)

SEPP/SREP/ Chapter Title	Assessment of Consistency with
State Environmental Planning Policy (Biodiversity and Conservation) 2021	Assessment provided under chapters below.
Chapter 2 Vegetation in non-rural areas	The subject site is part of a recently constructed subdivision and has been cleared of all vegetation and so no additional clearing of native vegetation is proposed as part of the draft Planning Proposal.
Chapter 3 Koala Habitat Protection 2020	Does not apply to the Camden LGA.
Chapter 4 Koala Habitat Protection 2021	Does not apply to the Camden LGA
Chapter 5 River Murray Lands	Does not apply to the Camden LGA
Chapter 6 Bushland in Urban areas	Not relevant to the draft Planning Proposal.
Chapter 7 Canal Estate Development	Not relevant to the draft Planning Proposal.
Chapter 8 Sydney Drinking water Catchment	Not relevant to the draft Planning Proposal.
Chapter 9 Hawkesbury-Nepean River	The proposal site is within the Hawkesbury-Nepean River Catchment. The draft Planning Proposal seeks to retain an existing lot size of an approved subdivision within a residential zoned area that will be serviced with reticulated wastewater. Therefore, the draft proposal is not viewed as having any additional impact on the Hawkesbury – Nepean Catchment,
Chapter 10 Sydney Harbour Catchment	Does not apply to the Camden LGA
Chapter 11 Georges Rivers Catchment	Only applies to a small area within the Camden LGA and the proposal site is outside of this catchment and so is not relevant to the draft Planning Proposal.
Chapter 12 Willandra Lakes Region World Heritage Property	Does not apply to the Camden LGA
State Environmental Planning Policy (Building Sustainability Index: BASIX) 2004	Future residential development of the subject site will be subject to the provisions of this SEPP. Does not apply to the Draft Proposal.
State Environmental Planning Policy (Exempt and Complying Development Codes) 2008	The draft Planning Proposal will not impede the provisions of this SEPP. The draft Planning Proposal will assist in the application of this SEPP Lot 2 by removing the split zoning and applying a residential zone to the whole of the allotment.
State Environmental Planning Policy (Housing) 2021	Assessment provided under chapters below.
Chapter 2 Affordable Housing	Not relevant to the draft Planning Proposal.
Chapter 3 Diverse Housing	Not relevant to the draft Planning Proposal.
State Environmental Planning Policy (Industry and Employment) 2021	Not applicable to the draft Planning Proposal.

Chapter 2 Western Sydney Employment area	Does not apply to Camden LGA
Chapter 3 Advertising and Signage	The draft Planning Proposal will not impede the application of this chapter.
State Environmental Planning Policy No 65- Design Quality of Residential Apartment Development	Not relevant to the draft Planning Proposal.
State Environmental Policy (Planning Systems) 2021	Assessment provided under chapters below.
Chapter 2 State and Regional Development	Not relevant to the draft Planning Proposal.
Chapter 3 Aboriginal Land	Does not apply to land subject to this draft Planning Proposal.
Chapter 4 Concurrences and Consents	The draft Planning Proposal does not affect the implementation of this chapter.
State Environmental Planning Policy (Precincts-Central River City)	Does not apply to the Camden LGA
State Environmental Planning Policy (Precincts-Eastern Harbour City) 2021	Does not apply to the Camden LGA
State Environmental Planning Policy (Precincts- Regional) 2021	Does not apply to the Camden LGA
State Environmental Planning Policy (Precincts- Western Parkland City) 2021	Assessment provided under chapters below.
Chapter 2 State Significant Precincts	Not relevant to the draft Planning Proposal.
Chapter 3 Sydney Region Growth Centres	The site is outside of the Camden Growth Centres boundary and so the chapter is not relevant to the draft Planning Proposal.
Chapter 4 Western Sydney Aerotropolis	Not relevant to the draft Planning Proposal.
Chapter 5 Penrith Lakes scheme	Does not apply to the Camden LGA
Chapter 6 St Marys	Does not apply to the Camden LGA.
Chapter 7 Western Sydney Parklands	Does not apply to the Camden LGA.
State Environmental Planning Policy (Primary Production) 2021	Assessment provided under chapters below.
Chapter 2 Primary production and rural development	Not relevant to the draft Planning Proposal.
Chapter 3 Central Coast plateau areas	Does not apply to the Camden LGA.
State Environmental Planning Policy (Resilience and Hazards) 2021	Assessment provided under chapters below.
Chapter 2 Coastal Management	Does not apply to the Camden LGA
Chapter 3 Hazardous and Offensive Development	Not relevant to the draft Planning Proposal.
Chapter 4 Remediation of land	The subject land has been assessed against the provisions of remediation of land as part of the assessment for the approved subdivision (development consent DA/2018/1218). The draft Planning Proposal does not seek to include additional land for residential development to that

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	approved as part of this subdivision and so further assessment of contamination is not required. .
State Environmental Planning Policy (Resources and Energy) 2021	Assessment provided under chapters below.
Chapter 2 Mining, petroleum production and extractive industries	The draft proposal will not impact on resource and extractive industries and thus, this Chapter is not relevant..
Chapter 3 Extractive Industries in Sydney Area	The draft proposal does not involve extractive industries and thus, this chapter is not relevant.
State Environmental Planning Policy (Transport and Infrastructure) 2021	Assessment provided under chapters below.
Chapter 2 Infrastructure	Not relevant to the draft Planning Proposal.
Chapter 3 Educational Establishments and childcare facilities	The draft proposal does not include consideration of educational establishments of child care centres and so the SEPP is not relevant.
Chapter 4 Major Infrastructure corridors	The draft proposal will not impact on major infrastructure corridors and so the SEPP is not relevant to the draft Planning Proposal.
Chapter 5 Three ports- Port Botany, Port Kembla and Newcastle	Does not apply to the Camden LGA

3. Consistency with the Section 9.1 Ministerial Directions

S9.1 Direction Title	Assessment of Consistency
Focus area 1: Planning Systems	
1.1 Implementation of Regional Plans	The draft Planning Proposal's consistency with the Greater Sydney Region Plan and Western City District Plan has been assessed in the tables above under Section 1.1. The draft Planning Proposal has been assessed as being consistent with the Greater Sydney Region Plan and so is consistent with this direction.
1.2 Development of Aboriginal Land Council Land	No rezoning of land owned by an Aboriginal Land Council is proposed with this draft Planning Proposal.
1.3 Approval and Referral Requirements	The draft Planning Proposal is consistent with this direction as it does not propose provisions requiring concurrence, consultation or referral of a minister or public authority and does not identify development as designated development.
1.4 Site Specific Provisions	The Planning Proposal does not introduce any site-specific provisions and so is not inconsistent with this direction.
Focus Area 1: Planning Systems-Place-based	
1.5 Paramatta road Corridor Urban Transformation Strategy	Not applicable to the Camden LGA.
1.6 Implementation of North West Priority Growth Area Land Use and Infrastructure Implementation Plan	Not applicable to the Camden LGA.
1.7 Implementation of Greater Paramatta Priority Growth	Not applicable to the Camden LGA.
1.8 Implementation of Wilton Priority Growth Area Interim Land Use and Infrastructure Implementation Plan	Not applicable to the Camden LGA.
1.9 Implementation of Glenfield to Macarthur Urban Renewal Corridor	Not applicable to the Camden LGA.
1.10 Implementation of the Western Sydney Aerotropolis Plan	The draft Planning Proposal is not inconsistent with this direction.
1.11 Implementation of Bayside West Precincts 2036 Plan	Not applicable to the Camden LGA.
1.12 Implementation of Planning Principles for the cooks Cove Precinct	Not applicable to the Camden LGA.
1.13 Implementation of St Leonards and Crows Nest 2036 Plan	Not applicable to the Camden LGA.
1.14 Implementation of Greater Macarthur 2040	Not applicable to this draft Planning Proposal
1.15 Implementation of the Pyrmont Peninsula Place Strategy	Not applicable to the Camden LGA.
1.16 North West Rail Link Corridor Strategy	Not applicable to the Camden LGA.
1.17 implementation of the Bays West Place Strategy	Not applicable to the Camden LGA.
Focus Areas 3: Biodiversity and Conservation	
3.1 Conservation zones	The draft Planning Proposal is inconsistent with this direction as it seeks to rezone a small portion land zoned C2 Environmental Conservation to R5 Large Lot Residential. However, the draft proposal also seeks to rezone a similar sized portion of R5 Large Lot Residential land to a C2 Environmental Conservation zone. Therefore, it can be argued that the loss of land C2 land to one

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	portion of the site can be offset by the gain of C2 zoned land elsewhere on the site. Additionally, the to the proposed zone change will not result in changes to the use of the land as it is has already approved for subdivision. Therefore, the inconsistency with this Direction is viewed as being of minor significance. Advice will be sought from the Planning Secretary in regard to this inconsistency subject to the Draft Planning Proposal being supported to Gateway.
3.2 Heritage Conservation	The land subject to the draft Planning Proposal is on the outside edge of the state heritage registered curtilage of Orielson Homestead. The proposed amendments seek to protect the current subdivision layout that is sympathetic to the heritage significance. Therefore, the draft Planning Proposal is viewed as being consistent with this direction.
3.3 Sydney Drinking Water Catchments	Not applicable to the Camden LGA
3.4 Application of C2 and C3 Zones and Environmental Overlays in Far North Coast LEPs 26	Not applicable to the Camden LGA.
3.5 Recreation Vehicle Areas	Recreational vehicle areas are not proposed and so the draft Planning Proposal is not inconsistent with this direction.
Focus area 4: Resilience and Hazards	
4.1 Flooding	The land subject to the draft Planning Proposal is not located on land mapped a being flood prone and so is not inconsistent with this direction.
4.2 Coastal Management	Not applicable to the Camden LGA
4.3 Planning for Bushfire Protection	The draft Planning Proposal seeks to rezone and introduce a larger minimum lot size to land mapped as bushfire prone. However, as the site has recently been approved and constructed in accordance with Planning for Bushfire requirements additional bushfire assessment is not required. Therefore, the draft Planning Proposal is consistent with this direction.
4.4 Remediation of Contaminated Land	The subject land was assessed against the provisions of remediation of land as part of the development consent for DA/2018/1218 and so is viewed as being consistent with this direction.
4.5 Acid Sulphate Soils	The draft Planning Proposal will not result in an intensification of the use of the site and as the Camden LGA has not been mapped as being at risk for Acid Sulphate on NSW Government SEED mapping, the proposal is not inconsistent with this direction.
4.6 Mine Subsidence and Unstable Lands	The land is not within a mine subsidence area and so this direction is not applicable.
Focus area 5: Transport and Infrastructure	
5.1 Integrating Land Use and Transport	Transport (including the construction of roads) and access to the site was considered during the assessment of the associated development application. The site has been connected to key transport corridors through The Northern Road. The draft proposal is seen as consistent with this direction.

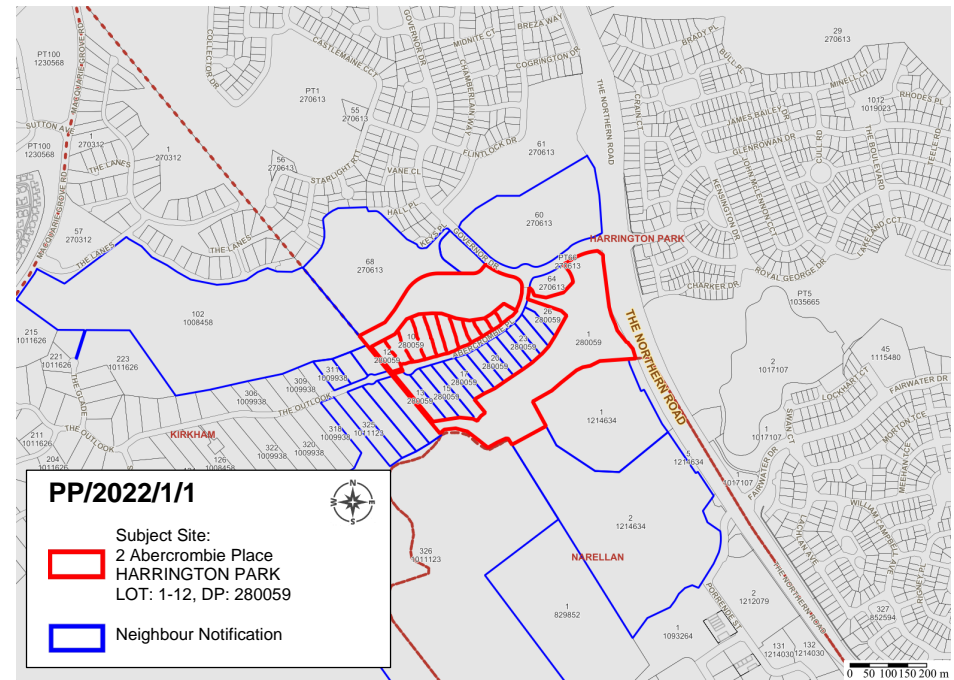
5.2 Reserving Land for Public Purposes	The draft Planning Proposal will not result in the loss of land for public purposes and so is consistent with this direction.
5.3 Development Near Regulated Airports and Defence Airfields	The draft Planning Proposal site is within the Wind Turbine Buffer of the Western Sydney Airport and within the Camden Airport OLS (inner Horizontal Surface) and the 115 AHD and is impacted by airport noise. However, as the draft proposal will not result in additional uses or density at the site no additional impact is anticipated. Therefore, the draft proposal is consistent with this direction.
5.4 Shooting Ranges	Not applicable to the draft Planning Proposal
Focus area 6: Housing	
6.1 Residential Zones	The land subject to the draft Planning Proposal is zoned R5 large lot residential and is within a recently constructed equestrian themed residential subdivision. The draft Planning Proposal seeks to maintain the character of the subdivision and maintain a broad range of housing options available in the Camden LGA, the draft proposal is consistent with this direction.
6.2 Caravan Parks and Manufactured Home Estates	Not relevant to the draft Planning Proposal
Focus area 7: Industry and Employment	
7.1 Business and Industrial Zones	Not relevant to the draft Planning Proposal
7.2 Reduction in non-hosted short-term rental accommodation period	Not applicable to the Camden LGA.
7.3 Commercial and Retail Development along the Pacific Highway, North Coast	Not applicable to the Camden LGA.
Focus area 8: Resources and Energy	
8.1 Mining, Petroleum Production and Extractive Industries	The draft Planning Proposal will not impact on resource and extractive industries. The direction is not relevant to the draft Planning Proposal.
Focus area 9: Primary Production	
9.1 Rural Zones	The subject site is zoned for residential use and will not impact on rural zones; therefore, the direction is not relevant to the draft Planning Proposal.
9.2 Rural Lands	Not relevant to the draft Planning Proposal
9.3 Oyster Aquaculture	Not relevant to the draft Planning Proposal
9.4 Farmland of State and Regional Significance on the NSW Far North Coast	Not applicable to the Camden LGA

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Attachment – Extent of Notification Area for Draft Planning Proposal

The extent of notification area for the subject draft Planning Proposal is provided below.



Camden Council - Budget Review for the Quarter Ending 31 March 2022
Summary of Budget Review Variations Greater than \$20,000

Attachment 1

Change In Vote			Description	Comments
Expense	Income	Totals		
\$	\$	\$		
1) Proposed Budget Variations				Legend: Expense Reduction - Positive figures, Expense Increase (Negative Figure) Income Increase - Positive figures, Income Reduction (Negative figure)
Proposed variations to the 2021/22 Budget based on income received and expenditure payments to date are as follows:				
-	162,000	162,000	Corporate Management - Supplementary Rate 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 third quarter of 2021/22 is primarily due to new lots created through subdivisions in the Oran Park, Gregory Hills and Leppington land release areas.
-	93,800	93,800	Traineeship Program - Boosting Apprenticeship Wage Subsidy and Job Saver Payments	The Federal Government's Boosting Apprenticeship Commencements Wage Subsidy supports businesses and Group Training Organisations to take on new apprentices and trainees, to build a pipeline of skilled workers to support sustained economic recovery and assist with recovery from the impact of COVID19. Council employs trainees and apprentices through Macarthur Group Training Ltd and has received wage subsidies through these employment arrangements. This is the second payment to Council under this program with the first payment recognised as part of the December Quarterly Budget Review.
129,694	-	129,694	NSW Emergency Services - Annual Statutory Contribution	Council's statutory contribution towards the cost of the NSW Rural Fire Services, Fire and Rescue NSW and the NSW State Emergency Services has resulted in savings when compared to the adopted 2021/22 budget allocation.
(58,000)	-	(58,000)	Risk Management - Insurance Premium (Property & Buildings)	Council's property insurance premium has increased when compared to estimated premium costs for the 2021/22 financial year. This increase is primarily due to higher property and building insurance costs in the insurance market, which has experienced increases of approximately 30% over the past 12 months. The premium has also been impacted by an increase in Council's insurable assets value, which is a combination of new buildings constructed and improvements to existing buildings.
(25,000)	-	(25,000)	Corporate Management - Valuation Services	Council has a three-year rolling revaluation program for infrastructure assets as part of its compliance program to ensure assets are reported at fair value, which is a requirement under the Accounting Standards and Local Government Code of Accounting Practice. For the 2021/22 financial year, Council will obtain updated valuations for operational land and buildings. This information is also used to compliment the asset inspection programs Council already has in place. The valuations will be provided by an appropriately qualified independent valuer following a competitive procurement process.
-	-	-	Variations under \$20,000	
46,694	255,800	302,494	Surplus / (Deficit) Proposed March Budget Variations 2021/22	

Camden Council - Budget Review for the Quarter Ending 31 March 2022
Summary of Budget Review Variations Greater than \$20,000

Attachment 1

Change In Vote		Totals	Description	Comments
Expense	Income			
\$	\$	\$		
2) Council Approved Budget Variations				Legend:
For the Period 1 January to 31 March 2022, Council has authorised the following changes to the budget:				Expense Reduction - Positive figures, Expense Increase (Negative Figure) Income Increase - Positive figures, Income Reduction (Negative figure)
(2,500)	2,500	-	Grant Funding - NSW Small Business Month 2022	Ordinary Council Meeting 8 February 2022 - Resolution ORD10/22
(3,500)	3,500	-	Grant Funding - NSW Government Seniors Festival Grant Program	Ordinary Council Meeting 8 February 2022 - Resolution ORD11/22
(410,000)	410,000	-	Grant Funding - Transport for NSW Pedestrian Safety Program 2021/22	Ordinary Council Meeting 8 February 2022 - Resolution ORD12/22
(5,000)	5,000	-	Grant Funding - 2022 Women's Week Grant Program	Ordinary Council Meeting 8 March 2022 - Resolution ORD32/22
(2,036)	2,036	-	Grant Funding - NSW Department of Communities and Justice Youth Week Local Council Grant 2021/2022	Ordinary Council Meeting 8 March 2022 - Resolution ORD33/22
(423,036)	423,036	0	Surplus / (Deficit) - Council Approved Budget Variations March 2021/22 Review	
Note: Council has accepted grant funding of \$23,610,000 (Council Resolution 34/22 of 8/3/2022) for Scalabrini Creek East and Heath Road. This has been included in years 2023/24 and 2024/25 of the draft Capital Works Program and LTFP.				
3) Contra Adjustments				Legend:
Contra adjustments that have a NIL impact on Council's Budget:				Expense Reduction - Positive figures, Expense Increase (Negative Figure) Income Increase - Positive figures, Income Reduction (Negative figure)
(39,100)	-	(39,100)	Council Property - Maintenance & Repairs	Funding is required for major roof works at Council owned property in Narellan. Rental Income is restricted to the Section 7.11 Developer Contributions Reserve, which is an appropriate funding source for these works.
-	39,100	39,100	Section 7.11 Developer Contributions - Transfer from Reserve	
32,000	-	32,000	Bus Shelter Construction - S7.11 program	It is recommended that this Bus Shelter construction be deferred until the adjacent section of Macarthur Road has been upgraded.
-	(32,000)	(32,000)	Section 7.11 Developer Contributions - Transfer from Reserve	
(110,000)	-	(110,000)	Public Cemeteries - Transfer to Reserve	Cemetery fees and charges income have exceeded adopted budget forecasts. Additional income is transferred to Cemeteries Reserve.
-	110,000	110,000	Public Cemeteries - Cemetery Fee & Charges Income	
50,466	-	50,466	Camden Regional Economic Taskforce Fund - Program Expense	This adjustment will restrict the remaining balance of funds held from the Camden Regional Economic Taskforce in a specific internal reserve. Funds will only be utilised for specific economic development programs.
(50,466)	-	(50,466)	Camden Regional Economic Taskforce Reserve - Transfer to Reserve	
143,217	-	143,217	DTI - Cyber Security Implementation Expense	It is proposed to transfer the uncommitted balance of the 2021/22 Cyber Security Program budget to the IT Replacement Reserve to fund the 2022/23 Cyber Security Program.
(143,217)	-	(143,217)	IT Replacement Reserve - Transfer To Reserve	
(55,000)	-	(55,000)	CSP3 City Beautification Street Sweeper - Capital Expense	This adjustment relates to reclassification of part of Community Support Package Stage 3 City Beautification budget from operational expenditure to capital expenditure.
55,000	-	55,000	CSP3 City Beautification (Street Sweeping) - Operational Expense	

Camden Council - Budget Review for the Quarter Ending 31 March 2022
Summary of Budget Review Variations Greater than \$20,000

Attachment 1

Change In Vote			Description	Comments
Expense \$	Income \$	Totals \$		
(545,900)	-	(545,900)	Narellan Works Depot Redevelopment	Additional funding is required for the Narellan Works Depot Redevelopment project to meet costs related to increased pavement areas, structural strengthening to building, site security and the upgrade of Solar Photovoltaic Cells from 20KW to 99KW system to be installed to the roofs of the new buildings. Funding is sourced from savings in Ferguson's Cricket Facility Project, Minell Courts Drainage Works and savings in the domestic waste management workshop.
60,000	-	60,000	Minell Court, Harrington Park - Overland Flows Improvement Works	
470,900	-	470,900	Fergusons Land Sportsgrounds	
15,000	-	15,000	Domestic Waste Workshop Expense	
(45,000)	-	(45,000)	Corporate Management - Executive Dashboard	This adjustment relates to reclassification Executive Dashboard funding from operational expenditure to capital expenditure.
45,000	-	45,000	Corporate Management - Corporate Health Indicators Review	
329,990	-	329,990	Elderslie Passive Recreation	A detailed review of Council's Section 7.11 Contributions works program has identified that this infrastructure has been delivered under a works in kind infrastructure agreement. This allocation is to be removed from the 2021/22 capital works program and budget.
-	(329,990)	(329,990)	Section 7.11 Developer Contributions - Transfer from Reserve	
(78,600)	-	(78,600)	Transport Infrastructure - Kerb & Gutter Renewal Camden Valley Way	This adjustment relates to the funding of kerb and gutter renewal works along Camden Valley Way. It includes a transfer of funds from operating expenditure to capital expenditure.
78,600	-	78,600	Transport Infrastructure - Road Maintenance	
(1,000,000)	-	(1,000,000)	Local Government Disaster Recovery Grants Program	Council has received an upfront payment of \$1 million through a joint Commonwealth-State Disaster Recovery Funding Arrangements(DRFA) - Category D to assist with disaster recovery projects due to the March 2022 flooding event.
-	1,000,000	1,000,000	Local Government Disaster Recovery Grants Funding	
35,000	-	35,000	Playground Replacement Renewal	It is proposed to transfer funding from the 2021/22 Playground Replacement Program for the construction of practice wall at the Camden South Tennis Club courts.
(35,000)	-	(35,000)	Camden South Tennis Club - Construction of Practice Wall	
(631,688)	-	(631,688)	Domestic Waste Management - Casual Staff	Additional costs incurred on the use of casual drivers to back fill vacancies arising from long term leave, illness and other forms of leave. This is offset by additional income realised on domestic waste management fees and charges.
-	631,688	631,688	Domestic Waste management Annual Fees and Charges	
(18,720)	-	(18,720)	2022 Camden International Women's Day Gala - Camden Meals on Wheels - Expense	International Women's Day is celebrated globally to acknowledge the social, economic, cultural and political achievements of womens rights around the world. At its meeting held on the 8 February 2022 Council endorsed Camden Meals on Wheels as the recipient of the funds raised through the 2022 Camden International Women's Day Gala. Camden Council hosted its second annual International Women's Day Gala on 10 March 2022.
-	18,720	18,720	2022 Camden International Women's Day Gala - Camden Meals on Wheels - Income	
(1,437,518)	1,437,518	0	March 2021/22 Contra Adjustments	

Camden Council - Budget Review for the Quarter Ending 31 March 2022
Summary of Budget Review Variations Greater than \$20,000

Attachment 1

Change In Vote		Totals	Description	Comments
Expense	Income			
\$	\$	\$		
Reconciliation to 'March Review of the 2021/22 Budget'				
2021/22 Carried Forward Working Funds Balance		1,000,000		
2021/22 Adopted Budget Surplus		0		
Available Working Funds 01/07/21		1,000,000		
Less:				
Minimum Desired Level		(1,000,000)		
Total Funds Available		0	Total Available Working Funds as at 01/07/2021	
September Review		44,066	Significant Budget Variations	
		(44,066)	Council Approved Variations	
		0	Budget Contra Variations	
		0	Sub Total - September Review Variations	
		0	Total Available Working Funds as at 30/09/2021	
December Review		157,000	Significant Budget Variations	
		(157,000)	Council Approved Variations	
		0	Budget Contra Variations	
		0	Sub Total - December Review Variations	
		0	Total Available Working Funds as at 31/12/2021	
March Review		302,494	Significant Budget Variations	
		0	Council Approved Variations	
		0	Budget Contra Variations	
		302,494	Sub Total - December Review Variations	
		302,494	Total Available Working Funds as at 31/03/2022	



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Camden Council

Quarterly Budget Review Statement

For the period ending 31 March 2022

Attachment 2

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1. Income & Expenses Review Statement
2. Capital Budget Review Statement
3. Cash & Investments Budget Review Statement
4. Key Performance Indicators Budget Review Statement
5. Contracts Budget Review Statement
6. Consultancy & Legal Expenses Budget Review Statement

INCOME & EXPENSE (BY ACTIVITY)

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022

000's)	Original Budget	Approved Changes				Revised Budget	Proposed Variations this Qtr	Notes	Projected Year End Result	Actual YTD
		Revotes	Other than by QBRs	Sep QBRs	Dec QBRs					
Income										
Actively Managing Camden's Growth	11,567	-	-	-	275	11,842			11,842	5,784
Healthy Urban and Natural Environment	19,598	-	445	-	(21)	20,022	742	1	20,764	20,293
A Prosperous Economy	26	-	-	-	38	64	19	2	83	45
Effective and Sustainable Transport	268	-	-	-	-	268			268	627
An Enriched and Connected Community	10,659	-	-	-	15	10,674			10,674	4,725
Strong Local Leadership	76,408	-	-	205	(273)	76,340	256	3	76,596	76,470
Total Income from Continuing Operations	118,526	-	445	205	34	119,210	1,017		120,227	107,944
Expenses										
Actively Managing Camden's Growth	13,334	288	-	199	275	14,096			14,096	7,590
Healthy Urban and Natural Environment	39,251	211	445	-	361	40,268	581	4	40,849	23,674
A Prosperous Economy	1,386	316	-	-	(15)	1,687	(50)	5	1,637	857
Effective and Sustainable Transport	28,188	271	-	85	100	28,644	(79)	6	28,565	9,537
An Enriched and Connected Community	17,100	457	-	390	71	18,018			18,018	14,778
Strong Local Leadership	36,874	1,967	-	272	100	39,213	(235)	7	38,978	20,142
Total Expenses from Continuing Operations	136,133	3,510	445	946	892	141,926	217		142,143	76,578
Net Operating Result from Continuing Operations	(17,607)	(3,510)	-	(741)	(858)	(22,716)	800		(21,916)	31,366
Other:										
Capital Income	135,461	-	9,784	38	50	145,333	1,000		146,333	19,744
Non Cash Funded Depreciation	30,000	-	-	-	-	30,000			30,000	22,500
Funds from the Sale of Assets	306	-	-	43	-	349			349	113
Loan Borrowings	7,800	-	-	-	-	7,800			7,800	-
Transfer from Restricted Assets	52,548	72,306	-	1,396	(5,732)	120,518	(323)		120,195	31,053
	226,115	72,306	9,784	1,477	(5,682)	304,000	677		304,677	73,410
Other:										
Capital Purchases & Acquisitions	180,532	68,796	9,784	712	(6,163)	253,661	871		254,532	35,521
Borrowing Expense (Principal)	2,354	-	-	-	-	2,354			2,354	1,685
Transfer to Restricted Assets	25,622	-	-	24	(377)	25,269	303		25,572	29,105
	208,508	68,796	9,784	736	(6,540)	281,284	1,174		282,458	66,311
NET BUDGET POSITION SURPLUS/(DEFICIT)	-	-	-	-	-	-	303		303	38,465

Camden Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

INCOME & EXPENSE (BY ACTIVITY)**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

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Notes	Details
1	Healthy Urban and Natural Environment - Increase in Income Additional income has been realised on Domestic Waste Management fees and charges (\$632k). Cemetery fees and charges income have exceeded adopted budget forecasts (\$110k).
2	A Prosperous Economy - Increase in Income Funds were raised through the 2022 Camden International Women's Day Gala (\$19k).
3	Strong Local Leadership - Increase in Income Additional rating income (\$162k). The Federal Government's Boosting Apprenticeship Commencements Wage Subsidy (\$94k).
4	Healthy Urban and Natural Environment - Increase in Expense Domestic Waste incurred additional costs on the use of casual drivers (\$632k). Savings realised in the Waste Fleet Workshop (\$15k). Additional spend in relation to the 2022 Camden International Women's Day Gala (\$19k). Reclassification of part of Community Support Package Stage 3 City Beautification budget from operational to capital expenditure (\$55k).
5	A Prosperous Economy - Decrease in Expense The remaining balance of funds held from the Camden Regional Economic Taskforce will be transferred to a specific internal reserve (\$50k)
6	Effective and Sustainable Transport - Decrease in Expense A reduction in road maintenance expenditure (\$79k) which has been reclassified as capital expenditure (Kerb & Gutter Renewal).
7	Strong Local Leadership - Decrease in Expense A reduction in the NSW Emergency Services - Annual Statutory Contribution (\$130k). An increase in Insurance Premiums (Property & Buildings) (\$58k). Additional expenditure for Land and Buildings valuations (\$25k). A reduction in operating expenditure to reclassify Executive Dashboard funding from operational to capital expenditure (\$45k). A reduction in budgeted spend on the Cyber Security Program budget (\$143k) which will be used in the 2022/23 financial year.

CAPITAL BUDGET

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022

00's)	Original Budget	Approved Changes				Revised Budget	Proposed Variations this Qtr	Notes	Projected Year End Result	Actual YTD				
		Revotes	Other than by QBRs	Sep QBRs	Dec QBRs									
Capital Expenditure														
With Assets														
Transport & Road Infrastructure	22,238	35,531	4,500	24	137	62,430					(32)	1	62,398	5,452
Stormwater & Drainage	10,382	1,369	-	-	(6,475)	5,276					(60)	2	5,216	507
Parks & Playgrounds	16,220	15,369	5,284	50	-	36,923					(471)	3	36,452	15,657
Recreation & Community Facilities	13,580	6,271	-	-	20	19,871					(330)	4	19,541	1,531
Plant & Equipment	605	-	-	147	-	752					55	5	807	276
Council Properties	150	5,775	-	(120)	-	5,805	546	6	6,351	5,060				
With Assets (Works in Kind)														
Transport & Road Infrastructure	74,322	-	-	-		74,322			74,322	-				
Stormwater & Drainage	22,066	-	-	-		22,066			22,066	-				
Parks & Playgrounds	9,577	-	-	-		9,577			9,577	-				
Recreation & Community Facilities	-					-			-	-				
New Assets (Replacement)														
Transport & Road Infrastructure	4,998	801	-	(85)	(100)	5,614	1,079	7	6,693	748				
Stormwater & Drainage	55	-	-	-		55			55	15				
Parks & Playgrounds	1,033	808	-	120	-	1,961			1,961	1,070				
Recreation & Community Facilities	876	330	-	-		1,206			1,206	948				
Plant & Equipment	3,154	1,264	-	595	-	5,013			5,013	3,588				
Council Properties	125	303	-	-	134	562	39	8	601	-				
Information Technology Replacement	779	975	-	-	121	1,875	45	9	1,920	557				
Other	372	-	-	(19)	-	353			353	112				
Total Capital Expenditure	180,532	68,796	9,784	712	(6,163)	253,661	871		254,532	35,521				
Capital Funding														
Grants & Other Untied Funding	2,248	-	-	(104)	20	2,164	194		2,358	1,789				
Capital Grants & Contributions	55,412	49,129	4,500	221	(6,425)	102,837	1,000		103,837	10,971				
Reserves:														
External Restrictions	2,928	1,204	5,284		(13)	9,403	(323)		9,080	14,571				
Internal Restrictions	1,412	18,463	-	552	255	20,682			20,682	8,077				
With Loans	7,800	-	-	-	-	7,800			7,800	-				
Receipts from Sale of Assets														
Plant & Equipment	-	-	-	43	-	43			43	113				
Land & Buildings	-	-	-	-	-	-			-	-				
11 Works in Kind Income (Non Cash)	38,332	-	-	-	-	38,332			38,332	-				
Infrastructure Dedicated under s80A	72,400	-	-	-		72,400			72,400	-				
Total Capital Funding	180,532	68,796	9,784	712	(6,163)	253,661	871		254,532	35,521				
Total Capital Funding Surplus/(Deficit)														

Camden Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

CAPITAL BUDGET

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Transport & Road Infrastructure (New Assets) - Decrease in Expense Delay in spending arising from the deferral of a Bus Shelter construction (\$32k) to align with the upgrade of Macarthur Road.
2	Stormwater & Drainage (New Assets) - Decrease in Expense Savings in Minell Court Drainage Works (\$60k), proposed to be reallocated to Narellan Works Depot.
3	Parks and Playgrounds (New Assets) - Decrease in Expense Savings in Ferguson's Cricket Facility Project (\$471k), proposed to be reallocated to Narellan Works Depot.
4	Recreation & Community Facilities (New Assets) - Decrease in Expense Removal of the budget allocation for Elderslie Passive recreation as this infrastructure has been delivered under a works in kind infrastructure agreement (\$330k).
5	Plant and Equipment (New Assets) - Increase in Expense Reclassification of part of Community Support Package Stage 3 City Beautification budget from operational to capital expenditure (\$55k).
6	Council Properties (New Assets) - Increase in Expense Additional expenditure for the Narellan Works Depot Redevelopment project (\$546k).
7	Transport & Road Infrastructure (Renewal) - Increase in Expense Increased expenditure for disaster recovery projects due to the March 2022 flooding event (\$1,000k). Additional expenditure relating to kerb and gutter renewal works along Camden Valley Way (\$79k).
8	Council Properties (Renewal) - Increase in Expense Major roof works at a Council owned property in Narellan (\$39k).
9	Information Technology Replacement (Renewal) - Increase in Expense Reclassification of the Executive Dashboard from operational to capital expenditure (\$45k).

ORD03

Attachment 2

Camden Council

CASH & INVESTMENTS**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022**

(\$000's)	Opening Balance				Revised Budget	Proposed Variations this Qtr	Projected Year End Result
		Other than by QBRS	Sep QBRS	Dec QBRS			
Externally Restricted ⁽¹⁾							
Section 7.11 Developer Contributions	83,058		(605)	5,835	88,288	323	88,611
Domestic Waste Management	11,924		-	(100)	11,824		11,824
Stormwater Management Levy	182	29	-	(211)	-		-
Other Restricted Contributions	121		-	-	121		121
Total Externally Restricted	95,285	29	(605)	5,524	100,233	323	100,556
(1) Funds that must be spent for a specific purpose							
Internally Restricted ⁽²⁾							
Asset Renewal Reserve*	572		-	-	572		572
Camden Parking Improvements Reserve	121		-	-	121		121
Camden Regional Economic Taskforce Reserve	-				-	50	50
Capital Works Reserve*	589	232	24	-	845		845
Cemetery Improvements	1,501		-	-	1,501	110	1,611
Commercial Waste Management	1,097		-	-	1,097		1,097
Council Administration Building Reserve	315		-	(134)	181		181
Employee Leave Entitlements	3,236		-	-	3,236		3,236
Family Day Care Reserve	155		(67)	-	88		88
Plant Replacement Reserve	1,251		(552)	-	699		699
Public Appeals Reserve	14		-	-	14		14
Risk Management	32		-	-	32		32
Stormwater Works (General Fund)	137		-	(137)	-		-
Technology Improvements Reserve	124		(124)	157	157	143	300
Technology Replacement Reserve	520		-	(121)	399		399
Water Savings Action Plan	138		-	-	138		138
Working Funds Surplus	302		-	-	302		302
Work Health & Safety Reserve	52		-	-	52		52
Other	88		-	66	154		154
Total Internally Restricted	10,244	232	(719)	(169)	9,588	303	9,891
(2) Funds that Council has earmarked for a specific purpose							
Total Cash & Investments	105,529	261	(1,324)	5,355	109,821	626	110,447

* The uncommitted balance of the Capital Works Reserve will be \$611,978 and Asset Renewal Reserve will be \$280,227 if Council adopt the recommendation of this report.

Cash & Investments Statement

Investments have been invested in accordance with Council's Investment Policy.

The Cash at Bank amount for this period has been reconciled to Council's physical Bank Statements. The date of completion of this bank reconciliation is 31/03/22

Camden Council

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

KEY PERFORMANCE INDICATORS

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022

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

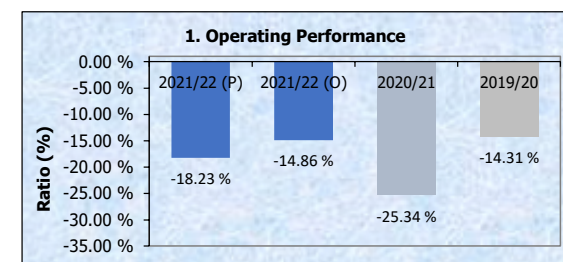
NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

Operating Revenue (excl. Capital) - Operating Expenses	-	21,916	-18.23%	-14.86%	-25.34 %	-14.31 %
Operating Revenue (excl. Capital Grants & Contributions)		120,227				

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

Benchmark: > 0.00%

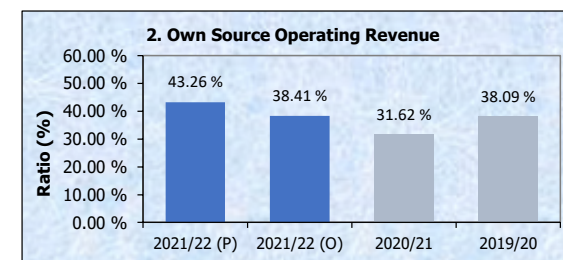


2. Own Source Operating Revenue

Operating Revenue (excl. ALL Grants & Contributions)	111,050	43.26%	38.41 %	31.62 %	38.09 %
Total Operating Revenue (incl. Capital Grants & Cont)	256,688				

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

Benchmark: > 60.00%

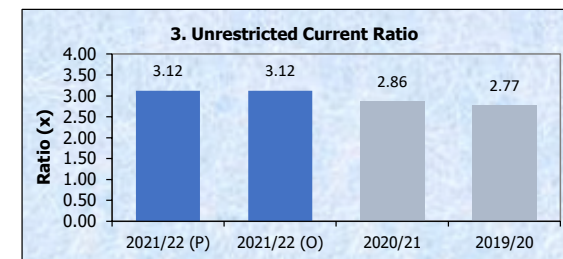


3. Unrestricted Current Ratio

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

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

Benchmark: > 1.5x



Camden Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

KEY PERFORMANCE INDICATORS

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022

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

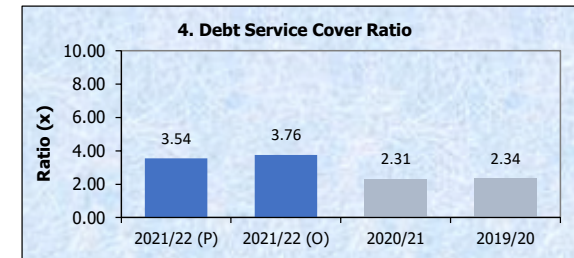
NSW Local Government Industry Key Performance Indicators (OLG):

4. Debt Service Cover Ratio

Operating Result before Interest & Dep. exp (EBITDA)	12,871	3.54	3.76	2.31	2.34
Principal Repayments + Borrowing Interest Costs	3,632				

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

Benchmark: > 2x

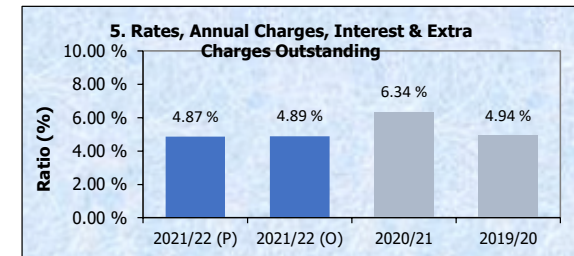


5. Rates, Annual Charges, Interest & Extra Charges Outstanding

Rates, Annual & Extra Charges Outstanding	3,681	4.87%	4.89 %	6.34 %	4.94 %
Rates, Annual & Extra Charges Collectible	75,642				

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

Benchmark: < 5% metro

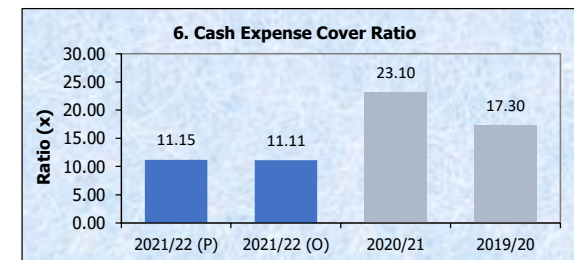


6. Cash Expense Cover Ratio

Current Year's Cash & Cash Equivalents (incl.Term Deposits)	110,265	11.15	11.11	23.10	17.30
Operating & financing activities Cash Flow payments	118,677				

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

Benchmark: > 3 mths



Camden Council

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

KEY PERFORMANCE INDICATORS**BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022**

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

NSW Local Government Infrastructure Asset Performance Indicators (OLG):

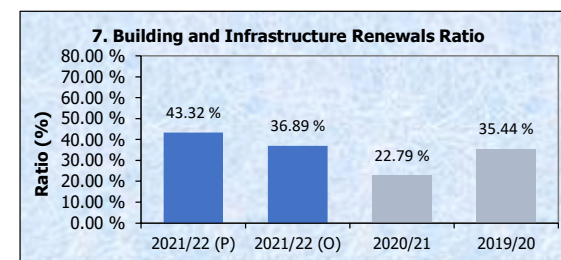
7. Building and Infrastructure Renewals Ratio

Asset Renewals (Building, Infrastructure & Other Structures)	12,996	43.32 %	36.89 %	22.79 %	35.44 %
Depreciation, Amortisation & Impairment	30,000				

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

Note: Depreciation is under review

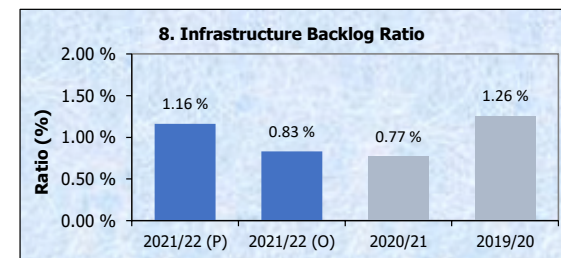
Benchmark `

**8. Infrastructure Backlog Ratio**

Estimated cost to bring Assets to a satisfactory condition	17,794	1.16 %	0.83 %	0.77 %	1.26 %
Total value of Infrastructure, Building, Other Structures & depreciable Land Improvement Assets	1,531,594				

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

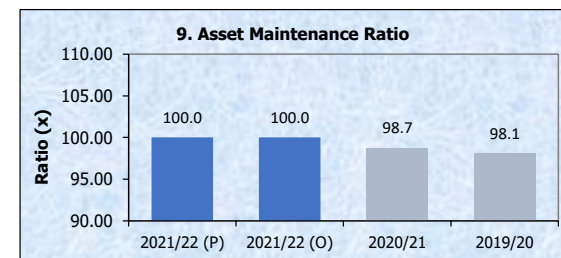
Benchmark: < 2.00%

**9. Asset Maintenance Ratio**

Actual Asset Maintenance	5,735	100.00	100.00	98.73	98.12
Required Asset Maintenance	5,735				

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

Benchmark: > 100%



Camden Council

Quarterly Budget Review Statement

for the period 01/01/22 to 31/03/22

KEY PERFORMANCE INDICATORS

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022

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

NSW Local Government Infrastructure Asset Performance Indicators (OLG):

10. Cost to bring assets to agreed service level

Estimated cost to bring assets to an agreed service level set by Council	17,761	0.89 %	0.89 %	0.95 %	1.02 %
Gross replacement cost	1,982,550				

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

Benchmark has not been set

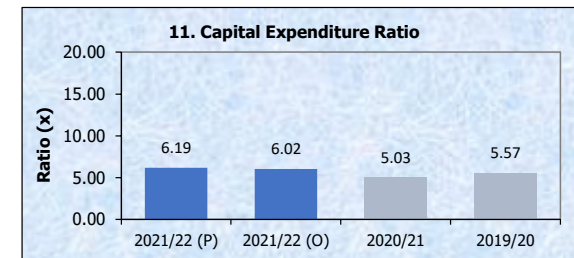
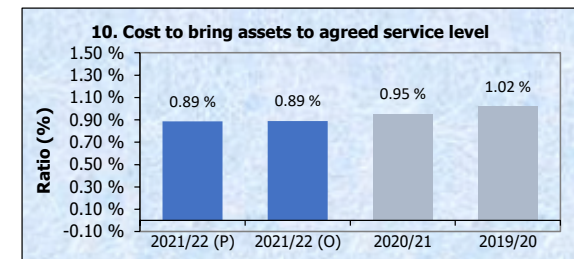
11. Capital Expenditure Ratio

Annual Capital Expenditure	185,736	6.19	6.02	5.03	5.57
Annual Depreciation	30,000				

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

Note: Depreciation is under review

Benchmark: > 1



Camden Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

CONTRACTS

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022

Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted Y/N
Enstruct Group Pty Ltd	Raby Road - Investigation, Concept Design Review, Detailed Design and for Construction Documentation	\$ 1,635,314	07/03/22	22 Months	Y
Menai Civil Contractors Pty Ltd	Principal Contractor for Kirkham Park BMX Stage 2B Carpark	\$ 1,609,514	01/03/22	7 Months	Y
Melocco and Moore Architects Pty Ltd	Design of Camden Civic Centre Renewal	\$ 343,720	14/02/22	6 Months	Y
Avijohn Contracting Pty Ltd	Cobbitty Road & Cut Hill Road Intersection Resurfacing (Deep Lift) and Linemarking Works	\$ 242,587	01/03/22	3 Days	Y
Cranebrook Constructions Pty Ltd	Camden Sports Club Building Works	\$ 194,273	01/03/22	4 months	Y
Environmental Partnership NSW Pty Ltd	Consultancy Services for the Design of Hilder Reserve Redevelopment	\$ 193,678	13/01/22	20 Months	Y
Kealec Pty Ltd T/AS Sportz Lighting	Design, Supply and Installation of Floodlighting Upgrade at Onslow Playing Fields	\$ 193,678	31/01/22	9 Months	Y
TJ & RF Fordham Pty Ltd T/AS TRN Group	Bulk Earthworks - Oran Park Leisure Centre	\$ 149,994	14/03/22	7.5 Weeks	Y

Contractor	Contract detail & purpose	Contract Value	Start Date	Duration of Contract	Budgeted Y/N
KPMG	Service Delivery Review	\$ 118,000	01/02/22	3 Months	Y
HillPDA Consulting	Contribution Plan Restructure Project	\$ 100,728	28/03/22	17 Months	Y
Perfection Landscape Services	Bicentennial Equestrian Park Recreational Trail: Civil & Landscape Works Stage 2	\$ 92,849	04/01/22	2 Months	Y
Alpine Nurseries	Greening our City – Every Tree Counts - Tree Supply - Extension	\$ 52,837	08/03/22	9 Months	Y

Notes:

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

Camden Council

Quarterly Budget Review Statement
for the period 01/01/22 to 31/03/22

CONSULTANCY & LEGAL EXPENSES

BUDGET REVIEW FOR THE QUARTER ENDED 31 MARCH 2022

Expense	YTD Expenditure	Budgeted Y/N
Consultancies	2,236,120	Y
Legal Fees	782,826	Y

Definition of a consultant:

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

ORD03

Attachment 2

Recommended Community Representative Appointments

Camden Companion Animals Advisory Committee

Number of Positions:

- A minimum of five professional and a maximum of four community representatives

Recommended Appointments:

- Community representatives –
 - Kerrie Elias
 - Kate Kabrovski
 - Cherie Davis
 - Sharon Richards
- Professionals –
 - Stephen Ferguson (Macarthur Veterinary Group)
 - Dr Simone Maher (Centre for Veterinary Education)
 - Colleen Ritchard (The University of Sydney)
 - Derek Keeper (Nepean Mobile Vet)
 - Joanne Lawrence (Camden Community Supporting Companion Animals)

Floodplain Risk Management Advisory Committee

Number of Positions:

- Up to six community representatives – two community representatives from each catchment (Upper South Creek; Narellan Creek; Nepean River except Narellan Creek)
- Up to three NSW State Emergency Service (SES) representatives

Recommended Appointments:

- Narellan Creek Catchment community representative:
 - Gordon Low
- Nepean River (except Narellan Creek) Catchment community representative:
 - Debby Dewberry
- SES representative:
 - Geoff Hook
- Vacant –
 - Additional community representative each from Narellan Creek Catchment and Nepean River (except Narellan Creek) Catchment
 - Two community representatives from Upper South Creek Catchment
 - Two additional SES representatives

Heritage Advisory Committee

Number of Positions:

- Up to three community representatives, one resident in each of the North, Central and South Wards of the Camden LGA. If there are no suitable nominees available from a ward, more than one community representative may be appointed to the Advisory Committee from a ward, up to a maximum of three community representatives. Additional representatives can remain even if suitable nominees from other wards are subsequently appointed
- One representative of the Camden Historical Society
- Up to two community representatives from Camden's Aboriginal and Torres Strait Islander community

Recommended Appointments:

- Camden Historical Society –
 - Dr Ian Willis OAM
- South Ward community representatives –
 - Laura Jane Aulsebrook
 - Olivia Allen
- Aboriginal and Torres Strait Islander community representative – Glenda Chalker
- Vacant –
 - North Ward community representative
 - Central Ward community representative
 - Additional representative from Camden's Aboriginal and Torres Strait Islander community

Bicentennial Equestrian Park Reference Group

Number of Positions:

- A maximum of 12 community representatives, inclusive of equestrian user group representatives

Recommended Appointments:

- Community representatives –
 - John Kelly
 - John Vallance
 - Warren Death
 - Elysha Sargent
 - Jason Sharpe
 - Jeff Ferrif
- User group representatives –
 - Sandy Davies (The Camden Show Society Inc.)
 - Lauren Cranfield (Cobbitty Pony Club)
 - Greg Glasgow (Sydney Polocrosse Club Inc.)
 - Greg McDonald (Camden Harness Club)
 - Norman Flegg (County of Cumberland Campdraft Club)
 - Garry Clarke – Primary / Shane Rose – Alternate (Eventing Equestriad Australia)

Camden Access Reference Group

Number of Positions:

- A minimum of two and a maximum of five community representatives
- Up to five sector organisational representatives

Recommended Appointments:

- Community representatives –
 - Rosa Surace
 - Gayle Martin
- Sector organisational representatives –
 - Kylie Richardson (Myrtle Cottage Group)
 - Karen Barnes (EACH)
 - Annie Thompson-Kelly (Australian Unity Home Care)
 - Giuliana Ferretti (Plan Wise Living)

Camden International Friendship Association Reference Group

Number of Positions:

- A minimum of two and a maximum of 12 community representatives

Recommended Appointments:

- Community representatives –
 - Andrew Watson
 - Warren Dunk
 - Tony Haddad
 - Monique Dunk
 - Jill Leeman
 - Richard Leeman

Camden Town Farm Reference Group

Number of Positions:

- A maximum of 12 community representatives, inclusive of relevant user group representatives

Recommended Appointments:

- Community representatives –
 - Nicolet Westerhof
 - Debby Dewberry
 - David Buckley
 - Sarah Cleaton
 - Jeff Ferrif
 - Tony Biffin
 - Kerrie Flynn
 - Sandy Davies
- User group representative –
 - Colin Packer (Camden Community Gardens)

Camden Youth Reference Group

Number of Positions:

- A minimum of two and a maximum of fifteen community representatives who live, work or study in the Camden LGA and are aged 12-24 years old

Recommended Appointments:

- Sienna Woolcock
- Joanna Kolevris
- Molly Quinell
- Nikita Joseph
- Zainab Atif
- Abdul Siddiqui
- Masuma Akram
- Paige Bagley
- Jemima Rawcliffe
- Hamani Tanginoa
- Alana Bailey
- Maddie Haywood
- Almira Qadeer

Cohesive Communities Reference Group

Number of Positions:

- Up to 10 community representatives
- Up to five sector organisational representatives

Recommended Appointments:

- Community representatives –
 - Rosemary Kariuki
 - Ehsan Vossough
 - Nafiza Buksh
 - Janice Low
 - Val Moskvitch
 - Sana Al-Ahmar
 - Denise Tsoukalas-Kolevris
 - Monica Rose
 - Syed Samnan
 - Eliza Rahman
- Sector organisational representatives –
 - Melody Chime (Camden Digital Arts and Culture Centre)
 - Giuliana Ferretti (Plan Wise Living)
 - Christian Soto (TAFE NSW Campbelltown)

Events Reference Group (combining EOIs for the Australia Day Reference Group, Camden Festival Reference Group, and Paws in the Park Reference Group)

Number of Positions:

- A minimum of three and a maximum of six community representatives

Recommended Appointments:

- Ted Gillroy
- Keith Maddock
- Jo Martin
- Geoff Hook
- Angela Abela

Seniors Reference Group

Number of Positions:

- A minimum of two and a maximum of fifteen community representatives
- Up to three sector organisational representatives

Recommended Appointments:

- Community representatives –
 - Melody Chime
 - Janice Low
 - Val Moskvitch
 - Keith Maddock
 - Gordon Low
 - Christine Crooks
 - Eliza Rahman
 - Maria Campton
- Vacant – Up to three sector organisational representatives

ORD04

Attachment 1

ORD04

Attachment 2



CAMDEN
COMPANION ANIMAL
ADVISORY
COMMITTEE
TERMS OF
REFERENCE

CAMDEN COMPANION ANIMAL ADVISORY COMMITTEE TERMS OF REFERENCE

1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the Camden Companion Animal Advisory Committee are to:
 - a. act as an advisory body to Council and in make recommendations to Council;
 - b. assist with the development of strategic policies, programs, services and plans for companion animals;
 - c. provide strategic input and advice in relation to Council's companion animal events and educational programs to help raise awareness about companion animals and the *Companion Animals Act 1998*; and
 - ~~a.d.~~ assist Council with the delivery of effective and responsible care and management of companion animals.

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.

ORD04

Attachment 2

2.2 The [Camden Companion Animal](#) Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:

a. [Insert objectives.](#)

2.3 The [Camden Companion Animal](#) Advisory Committee assists Council to achieve the following Delivery Program objectives:

a. [Insert objectives.](#)

3. MEMBERSHIP, SELECTION AND TENURE

3.1 The Advisory Committee will consist of the following voting members:

- a. Councillor (Chairperson)
- b. Councillor (Alternate Chairperson)
- c. A minimum of [five professional and](#) a maximum of [four](#) community representatives

3.2 Council appoints all members subject to these Terms of Reference.

3.3 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

3.4 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

3.5 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Advisory Committee to provide advice and assistance where necessary. These invitees have no voting rights.

3.6 Community representatives should have the following skills and knowledge relevant to the purpose of the Advisory Committee:

- a. [Good communication skills](#)
- b. [Commitment to attend meetings as scheduled](#)
- c. [Enthusiasm and a genuine desire to promote responsible pet ownership within the community](#)
- d. [Be a Camden Local Government Area \(LGA\) resident \(excluding the professional representatives\).](#)

3.7 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

- 3.8 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, a member may serve an additional term on an Advisory Committee.
- 3.9 Agencies ~~or~~ industry bodies [or relevant community groups](#) can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.10 Advisory Committees will be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Advisory Committees will maintain a caretaker role until the new Advisory Committees are formally appointed by Council. The caretaker role permits the outgoing Advisory Committee to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Advisory Committee's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
- a. Work cooperatively with the committee support staff
 - b. Ensure that the Advisory Committee operates within the scope of the Terms of Reference
 - c. Conduct business in the order set out in the agenda
 - d. Keep discussion focused on the item as set by the agenda
 - e. Make sure that a decision has been reached before going onto the next item on the agenda
 - f. Maintain order and ensure the correct meeting procedures are being followed
 - g. Allow everyone to speak and be heard
 - h. Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - i. Make sure a clear and accurate record is kept of all decisions.
- 4.2 Advisory Committee members consider reports, discuss options and make recommendations to Council. Through the recommendation of an Advisory Committee a member can offer an alternate view, identify issues, advise Council about effective policy or services and represent the diverse demographics, views and interests of the local community. All Advisory Committee members are expected to:
- a. Actively participate in a constructive, respectful and courteous manner
 - b. Understand the relevant legislative and regulatory requirements appropriate to Council
 - c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
 - d. Apply good analytical skills, objectivity and judgment

- e. Express opinions frankly and ask questions
- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

4.3 Council provides secretariat support for the Advisory Committee in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Advisory Committee
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Advisory Committee and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager and committee support staff are ~~is a~~ liaison points for Advisory Committee members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Advisory Committee. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Advisory Committee relating to the Terms of Reference and Council policies.

4.5 Advisory Committee membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

5.1 Meetings are generally held in person quarterly at the Oran Park Administration Building or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Committee. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

6.1 Subject to these Terms of Reference, the Advisory Committee may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

7. QUORUM, VOTING AND CASUAL VACANCIES

7.1 A quorum for each meeting will consist of a majority of current voting

members of the Advisory Committee. Where a quorum is not present the Advisory Committee may hold an informal meeting to discuss the agenda and make notes; however, it is unable to make recommendations to Council. If a quorum exists yet both the Chairperson and the alternate Chairperson are absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.

- 7.2 A motion is required to be moved and seconded prior to a recommendation being put to a vote of the Advisory Committee. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Where the resolution is a recommendation to Council, Council staff will convey the recommendation to the appropriate area of Council; however, the final decision on any recommendations rests with Council and voting does not necessarily mean that the recommendation will be endorsed and implemented by Council.
- 7.3 As a courtesy, Advisory Committee members should tender an apology when they know in advance that they cannot attend a meeting. This avoids delaying the opening of a meeting pending the arrival of such members and enables Council staff to anticipate whether a quorum will be present. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.4 An Advisory Committee member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Advisory Committee. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Advisory Committee and the member will not be counted when calculating the quorum.
- 7.5 If an Advisory Committee member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.6 A casual vacancy for a community representative caused by the resignation or death of an Advisory Committee member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.7 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Advisory Committee secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least 10 working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and

are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.

- 8.2 Community feedback provided to Advisory Committee members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Advisory Committee.
- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent. If this occurs the reasons for urgent consideration should be documented in the minutes.
- 8.4 The agenda should be distributed to the Advisory Committee at least five working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Advisory Committee annually for each financial year. The forward meeting plan will cover all responsibilities of the Advisory Committee as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Advisory Committee as part of its annual forward meeting plan, but will include as a minimum:
 - a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Advisory Committee's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions where it is necessary to provide the reasons for a recommendation.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Advisory Committee members within 10 working days of the meeting.
- 8.10 The meeting minutes of Advisory Committees are to be reported to Councillors via a Councillor Update and at the discretion of the General Manager may also be reported at a Council meeting for formal consideration

by Councillors. If in the minutes distinct recommendations are made, the decision of Council may be made separately on each recommendation. The recommendations of the Advisory Committee are, so far as adopted by the Council, resolutions of Council.

- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.
- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Advisory Committee members.
- 8.13 All documents and records relating to the Advisory Committee will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Advisory Committee members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Advisory Committee members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Advisory Committee will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Advisory Committee where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Advisory Committee members are to:
 - a. Refrain from engaging in conduct that:
 - i. Is likely to bring Council or other Council officials into disrepute
 - ii. Is contrary to statutory requirements or Council's administrative requirements or policies
 - iii. Is improper or unethical
 - iv. Is an abuse of power
 - v. Causes, comprises or involves intimidation or verbal abuse
 - vi. Involves the misuse of your position to obtain a private benefit
 - vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.
 - b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Advisory Committee functions.
- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.
- 9.4 Council's volunteer management policy framework applies to Advisory

Committee members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Advisory Committee members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Advisory Committee members must take reasonable care that their acts or omissions do not adversely affect the health or safety of themselves and of other persons.

11. FINANCIAL ARRANGEMENTS

- 11.1 The operational costs of convening the Advisory Committee will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

- 12.1 These Terms of Reference may only be amended by a resolution of Council.



ORD04

Attachment 2

FLOODPLAIN RISK MANAGEMENT

ADVISORY COMMITTEE TERMS OF REFERENCE

FLOODPLAIN RISK MANAGEMENT

ADVISORY COMMITTEE

TERMS OF REFERENCE

1. PURPOSE

1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.

1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision-making rests with the governing body of Council and the day-to-day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.

1.3 The Floodplain Risk Management Advisory Committee is established in accordance with the NSW Government's Flood Prone Land Policy and its Floodplain Development Manual ('the Manual'), prepared to guide councils in the development and implementation of detailed floodplain risk management plans to produce robust and effective floodplain risk management outcomes. The Advisory Committee deliberations shall be guided by the Manual. The Manual also outlines the technical assistance provided by the State Government throughout the floodplain risk management process. The Floodplain Risk Management Advisory Committee does not have any formal powers but rather performs an important advisory role to Council.

~~1.3~~ 1.4 The primary objectives of the Floodplain Risk Management Advisory Committee are to:

- a. Assist Council in the review, development and implementation of one or more floodplain risk management plans for Camden Local Government Area (LGA). The committee is both the focus of, and a forum for, the discussion of technical, social, economic and ecological issues and for the distillation of possibly differing viewpoints on these issues
- b. Specifically, the Floodplain Risk Management Plans will take into account a number of diverse issues which include
 - i. the risk, danger to personal safety and property damage imposed on existing land uses (the existing use);
 - ii. the cumulative impact of flooding on potential future land uses and occupants and of development on flooding (the future risk);

- iii. the management of the continuing flood risk remaining in both existing and future development areas after works and controls are implemented;
 - iv. the environmental impact of existing and potential future developments and floodplain risk management measures;
 - v. the broad scale catchment issues such as water quality, riverine and floodplain enhancement and land management;
 - vi. cumulative impacts as a result of changes in hydrology, floodplain geometry, or other factors;
 - vii. the potential economic cost and benefits to both the private and public sectors of floodplain occupation;
 - viii. the potential economic benefits of proposed risks management measures;
 - ix. potential intangible flood costs, including physical and psychological effects of flooding;
 - x. social factors, including the needs and aspirations of the local community, both existing and in the future;
 - xi. planning options and restrictions, including special zonings and planning controls, opportunities; and
 - xii. the protection of aboriginal sites and places and European heritage.
- c. In addition to assistance with the preparation of a Floodplain Risk Management Plan, the Committee also assists in:
- i. formulating objectives (in accordance with ESD* principles), strategies and outcomes sought from the process
 - ii. providing a link between the local community and Council;
 - iii. identifying the flood problem to be assessed in the study area;
 - iv. considering and making recommendations to Council on appropriate development controls for use until the Floodplain Risk Management Plan is completed, approved and implemented
 - v. identifying management options and providing input into their consideration as part of the Floodplain Risk Management study; and
 - vi. identifying implementation strategies for the Floodplain Risk Management Plan.

Note: *ESD (Ecologically Sustainable Development) means using, conserving and enhancing natural resources so that ecological processes, on which life depends, are maintained and the total quality of life, now and in the future, can be maintained or increased.

Source: Floodplain Development Manual – Appendix D

2. POLICIES OF THE COMMITTEE

- 2.1 The Advisory Committee shall foster a “Whole of Community” approach to floodplain risk management which acknowledges the interests and needs of the main stakeholder groups, whilst recognising the risks and consequences of flooding and also the benefits flowing from the use, occupation and development of flood prone land.
- 2.2 The Advisory Committee’s guidance on floodplain risk management shall be aware of and conform to the regulatory framework and guidelines as specified

[in the NSW Government's Flood Prone Land Policy and the Floodplain Development Manual. It will also need to prioritise work in consideration of Council's resource limitations.](#)

2.3. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

2.13.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.

2.23.2 The [Floodplain Risk Management](#) Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:

- a. [List objectives.](#)

2.33.3 The [Floodplain Risk Management](#) Advisory Committee assists Council to achieve the following Delivery Program objectives:

- a. [List objectives.](#)

3.4. MEMBERSHIP, SELECTION AND TENURE

3.14.1 The [Floodplain Risk Management](#) Advisory Committee will consist of the following voting members:

- a. Councillor (Chairperson)
- b. Councillor (Alternate Chairperson)
- c. [Up to six community representatives – two community representatives from each catchment. The catchments are \(1\) Upper South Creek, \(2\) Narellan Creek and \(3\) Nepean River except Narellan Creek. The community members have voting rights for the catchment that they represent](#)
- d. [Up to three NSW State Emergency Service \(SES\) representatives \(up to two voting rights for local SES representatives and one voting right for a representative from SES headquarters\).](#)

4.2 [The Floodplain Risk Management Advisory Committee will consist of the following non-voting members:](#)

- a. [Council representatives from the Floodplain Management, Stormwater, Environment, Planning, and Asset disciplines](#)
- b. [Environment, Energy and Science Group of the Department of Planning and Environment representative](#)
- c. [Department of Planning and Environment representative](#)
- d. [Transport for NSW representative](#)
- e. [Liverpool City Council representative](#)
- f. [Campbelltown City Council representative](#)
- g. [Wollondilly Shire Council representative](#)
- h. [Penrith City Council representative](#)
- i. [Representatives from other state agencies / stakeholders such as the](#)

Bureau of Meteorology, Water NSW and utility providers.

4.3 The following Council representatives will be called upon to assist the Floodplain Risk Management Advisory Committee from time to time, because of their expertise or knowledge in a specific area. They will attend meetings and provide input, papers, or presentations in the meetings. However, they do not have voting rights.

- a. Community Assets Directorate representatives
- b. Manager Strategic Planning / representative
- c. Team Leader Strategic Planning / representative
- d. Manager Statutory Planning / representative
- e. Team Leader Statutory Planning / representative
- f. Manager Land Development Engineering / representative
- g. Team Leader Land Development Engineering / representative.

~~3.24.4~~ Council appoints all members subject to these Terms of Reference.

~~3.34.5~~ A Councillor, who is not a member, may also attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

~~3.44.6~~ Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

~~3.54.7~~ The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Advisory Committee to provide advice and assistance where necessary. These invitees have no voting rights.

~~3.64.8~~ Relevant study consultants may be invited to attend the meetings for the presentation of flood / floodplain risk management study and plan outcomes. These consultants are not Advisory Committee members and hold no voting rights.

~~3.74.9~~ Community representatives should have the following skills and knowledge relevant to the purpose of the Advisory Committee:

- a. Awareness of the different forms of flooding and flood behaviour ranging from minor to extreme floods;
- b. Awareness of the principal issues relating to development on flood prone land;
- c. Awareness of risk management principles;
- d. Ability to form a link between the Committee and the local population in the flood prone area;
- e. Historical awareness of flooding problems and perceived solutions in the Camden LGA; and
- f. Knowledge and experience relevant to the Advisory Committee's Terms of Reference.

~~3.84.10~~ Community representatives are to be recruited through a public

expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

~~3.94.11~~ To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, a member may serve an additional term on the Advisory Committee.

~~3.104.12~~ Agencies, ~~or~~ industry bodies or relevant community groups can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.

~~3.114.13~~ Advisory Committees will be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Advisory Committees will maintain a caretaker role until the new Advisory Committees are formally appointed by Council. The caretaker role permits the outgoing Advisory Committee to continue with its routine business as set out in these Terms of Reference.

~~4.5.~~ ROLES AND RESPONSIBILITIES

~~4.15.1~~ The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Advisory Committee's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:

- a. Work cooperatively with the Committee support staff
- b. Ensure that the Advisory Committee operates within the scope of the Terms of Reference
- c. Conduct business in the order set out in the agenda
- d. Keep discussion focused on the item as set by the agenda
- e. Make sure that a decision has been reached before going onto the next item on the agenda
- f. Maintain order and ensure the correct meeting procedures are being followed
- g. Allow everyone to speak and be heard
- h. Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
- i. Make sure a clear and accurate record is kept of all decisions.

~~4.25.2~~ Advisory Committee members consider reports, discuss options and make recommendations to Council. Through the recommendation of an Advisory Committee a member can offer an alternate view, identify issues, advise Council about effective policy or services and represent the diverse demographics, views and interests of the local community. All Advisory

Committee members are expected to:

- a. Actively participate in a constructive, respectful and courteous manner
- b. Understand the relevant legislative and regulatory requirements appropriate to Council
- c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
- d. Apply good analytical skills, objectivity and judgment
- e. Express opinions frankly and ask questions
- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

~~4.3~~5.3 Council provides secretariat support for the Advisory Committee in the form of Committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the Committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Advisory Committee
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Committee and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

~~4.4~~5.4 The responsible Manager is a liaison point for Advisory Committee members regarding matters within the scope of the Terms of Reference. The Committee support staff report to the responsible Manager, not the Advisory Committee. The responsible Manager may direct the Committee support staff to provide administrative support and communicate certain advice to the Advisory Committee relating to the Terms of Reference and Council policies.

~~4.5~~5.5 Advisory Committee membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

~~5.6.~~ MEETING VENUE AND FREQUENCY

~~5.16.1~~ Meetings are generally held in person on an as needed basis and would generally be held to meet the requirements and timelines of the projects that the Advisory Committee would be considering. Typically, this would involve a minimum of one meeting per catchment per year. At any given meeting, time may be spent considering actions relating to more than one catchment. The meetings will be held at the Council office in Oran Park or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

~~5.26.2~~ Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Committee. This should only occur following consultation with Council staff, to confirm that there are adequate staff

resources available to provide the necessary administrative arrangements for the special meeting.

6.7. MEETING PROCEDURE

~~6.17.1~~ Subject to these Terms of Reference, the Advisory Committee may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

7.2 The Advisory Committee may from time to time decide to form other Sub Committees or Working Groups to investigate particular issues in more detail, and may invite other people to participate in the discussions of the Committee, Sub-Committees or Working Group, to address meetings or provide technical advice.

7.3 Working Groups may be established within the Committee structure on an 'as needs' basis to complete tasks emanating from the deliberations of the Advisory Committee. Each Working Group will be led by a member of the Advisory Committee and provide the communication link between the Advisory Committee and the Working Group.

7.8. QUORUM, VOTING AND CASUAL VACANCIES

~~7.18.1~~ A quorum for each meeting will consist of a majority of current voting members of the Advisory Committee. Where a quorum is not present the Advisory Committee may hold an informal meeting to discuss the agenda and make notes; however, it is unable to make recommendations to Council. If a quorum exists yet both the Chairperson and the alternate Chairperson are absent from a meeting, the first business of every such meeting is to elect a chairperson for that meeting from the members present.

~~7.28.2~~ A motion is required to be moved and seconded prior to a recommendation being put to a vote of the Advisory Committee. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Where the resolution is a recommendation to Council, Council staff will convey the recommendation to the appropriate area of Council; however, the final decision on any recommendations rests with Council and voting does not necessarily mean that the recommendation will be endorsed and implemented by Council.

~~7.38.3~~ As a courtesy, Advisory Committee members should tender an apology when they know in advance that they cannot attend a meeting. This avoids delaying the opening of a meeting pending the arrival of such members and enables Council staff to anticipate whether a quorum will be present. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.

~~7.48.4~~ An Advisory Committee member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Advisory Committee. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Committee and the member will not be counted when calculating the

quorum.

~~7.58.5~~ If an Advisory Committee member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn, and the position will be deemed vacant.

~~7.68.6~~ A casual vacancy for a community representative caused by the resignation or death of an Advisory Committee member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.

~~7.78.7~~ If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

~~8.9.~~ AGENDAS, MINUTES AND REPORTING REQUIREMENTS

~~8.19.1~~ The Advisory Committee secretariat produces the meeting agenda. Members should raise items or reports they would like to be included on the agenda at least 10 working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.

~~8.29.2~~ Community feedback provided to Advisory Committee members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Advisory Committee.

~~8.39.3~~ General business should not be used to bypass the requirements for giving notice of business, and therefore, should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent. Should this occur the reasons for urgent consideration must be documented in the minutes.

~~8.49.4~~ The agenda should be distributed to the Advisory Committee at least ~~five~~ 10 working days prior to any meeting giving notice of the proposed meeting and the items of business.

~~8.59.5~~ A forward meeting plan should be approved by the Advisory Committee annually for each financial year. The forward meeting plan will cover all responsibilities of the Advisory Committee as detailed in the Terms of Reference.

~~8.69.6~~ The structure of the agenda will be agreed by the Advisory Committee as part of its annual forward meeting plan, but will include as a minimum:

- a. Acknowledgement of Country
- b. Attendance and Apologies
- c. Declaration of Interests

- d. Acceptance of Previous Minutes and Business Arising
- e. Outstanding Actions Report
- f. Standing Agenda Items.

~~8.79.7~~ Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Advisory Committee's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions where it is necessary to provide the reasons for a recommendation.

~~8.89.8~~ Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Advisory Committee members within 10 working days of the meeting.

~~8.99.9~~ The meeting minutes of Advisory Committees are to be reported to Councillors via a Councillor Update and at the discretion of the General Manager may also be reported at a Council meeting for formal consideration by Councillors. If in the minutes distinct recommendations are made, the decision of Council may be made separately on each recommendation. The recommendations of the Advisory Committee are, so far as adopted by the Council, resolutions of Council.

~~8.109.10~~ Once reported to Councillors, the meeting minutes will be published on Council's website.

~~8.149.11~~ All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Advisory Committee members.

~~8.129.12~~ All documents and records relating to the Advisory Committee will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.

~~8.139.13~~ A Register of Committees and Groups will be maintained by Council staff. This will include the names of Advisory Committee members.

~~9.10.~~ CODE OF CONDUCT AND OTHER POLICIES

~~9.410.1~~ Advisory Committee members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Advisory Committee will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Advisory Committee where relevant to its purpose

~~9.210.2~~ As outlined in the Code of Conduct, the general conduct obligations of Advisory Committee members are to:

- a. Refrain from engaging in conduct that:

- i. Is likely to bring Council or other Council officials into disrepute
- ii. Is contrary to statutory requirements or Council's administrative requirements or policies
- iii. Is improper or unethical
- iv. Is an abuse of power
- v. Causes, comprises or involves intimidation or verbal abuse
- vi. Involves the misuse of your position to obtain a private benefit
- vii. Constitutes harassment or bullying behaviour under the Code of Conduct or is unlawfully discriminatory.

b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Advisory Committee functions.

~~9.3~~10.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.

~~9.4~~10.4 Council's volunteer management policy framework applies to Advisory Committee members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

~~10.11.~~10.11. WORK HEALTH AND SAFETY

~~10.11.1~~10.11.1 Under work health and safety legislation, volunteers (including Advisory Committee members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Advisory Committee members must take reasonable care that their acts or omissions do not adversely affect the health or safety of themselves and of other persons.

~~11.12.~~11.12. FINANCIAL ARRANGEMENTS

~~11.12.1~~11.12.1 The operational costs of convening the Advisory Committee will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

~~12.13.~~12.13. VARIATION OF TERMS OF REFERENCE

~~12.13.1~~12.13.1 These Terms of Reference may only be amended by a resolution of Council.

ORD04

Attachment 2



HERITAGE ADVISORY COMMITTEE TERMS OF REFERENCE

HERITAGE ADVISORY COMMITTEE TERMS OF REFERENCE

ORD04

Attachment 2

1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the Heritage Advisory Committee are to:
 - a. Support Council by providing informed recommendations on heritage matters
 - b. Promote heritage and community information by:
 - i. Generating a wider appreciation of heritage through public displays, events, seminars, participation in the annual National Trust Heritage festival and history week
 - ii. Promoting and coordinating heritage open days
 - iii. Generating a greater understanding and appreciation of Aboriginal heritage in the Camden Local Government Area (LGA)
 - iv. Actively encouraging conservation and maintenance of heritage items and heritage conservation areas to owners and the general public
 - v. Investigating grant opportunities
 - vi. Investigating opportunities for Council-run awards/recognition in response to good heritage work
 - vii. Developing a register of local heritage professionals and tradespeople
 - viii. Assisting in developing education packages for information, school education, and best heritage practices.
 - c. Provide general advice and assistance by sourcing heritage information and historic photos to aid in replacing materials and carrying out work
 - d. Provide policy input by:
 - i. Contributing to the review of heritage listings, and reviewing

- [potential new heritage items](#)
 ii. [Providing feedback to Council staff on key local and state strategic planning policies with heritage implications.](#)

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.
- 2.2 The [Heritage](#) Advisory Committee assists Council to achieve the following Community Strategic Plan objectives:
- a. [List objectives.](#)
- 2.3 The [Heritage](#) Advisory Committee assists Council to achieve the following Delivery Program objectives:
- a. [List objectives.](#)

3. MEMBERSHIP, SELECTION AND TENURE

- 3.1 The Advisory Committee will consist of the following voting members:
- a. Councillor (Chairperson)
 b. Councillor (Alternate Chairperson)
 c. [Up to three community representatives, one resident in each of the North, Central and South wards of the Camden LGA, subject to clause 3.11](#)
 d. [One representative of the Camden Historical Society](#)
 e. [Up to two community representatives from Camden's Aboriginal and Torres Strait Islander community.](#)
- 3.2 Council appoints all members subject to these Terms of Reference.
- 3.3 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.
- 3.4 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.
- 3.5 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Advisory Committee to provide advice and assistance where necessary. These invitees have no voting rights.
- 3.6 Community representatives should have the following skills and knowledge

relevant to the purpose of the Advisory Committee:

- a. [Ability and commitment to meet the purpose of the Committee and these terms of reference](#)
- b. [For representatives of the Camden Historical Society – written nomination by the Society](#)
- c. [For Aboriginal and Torres Strait Islander community representatives – written nomination by an organisation representing Camden's Aboriginal and Torres Strait Islander community.](#)

3.7 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

3.8 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, a member may serve an additional term on an Advisory Committee.

3.9 Agencies, ~~or~~ industry bodies [or relevant community groups](#) can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.

[3.10](#) Advisory Committees will be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Advisory Committees will maintain a caretaker role until the new Advisory Committees are formally appointed by Council. The caretaker role permits the outgoing Advisory Committee to continue with its routine business as set out in these Terms of Reference.

~~3.10~~ [3.11 If there are no suitable nominees available from a ward, more than one community representative may be appointed to the Advisory Committee from a ward, up to a maximum of three community representatives. These additional representatives can remain on the Committee even if suitable nominees from other wards are subsequently appointed.](#)

4. ROLES AND RESPONSIBILITIES

4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Advisory Committee's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:

- a. Work cooperatively with the committee support staff
- b. Ensure that the Advisory Committee operates within the scope of the Terms of Reference
- c. Conduct business in the order set out in the agenda

- d. Keep discussion focused on the item as set by the agenda
 - e. Make sure that a decision has been reached before going onto the next item on the agenda
 - f. Maintain order and ensure the correct meeting procedures are being followed
 - g. Allow everyone to speak and be heard
 - h. Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - i. Make sure a clear and accurate record is kept of all decisions.
- 4.2 Advisory Committee members consider reports, discuss options and make recommendations to Council. Through the recommendation of an Advisory Committee a member can offer an alternate view, identify issues, advise Council about effective policy or services and represent the diverse demographics, views and interests of the local community. All Advisory Committee members are expected to:
- a. Actively participate in a constructive, respectful and courteous manner
 - b. Understand the relevant legislative and regulatory requirements appropriate to Council
 - c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
 - d. Apply good analytical skills, objectivity and judgment
 - e. Express opinions frankly and ask questions
 - f. Fully consider matters before voting on them
 - g. Respect confidentiality and privacy
 - h. Comply with the Terms of Reference.
- 4.3 Council provides secretariat support for the Advisory Committee in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:
- a. Organising calendar notifications and the meeting venue
 - b. Preparing the meeting agenda
 - c. Ensuring that relevant matters are brought before the Advisory Committee
 - d. Distributing the agenda and minutes electronically
 - e. Recording the minutes for distribution to the Advisory Committee and reporting to Council
 - f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.
- 4.4 The responsible Manager [and committee support staff are](#) ~~is a~~ liaison points for Advisory Committee members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Advisory Committee. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Advisory Committee relating to the Terms of Reference and Council policies.
- 4.5 Advisory Committee membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

- 5.1 Meetings are generally held in person [at least quarterly](#) at the [Oran Park Administration Building](#) or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.
- 5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Committee. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

- 6.1 Subject to these Terms of Reference, the Advisory Committee may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

7. QUORUM, VOTING AND CASUAL VACANCIES

- 7.1 A quorum for each meeting will consist of a majority of current voting members of the Advisory Committee. Where a quorum is not present the Advisory Committee may hold an informal meeting to discuss the agenda and make notes; however, it is unable to make recommendations to Council. If a quorum exists yet both the Chairperson and the alternate Chairperson are absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.
- 7.2 A motion is required to be moved and seconded prior to a recommendation being put to a vote of the Advisory Committee. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Where the resolution is a recommendation to Council, Council staff will convey the recommendation to the appropriate area of Council; however, the final decision on any recommendations rests with Council and voting does not necessarily mean that the recommendation will be endorsed and implemented by Council.
- 7.3 As a courtesy, Advisory Committee members should tender an apology when they know in advance that they cannot attend a meeting. This avoids delaying the opening of a meeting pending the arrival of such members and enables Council staff to anticipate whether a quorum will be present. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.4 An Advisory Committee member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Advisory Committee. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Advisory Committee and the member will not be counted when calculating

the quorum.

- 7.5 If an Advisory Committee member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.6 A casual vacancy for a community representative caused by the resignation or death of an Advisory Committee member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.7 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Advisory Committee secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least 10 working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.
- 8.2 Community feedback provided to Advisory Committee members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Advisory Committee.
- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent. If this occurs the reasons for urgent consideration should be documented in the minutes.
- 8.4 The agenda should be distributed to the Advisory Committee at least five working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Advisory Committee annually for each financial year. The forward meeting plan will cover all responsibilities of the Advisory Committee as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Advisory Committee as part of its annual forward meeting plan, but will include as a minimum:

- a. Acknowledgement of Country
- b. Attendance and Apologies
- c. Declaration of Interests
- d. Acceptance of Previous Minutes and Business Arising
- e. Outstanding Actions Report
- f. Standing Agenda Items.

- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Advisory Committee's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions where it is necessary to provide the reasons for a recommendation.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Advisory Committee members within 10 working days of the meeting.
- 8.10 The meeting minutes of Advisory Committees are to be reported to Councillors via a Councillor Update and at the discretion of the General Manager may also be reported at a Council meeting for formal consideration by Councillors. If in the minutes distinct recommendations are made, the decision of Council may be made separately on each recommendation. The recommendations of the Advisory Committee are, so far as adopted by the Council, resolutions of Council.
- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.
- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Advisory Committee members.
- 8.13 All documents and records relating to the Advisory Committee will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Advisory Committee members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Advisory Committee members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Advisory Committee will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Advisory Committee where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Advisory Committee members are to:

a. Refrain from engaging in conduct that:

- i. Is likely to bring Council or other Council officials into disrepute
- ii. Is contrary to statutory requirements or Council's administrative requirements or policies
- iii. Is improper or unethical
- iv. Is an abuse of power
- v. Causes, comprises or involves intimidation or verbal abuse
- vi. Involves the misuse of your position to obtain a private benefit
- vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.

b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Advisory Committee functions.

9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.

9.4 Council's volunteer management policy framework applies to Advisory Committee members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

10.1 Under work health and safety legislation, volunteers (including Advisory Committee members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Advisory Committee members must take reasonable care that their acts or omissions do not adversely affect the health or safety of themselves and of other persons.

11. FINANCIAL ARRANGEMENTS

11.1 The operational costs of convening the Advisory Committee will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

12.1 These Terms of Reference may only be amended by a resolution of Council.

13. HERITAGE EXPERTS

Advisory Committee may seek heritage expertise

13.1 The Advisory Committee may, in its discretion and from time to time, recommend to the General Manager or their delegate that heritage expertise is desirable for the proper consideration of a particular matter before the

Committee or otherwise to assist in the proper discharge of the Committee's functions.

13.2 Before the proposed recommendation is put to the Advisory Committee for decision, the Chairperson must identify the required expertise and be satisfied that the expertise is not reasonably available from Council officers.

13.3 The Advisory Committee's recommendation must identify the required expertise and may include a request that an expert be engaged for a particular matter, for a particular meeting or series of meetings, or for a period.

13.4 The Advisory Committee may consider proposed recommendations under this section without prior notice.

Engagement of heritage experts

13.5 The Advisory Committee may consider proposed recommendations under this section without prior notice.

13.6 Heritage experts will be paid by Council on an hourly or daily basis as determined, and on such terms as agreed, by the General Manager or their delegate.

13.7 The General Manager or their delegate may review the engagement of heritage experts, or may terminate or not proceed with the engagement of any heritage expert, at any time by written notice to the Chairperson and the expert, or impose conditions on the engagement of particular heritage experts or heritage experts generally.

Responsibility of heritage experts

13.8 Heritage experts are responsible for providing independent advice to the Advisory Committee on matters referred to them by the Committee and may be required to do one or more of the following:

- a. Attend Committee meetings
- b. Attend site meetings or briefings
- c. Advise the Committee
- d. Prepare reports or presentations to the Committee
- e. Prepare reports, presentations or submissions on behalf of the Committee
- f. Perform other related tasks

13.9 Heritage experts are subject to Council's Code of Conduct.

13.10 Heritage experts must, as soon as practicable after they become aware, advise the Chairperson in writing of any actual or potential pecuniary or non-pecuniary conflict of interests or actual or potential breaches of the Code of Conduct.

ORD04

Attachment 2



BICENTENNIAL EQUESTRIAN PARK REFERENCE GROUP TERMS OF REFERENCE

BICENTENNIAL EQUESTRIAN PARK

REFERENCE GROUP

TERMS OF REFERENCE

ORD04

Attachment 2

1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the [Camden Bicentennial Equestrian Park \(BEP\)](#) Reference Group are to:
 - a. [Support the delivery of a high standard community facility](#)
 - b. [Provide strategic advice that supports increased activation and utilisation of the BEP for community and equestrian users](#)
 - c. [Promote the BEP as an affordable, sustainable facility](#)
 - d. [Provide expert equestrian advice regarding equestrian use at the BEP.](#)

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.
- 2.2 The [BEP](#) Reference Group assists Council to achieve the following Community Strategic Plan objectives:
 - a. [List objectives.](#)

- 2.3 The [BEP](#) Reference Group assists Council to achieve the following Delivery Program objectives:

a. [List objectives.](#)

3. MEMBERSHIP, SELECTION AND TENURE

- 3.1 The Reference Group will consist of the following voting members:

a. Up to two Councillors
 b. A ~~minimum of and a~~ maximum of [12](#) community representatives, [inclusive of equestrian user group representatives.](#)

- 3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson.](#)

- 3.3 Council appoints all members subject to these Terms of Reference.

- 3.4 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

- 3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

- 3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.

- 3.7 Community representatives Community representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:

[a. Equestrian community representatives:](#)

- [i. Working knowledge or qualification in the equine field](#)
- [ii. Participation in equine sports/disciplines](#)
- [iii. Knowledge and experience in conducting equine events](#)
- [iv. Knowledge and experience in operating/managing/promoting equine facilities.](#)

[b. All community representatives:](#)

- [i. Knowledge and experience in operating/managing/promoting community facilities with specific reference to equine recreation](#)

~~b-c.~~ [All reference group members:](#)

- [i. The ability to work collaboratively, cooperatively and respectfully with other community volunteers and Council staff.](#)

- 3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.
- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, ~~a member may serve an additional term on a Reference Group~~ [these limits may not apply](#).
- 3.10 Agencies ~~or~~ industry bodies [or relevant community groups](#) can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
- Work cooperatively with the committee support staff
 - Ensure that the Reference Group operates within the scope of the Terms of Reference
 - Conduct business in the order set out in the agenda
 - Keep discussion focused on the item as set by the agenda
 - Make sure that a decision has been reached before going onto the next item on the agenda
 - Maintain order and ensure the correct meeting procedures are being followed
 - Allow everyone to speak and be heard
 - Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:

- a. Actively participate in a constructive, respectful and courteous manner
- b. Understand the relevant legislative and regulatory requirements appropriate to Council
- c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
- d. Apply good analytical skills, objectivity and judgment
- e. Express opinions frankly and ask questions
- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager and committee support staff are ~~is a~~ liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

5.1 Meetings are generally held in person monthly at a suitable venue ~~as necessary~~. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Reference Group. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

6.1 Subject to these Terms of Reference, the Reference Group may regulate its

own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

- 6.2 Short-term working groups may be created by a Reference Group for a particular purpose and disbanded when that purpose is achieved.

7. QUORUM, VOTING AND CASUAL VACANCIES

- 7.1 No quorum is required for meetings of the Reference Group. However, the Chairperson shall use their discretion to determine if any item on the agenda should be deferred to a future meeting if it is considered there are insufficient people at the meeting to consider the item.
- 7.2 If the Chairperson is absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.
- 7.3 Decision-making by the Reference Group shall ideally be through consensus. However, where consensus cannot be reached, then a vote shall be taken of members present. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Voting does not necessarily mean that any decisions will be implemented by Council.
- 7.4 As a courtesy, Reference Group members should tender an apology when they know in advance that they cannot attend a meeting. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.5 A Reference Group member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Reference Group. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Reference Group.
- 7.6 If a Reference Group member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.7 A casual vacancy for a community representative caused by the resignation or death of a Reference Group member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.8 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

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- 8.1 The Reference Group secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least 10 working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.
- 8.2 Community feedback provided to Reference Group members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Reference Group.
- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent.
- 8.4 The agenda should be distributed to the Reference Group at least ~~five~~ three working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Reference Group annually for each financial year. The forward meeting plan will cover all responsibilities of the Reference Group as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Reference Group as part of its annual forward meeting plan, but will include as a minimum:
 - a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Reference Group's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Reference Group members within 10 working days of the meeting.
- 8.10 The meeting minutes of Reference Groups are to be reported to Councillors via a Councillor Update. Any matters arising that require a separate decision

of Council may at the discretion of the General Manager be reported at a Council meeting for formal consideration by Councillors.

- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.
- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Reference Group members.
- 8.13 All documents and records relating to the Reference Group will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Reference Group members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Reference Group members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Reference Group will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Reference Group where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Reference Group members are to:
 - a. Refrain from engaging in conduct that:
 - i. Is likely to bring Council or other Council officials into disrepute
 - ii. Is contrary to statutory requirements or Council's administrative requirements or policies
 - iii. Is improper or unethical
 - iv. Is an abuse of power
 - v. Causes, comprises or involves intimidation or verbal abuse
 - vi. Involves the misuse of your position to obtain a private benefit
 - vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.
 - b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Reference Group functions.
- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.
- 9.4 Council's volunteer management policy framework applies to Reference Group members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative

from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Reference Group members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Reference Group members must take reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons.

11. FINANCIAL ARRANGEMENTS

- 11.1 The operational costs of convening the Reference Group will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

- 12.1 These Terms of Reference may only be amended by a resolution of Council.



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CAMDEN ACCESS REFERENCE GROUP TERMS OF REFERENCE

CAMDEN ACCESS REFERENCE GROUP TERMS OF REFERENCE

1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the Camden Access Reference Group (CARG) are to:
 - Attend and participate in meetings of the CARG, including related training
 - Educate/build capacity, provide support and direction to Council staff regarding access and inclusion in the Camden Local Government Area (LGA)
 - Provide strategic, expert and impartial advice to Council on access issues for people with disability in the local Camden community
 - Contribute in a group setting for the ongoing implementation and review of the current Disability Inclusion Action Plan (DIAP), and the development of future Disability Inclusion and Access Plans
 - Improve public awareness of disability, access and equity issues for people with disabilities and encourage broad ownership of the DIAP through promotional opportunities
 - Be actively involved in the evaluation and review of Council's strategic plans and the development and implementation of Council's planning
 - Abide by Council's Code of Conduct, Work Health and Safety policies and procedures, and CARG Terms of Reference requirements.

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory

Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.

- 2.2 The [Camden Access](#) Reference Group assists Council to achieve the following Community Strategic Plan objectives:

a. [List objectives.](#)

- 2.3 The [Camden Access](#) Reference Group assists Council to achieve the following Delivery Program objectives:

a. [List objectives.](#)

3. MEMBERSHIP, SELECTION AND TENURE

- 3.1 The Reference Group will consist of the following voting members:

- a. Up to two Councillors
- b. A minimum of [two](#) and a maximum of [five](#) community representatives
- c. [Up to five sector organisational representatives.](#)

- 3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson.](#)

- 3.3 Council appoints all members subject to these Terms of Reference.

- 3.4 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

- 3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

- 3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.

- 3.7 Community representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:

- [a. Willingness and ability to attend all required meetings.](#)
- [b. Must reside in the Camden LGA or actively participate in/have an interest in, the Camden community.](#)
- [a.c. Have an interest in and commitment to cultural acceptance and social cohesion.](#)

- 3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required

skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, ~~a member may serve an additional term on a Reference Group~~ these limits may not apply.
- 3.10 Agencies ~~or~~ industry bodies or relevant community groups can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
 - a. Work cooperatively with the committee support staff
 - b. Ensure that the Reference Group operates within the scope of the Terms of Reference
 - c. Conduct business in the order set out in the agenda
 - d. Keep discussion focused on the item as set by the agenda
 - e. Make sure that a decision has been reached before going onto the next item on the agenda
 - f. Maintain order and ensure the correct meeting procedures are being followed
 - g. Allow everyone to speak and be heard
 - h. Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - i. Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:
 - a. Actively participate in a constructive, respectful and courteous manner
 - b. Understand the relevant legislative and regulatory requirements

- appropriate to Council
- c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
- d. Apply good analytical skills, objectivity and judgment
- e. Express opinions frankly and ask questions
- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager [and committee support staff](#) are ~~a~~ liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

5.1 Meetings are generally held in person [bimonthly](#) at the [Narellan Library](#) or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Reference Group. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

6.1 Subject to these Terms of Reference, the Reference Group may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

- 6.2 Short-term working groups may be created by a Reference Group for a particular purpose and disbanded when that purpose is achieved.

7. QUORUM, VOTING AND CASUAL VACANCIES

- 7.1 No quorum is required for meetings of the Reference Group. However, the Chairperson shall use their discretion to determine if any item on the agenda should be deferred to a future meeting if it is considered there are insufficient people at the meeting to consider the item.
- 7.2 If the Chairperson ~~and alternate Chairperson are~~ absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.
- 7.3 Decision-making by the Reference Group shall ideally be through consensus. However, where consensus cannot be reached, then a vote shall be taken of members present. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Voting does not necessarily mean that any decisions will be implemented by Council.
- 7.4 As a courtesy, Reference Group members should tender an apology when they know in advance that they cannot attend a meeting. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.5 A Reference Group member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Reference Group. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Reference Group.
- 7.6 If a Reference Group member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.7 A casual vacancy for a community representative caused by the resignation or death of a Reference Group member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.8 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Reference Group secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least ~~10~~

- | [five](#) working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.
- 8.2 Community feedback provided to Reference Group members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Reference Group.
- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent.
- | 8.4 The agenda should be distributed to the Reference Group at least ~~five~~ [two](#) working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Reference Group annually for each financial year. The forward meeting plan will cover all responsibilities of the Reference Group as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Reference Group as part of its annual forward meeting plan, but will include as a minimum:
- a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Reference Group's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Reference Group members within 10 working days of the meeting.
- 8.10 The meeting minutes of Reference Groups are to be reported to Councillors via a Councillor Update. Any matters arising that require a separate decision of Council may at the discretion of the General Manager be reported at a Council meeting for formal consideration by Councillors.

- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.
- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Reference Group members.
- 8.13 All documents and records relating to the Reference Group will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Reference Group members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Reference Group members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Reference Group will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Reference Group where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Reference Group members are to:
 - a. Refrain from engaging in conduct that:
 - i. Is likely to bring Council or other Council officials into disrepute
 - ii. Is contrary to statutory requirements or Council's administrative requirements or policies
 - iii. Is improper or unethical
 - iv. Is an abuse of power
 - v. Causes, comprises or involves intimidation or verbal abuse
 - vi. Involves the misuse of your position to obtain a private benefit
 - vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.
 - b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Reference Group functions.
- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.
- 9.4 Council's volunteer management policy framework applies to Reference Group members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Reference Group members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Reference Group members must take reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons.

11. FINANCIAL ARRANGEMENTS

- 11.1 The operational costs of convening the Reference Group will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

- 12.1 These Terms of Reference may only be amended by a resolution of Council.

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CAMDEN
INTERNATIONAL
FRIENDSHIP
ASSOCIATION (CIFA)
REFERENCE GROUP
TERMS OF
REFERENCE

CAMDEN INTERNATIONAL FRIENDSHIP ASSOCIATION (CIFA) REFERENCE GROUP TERMS OF REFERENCE

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1. PURPOSE

1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.

1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.

1.3 The primary objectives of the [Camden International Friendship Association \(CIFA\)](#) Reference Group are to:

- a. [Organise and deliver a range of events and activities that support the mutual delivery of programs facilitating outcomes related to education, arts and culture, business and other activities of mutual benefit, between Kashiwa City and Camden Council under the friendship agreement](#)
- b. [Advocate on, and work proactively with Council and other organisations to address, relevant matters raised by the community](#)
- c. [Act as a reference group for the ongoing implementation and review of plans relevant to the friendship agreement.](#)

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.

2.2 The CIFA Reference Group assists Council to achieve the following Community Strategic Plan objectives:

- a. **List objectives.**

2.3 The CIFA Reference Group assists Council to achieve the following Delivery Program objectives:

- a. **List objectives.**

3. MEMBERSHIP, SELECTION AND TENURE

3.1 The Reference Group will consist of the following voting members:

- a. Up to two Councillors
- b. A minimum of [two](#) and a maximum of [12](#) community representatives.

3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson](#).

3.3 Council appoints all members subject to these Terms of Reference.

3.4 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.

3.7 Community representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:

- a. [Excellent communication skills](#)
- b. [Knowledge of community programs, aims and objectives of the friendship agreement](#)
- c. [Knowledge of community needs, strengths and challenges in the Camden LGA.](#)

3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, ~~a member may serve an additional term on a Reference Group~~ these limits may not apply.
- 3.10 Agencies ~~or~~ industry bodies or relevant community groups can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
- Work cooperatively with the committee support staff
 - Ensure that the Reference Group operates within the scope of the Terms of Reference
 - Conduct business in the order set out in the agenda
 - Keep discussion focused on the item as set by the agenda
 - Make sure that a decision has been reached before going onto the next item on the agenda
 - Maintain order and ensure the correct meeting procedures are being followed
 - Allow everyone to speak and be heard
 - Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:
- Actively participate in a constructive, respectful and courteous manner
 - Understand the relevant legislative and regulatory requirements appropriate to Council
 - Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
 - Apply good analytical skills, objectivity and judgment
 - Express opinions frankly and ask questions

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- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager [and committee support staff](#) are ~~a~~ liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

5.1 Meetings are generally held in person [bimonthly](#) at the [Camden Civic Centre](#) or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Reference Group. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

6.1 Subject to these Terms of Reference, the Reference Group may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

6.2 Short-term working groups may be created by a Reference Group for a particular purpose and disbanded when that purpose is achieved.

7. QUORUM, VOTING AND CASUAL VACANCIES

- 7.1 No quorum is required for meetings of the Reference Group. However, the Chairperson shall use their discretion to determine if any item on the agenda should be deferred to a future meeting if it is considered there are insufficient people at the meeting to consider the item.
- 7.2 If the Chairperson [or alternate Chairperson](#) is absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.
- 7.3 Decision-making by the Reference Group shall ideally be through consensus. However, where consensus cannot be reached, then a vote shall be taken of members present. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Voting does not necessarily mean that any decisions will be implemented by Council.
- 7.4 As a courtesy, Reference Group members should tender an apology when they know in advance that they cannot attend a meeting. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.5 A Reference Group member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Reference Group. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Reference Group.
- 7.6 If a Reference Group member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.7 A casual vacancy for a community representative caused by the resignation or death of a Reference Group member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.8 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Reference Group secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least ~~10~~ [five](#) working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant

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- member (including the reasons for this decision) prior to the distribution of the meeting agenda.
- 8.2 Community feedback provided to Reference Group members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Reference Group.
 - 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent.
 - 8.4 The agenda should be distributed to the Reference Group at least ~~five~~^{two} working days prior to any meeting giving notice of the proposed meeting and the items of business.
 - 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
 - 8.6 A forward meeting plan should be approved by the Reference Group annually for each financial year. The forward meeting plan will cover all responsibilities of the Reference Group as detailed in the Terms of Reference.
 - 8.7 The structure of the agenda will be agreed by the Reference Group as part of its annual forward meeting plan, but will include as a minimum:
 - a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
 - 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Reference Group's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions.
 - 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Reference Group members within 10 working days of the meeting.
 - 8.10 The meeting minutes of Reference Groups are to be reported to Councillors via a Councillor Update. Any matters arising that require a separate decision of Council may at the discretion of the General Manager be reported at a Council meeting for formal consideration by Councillors.
 - 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.

- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Reference Group members.
- 8.13 All documents and records relating to the Reference Group will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Reference Group members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Reference Group members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Reference Group will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Reference Group where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Reference Group members are to:
 - a. Refrain from engaging in conduct that:
 - i. Is likely to bring Council or other Council officials into disrepute
 - ii. Is contrary to statutory requirements or Council's administrative requirements or policies
 - iii. Is improper or unethical
 - iv. Is an abuse of power
 - v. Causes, comprises or involves intimidation or verbal abuse
 - vi. Involves the misuse of your position to obtain a private benefit
 - vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.
 - b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Reference Group functions.
- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.
- 9.4 Council's volunteer management policy framework applies to Reference Group members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Reference

Group members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Reference Group members must take reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons.

11. FINANCIAL ARRANGEMENTS

- 11.1 The operational costs of convening the Reference Group will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

- 12.1 These Terms of Reference may only be amended by a resolution of Council.



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CAMDEN TOWN FARM

REFERENCE GROUP

TERMS OF REFERENCE

CAMDEN TOWN FARM REFERENCE GROUP TERMS OF REFERENCE

1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the Camden Town Farm (CTF) Reference Group are to:
 - a. Support the delivery of a high standard community facility
 - b. Provide strategic advice which supports increased activation and utilisation of the CTF for community and commercial users
 - c. Promote the CTF as an affordable, sustainable facility in alignment with Miss Llewella Davies bequest
 - d. Provide expert advice regarding the strategic provision of the CTF relating to:
 - i. Agricultural operations and education
 - ii. Visitor management and attraction
 - iii. Community use
 - iv. Events management
 - v. Passive recreation.

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review

of the Community Strategic Plan and related Council plans and policies.

2.2 The [CTF](#) Reference Group assists Council to achieve the following Community Strategic Plan objectives:

a. [List objectives.](#)

2.3 The [CTF](#) Reference Group assists Council to achieve the following Delivery Program objectives:

a. [List objectives.](#)

3. MEMBERSHIP, SELECTION AND TENURE

3.1 The Reference Group will consist of the following voting members:

- a. Up to two Councillors
- b. A ~~minimum of and~~ maximum of [12](#) community representatives, [inclusive of relevant user group representatives.](#)

3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson.](#)

3.3 Council appoints all members subject to these Terms of Reference.

3.4 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.

3.7 ~~Community r~~Representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:

[a. Community representatives:](#)

- i. [Working knowledge or qualification in agriculture, horticulture, events or education](#)
- ii. [Knowledge and interest in operating/managing/promoting facilities of heritage significance](#)
- iii. [Knowledge and interest in tourism and/or community venue activation and visitation.](#)

[b. All reference group members:](#)

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i. The ability to work collaboratively, cooperatively and respectfully with other community volunteers and Council staff.

- 3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.
- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, a member may serve an additional term on a Reference Group.
- 3.10 Agencies ~~or~~ industry bodies or relevant community groups can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
- Work cooperatively with the committee support staff
 - Ensure that the Reference Group operates within the scope of the Terms of Reference
 - Conduct business in the order set out in the agenda
 - Keep discussion focused on the item as set by the agenda
 - Make sure that a decision has been reached before going onto the next item on the agenda
 - Maintain order and ensure the correct meeting procedures are being followed
 - Allow everyone to speak and be heard
 - Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a

Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:

- a. Actively participate in a constructive, respectful and courteous manner
- b. Understand the relevant legislative and regulatory requirements appropriate to Council
- c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
- d. Apply good analytical skills, objectivity and judgment
- e. Express opinions frankly and ask questions
- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

- 4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

- 4.4 The responsible Manager and committee support staff are ~~is a~~ liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

- 4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

- 5.1 Meetings are generally held in person monthly at a suitable venue ~~or other suitable venue as necessary~~. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.
- 5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Reference Group. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

- 6.1 Subject to these Terms of Reference, the Reference Group may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.
- 6.2 Short-term working groups may be created by a Reference Group for a particular purpose and disbanded when that purpose is achieved.

7. QUORUM, VOTING AND CASUAL VACANCIES

- 7.1 No quorum is required for meetings of the Reference Group. However, the Chairperson shall use their discretion to determine if any item on the agenda should be deferred to a future meeting if it is considered there are insufficient people at the meeting to consider the item.
- 7.2 If the Chairperson [and alternate Chairperson are](#) absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.
- 7.3 Decision-making by the Reference Group shall ideally be through consensus. However, where consensus cannot be reached, then a vote shall be taken of members present. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Voting does not necessarily mean that any decisions will be implemented by Council.
- 7.4 As a courtesy, Reference Group members should tender an apology when they know in advance that they cannot attend a meeting. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.5 A Reference Group member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Reference Group. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Reference Group.
- 7.6 If a Reference Group member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.7 A casual vacancy for a community representative caused by the resignation or death of a Reference Group member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.8 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no

alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Reference Group secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least 10 working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.
- 8.2 Community feedback provided to Reference Group members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Reference Group.
- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent.
- 8.4 The agenda should be distributed to the Reference Group at least ~~five~~-three working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Reference Group annually for each financial year. The forward meeting plan will cover all responsibilities of the Reference Group as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Reference Group as part of its annual forward meeting plan, but will include as a minimum:
 - a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Reference Group's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Reference Group

members within 10 working days of the meeting.

- 8.10 The meeting minutes of Reference Groups are to be reported to Councillors via a Councillor Update. Any matters arising that require a separate decision of Council may at the discretion of the General Manager be reported at a Council meeting for formal consideration by Councillors.
- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.
- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Reference Group members.
- 8.13 All documents and records relating to the Reference Group will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Reference Group members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Reference Group members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Reference Group will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Reference Group where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Reference Group members are to:
 - a. Refrain from engaging in conduct that:
 - i. Is likely to bring Council or other Council officials into disrepute
 - ii. Is contrary to statutory requirements or Council's administrative requirements or policies
 - iii. Is improper or unethical
 - iv. Is an abuse of power
 - v. Causes, comprises or involves intimidation or verbal abuse
 - vi. Involves the misuse of your position to obtain a private benefit
 - vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.
 - b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Reference Group functions.
- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.

- 9.4 Council's volunteer management policy framework applies to Reference Group members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Reference Group members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Reference Group members must take reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons.

11. FINANCIAL ARRANGEMENTS

- 11.1 The operational costs of convening the Reference Group will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

- 12.1 These Terms of Reference may only be amended by a resolution of Council.

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CAMDEN YOUTH REFERENCE GROUP TERMS OF REFERENCE

CAMDEN YOUTH REFERENCE GROUP TERMS OF REFERENCE

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1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the [Camden Youth](#) Reference Group are to:
 - a. [To support and facilitate communication between Council and the Camden community about youth issues and youth policy;](#)
 - b. [To support Camden Council in the development and implementation of the Camden Youth Strategy;](#)
 - c. [To plan, organise, implement and evaluate cultural, recreational, and social activities/events as a group for young people in the Camden Local Government Area \(LGA\);](#)
 - d. [To educate/build capacity and provide support and direction to Council staff in regard to youth issues in the Camden community;](#)
 - e. [To provide consultation opportunities for other young people within the Camden LGA to voice their opinions and to develop an understanding of their community;](#)
 - f. [To assist in raising awareness and increase positive promotion of young people in the Camden community; and](#)
 - g. [To be actively involved in the evaluation and review of Council's other strategic plans and to be actively involved in the development and implementation of Council's planning.](#)

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory

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Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.

- 2.2 The [Camden Youth](#) Reference Group assists Council to achieve the following Community Strategic Plan objectives:

a. [List objectives.](#)

- 2.3 The [Camden Youth](#) Reference Group assists Council to achieve the following Delivery Program objectives:

a. [List objectives.](#)

3. MEMBERSHIP, SELECTION AND TENURE

- 3.1 The Reference Group will consist of the following voting members:

[a. A minimum of two and a maximum of fifteen community representatives who live, work or study in the Camden LGA and are aged 12-24 years old.](#)

- 3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson.](#)

- 3.3 Council appoints all members subject to these Terms of Reference.

- 3.4 A Councillor ~~who is not a member~~ may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

- 3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

- 3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.

- 3.7 Community representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:

[a. Willingness to support the objectives of the group](#)

[b. Passionate about youth issues and policies and ensuring young people have their voices heard](#)

[c. Willingness to learn and apply their knowledge to help support the young people of Camden.](#)

- 3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and

experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, ~~a member may serve an additional term on a Reference Group~~ these limits may not apply.
- 3.10 Agencies, ~~or~~ industry bodies or relevant community groups can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
 - a. Work cooperatively with the committee support staff
 - b. Ensure that the Reference Group operates within the scope of the Terms of Reference
 - c. Conduct business in the order set out in the agenda
 - d. Keep discussion focused on the item as set by the agenda
 - e. Make sure that a decision has been reached before going onto the next item on the agenda
 - f. Maintain order and ensure the correct meeting procedures are being followed
 - g. Allow everyone to speak and be heard
 - h. Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - i. Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:
 - a. Actively participate in a constructive, respectful and courteous manner
 - b. Understand the relevant legislative and regulatory requirements appropriate to Council

- c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
- d. Apply good analytical skills, objectivity and judgment
- e. Express opinions frankly and ask questions
- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager and committee support staff are ~~is a~~ liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

5.1 Meetings are generally held in person monthly at the Julia Reserve Youth and Community Centre in Oran Park or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Reference Group. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

6.1 Subject to these Terms of Reference, the Reference Group may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

- 6.2 Short-term working groups may be created by a Reference Group for a particular purpose and disbanded when that purpose is achieved.

7. QUORUM, VOTING AND CASUAL VACANCIES

- 7.1 No quorum is required for meetings of the Reference Group. However, the Chairperson shall use their discretion to determine if any item on the agenda should be deferred to a future meeting if it is considered there are insufficient people at the meeting to consider the item.
- 7.2 If the Chairperson [and alternate Chairperson](#) ~~are~~ is absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.
- 7.3 Decision-making by the Reference Group shall ideally be through consensus. However, where consensus cannot be reached, then a vote shall be taken of members present. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Voting does not necessarily mean that any decisions will be implemented by Council.
- 7.4 As a courtesy, Reference Group members should tender an apology when they know in advance that they cannot attend a meeting. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.5 A Reference Group member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Reference Group. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Reference Group.
- 7.6 If a Reference Group member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.7 A casual vacancy for a community representative caused by the resignation or death of a Reference Group member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.8 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Reference Group secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least 10

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working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.

- 8.2 Community feedback provided to Reference Group members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Reference Group.
- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent.
- 8.4 The agenda should be distributed to the Reference Group at least ~~five~~ two working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Reference Group annually for each financial year. The forward meeting plan will cover all responsibilities of the Reference Group as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Reference Group as part of its annual forward meeting plan, but will include as a minimum:
 - a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Reference Group's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Reference Group members within 10 working days of the meeting.
- 8.10 The meeting minutes of Reference Groups are to be reported to Councillors via a Councillor Update. Any matters arising that require a separate decision of Council may at the discretion of the General Manager be reported at a Council meeting for formal consideration by Councillors.

- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.
- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Reference Group members.
- 8.13 All documents and records relating to the Reference Group will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Reference Group members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Reference Group members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Reference Group will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Reference Group where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Reference Group members are to:
 - a. Refrain from engaging in conduct that:
 - i. Is likely to bring Council or other Council officials into disrepute
 - ii. Is contrary to statutory requirements or Council's administrative requirements or policies
 - iii. Is improper or unethical
 - iv. Is an abuse of power
 - v. Causes, comprises or involves intimidation or verbal abuse
 - vi. Involves the misuse of your position to obtain a private benefit
 - vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.
 - b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Reference Group functions.
- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.
- 9.4 Council's volunteer management policy framework applies to Reference Group members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Reference Group members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Reference Group members must take reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons.

11. FINANCIAL ARRANGEMENTS

- 11.1 The operational costs of convening the Reference Group will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

- 12.1 These Terms of Reference may only be amended by a resolution of Council.



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COHESIVE
COMMUNITIES
REFERENCE GROUP
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COHESIVE COMMUNITIES REFERENCE GROUP TERMS OF REFERENCE

1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the Cohesive Communities Reference Group (CCRG) are to:
 - a. Attend and participate in meetings of the CCRG, including related community activities and specific CCRG activities, events or training.
 - b. Educate/build capacity, provide support and direction to Council staff regarding building community cohesion and resilience in the Camden Local Government Area (LGA)
 - c. Plan, organise, implement and evaluate cultural, recreational and social activities/events that promote and support cultural diversity, awareness and acceptance
 - d. Be actively involved in the evaluation and review of Council's strategic plans and the development and implementation of Council's planning.

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.
- 2.2 The Cohesive Communities Reference Group assists Council to achieve the following Community Strategic Plan objectives:

- a. [List objectives.](#)

2.3 The [Cohesive Communities](#) Reference Group assists Council to achieve the following Delivery Program objectives:

- a. [List objectives.](#)

3. MEMBERSHIP, SELECTION AND TENURE

3.1 The Reference Group will consist of the following voting members:

- a. Up to two Councillors
- b. ~~A minimum of insert number and a maximum of insert number~~ [Up to 10](#) community representatives
- c. [Up to five sector organisational representatives.](#)

3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson.](#)

3.3 Council appoints all members subject to these Terms of Reference.

3.4 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.

3.7 Community representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:

- a. [Have an interest in and commitment to cultural acceptance and social cohesion](#)
- b. [Willingness and ability to attend all required meetings](#)
- c. [Must reside in the Camden LGA or actively participate in/have an interest in, the Camden community.](#)

3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

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- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, ~~a member may serve an additional term on a Reference Group~~ these limits may not apply.
- 3.10 Agencies ~~or~~ industry bodies or relevant community groups can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
- Work cooperatively with the committee support staff
 - Ensure that the Reference Group operates within the scope of the Terms of Reference
 - Conduct business in the order set out in the agenda
 - Keep discussion focused on the item as set by the agenda
 - Make sure that a decision has been reached before going onto the next item on the agenda
 - Maintain order and ensure the correct meeting procedures are being followed
 - Allow everyone to speak and be heard
 - Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:
- Actively participate in a constructive, respectful and courteous manner
 - Understand the relevant legislative and regulatory requirements appropriate to Council
 - Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
 - Apply good analytical skills, objectivity and judgment
 - Express opinions frankly and ask questions

- f. Fully consider matters before voting on them
- g. Respect confidentiality and privacy
- h. Comply with the Terms of Reference.

4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager [and committee support staff](#) are ~~a~~-liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

5.1 Meetings are generally held in person [monthly](#) at the [Lakeside Room at Oran Park Library](#) or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

5.2 Special meetings may be called by the Chairperson if urgent matters are required to be considered by the Reference Group. This should only occur following consultation with Council staff, to confirm that there are adequate staff resources available to provide the necessary administrative arrangements for the special meeting.

6. MEETING PROCEDURE

6.1 Subject to these Terms of Reference, the Reference Group may regulate its own meeting procedure consistent with good order and effective conduct. The ruling of the Chairperson is final in respect of all procedural matters.

6.2 Short-term working groups may be created by a Reference Group for a particular purpose and disbanded when that purpose is achieved.

7. QUORUM, VOTING AND CASUAL VACANCIES

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- 7.1 No quorum is required for meetings of the Reference Group. However, the Chairperson shall use their discretion to determine if any item on the agenda should be deferred to a future meeting if it is considered there are insufficient people at the meeting to consider the item.
- 7.2 If the Chairperson and alternate Chairperson are ~~is~~ absent from a meeting, the first business of every such meeting is to elect a Chairperson for that meeting from the members present.
- 7.3 Decision-making by the Reference Group shall ideally be through consensus. However, where consensus cannot be reached, then a vote shall be taken of members present. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Voting does not necessarily mean that any decisions will be implemented by Council.
- 7.4 As a courtesy, Reference Group members should tender an apology when they know in advance that they cannot attend a meeting. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
- 7.5 A Reference Group member who is temporarily unable to fulfil their obligations as a member may request a leave of absence from the Reference Group. Typical reasons for needing to take a period of leave include but are not limited to personal health, carer responsibilities, work or family commitments. A leave of absence may be granted for a period of up to 6 months. During a leave of absence, a member may not participate in votes of the Reference Group.
- 7.6 If a Reference Group member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.7 A casual vacancy for a community representative caused by the resignation or death of a Reference Group member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.8 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Reference Group secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least ~~10~~ five working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant

member (including the reasons for this decision) prior to the distribution of the meeting agenda.

- 8.2 Community feedback provided to Reference Group members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Reference Group.
- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent.
- 8.4 The agenda should be distributed to the Reference Group at least ~~five~~ **two** working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Reference Group annually for each financial year. The forward meeting plan will cover all responsibilities of the Reference Group as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Reference Group as part of its annual forward meeting plan, but will include as a minimum:
 - a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Reference Group's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Reference Group members within 10 working days of the meeting.
- 8.10 The meeting minutes of Reference Groups are to be reported to Councillors via a Councillor Update. Any matters arising that require a separate decision of Council may at the discretion of the General Manager be reported at a Council meeting for formal consideration by Councillors.
- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.

- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Reference Group members.
- 8.13 All documents and records relating to the Reference Group will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.
- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Reference Group members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Reference Group members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Reference Group will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Reference Group where relevant to its purpose.
- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Reference Group members are to:
 - a. Refrain from engaging in conduct that:
 - i. Is likely to bring Council or other Council officials into disrepute
 - ii. Is contrary to statutory requirements or Council's administrative requirements or policies
 - iii. Is improper or unethical
 - iv. Is an abuse of power
 - v. Causes, comprises or involves intimidation or verbal abuse
 - vi. Involves the misuse of your position to obtain a private benefit
 - vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.
 - b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Reference Group functions.
- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.
- 9.4 Council's volunteer management policy framework applies to Reference Group members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Reference

Group members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Reference Group members must take reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons.

11. FINANCIAL ARRANGEMENTS

11.1 The operational costs of convening the Reference Group will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

12.1 These Terms of Reference may only be amended by a resolution of Council.

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EVENTS

REFERENCE GROUP

TERMS OF

REFERENCE

EVENTS REFERENCE GROUP TERMS OF REFERENCE

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1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the Events Reference Group are to:
 - a. Support Council by providing informed recommendations on event requirements
 - b. Provide advice to ensure that Council events continue to meet the needs of the community
 - c. Assist in seeking business input and sponsorship for Council's major events.

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.
- 2.2 The Events Reference Group assists Council to achieve the following Community Strategic Plan objectives:
 - a. Insert objectives.
- 2.3 The Events Reference Group assists Council to achieve the following Delivery Program objectives:

- a. **Insert objectives.**

3. MEMBERSHIP, SELECTION AND TENURE

- 3.1 The Reference Group will consist of the following voting members:
- Up to two Councillors
 - A minimum of [three](#) and a maximum of [six](#) community representatives.
- 3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson](#).
- 3.3 Council appoints all members subject to these Terms of Reference.
- 3.4 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.
- 3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.
- 3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.
- 3.7 Community representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:
- [Knowledge of Council's community events](#)
 - [Knowledge of Council's event venues and facilities](#)
 - [Skills that may assist in the planning of community events](#)
 - [Skills that may assist in liaising with local community organisations and businesses that can contribute to Council's events.](#)
- 3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.
- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, ~~a member may~~

~~serve an additional term on a Reference Group~~ [these limits may not apply.](#)

- 3.10 Agencies ~~or~~ industry bodies [or relevant community groups](#) can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
- a. Work cooperatively with the committee support staff
 - b. Ensure that the Reference Group operates within the scope of the Terms of Reference
 - c. Conduct business in the order set out in the agenda
 - d. Keep discussion focused on the item as set by the agenda
 - e. Make sure that a decision has been reached before going onto the next item on the agenda
 - f. Maintain order and ensure the correct meeting procedures are being followed
 - g. Allow everyone to speak and be heard
 - h. Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - i. Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:
- a. Actively participate in a constructive, respectful and courteous manner
 - b. Understand the relevant legislative and regulatory requirements appropriate to Council
 - c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
 - d. Apply good analytical skills, objectivity and judgment
 - e. Express opinions frankly and ask questions
 - f. Fully consider matters before voting on them
 - g. Respect confidentiality and privacy
 - h. Comply with the Terms of Reference.
- 4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the

responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager [and committee support staff](#) ~~are~~^{is} a liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

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6. MEETING PROCEDURE

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6.2 Short-term working groups may be created by a Reference Group for a particular purpose and disbanded when that purpose is achieved.

7. QUORUM, VOTING AND CASUAL VACANCIES

7.1 No quorum is required for meetings of the Reference Group. However, the Chairperson shall use their discretion to determine if any item on the agenda should be deferred to a future meeting if it is considered there are insufficient people at the meeting to consider the item.

7.2 If the Chairperson [and alternate Chairperson](#) ~~are~~^{is} absent from a meeting, the

first business of every such meeting is to elect a Chairperson for that meeting from the members present.

- 7.3 Decision-making by the Reference Group shall ideally be through consensus. However, where consensus cannot be reached, then a vote shall be taken of members present. Each voting member present (including the Chairperson) shall have one vote. In the event of a tied vote, the Chairperson shall have a casting vote. Voting does not necessarily mean that any decisions will be implemented by Council.
- 7.4 As a courtesy, Reference Group members should tender an apology when they know in advance that they cannot attend a meeting. The apology should initially be tendered to the Committee secretary, who will subsequently inform the Chairperson.
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- 7.6 If a Reference Group member misses three consecutive meetings without a leave of absence or is found to have breached the Code of Conduct, their membership will be withdrawn and the position will be deemed vacant.
- 7.7 A casual vacancy for a community representative caused by the resignation or death of a Reference Group member, or the withdrawal of membership, will be filled through a review by Council staff of nominations received through the previous Expressions of Interest process with the details of any recommended nominees being reported to Council for endorsement and appointment. If there are no suitable nominees who are available or if Council so resolves, a new Expressions of Interest process will be undertaken.
- 7.8 If a casual vacancy is for a position that represented an organisation, the organisation will be invited to nominate a replacement representative (if no alternate member has previously been nominated).

8. AGENDAS, MINUTES AND REPORTING REQUIREMENTS

- 8.1 The Reference Group secretariat produces the meeting agenda. Members should raise items they would like to be included on the agenda at least 10 working days prior to the meeting. Items will only be considered for inclusion on the agenda if they are relevant to the scope of the Terms of Reference and are submitted with the required notice. If a proposed item is not included on the agenda, the responsible Manager must notify the relevant member (including the reasons for this decision) prior to the distribution of the meeting agenda.
- 8.2 Community feedback provided to Reference Group members should also be dealt with as an agenda item, to ensure fair and proper consideration by the Reference Group.

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Attachment 2

- 8.3 General business should not be used to bypass the requirements for giving notice of business and therefore should not be raised for consideration at a meeting, unless the Chairperson rules the matter as urgent.
- 8.4 The agenda should be distributed to the Reference Group at least five working days prior to any meeting giving notice of the proposed meeting and the items of business.
- 8.5 The Chairperson can elect to request a briefing from Council staff prior to the meeting.
- 8.6 A forward meeting plan should be approved by the Reference Group annually for each financial year. The forward meeting plan will cover all responsibilities of the Reference Group as detailed in the Terms of Reference.
- 8.7 The structure of the agenda will be agreed by the Reference Group as part of its annual forward meeting plan, but will include as a minimum:
 - a. Acknowledgement of Country
 - b. Attendance and Apologies
 - c. Declaration of Interests
 - d. Acceptance of Previous Minutes and Business Arising
 - e. Outstanding Actions Report
 - f. Standing Agenda Items.
- 8.8 Full and accurate minutes of the proceedings for each meeting must be kept. The meeting minutes must record all motions and amendments put to the meeting, and the results. Minutes should include the mover and seconder of motions. Although the minutes should contain enough detail to make the Reference Group's recommendations understood, they are not meant to be a detailed transcript of proceedings nor a record of the contribution of individual members. However, there may be occasions when it is appropriate to succinctly record the general content of discussions.
- 8.9 Committee support staff will ensure that the meeting minutes are prepared and provided to the Chairperson for approval within five working days of the meeting. The approved minutes will then be circulated to Reference Group members within 10 working days of the meeting.
- 8.10 The meeting minutes of Reference Groups are to be reported to Councillors via a Councillor Update. Any matters arising that require a separate decision of Council may at the discretion of the General Manager be reported at a Council meeting for formal consideration by Councillors.
- 8.11 Once reported to Councillors, the meeting minutes will be published on Council's website.
- 8.12 All agendas and minutes are distributed electronically via email. Committee support staff are not responsible for printing and distributing hard copies of meeting agendas and minutes to Reference Group members.
- 8.13 All documents and records relating to the Reference Group will be registered in Council's electronic document management system by Council staff in accordance with the *State Records Act 1998*.

- 8.14 A Register of Committees and Groups will be maintained by Council staff. This will include the names of Reference Group members.

9. CODE OF CONDUCT AND OTHER POLICIES

- 9.1 Reference Group members are required to adhere to Council's Code of Conduct. Compulsory training on the Code of Conduct and other policies that may be applicable to the operation of the Reference Group will be provided to all members, and must be completed by each individual member before they can attend meetings. Additional training may be requested by the Reference Group where relevant to its purpose.

- 9.2 As outlined in the Code of Conduct, the general conduct obligations of Reference Group members are to:

a. Refrain from engaging in conduct that:

- i. Is likely to bring Council or other Council officials into disrepute
- ii. Is contrary to statutory requirements or Council's administrative requirements or policies
- iii. Is improper or unethical
- iv. Is an abuse of power
- v. Causes, comprises or involves intimidation or verbal abuse
- vi. Involves the misuse of your position to obtain a private benefit
- vii. Constitutes harassment or bullying behaviour under the Code of Conduct, or is unlawfully discriminatory.

b. Act lawfully and honestly, and exercise a reasonable degree of care and diligence in carrying out Reference Group functions.

- 9.3 Members are required to declare and manage any conflicts of interest in accordance with Council's Code of Conduct. In the case of a pecuniary or significant non-pecuniary interest, this includes a requirement that the member does not participate in consideration of, or decision making in relation to, the matter. Details of any conflict of interest should be appropriately documented in the minutes.

- 9.4 Council's volunteer management policy framework applies to Reference Group members who are defined as volunteers under that framework. Generally, this will be committee members who are not a paid representative from another organisation, acting on their behalf or as a requirement of their employer.

10. WORK HEALTH AND SAFETY

- 10.1 Under work health and safety legislation, volunteers (including Reference Group members) are considered workers and must comply with health and safety legislation as amended from time to time as well as Council's policies and procedures. Reference Group members must take reasonable care that their acts or omissions do not adversely affect their health or safety and that of other persons.

11. FINANCIAL ARRANGEMENTS

ORD04

11.1 The operational costs of convening the Reference Group will be met by Council's budget. No fees or out of pocket expenses will be paid to members.

12. VARIATION OF TERMS OF REFERENCE

12.1 These Terms of Reference may only be amended by a resolution of Council.

Attachment 2



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Attachment 2

SENIORS REFERENCE GROUP TERMS OF REFERENCE

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1. PURPOSE

- 1.1 Advisory Committees and Reference Groups include representatives of the community, other stakeholders or government agencies and play an important role in the implementation of Council's priorities in a manner that complements staff competencies and expertise. Advisory Committees support Council through the provision of technical advice on a range of strategic issues, while Reference Groups support Council through the provision of local knowledge and engagement of community resources on a range of action-oriented initiatives. The scope of each Advisory Committee and Reference Group is set out in its Terms of Reference.
- 1.2 Council and its staff may have regard to the advice and recommendations provided by its Advisory Committees and Reference Groups as part of Council's decision-making processes. However, in carrying out their respective responsibilities, Advisory Committees and Reference Groups must at all times recognise that primary responsibility for strategic decision making rests with the governing body of Council and the day to day operations and management is the responsibility of the General Manager, as defined by the *Local Government Act 1993*. Consequently, Advisory Committees and Reference Groups do not have power to make decisions or direct staff.
- 1.3 The primary objectives of the Seniors Reference Group are to:
 - a. Organise and deliver a range of events and activities that support the health and wellbeing of older residents of the Camden Local Government Area (LGA)
 - b. Support and facilitate communication between Council and the local community on matters impacting on older residents
 - c. Advocate on, and work proactively with Council and other organisations to address, matters raised by the community
 - d. Act as a reference group for the ongoing implementation and review of plans which impact on older residents.

2. ALIGNMENT WITH COMMUNITY STRATEGIC PLAN

- 2.1 Council has a long-term Community Strategic Plan that identifies the community's main priorities and aspirations for the future. All other Council plans, such as the four-year Delivery Program and annual Operational Plan, must support the achievement of these objectives. Council's Advisory Committees and Reference Groups are an important mechanism for consultation, advice and feedback to staff on the implementation and review of the Community Strategic Plan and related Council plans and policies.
- 2.2 The Seniors Reference Group assists Council to achieve the following Community Strategic Plan objectives:
 - a. **Insert objectives.**

- 2.3 The [Seniors](#) Reference Group assists Council to achieve the following Delivery Program objectives:

a. **Insert objectives.**

3. MEMBERSHIP, SELECTION AND TENURE

- 3.1 The Reference Group will consist of the following voting members:

- a. Up to two Councillors
- b. A minimum of [two](#) and a maximum of [fifteen](#) community representatives
- c. [Up to three sector organisational representatives.](#)

- 3.2 The Reference Group will select one of its members as the Chairperson [and another as the alternate Chairperson.](#)

- 3.3 Council appoints all members subject to these Terms of Reference.

- 3.4 A Councillor who is not a member may attend meetings as an observer. However, the Councillor is not entitled to give notice of business for inclusion in the agenda for the meeting or to vote at the meeting. The Councillor as a courtesy should in advance of the meeting advise the Chairperson of their intention to attend the meeting.

- 3.5 Council staff, as determined by the General Manager, will attend meetings to act as the secretary and to provide technical advice and support and respond to enquiries. Council staff are not members and hold no voting rights.

- 3.6 The meetings are not open to the public; however, other persons with relevant expertise and skills may be invited to attend the meetings at the request of the Chairperson on behalf of the Reference Group to provide advice and assistance where necessary. These invitees have no voting rights.

- 3.7 Community representatives should have the following skills and knowledge relevant to the purpose of the Reference Group:

[a. Excellent communication skills](#)

[b. Knowledge of active ageing and social wellbeing of older residents](#)

~~a-c.~~ [Knowledge of older people's strengths and challenges in the Camden LGA.](#)

- 3.8 Community representatives are to be recruited through a public expression of interest process. The selection will be based on set criteria which will be outlined as part of the nomination process and consistent with the required skills and knowledge, a complementary mix of interests, talents and experience, and an understanding of the local community's needs and aspirations. Nominations will be assessed by a selection panel comprised of Council staff and the details of the recommended nominees will be reported to Council for endorsement and appointment.

- 3.9 To enable diversity of civic participation, community representatives are limited to holding a maximum of two concurrent memberships of an Advisory Committee or Reference Group and should also only be appointed for a

maximum of two consecutive Council terms. In the circumstance where specialist knowledge or experience is required and there is no suitable alternate nominee for a community representative position, ~~a member may serve an additional term on a Reference Group~~ these limits may not apply.

- 3.10 Agencies ~~or~~ industry bodies or relevant community groups can nominate any suitable candidate from their organisation to participate, who should generally be the same person but can be replaced by an alternate where unavailable.
- 3.11 Reference Groups will generally be dissolved/renewed in line with the electoral term of Council. Members are appointed for the current Council term. However, Reference Groups will maintain a caretaker role until the new Reference Groups are formally appointed by Council. The caretaker role permits the outgoing Reference Group to continue with its routine business as set out in these Terms of Reference.

4. ROLES AND RESPONSIBILITIES

- 4.1 The Chairperson is responsible for the effective conduct of meetings, drawing on the expertise of each member, and for guiding the Reference Group's work towards fulfilling the responsibilities established in the Terms of Reference. This is a vital position, which requires an effective Chairperson to:
 - a. Work cooperatively with the committee support staff
 - b. Ensure that the Reference Group operates within the scope of the Terms of Reference
 - c. Conduct business in the order set out in the agenda
 - d. Keep discussion focused on the item as set by the agenda
 - e. Make sure that a decision has been reached before going onto the next item on the agenda
 - f. Maintain order and ensure the correct meeting procedures are being followed
 - g. Allow everyone to speak and be heard
 - h. Exercise a casting vote, as well as an original vote, whenever the voting on a motion is equal
 - i. Make sure a clear and accurate record is kept of all decisions.
- 4.2 Reference Groups consider reports, discuss options and contribute to the successful delivery of relevant Council projects and events. Through a Reference Group a member can offer an alternate view, identify issues and represent the diverse demographics, views and interests of the local community. All Reference Group members are expected to:
 - a. Actively participate in a constructive, respectful and courteous manner
 - b. Understand the relevant legislative and regulatory requirements appropriate to Council
 - c. Contribute the time needed to review meeting agendas and other materials and understand the papers provided prior to a meeting
 - d. Apply good analytical skills, objectivity and judgment
 - e. Express opinions frankly and ask questions
 - f. Fully consider matters before voting on them
 - g. Respect confidentiality and privacy
 - h. Comply with the Terms of Reference.

4.3 Council provides secretariat support for the Reference Group in the form of committee support staff, as determined by the General Manager, who attend each meeting in a non-voting capacity. Under the supervision of the responsible Manager, the committee support staff are responsible for:

- a. Organising calendar notifications and the meeting venue
- b. Preparing the meeting agenda
- c. Ensuring that relevant matters are brought before the Reference Group
- d. Distributing the agenda and minutes electronically
- e. Recording the minutes for distribution to the Reference Group and reporting to Council
- f. Coordinating the implementation of action items and identifying any decisions which may require further consideration by Council or the Executive Leadership Group.

4.4 The responsible Manager [and committee support staff](#) are [a](#)-liaison points for Reference Group members regarding matters within the scope of the Terms of Reference. The committee support staff report to the responsible Manager, not the Reference Group. The responsible Manager may direct the committee support staff to provide administrative support and communicate certain advice to the Reference Group relating to the Terms of Reference and Council policies.

4.5 Reference Group membership is not a forum for making an action request of Council staff. Such requests must be made through regular channels.

5. MEETING VENUE AND FREQUENCY

5.1 Meetings are generally held in person [monthly](#) at the [Camden Library](#) or other suitable venue as necessary. Meetings may also be held online using video conferencing software. The Chairperson shall determine the mode of meeting subject to any overriding Council policy or direction from time to time.

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ORD04**Attachment 2**



Investment Summary Report
March 2022

Investment Holdings

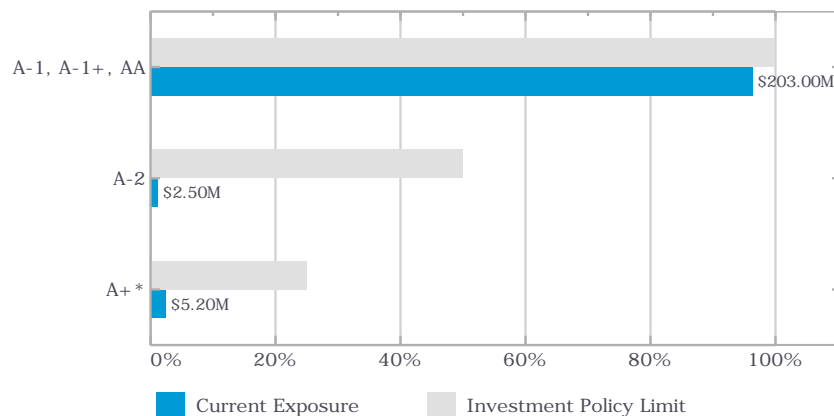
	Amount (\$)	Current Yield (%)
Cash	3,500,000.00	0.20
Term Deposit	207,200,000.00	0.71
	210,700,000.00	

Term to Maturity

	Amount (\$)		Policy Max	
Between 0 and 1 Year	188,500,000	89%	100%	a
Between 1 and 3 Years	22,200,000	11%	60%	a
	210,700,000			

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

Total Credit Exposure



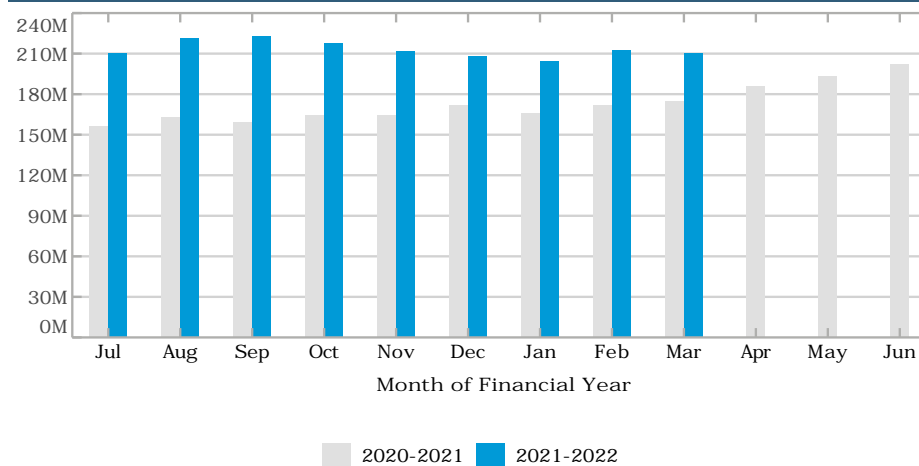
*Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 25% of the total portfolio

Sources of Funds

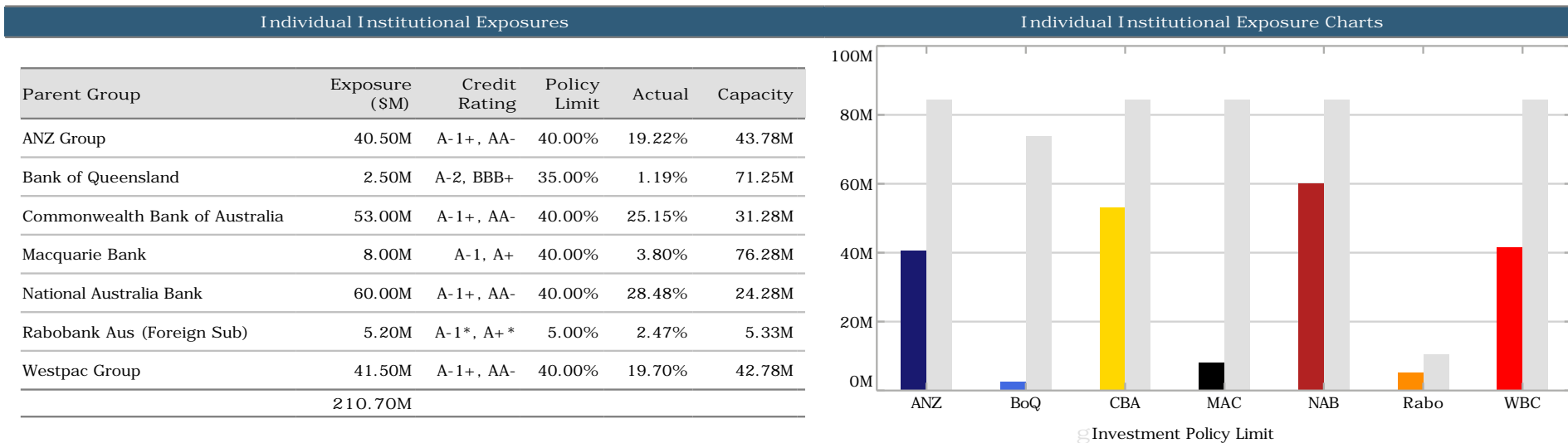
	Amount (\$)
Section 7.11 Developer Contributions	137,435,431
Restricted Grant Income	15,434,067
Externally Restricted Reserves	13,830,369
Internally Restricted Reserves	36,109,682
General Fund	7,890,451
Total Funds Invested	210,700,000

Council's investment portfolio has decreased by \$2m since the February reporting period. The decrease primarily relates to capital and operational expenditure during the month of March.

Investment Portfolio Balance



Camden Council
Individual Institutional Exposures Report - March 2022

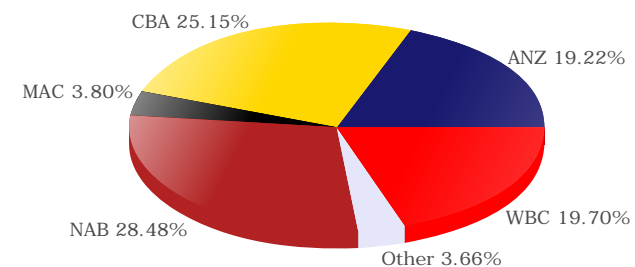


*Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 5% of the total portfolio in any single entity

Council's portfolio is within its individual institutional investment policy limits.

Council's portfolio is within its term to maturity investment policy limits.

Council's portfolio complies with the NSW Ministerial Investment Order.



Camden Council Performance Summary - March 2022



Interest Summary

Interest Summary as of March 2022

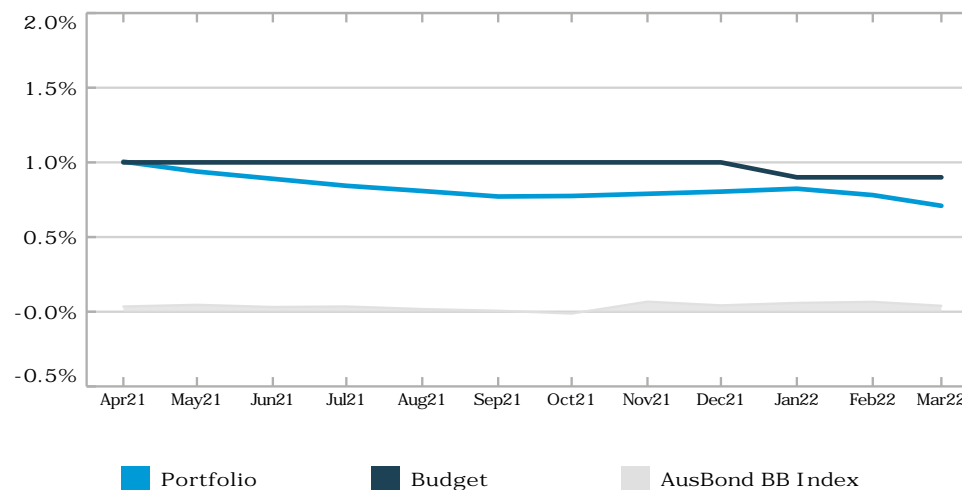
Number of Investments	118
Average Days to Maturity	197
Weighted Portfolio Yield	0.71%
CBA Call Account	0.20%
Highest Rate	3.60%
Lowest Rate	0.27%
Budget Rate	0.90%
Average BBSW (30 Day)	0.02%
Average BBSW (90 Day)	0.16%
Average BBSW (180 Day)	0.53%
Official Cash Rate	0.10%
AusBond Bank Bill Index	0.04%

Interest Received During the 2021/2022 Financial Year

	March	Cumulative	Original Budget	* Revised Budget
General Fund	\$38,619	\$402,828	\$700,000	\$550,000
Restricted	\$84,558	\$834,504	\$1,750,000	\$1,150,000
Total	\$123,177	\$1,237,332	\$2,450,000	\$1,700,000

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

Investment Performance



Historical Performance Summary

	Portfolio	AusBond BB Index	Outperformance
Mar 2022	0.71%	0.04%	0.67%
Last 3 Months	0.77%	0.05%	0.72%
Last 6 Months	0.78%	0.04%	0.74%
Financial Year to Date	0.79%	0.04%	0.75%
Last 12 months	0.83%	0.04%	0.79%

Investment Performance

Council's portfolio returned 0.71%pa on a weighted average yield basis during March. This compares favourably with the Ausbond Bank Bill Index's return of 0.04% pa for the month.

Camden Council
Investment Holdings Report - March 2022



Cash Accounts

Amount (\$)	Current Yield	Institution	Credit Rating	Amount (\$)	Deal No.	Reference
3,500,000.00	0.20%	Commonwealth Bank of Australia	A-1+	3,500,000.00	535548	
3,500,000.00				3,500,000.00		

Term Deposits

Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
4-Apr-22	500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	27-May-21	501,523.84	541379	1,523.84	At Maturity	3526
4-Apr-22	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	9-Jun-21	1,003,487.12	541507	3,487.12	At Maturity	3535
6-Apr-22	500,000.00	0.32%	ANZ Banking Group	A-1+	9-Jun-21	501,297.53	541506	1,297.53	At Maturity	3534
6-Apr-22	500,000.00	0.42%	Commonwealth Bank of Australia	A-1+	10-Jun-21	501,697.26	541517	1,697.26	At Maturity	3536
11-Apr-22	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	12-Apr-21	1,505,819.18	541258	5,819.18	At Maturity	3502 Green
13-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,002,586.30	541518	2,586.30	At Maturity	3537
19-Apr-22	1,500,000.00	0.36%	National Australia Bank	A-1+	21-Apr-21	1,505,104.11	541274	5,104.11	At Maturity	3503
20-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,002,586.30	541519	2,586.30	At Maturity	3538
26-Apr-22	1,500,000.00	0.43%	Commonwealth Bank of Australia	A-1+	10-Jun-21	1,505,213.01	541521	5,213.01	At Maturity	3539
27-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	28-May-21	1,002,700.27	541416	2,700.27	At Maturity	3527
2-May-22	3,000,000.00	0.36%	Westpac Group	A-1+	22-Apr-21	3,001,982.47	541277	1,982.47	Quarterly	3506
2-May-22	1,500,000.00	0.31%	ANZ Banking Group	A-1+	11-Jun-21	1,503,745.48	541525	3,745.48	At Maturity	3540
4-May-22	1,000,000.00	3.60%	Bank of Queensland	A-2	8-May-17	1,032,153.42	535487	32,153.42	Annually	2971
9-May-22	1,500,000.00	0.32%	National Australia Bank	A-1+	15-Jun-21	1,503,813.70	541531	3,813.70	At Maturity	3541
11-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	17-Jun-21	1,003,077.26	541550	3,077.26	At Maturity	3543
16-May-22	1,500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	16-Jun-21	1,504,513.15	541540	4,513.15	At Maturity	3542
18-May-22	1,000,000.00	0.33%	ANZ Banking Group	A-1+	18-Jun-21	1,002,594.79	541554	2,594.79	At Maturity	3544
23-May-22	500,000.00	0.35%	Westpac Group	A-1+	21-May-21	500,186.99	541357	186.99	Quarterly	3523
23-May-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	18-Jun-21	1,003,145.21	541555	3,145.21	At Maturity	3545
25-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	28-May-21	1,003,290.96	541424	3,290.96	At Maturity	3528
30-May-22	1,000,000.00	0.34%	ANZ Banking Group	A-1+	18-Jun-21	1,002,673.42	541556	2,673.42	At Maturity	3546

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Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
31-May-22	500,000.00	0.35%	Westpac Group	A-1+	31-May-21	500,153.42	541442	153.42	Quarterly	3531
1-Jun-22	500,000.00	0.32%	ANZ Banking Group	A-1+	22-Jun-21	501,240.55	541562	1,240.55	At Maturity	3548
1-Jun-22	1,000,000.00	0.35%	ANZ Banking Group	A-1+	28-Jun-21	1,002,656.16	541588	2,656.16	At Maturity	3553
6-Jun-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	23-Jun-21	1,503,708.49	541566	3,708.49	At Maturity	3550
8-Jun-22	1,000,000.00	0.36%	National Australia Bank	A-1+	28-Jun-21	1,002,732.05	541589	2,732.05	At Maturity	3554
14-Jun-22	500,000.00	0.36%	ANZ Banking Group	A-1+	28-Jun-21	501,366.03	541590	1,366.03	At Maturity	3555
14-Jun-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	6-Jul-21	1,002,947.95	541631	2,947.95	At Maturity	3561
14-Jun-22	4,000,000.00	0.50%	National Australia Bank	A-1+	9-Dec-21	4,006,191.78	542192	6,191.78	At Maturity	3609
20-Jun-22	3,000,000.00	0.40%	National Australia Bank	A-1+	30-Apr-21	3,011,046.58	541293	11,046.58	Annually	3510
20-Jun-22	1,500,000.00	0.35%	National Australia Bank	A-1+	21-Jun-21	1,504,084.93	541560	4,084.93	At Maturity	3547
22-Jun-22	1,000,000.00	0.42%	Commonwealth Bank of Australia	A-1+	23-Jun-21	1,003,244.93	541565	3,244.93	At Maturity	3549
22-Jun-22	2,000,000.00	0.44%	Commonwealth Bank of Australia	A-1+	28-Jun-21	2,006,678.36	541587	6,678.36	At Maturity	3552 Green
27-Jun-22	1,500,000.00	2.10%	Bank of Queensland	A-2	26-Jun-19	1,523,905.48	538082	23,905.48	Annually	3242
27-Jun-22	500,000.00	0.37%	National Australia Bank	A-1+	25-Jun-21	501,419.18	541586	1,419.18	At Maturity	3551
28-Jun-22	1,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	1,000,858.08	541623	858.08	Quarterly	3557
29-Jun-22	2,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	2,001,716.16	541624	1,716.16	Quarterly	3558
30-Jun-22	2,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	2,001,716.16	541625	1,716.16	Quarterly	3559
4-Jul-22	1,000,000.00	0.36%	Westpac Group	A-1+	2-Jul-21	1,000,858.08	541626	858.08	Quarterly	3560
4-Jul-22	500,000.00	0.47%	Commonwealth Bank of Australia	A-1+	16-Jul-21	501,667.53	541661	1,667.53	At Maturity	3565
6-Jul-22	1,000,000.00	0.38%	National Australia Bank	A-1+	12-Jul-21	1,002,738.08	541647	2,738.08	At Maturity	3564
11-Jul-22	1,500,000.00	0.41%	Commonwealth Bank of Australia	A-1+	21-Jul-21	1,504,279.73	541671	4,279.73	At Maturity	3566
13-Jul-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	22-Jul-21	1,002,703.29	541672	2,703.29	At Maturity	3567
18-Jul-22	500,000.00	0.37%	National Australia Bank	A-1+	26-Jul-21	501,262.05	541677	1,262.05	At Maturity	3568
18-Jul-22	1,000,000.00	0.36%	National Australia Bank	A-1+	29-Jul-21	1,002,426.30	541687	2,426.30	At Maturity	3571
18-Jul-22	1,000,000.00	0.27%	ANZ Banking Group	A-1+	5-Aug-21	1,001,767.95	541705	1,767.95	At Maturity	3575
20-Jul-22	1,500,000.00	0.41%	Commonwealth Bank of Australia	A-1+	11-Aug-21	1,503,925.89	541740	3,925.89	At Maturity	3578

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Term Deposits											
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25-Jul-22	2,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	28-Jul-21	2,005,143.01	541681	5,143.01	At Maturity	3569	
27-Jul-22	3,000,000.00	0.40%	National Australia Bank	A-1+	28-Jul-21	3,008,120.55	541683	8,120.55	At Maturity	3570	
29-Jul-22	2,500,000.00	0.32%	Commonwealth Bank of Australia	A-1+	2-Aug-21	2,505,304.11	541693	5,304.11	At Maturity	3572	
3-Aug-22	1,000,000.00	0.31%	Westpac Group	A-1+	3-Aug-21	1,000,484.11	541699	484.11	Quarterly	3574	
8-Aug-22	2,000,000.00	0.36%	National Australia Bank	A-1+	9-Aug-21	2,004,635.62	541723	4,635.62	At Maturity	3576	
10-Aug-22	1,500,000.00	0.36%	National Australia Bank	A-1+	17-Aug-21	1,503,358.36	541748	3,358.36	At Maturity	3579	
10-Aug-22	1,500,000.00	0.35%	National Australia Bank	A-1+	18-Aug-21	1,503,250.68	541754	3,250.68	At Maturity	3580	
16-Aug-22	1,500,000.00	0.39%	Commonwealth Bank of Australia	A-1+	20-Aug-21	1,503,590.14	541765	3,590.14	At Maturity	3581	
23-Aug-22	1,000,000.00	0.34%	National Australia Bank	A-1+	23-Aug-21	1,002,058.63	541768	2,058.63	At Maturity	3582	
24-Aug-22	1,000,000.00	0.35%	National Australia Bank	A-1+	25-Aug-21	1,002,100.00	541777	2,100.00	At Maturity	3583	
29-Aug-22	1,500,000.00	0.35%	National Australia Bank	A-1+	30-Aug-21	1,503,078.08	541794	3,078.08	At Maturity	3586	
5-Sep-22	1,000,000.00	0.41%	Commonwealth Bank of Australia	A-1+	1-Sep-21	1,000,993.73	541808	993.73	SemiAnnually	3588	
7-Sep-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	8-Sep-21	1,002,190.41	541870	2,190.41	At Maturity	3596	
12-Sep-22	1,000,000.00	0.37%	National Australia Bank	A-1+	6-Sep-21	1,002,098.36	541854	2,098.36	At Maturity	3594	
12-Sep-22	3,000,000.00	0.46%	ANZ Banking Group	A-1+	13-Dec-21	3,004,121.10	542194	4,121.10	At Maturity	3610	
12-Sep-22	3,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	6-Sep-21	3,002,835.77	541853	2,835.77	SemiAnnually	3595	
19-Sep-22	2,000,000.00	0.27%	ANZ Banking Group	A-1+	30-Aug-21	2,003,166.03	541795	3,166.03	At Maturity	3587	
28-Sep-22	2,000,000.00	0.29%	ANZ Banking Group	A-1+	27-Aug-21	2,003,448.22	541787	3,448.22	Annually	3585	
28-Sep-22	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	27-Aug-21	1,001,042.21	541788	1,042.21	SemiAnnually	3584	
4-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,601.37	541826	2,601.37	Annually	3589	
4-Oct-22	3,500,000.00	0.46%	Commonwealth Bank of Australia	A-1+	22-Apr-21	3,503,902.21	541278	3,902.21	SemiAnnually	3507	
10-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A-1	13-Sep-21	1,002,465.75	541895	2,465.75	At Maturity	3597	
10-Oct-22	2,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	11-Oct-21	2,003,392.88	541984	3,392.88	At Maturity	3599	
17-Oct-22	1,500,000.00	0.57%	Commonwealth Bank of Australia	A-1+	15-Nov-21	1,503,209.18	542086	3,209.18	At Maturity	3604	
17-Oct-22	1,500,000.00	0.35%	Commonwealth Bank of Australia	A-1+	15-Sep-21	1,501,272.46	541902	1,272.46	SemiAnnually	3598	
24-Oct-22	1,500,000.00	0.49%	Commonwealth Bank of Australia	A-1+	25-Oct-21	1,503,181.64	542008	3,181.64	At Maturity	3601	

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Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
25-Oct-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,601.37	541827	2,601.37	Annually	3590
27-Oct-22	5,000,000.00	0.50%	ANZ Banking Group	A-1+	1-Dec-21	5,008,287.67	542148	8,287.67	At Maturity	3608
7-Nov-22	1,000,000.00	0.53%	Commonwealth Bank of Australia	A-1+	8-Nov-21	1,002,090.96	542046	2,090.96	At Maturity	3602
8-Nov-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,601.37	541828	2,601.37	Annually	3591
9-Nov-22	2,000,000.00	0.54%	Commonwealth Bank of Australia	A-1+	10-Nov-21	2,004,201.64	542057	4,201.64	At Maturity	3603
14-Nov-22	500,000.00	0.47%	National Australia Bank	A-1+	13-May-21	502,079.59	541331	2,079.59	Annually	3519
16-Nov-22	1,500,000.00	0.64%	Commonwealth Bank of Australia	A-1+	17-Nov-21	1,503,550.68	542098	3,550.68	At Maturity	3605
16-Nov-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	13-Oct-21	1,000,921.02	541989	921.02	SemiAnnually	3600
21-Nov-22	2,000,000.00	0.59%	Commonwealth Bank of Australia	A-1+	23-Nov-21	2,004,170.41	542109	4,170.41	At Maturity	3606
22-Nov-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,601.37	541829	2,601.37	Annually	3592
23-Nov-22	5,000,000.00	0.54%	Westpac Group	A-1+	30-Nov-21	5,002,367.12	542141	2,367.12	Quarterly	3607
30-Nov-22	2,000,000.00	0.50%	National Australia Bank	A-1+	31-May-21	2,008,356.16	541441	8,356.16	Annually	3530
5-Dec-22	1,500,000.00	0.40%	Westpac Group	A-1+	9-Jun-21	1,500,378.08	541511	378.08	Quarterly	3533
6-Dec-22	1,000,000.00	0.45%	Macquarie Bank	A-1	2-Sep-21	1,002,601.37	541830	2,601.37	Annually	3593
7-Dec-22	1,000,000.00	0.50%	National Australia Bank	A-1+	8-Jun-21	1,004,068.49	541501	4,068.49	Annually	3532
13-Dec-22	5,000,000.00	0.64%	ANZ Banking Group	A-1+	14-Jan-22	5,006,750.68	542246	6,750.68	At Maturity	3612
19-Dec-22	5,000,000.00	0.75%	ANZ Banking Group	A-1+	22-Feb-22	5,003,904.11	542363	3,904.11	At Maturity	3616
4-Jan-23	5,000,000.00	0.79%	National Australia Bank	A-1+	28-Feb-22	5,003,463.01	542378	3,463.01	At Maturity	3617
10-Jan-23	5,000,000.00	0.71%	Westpac Group	A-1+	10-Jan-22	5,007,878.08	542232	7,878.08	At Maturity	3611
25-Jan-23	2,000,000.00	0.55%	National Australia Bank	A-1+	27-Jan-21	2,001,928.77	540890	1,928.77	Annually	3466
31-Jan-23	3,000,000.00	0.85%	Westpac Group	A-1+	1-Feb-22	3,004,121.92	542283	4,121.92	Quarterly	3613
6-Feb-23	5,000,000.00	0.88%	Westpac Group	A-1+	9-Feb-22	5,006,147.95	542325	6,147.95	Quarterly	3614
8-Feb-23	1,500,000.00	0.52%	National Australia Bank	A-1+	11-Aug-21	1,504,979.18	541739	4,979.18	At Maturity	3577
14-Feb-23	5,000,000.00	0.95%	Westpac Group	A-1+	14-Feb-22	5,005,986.30	542338	5,986.30	Quarterly	3615
21-Feb-23	5,000,000.00	0.93%	National Australia Bank	A-1+	3-Mar-22	5,003,694.52	542395	3,694.52	At Maturity	3619
28-Feb-23	2,000,000.00	1.00%	Commonwealth Bank of Australia	A-1+	7-Mar-22	2,001,369.86	542410	1,369.86	At Maturity	3620

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Term Deposits										
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2-Mar-23	2,000,000.00	0.95%	Macquarie Bank	A-1	2-Mar-22	2,001,561.64	542392	1,561.64	At Maturity	3618
7-Mar-23	4,000,000.00	1.11%	ANZ Banking Group	A-1+	9-Mar-22	4,002,797.81	542419	2,797.81	At Maturity	3621
23-Mar-23	3,000,000.00	1.33%	ANZ Banking Group	A-1+	24-Mar-22	3,000,874.52	542475	874.52	At Maturity	3622
30-Mar-23	4,000,000.00	1.63%	Westpac Group	A-1+	30-Mar-22	4,000,357.26	542485	357.26	At Maturity	3623
6-Apr-23	1,500,000.00	0.47%	Westpac Group	AA-	8-Apr-21	1,501,564.52	541257	1,564.52	Quarterly	3501
3-May-23	1,500,000.00	0.62%	National Australia Bank	AA-	5-May-21	1,508,433.70	541306	8,433.70	At Maturity	3513
8-May-23	1,500,000.00	0.60%	National Australia Bank	AA-	10-May-21	1,508,038.36	541311	8,038.36	Annually	3515
10-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	13-May-21	1,005,309.59	541330	5,309.59	Annually	3518
29-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	28-May-21	1,005,063.01	541423	5,063.01	Annually	3529
10-Jul-23	500,000.00	0.65%	National Australia Bank	AA-	8-Jul-21	502,377.40	541635	2,377.40	Annually	3562
12-Jul-23	1,500,000.00	0.65%	National Australia Bank	AA-	12-Jul-21	1,507,025.34	541645	7,025.34	Annually	3563
2-Aug-23	1,500,000.00	0.65%	National Australia Bank	AA-	3-Aug-21	1,506,437.67	541698	6,437.67	Annually	3573
11-Dec-23	2,000,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	2,017,605.48	537431	17,605.48	Annually	3070
18-Dec-23	4,500,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	4,539,612.33	537432	39,612.33	Annually	3071
3-Jan-24	2,000,000.00	3.40%	Rabobank Australia	A+ *	4-Jan-19	2,016,208.22	537443	16,208.22	Annually	3173
28-Feb-24	1,000,000.00	3.20%	Rabobank Australia	A+ *	28-Feb-19	1,002,805.48	537586	2,805.48	Annually	3189
4-Mar-24	1,200,000.00	3.20%	Rabobank Australia	A+ *	4-Mar-19	1,202,945.75	537601	2,945.75	Annually	3192
27-Mar-24	1,000,000.00	3.00%	Rabobank Australia	A+ *	29-Mar-19	1,000,246.58	537765	246.58	Annually	3200
24-Feb-25	500,000.00	0.80%	Westpac Group	AA-	24-Feb-21	500,394.52	540967	394.52	Quarterly	3481
207,200,000.00						207,702,292.43		502,292.43		



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**YOUTH STRATEGY**

Published 2021

Acknowledgements

Council acknowledges and extends appreciation to all contributors.

Availability

The Camden Youth Strategy is available on Council's website: www.camden.nsw.gov.au

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MESSAGE FROM THE MAYOR

I'm incredibly proud to present the Camden Youth Strategy 2022-2026.

As one of the fastest growing local government areas in the country, the proportion of young people in Camden is only increasing. Our young people are the future of the Camden area and, even more broadly, of Australia. What they are able to learn, explore, enjoy and leverage today will help them become tomorrow's leaders, professionals, free-thinkers and active members of our community.

This is why Camden Council is committed to supporting our local young people. We understand the importance of local government in fostering and supporting their development and we recognise the need to ensure they are mentally, physically and socially connected to other community members and to Camden itself.

This document paves the pathway to achieving the Camden community's long-term vision and goals by focusing on young people, aged between 12 and 24 years. It outlines five strategic priorities for Council to focus on to help support our young people, address issues that matter to them and help them achieve the futures they see for themselves.

I look forward to seeing this strategy put into action and the great outcomes it will, no doubt, achieve.

Therese Fedeli

Mayor of Camden



ACKNOWLEDGEMENT TO COUNTRY

Dharawal Language:

Naganbi nagayawuli dijiyara Hamani.
Ngayagang bulbulwilma Wiradjuri,
Gooreng Gooreng, Tongan yuwinj.

Ngayagang ngalama Dharawal
nguradha.

Dharawal yurawulawula ngarandima
njirgang nhay nhaway.

Dharawalbulawalaga yurawalawulaga
nguradhaga nhay nguradha
dhanjanwari.

Gay ngadi ngarandimayi
ngaramuramayi nhay nangamaymayi
nguradhayi.

Dhadjanwari Dharawal ngurayu dharan
dhurung Dharawal ngurayu

Nandawanjing

English Translation:

Hello, my name is Hamani. I am a proud
Wiradjuri, Gooreng Gooreng and
Tongan man.

I live on Dharawal Country.

Dharawal people know that you are all
here today.

Dharawal people camped here in this
place long ago.

Please stop and listen, see the way of
this Dreaming place.

Long ago Dharawal Country. Always
Dharawal Country

See you next time.

As a young person living and working in the Camden LGA, and as a member of the Camden Youth Council, the Youth Strategy is the step forward in working and collaborating with the Young People in the LGA. The action that will come out of the Youth Strategy will encourage and inspire emerging young leaders in our community and amplify the voices of those young people who come from all walks of life. So far, we had done so much for young people in this area regarding, mental health, music and entertainment, creative arts, literacy arts, and it is only the tip of the iceberg. As a young person, I am excited to see what action the strategy will bring and for the future of youth programs and policy in Camden.

HAMANI TANGINO (CAMDEN YOUTH COUNCIL MEMBER)



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1

EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

Community consultation is essential in enabling local governments to understand the needs of the community they serve. This ensures resources are managed effectively to best support the development of communities.

The Camden Youth Consultation conducted in 2020 saw almost 1,500 young people inform Council how they want us to support them and what issues matter to them. This information is invaluable, and we are privileged to have had such a large number of young people take the time to support the development of this strategy.

As a result, it is Council's responsibility to respond appropriately, ensuring these voices are reflected in our actions. This consultation saw the emergence of five strategic priorities:

- Youth Mental Health and Wellbeing;
- Youth Employment;
- Community Connections;
- Youth Voice and Empowerment; and
- Safety.

Council will commit to supporting these five focus areas, enacting all the strategic actions that are outlined at the end of each of the focus area sections of this report. Additionally, Council will commit to the re-direction of the annual youth budget to directly support these five strategic priorities.

Annual reviews of how we are supporting these five focus areas and the relevant strategic actions will be completed, reflecting on how Council is supporting the needs of local young people.

THE CAMDEN YOUTH
CONSULTATION CONDUCTED IN
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STRATEGY.



2

AN INTRODUCTION TO
CAMDEN'S YOUNG PEOPLE

2. AN INTRODUCTION TO CAMDEN'S YOUNG PEOPLE

Camden Council is here to serve our young people, reflect their interests, support their development, and nurture their future aspirations. We want to ensure that young people living across our local government area, are fully supported to connect, thrive, and grow in their neighbourhood, and embrace their role as an important part of our local community culture and the future of Camden.

Camden local government area (LGA) is one of the fastest growing LGAs in Australia with exponential growth being experienced across the region. To accommodate this growth Camden Council needs a Youth Strategy to support local young people and to drive improvement in the delivery of services to Camden's young people. The strategy, informed by Camden's young people will guide Council's support of our local young people; to celebrate with them to ensure they are mentally, physically, and socially connected; and to foster a strong sense of belonging to Camden.

Young people aged 12 to 24 years make up 17.5% (Census 2016) of the total Camden population. Camden is one of the fastest growing LGAs in Australia, with a rapidly changing demographic profile. As a part of the Western Parkland City, Camden's growth is intrinsically linked to the dynamic Western Sydney region, which is experiencing unprecedented infrastructure development, including the delivery of Sydney's second international airport, resulting in many families moving to the area. This increase in population growth has resulted in an increase in local young people.

The percentage of people in the primary school and high school age groups were higher than that of the Greater Sydney region. Forecast ID figures show an estimated 2021 population of the Camden Local Government Area to be 115,499 that is forecast to grow to 243,542 by 2041.

This higher percentage of primary and secondary school aged residents, along with the increasing population, demonstrates a clear current and future demand for a strategic focus placed on the youth services within the Camden LGA.

YOUNG PEOPLE AGED 12 TO 24 YEARS MAKE UP 17.5% (CENSUS 2016) OF THE TOTAL CAMDEN POPULATION.

**MEET COOPER...**

Cooper is a 14-year-old boy who lives with his dad in Spring Farm. Cooper enjoys hanging out with his friends and plays soccer for the local team. Cooper has a fantastic relationship with his dad, but his mother and two siblings live interstate so he doesn't get to see them often. Lately Cooper has been getting into trouble at school and has been getting into fights. Cooper has been seeing the school counsellor who has referred Cooper to some local youth services for additional support and mentorship. Cooper most enjoys woodwork and PE at school but is also very good at Science.

MEET JAZ...

Jaz identifies as non-binary and lives with their mum and older sister in Gregory Hills. Jaz's mum migrated from Vietnam in the late 1980s. Jaz is 21 years old and aspires to become a teacher but is worried that they could be discriminated against for their gender identity and multicultural background. Jaz is under-employed working casually at a local coffee shop 2-3 days per week. The COVID-19 pandemic has resulted in Jaz receiving even less shifts than normal and they fear the coffee shop could continue to reduce their shifts.

MEET NAHIA...

Nahia lives in Oran Park with her family who migrated from India before she was born. Both her parents work outside of the LGA, they have a large family living across Sydney who they enjoy time with. Nahia is in year 11 and doing well at school, she is very close with her Aunt who teaches her to cook traditional dishes for the family. They are finding that COVID-19 times are challenging as contact with extended family is limited. Nahia doesn't know what she wants to do after leaving school but feels pressured by her parents to go to university.

MEET JADE...

Jade is a 15-year-old girl who lives with her parents and two siblings in Narellan Vale. Jade has been visiting Julia Reserve Youth Centre and has disclosed to a staff member that she feels pressured by her boyfriend who is in the year above her at school. Jade is a very popular girl but has told staff that she is exhausted from trying to upkeep her social media profile. Jade plays netball for a local team and aspires to go to the Olympics for skateboarding.

Please note that these are not based on real people but rather a demographical analysis of Camden.



Attachment 1

ORD06



3. COUNCIL'S ROLE IN COMMUNITY DEVELOPMENT

Local Government plays a very important role in the growth and development of communities. Camden Council pride ourselves in being able to work with our community to ensure our residents are supported and those most vulnerable are not left behind. While Council is a very important piece of the community development model, we cannot be solely responsible for this and must work with local services, other levels

of government, educational institutions, local industry and our residents to build a connected and functioning community.

In order to successfully support the young people of our community this strategy will focus on five community development principles that Camden Council is best placed to support:

ACCESS AND INCLUSION

A major way that Camden Council can support our community in its development is ensuring access and inclusion for all residents. Ensuring our youth spaces, programs and activities are inclusive and have equal access for all local young people will allow us to help create a connected and supported community.

ADVOCACY AND LEADERSHIP

As the level of government that engages most with communities, Local Governments' are well placed to engage other levels of government and funding bodies to advocate for the needs of their communities. It is also Local Governments' responsibility to work with local sectors in a leadership capacity, to ensure our communities have the support structures they require.

CAPACITY BUILDING

Capacity building of local organisations and local industry is a critical part of Local Governments responsibility when developing communities. By building the capacity of local sectors we can create a greater reach of supports for our residents ensuring services are able to operate to their full potential.

PARTNERSHIP AND COLLABORATION

It is important to recognise that Local Government cannot be solely responsible for community development. Therefore, a major element of Councils responsibility is to collaborate and partner with other organisations and other levels of government to ensure appropriate services are provided to the community.

COMMUNITY CONSULTATION

Local Government is very well placed to consult with communities. By having the capacity to engage at a grass roots level with communities it is Local Governments responsibility to consult with residents and ensure people can have their voices heard in relation to matters that affect them.



4

COMMUNITY ENGAGEMENT – WHAT
INFORMED THIS STRATEGY?

4. COMMUNITY ENGAGEMENT - WHAT INFORMED THIS STRATEGY?

Camden Council's Community Planning and Development Team developed a consultation to ensure local young people had the opportunity to have input into the development of the Camden Youth Strategy.

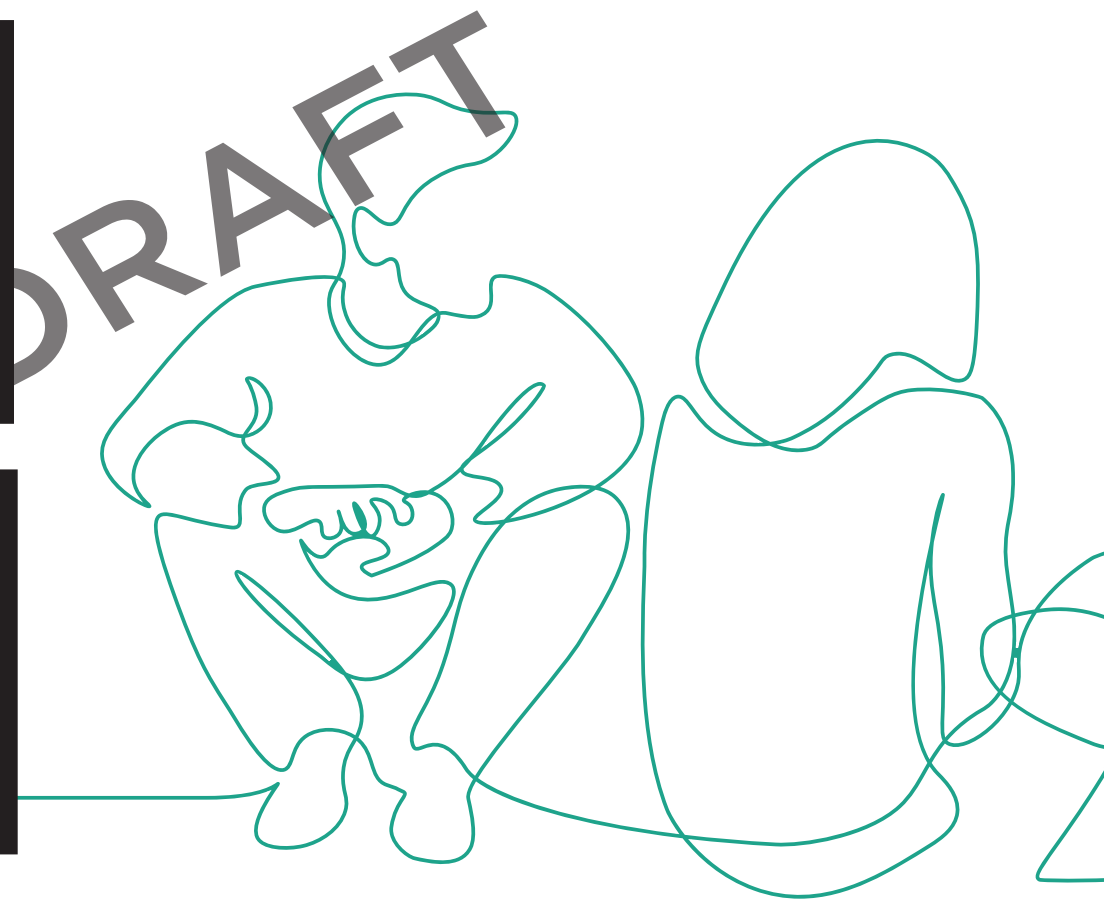
Two surveys were conducted to develop our understanding of the issues impacting Camden's young people and to develop an understanding of what matters to them.

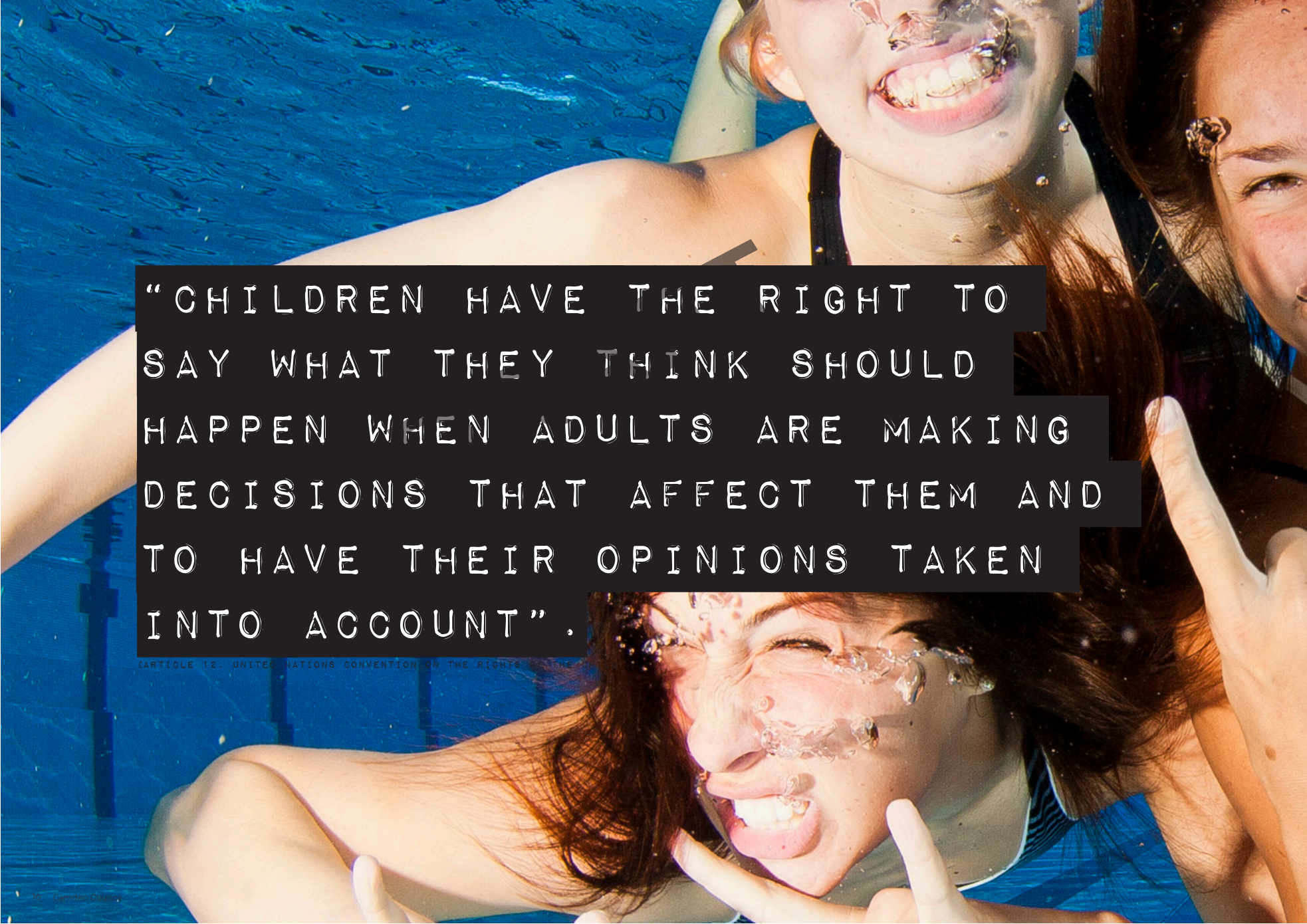
SURVEY 1:

- The first survey sought to gain an understanding of what was important to local young people, allowing us to develop the five strategic priorities that entrench this strategy.
- This survey consisted of 24 questions that ranged from a mixture of qualitative, quantitative, and demographic questions.
- There was a total of 1,021 total responses to this survey.

SURVEY 2:

- The second survey analysed this information further and ultimately became the focus of the Camden Youth Strategy and the subsequent actions.
- This survey consisted of 20 questions containing a further mixture of qualitative, quantitative and demographical questions.
- A total of 467 local young people completed this second survey.





"CHILDREN HAVE THE RIGHT TO SAY WHAT THEY THINK SHOULD HAPPEN WHEN ADULTS ARE MAKING DECISIONS THAT AFFECT THEM AND TO HAVE THEIR OPINIONS TAKEN INTO ACCOUNT".

ARTICLE 12. UNITED NATIONS CONVENTION ON THE RIGHTS OF THE CHILD



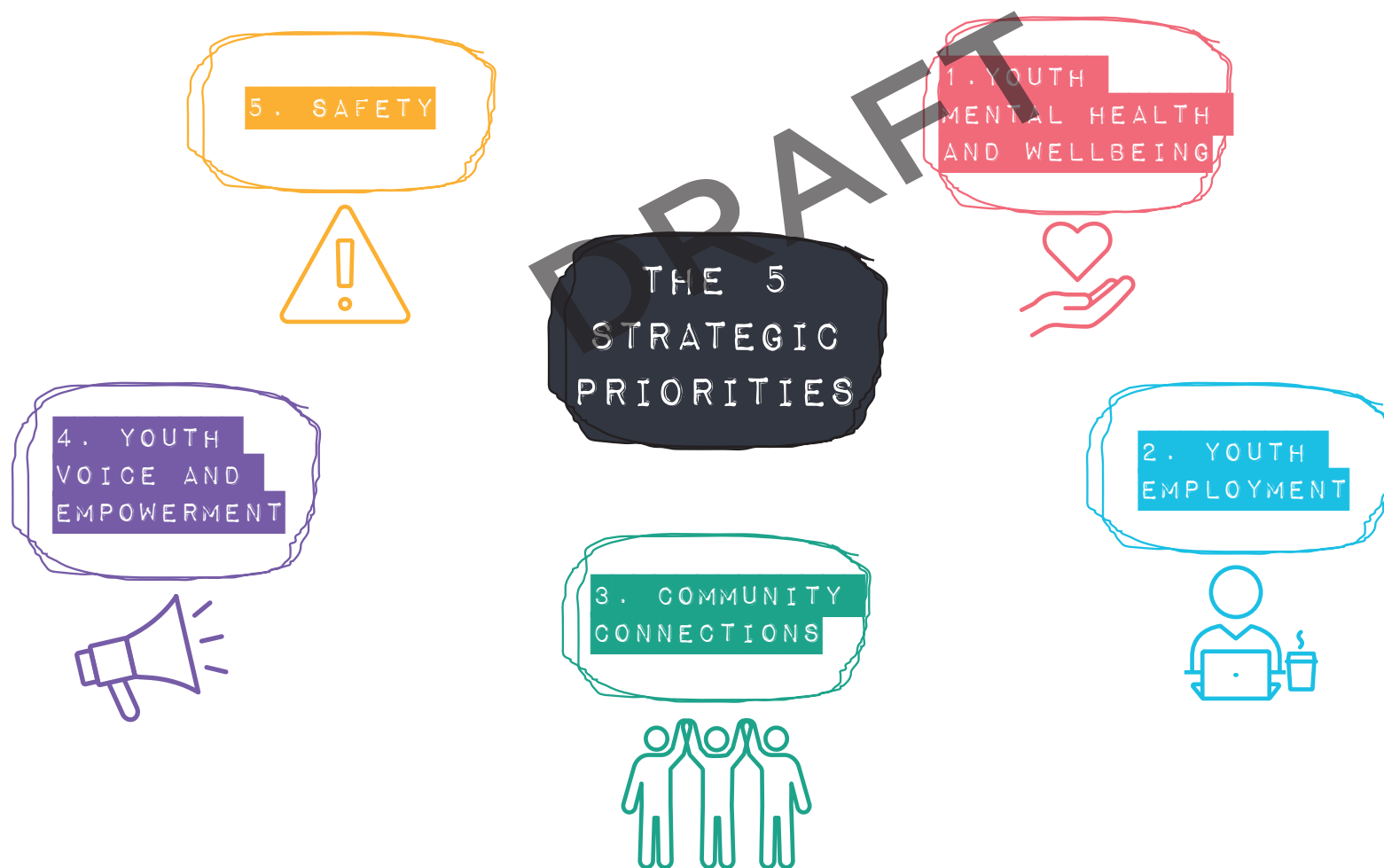
CAMDEN YOUTH NETWORK FOCUS GROUP SESSION:

- From the results of these surveys a focus group session was delivered with the Camden Youth Network to gain input from the local youth sector.
- A total of 23 people from local schools, youth services and government agencies attended and contributed to this consultation.
- This consultation aimed to develop strategies and actions that could support the needs of local young people based on the results of the two surveys.



5. THE 5 STRATEGIC PRIORITIES

Overall, this consultation saw almost 1,500 responses from local young people, ensuring a significant proportion of the local youth population had their say in the development of the strategic priorities and the subsequent actions.



1. YOUTH MENTAL HEALTH AND WELLBEING



In the first survey 53% of young people identified mental health and wellbeing as the most important focus area affecting them and other young people within the LGA.

Another question from this survey analysed young people's support systems. We found that 82.82 % of young people turn to their friends when in need of support. Young people also

indicated that they were likely to talk to their parents, siblings/ cousins or teachers when in need of support. Concerningly, 9.8% indicated that they talk to "nobody" when in need of support, suggesting a need for more awareness and training around youth mental health and the support services that are available.

"WHAT DO YOU BELIEVE CAMDEN COUNCIL COULD DO TO SUPPORT YOUNG PEOPLE IN RELATION TO THE FOCUS AREA?"

THREE THEMES WERE IDENTIFIED

1. THE NEED FOR MORE YOUTH MENTAL HEALTH SERVICES

"More media/marketing to raise awareness about the stigma around mental health and to show that services are available to anyone in need. Camden Council could also encourage schools and have programs at youth centres to be more open about the issues of mental health and the importance of self-care." (15-17 years, Female)

2. THE NEED FOR MORE AWARENESS AND EDUCATION ABOUT THE SERVICES THAT ARE AVAILABLE

"I feel like there needs to be more mental health services in the Camden area. There are some mental health areas, but I believe there should be more since mental health is very important to our wellbeing and others, we need to help each other out and prevent things such as suicide and self-harm. I feel like not everyone feels comfortable talking and I think there needs to be that bit of encouragement and help out there that will support others and give them the chance to speak out" (11-14 years, Female)

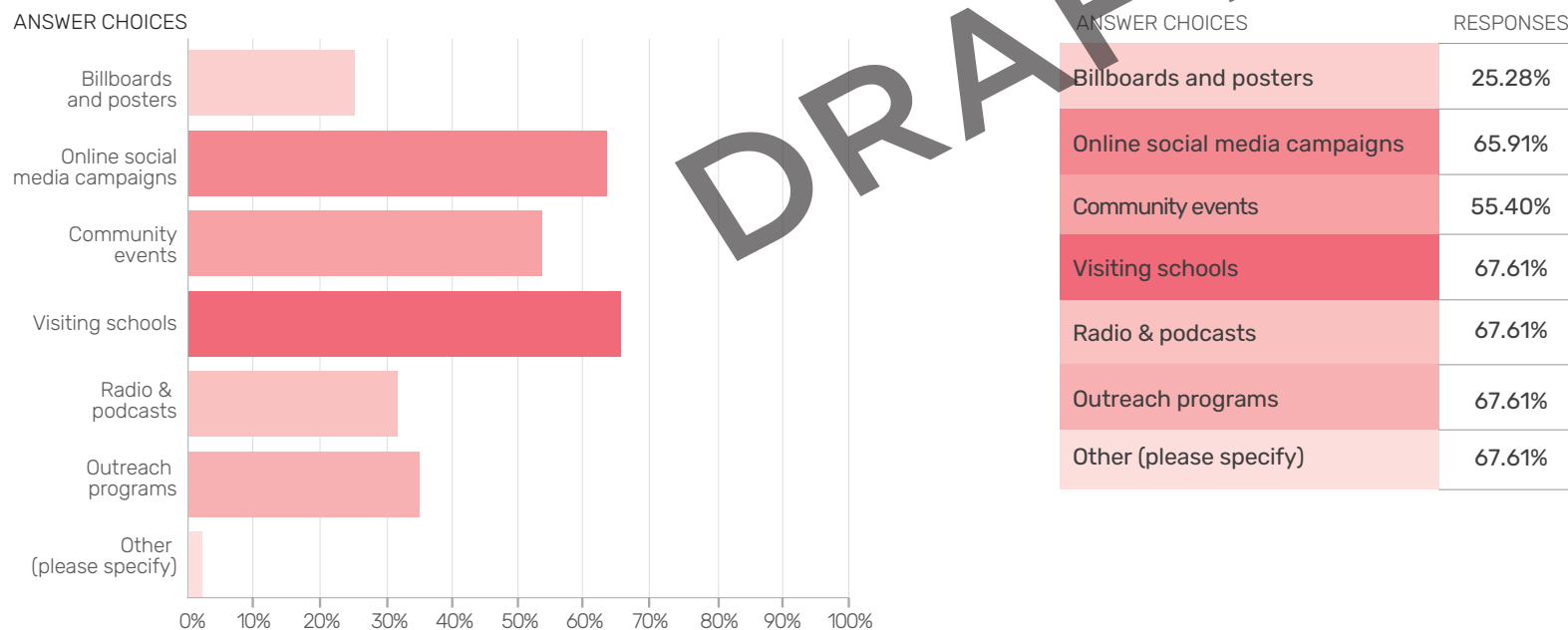
3. THE NEED TO IMPLEMENT PROGRAMS, EVENTS AND GROUP-BASED ACTIVITIES THAT TARGET YOUTH MENTAL HEALTH AND WELLBEING.

"Provide more ways to let people feel comfortable talking about how they feel or what they are going through. This could include things like group activities that could aim for better health, physically, emotionally, or mentally such as yoga which relieves stress. Organised group walks for young people through the park would give an opportunity for socialisation and a sense of community." (11-14 years, Female)

A deeper analysis of the Mental Health and Wellbeing strategic priority was conducted through the second survey:

YOUNG PEOPLE IDENTIFIED THAT THEY WOULD LIKE TO SEE LOCAL YOUTH SERVICES THAT ARE "FREE OR LOW COST", THAT THEY ARE "EASILY ACCESSIBLE" AND THAT THEY ARE DELIVERED IN "YOUTH FRIENDLY SPACES".

Q5 IN THE FIRST YOUTH SURVEY YOUNG PEOPLE SAID THAT MORE AWARENESS ABOUT YOUTH MENTAL HEALTH SERVICES IS NEEDED. WHAT DO YOU THINK IS THE BEST WAY TO DO THIS?



"WHAT TYPE OF MENTAL HEALTH PROGRAMS, EVENTS OR GROUP-BASED ACTIVITIES WOULD YOU LIKE TO SEE IMPLEMENTED WITHIN THE CAMDEN LGA?"

ALTERNATIVE
THERAPY SUPPORT
GROUPS

"I would like to see more creative therapy like art therapy. Personally, art and using my creative abilities always calms me" (Female, 15-17)

LARGE COMMUNITY
EVENTS THAT RAISE
AWARENESS FOR
MENTAL HEALTH

"I think Oran Park skatepark is the perfect opportunity for conversations around mental health. Skating and skate culture is prominent for young people and would be the easiest avenue to market" (Female 18-21)

PROGRAMS WITHIN
SCHOOLS

"Support services, awareness days, people coming into schools to talk about their struggles" (Male, 15-17)

SPECIFIC SUPPORT
GROUPS FOR
MARGINALISED
YOUNG PEOPLE

"A safe space for LGBT+ youths to talk about what they're struggling with without the fear of being made fun of or being outed" (11-14 years)



YOUTH MENTAL HEALTH & WELLBEING ACTIONS TABLE

	STRATEGIC ACTION	LINK TO CONSULTATION	PERFORMANCE INDICATORS	IMPLEMENTATION TIMELINE	LEAD ORGANISATIONS
1.1	Delivery of soft entry events and programs that raise awareness for youth mental health and wellbeing	Young people indicated the need for more events, programs and group-based activities that target and/or help raise awareness for mental health.	Delivery of at least 4 annual events that raise awareness for youth mental health and wellbeing. Examples of these events include youth music events, skate events, art workshops, etc.	Ongoing	Camden Council and identified project partners
1.2	Advocacy for more youth mental health services within LGA	Young people indicated the need for more youth mental health supports within the area.	Additional funding secured from either state or federal governments to support youth mental health services within the Camden LGA.	2026	Camden Council
1.3	Providing free and low-cost spaces for youth mental health services to outreach in the Camden LGA	Young people indicated the need for more youth mental health services within the area. By providing spaces for services to outreach at low-no cost, we provide opportunities for this to take place.	Maintain or increase in the number of services who provide outreach support to young people in the Camden LGA.	Ongoing	Camden Council
1.4	Delivery of subsidised youth mental health training for young people, teachers or other people who directly support or are in regular contact with young people.	Young people indicated that they reach out to their friends, parents, and teachers when in need of support. Providing this training will ensure that more people within our community have the capacity to appropriately respond when young people need support.	Delivery of at least one free or subsidised youth mental health training session for young people, teachers and other members of the community who support young people (for example, sports coaches and parents)	Ongoing	Camden Council and identified project partners
1.5	Appropriate advertisement of youth mental health services through Council websites and social media platforms.	Young people indicated the need for more awareness about the mental health service available to them.	Up-to-date records kept on all Council websites and bi-monthly social media posts on Councils' social media platforms.	Ongoing	Camden Council and identified project partners
1.6	Delivery of Schools-Service Expos to raise awareness of services available	Young people indicated the need for more awareness of the services available to them and that they would like awareness programs to take place within schools.	Delivery of at least two annual School-Service Expos within local high schools	Ongoing	Camden Youth Network

2. YOUTH EMPLOYMENT



12.8% of young people said Youth Employment is the most important focus area affecting them and their peers. This consultation found five subcategories of youth employment and Council will commit to supporting these through this strategy.

THE 5 YOUTH EMPLOYMENT SUBCATEGORIES:

EMPLOYMENT
OPPORTUNITIES

EMPLOYMENT
PROGRAMS
& EVENTS

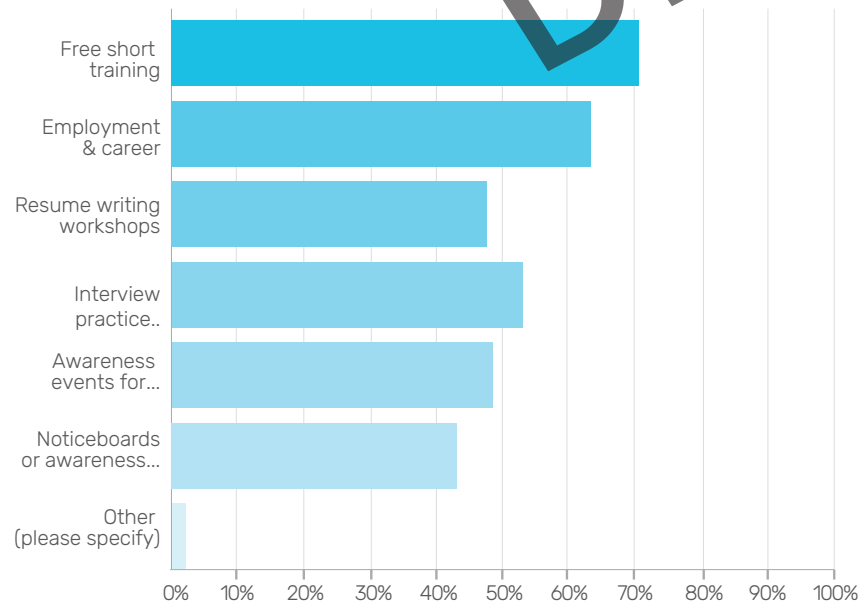
TRAINING

ADVERTISEMENT
AND AWARENESS

YOUTH EMPLOYMENT
SUPPORT SERVICES

Q7 WHAT TYPE OF PROGRAMS WOULD YOU LIKE TO SEE SURROUNDING YOUTH EMPLOYMENT?

ANSWER CHOICES



ANSWER CHOICES

RESPONSES

Free short training course	70.64%
Employment & career workshops	63.91%
Resume writing workshops	47.71%
Interview practice sessions	53.21%
Awareness events for the service that can support you to find a job	48.62%
Notice boards or awareness campaigns for employment opportunities	43.12%
Other (please specify)	2.45%

YOUTH EMPLOYMENT ACTIONS TABLE

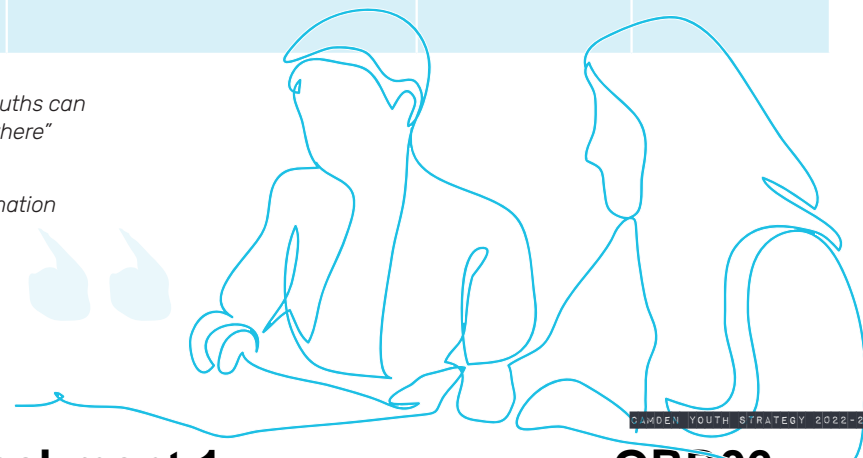
	STRATEGIC ACTION	LINK TO CONSULTATION	PERFORMANCE INDICATORS	IMPLEMENTATION TIMELINE	LEAD ORGANISATIONS
2.1	Advertisement of local employment opportunities and services through a centralised hub.	A common theme identified throughout the consultation was the need for more awareness and advertisement of employment opportunities that are available for young people.	Development of a platform that allows young people to learn about local employment opportunities and the support services available to them.	Ongoing	Camden Council and identified project partners
2.2	Delivery of free or subsidised skills courses each year.	Young people indicated the need for more training, specifically to help them in gaining entry level employment.	Delivery of at least two, free or subsidised course for local young people per calendar year.	Ongoing	Camden Council
2.3	Work with local industry to develop pathways and opportunities for young people to enter the workforce.	A common theme throughout the youth employment focus area was the creation of employment opportunities. By working with local industry to develop employment pathways for young people we will allow young people the best opportunity to gain local employment.	Development of a pathway program that enables young people to have increased access to local employment opportunities.	2026	Camden Council and identified project partners
2.4	Development of a localised careers expo.	Two common themes relating to the focus area of youth employment were awareness and advertisement and Employment Programs and events. The development of a localised careers expo supports both.	Development and delivery of an annual careers expo for young people.	2023, Ongoing	Camden Council (Economic Development and Activation)
2.5	Continuation of Camden Council's Traineeship program.	This specifically relates to employment opportunities. By continuing this program and guaranteeing a commitment to this Camden Council will provide employment opportunities for young people.	Annual review and continued commitment to the Camden Council Traineeship Program.	Ongoing	Camden Council (Human Resources)

"Free short courses, more frequent RSA RCG courses, anything to help youth get into the work force, opportunities to network with employers who can give the youth that further opportunity" (Female, 18-21)

"Sessions on how to write resumes and cover letters, or ways to present yourself in interviews" (Female, 18-21 years)

"Having a specific place where Youths can see what jobs are available and where" (Male, 15-17)

"Host more frequent career information events" (Male, aged 18-21)



3. COMMUNITY CONNECTIONS



Throughout this consultation young people articulated that they wanted “more youth group activities to introduce us to people in our age group” (Female, 11-14 years), and to feel a stronger sense of community, amongst their peers. 11.79% of these young people identified this as the most important issue to them. The results of this consultation indicate young people would like Council and relevant agencies to support this in the following three ways:

- Increased Programs, Events and Activities;
- Creating Inclusive Communities; and
- Supporting Environmental Sustainability.

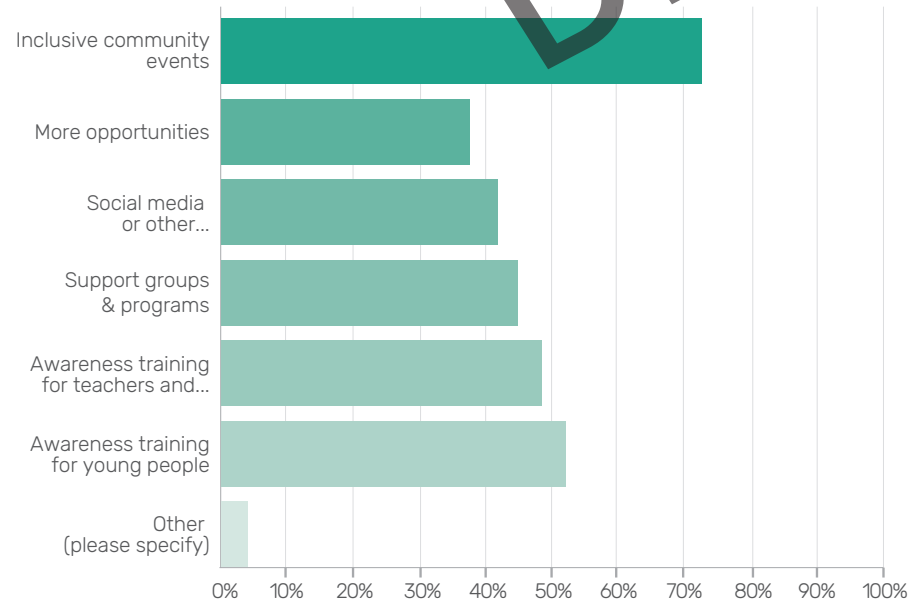
“Offer more opportunities for youth to come together in a safe and friendly environment”
(Male, 11-14 years)

“Hold awareness and interactive activities and days, educating young people on multiculturalism and the variety of cultures in Australia” (Male, 15-17)

“The Council to support the environment through free planting programs, native flora and fauna awareness and encouraging teens to be connected with their environment”
(Female, 15-17 years)

Q9 IN WHAT WAYS DO YOU THINK CAMDEN COULD BE INCLUSIVE?

ANSWER CHOICES



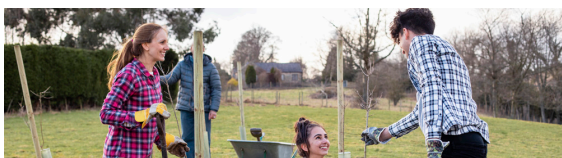
ANSWER CHOICES

RESPONSES

Inclusive community events eg. multicultural festival or wear it purple day event	72.76%
More opportunities for people to tell their stories in a public forum	38.78%
Social media or other awareness raising campaigns	41.99%
Support groups & programs	45.19%
Awareness training for teachers and youth workers	49.36%
Awareness training for young people	53.21%
Other (please specify)	4.81%

COMMUNITY CONNECTIONS ACTIONS TABLE

	STRATEGIC ACTION	LINK TO CONSULTATION	PERFORMANCE INDICATORS	IMPLEMENTATION TIMELINE	LEAD ORGANISATIONS
3.1	Delivery of inclusive training or awareness event.	This was developed from the subcategory of creating an inclusive community. Delivering training or hosting events that raise awareness for inclusion will reduce stereotypes and enable Camden to grow as an inclusive community.	Delivery of at least two awareness events or inclusive trainings each year.	Ongoing	Camden Council and identified project partners
3.2	Julia Reserve Youth Centre as a member of ACON's "Welcome Here Project".	This action has been developed to help in the creation of inclusive communities. By joining this project, we commit to ensuring that Julia Reserve Youth Precinct is an inclusive place for the LGBTQIA+ community.	Continued membership of project.	Ongoing	Camden Council
3.3	Annual skate events being delivered at Julia Reserve Youth Precinct.	This is related specifically to the theme of young people wanting more youth events, programs, and activities.	Delivery of at least two skate events per calendar year.	Ongoing	Camden Council
3.4	Development of an annual comprehensive Youth Week program.	This is related specifically to the theme of young people wanting more youth events, programs, and activities.	Delivery of an annual youth week program with at least 10 activities for young people to participate in.	Ongoing	Camden Council and identified project partners
3.5	Ensuring young people can voice their opinions around local sustainability practices.	This relates to the subcategory "environmental sustainability". By involving young people in decision making around environmental sustainability we empower them to make long term environmentally sustainable choices and create a more connected community.	Young people are aware of local sustainability programs and opportunities and have the opportunity to be involved in relevant community consultations and programs related to this.	Ongoing	Camden Council (Community Planning and Development, Environment and Health)
3.6	Development of a Julia Reserve website.	The development of this website will ensure young people have a centralised online tool to discover and learn about the events, programs and activities that are available within the Julia Reserve Youth Precinct.	Development and continued support for a website that provides up-to-date information about Julia Reserve Youth Precinct and the relevant programs that will help young people connect with each other.	2023	Camden Council



4. YOUTH VOICE AND EMPOWERMENT



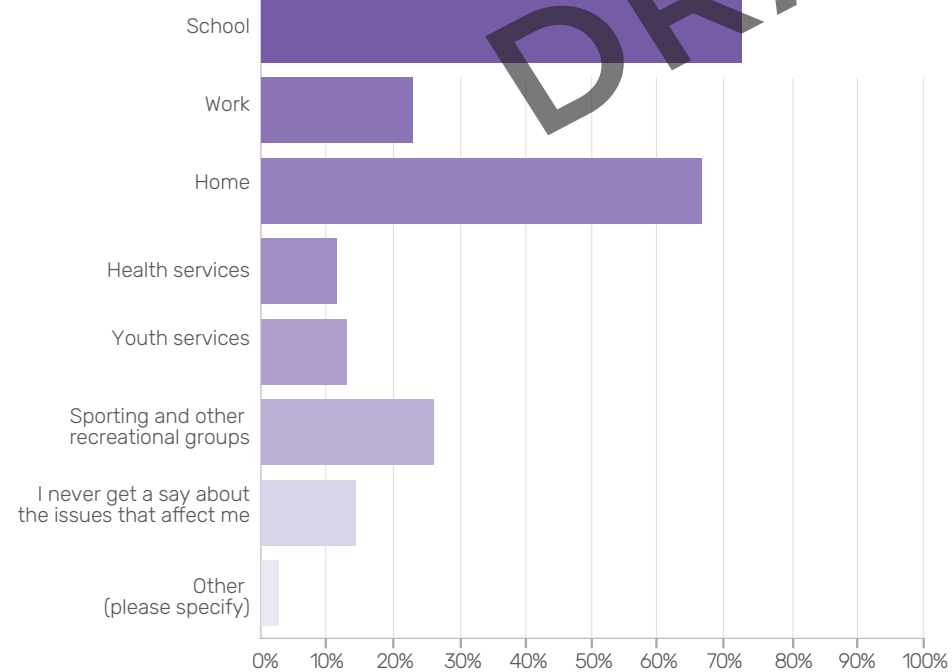
When asked in the first survey "In what environments do you get a say about the issues that affect you?" more than 15% of young people responded that "they never get a say about the issues affecting them". When this was explored further in the second part of this consultation young people identified that surveys, creative workshops, online forums and suggestion boards/boxes are the most common way young people would like to have their voices heard.

"Listen to young people because sometimes we actually have great ideas on how to improve the Camden area" (Female, 11-14 years)

"Get their opinions by doing surveys and workshops" (Female, aged 22-24)

Q15 IN WHICH OF THE FOLLOWING ENVIRONMENTS DO YOU GET A SAY ABOUT THE ISSUES THAT AFFECT YOU? (PLEASE SELECT ALL THAT ARE RELEVANT TO YOU)

ANSWER CHOICES



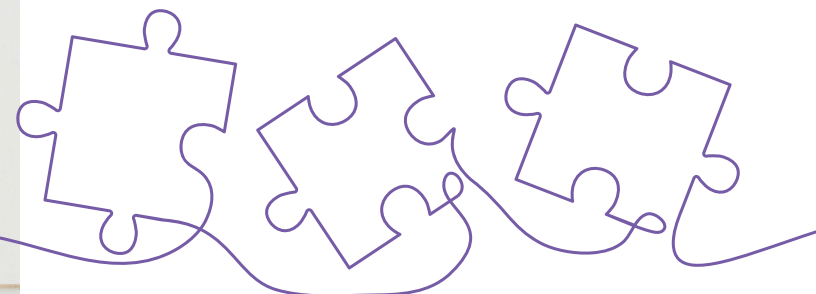
ANSWER CHOICES

RESPONSES

School	58.83%
Work	22.42%
Home	66.52%
Health services	10.92%
Youth services	12.95%
Sporting and other recreational groups	26.93%
I never get a say about the issues that affect me	15.43%
Other (please specify)	2.04%

YOUTH VOICE & EMPOWERMENT ACTIONS TABLE

	STRATEGIC ACTION	LINK TO CONSULTATION	PERFORMANCE INDICATORS	IMPLEMENTATION TIMELINE	LEAD ORGANISATIONS
4.1	An integration of surveys and outcome measurement across all of Council's Youth Programs.	Young people indicated that they would like to have their voices heard through surveys. By developing surveys for our youth programs, we can use these to support focus area four, youth voice and empowerment whilst also allowing for continuous improvement in our programs.	Development of relevant surveys and other youth engagement tools that will allow us measure outcomes and have youth voice embedded in all of our youth programs delivered by Camden Council. Ongoing review of these.	2024	Camden Council
4.2	Delivery of training on how to integrate youth voice and empowerment into organisations.	This relates to the section of the consultation that found many young people felt that they didn't get a say in issues that affect them.	Training session, delivered through Camden Youth Network or other means.	2023	Camden Council and identified project partners
4.3	The continuation of Camden Youth Council.	The continuation of the Camden Youth Council ensures Council leads by example when ensuring youth voice and empowerment is embedded within our community.	Monthly meetings with the Camden Youth Council who work on an advisory and project delivery capacity for Council's youth programs.	Ongoing	Camden Council
4.4	Advocacy for qualitative research that allows local young people to have their voices heard regarding important matters.	As a part of the Camden Youth Network focus group session the need for qualitative research with young people to increase youth voice was raised.	Increased number of meaningful qualitative research opportunities for local young people to participate in.	2026	Camden Council and identified project partners



5. SAFETY



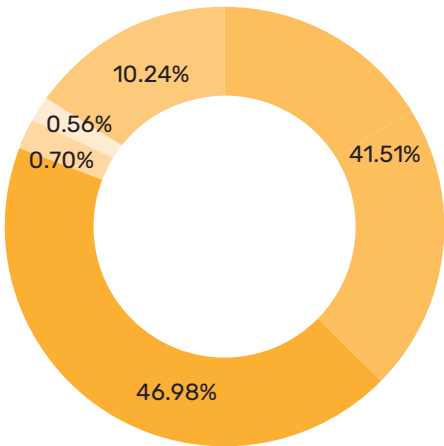
The fifth strategic priority that this strategy will commit to is “Safety”. While the majority of young people identified that they felt safe within the Camden LGA, this is something Camden Council want to keep as a priority and continue to improve on. This also aligns with strategy 5.1.1 of the Camden Community Strategic Plan to “Foster strong, cohesive, healthy and safe communities”

Safety includes all forms of safety from providing safe places, to ensuring that young people are educated to be safe online or to make safe decisions all the way through to ensuring that services and adult support systems in their lives have the training and opportunity to be as child safe as possible, thinking through a child protection lens.

“Provide safe places where people can feel comfortable and open” (Female, 15-17 years)

“Providing information resources for youth in school, known safe places for people to go” (Female, 18-21)

Q12 I FEEL SAFE WITHIN THE CAMDEN LGA?



ANSWER CHOICES	RESPONSES
Strongly agree	46.98%
Agree	41.51%
Neither agree nor disagree	10.24%
Disagree	0.70%
Strongly disagree	0.56%



SAFETY ACTIONS TABLE

	STRATEGIC ACTION	LINK TO CONSULTATION	PERFORMANCE INDICATORS	IMPLEMENTATION TIMELINE	LEAD ORGANISATIONS
5.1	Development and implementation of a Child Safe Framework for Council.	By developing this framework Council will lead by example in creating safe communities for our children and young people.	Implementation of a Council wide Child Safe Framework, including annual reviews.	2024	Camden Council (multiple departments)
5.2	Implementation of a Youth Safety Forum (involving local young people).	This relates to both focus area four, youth voice and empowerment and focus area five, safety.	Annual Youth Safety Forum being delivered with Police, Council's Community and Safety Officer and other relevant parties. Young people given the opportunity to raise concerns.	Ongoing	Camden Council and identified project partners
5.3	Domestic Violence Escape kits being available at Julia Reserve Youth Precinct. Provide access to resources such as escape bags and hygiene products.	This provides a safe space for young people in the area who need appropriate resources to escape from unsafe environments.	Monthly audits by staff to ensure these are available and in good condition.	Ongoing	Camden Council and identified project partners
5.4	Child Safety Training being delivered for all who work or volunteer at Julia Reserve Youth Precinct.	This provides a safe space for the young people of the area ensuring they have access to appropriately trained staff and volunteers.	100% of staff and volunteers who work at Julia Reserve Youth Precinct receive this training.	Ongoing	Camden Council and identified project partners







RESPONSES FROM LOCAL YOUNG PEOPLE,

CAMDEN YOUTH STRATEGY 2022-2026 33



HOW THE CAMDEN YOUTH STRATEGY
WILL SUPPORT THE CAMDEN
COMMUNITY STRATEGIC PLAN

6. HOW THE CAMDEN YOUTH STRATEGY WILL SUPPORT THE CAMDEN COMMUNITY STRATEGIC PLAN

The Camden Community Strategic Plan (CSP) outlines the Camden community's long-term vision and goals. It sets the key directions for the whole local government area and aims to improve the quality of life for all residents. The Camden Youth Strategy will contribute to achieving the community's broad vision by focusing on what can be done for young people aged between 12 and 24 years. Detailed in the table below are the key directions, objectives/strategies and the principal activities of the Camden Community Strategic Plan that the Youth Strategy will support.

KEY DIRECTION	OBJECTIVES/STRATEGIES	2022-2026 Delivery Program Principal Activities
Welcoming – Embrace our vibrant and diverse community	W1.1 Support initiatives that build and foster community cohesion W1.2 Celebrate creativity and grow diversity W1.3 Promote and facilitate equitable access to services, facilities, and community initiatives W3.3 Address community needs through provision of services and facilities targeting specific user groups	W1.1.1 – Implement strategies that support community inclusion for all community groups W1.2.2.1 – Develop and deliver an annual program of community initiatives that celebrate diversity W1.3.3.2 – Negotiate licence agreements for Julia Reserve, Wanneroo Offices, and other community spaces W3.3.1.1 – Establish and facilitate interagency networks to identify and address community needs
Liveable – Strong and integrated links between our people and our services	LB2.2 Enhance town centres and public spaces	LB2.2.2 – Develop and deliver a public art strategy and support public art activities
Prosperous – Advanced local economic opportunities and job creation	P2.1 Strengthen education, training, and career pathways	P2.1.1 – Partner with stakeholders to advocate for or develop education and training programs that support business and industry needs P2.1.2 – Provide opportunities to accelerate youth employment in the Camden LGA
Balanced – Providing sustainable and responsible solutions that enhance our heritage	B1.4 Facilitate community education and citizen science programs to foster appreciation and understanding of the natural environment	B1.4.1 – Deliver community education programs on environmental protection and care
Leading – A successful advocate for our people and places	L1.1 Advocate to realise our vision for Camden's future L2.2 Council builds opportunities for continuous improvement through service delivery that reflects need	L1.1.1 – Be an effective advocate for the Camden community's needs L2.2.2 – Implement innovative initiatives to further embed a culture of continuous improvement across Council L2.2.3 – Conduct service reviews to increase efficiency and effectiveness of service, creating best value for our customers



7

HOW THE CAMDEN YOUTH STRATEGY WILL
SUPPORT THE NSW STRATEGIC PLAN FOR
CHILDREN AND YOUNG PEOPLE

7. HOW THE CAMDEN YOUTH STRATEGY WILL SUPPORT THE NSW STRATEGIC PLAN FOR CHILDREN AND YOUNG PEOPLE

The NSW Strategic Plan for Children and Young People developed by the Office of the Advocate for Children and Young people and launched in April of 2022 highlights six commitments made by the NSW Government to the children and young people of NSW. Many of these objectives correlate with the findings of our localised consultation and strategic priorities that we have identified throughout this strategy document. The table below details these state-wide objectives and how this localised strategy supports these.

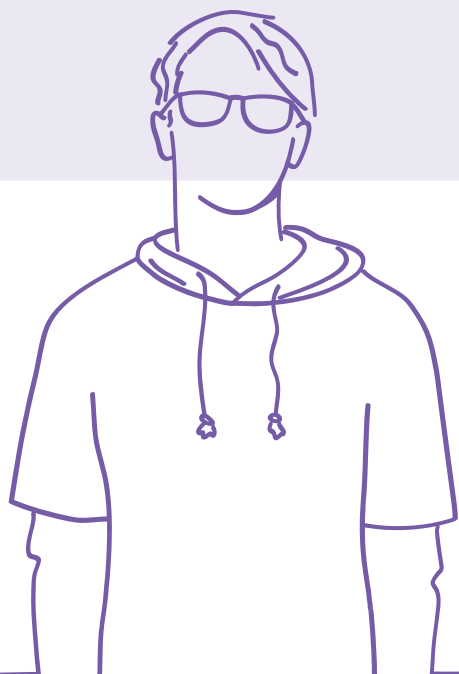
	NSW STRATEGIC PLAN FOR CHILDREN AND YOUNG PEOPLE 2022 PRIORITIES	LINK TO CAMDEN YOUTH STRATEGY PRIORITIES	CAMDEN YOUTH STRATEGY ACTIONS THAT WILL SUPPORT THESE STATE-WIDE PRIORITIES
1	Hope for the future – Children and young people's individual learning and interests are fostered through education, training and skills development which supports them to grow and prepares them for their future. They are supported to be independent, engage in society and to join the workforce.	Links directly to strategic priority two of the Camden Youth Strategy; Youth Employment	2.2: Delivery of Free or subsidised skills courses each year 2.3: Work with local industry to develop pathways and opportunities for young people to enter the workforce
2	Love, connection and safety – Children and young people feel safe, loved and nurtured. They can connect and build friendships with others. They feel that they belong to a wider community, social or cultural group. They are free from neglect, abuse and violence.	Links to multiple strategic priorities in the Camden Youth Strategy. In particular, strategic priorities 3 and 5; Community Connection and Safety.	3.1: Delivery of inclusive training or awareness event. 3.2: Julia Reserve Youth Centre as a member of ACON's "Welcome Here Project" 5.1: Development and implementation of a Child Safe Framework for Council 5.2: Implementation of a Youth Safety Forum (involving local young people)
3	Health and wellbeing – Children and young people's mental, physical and emotional health is nurtured and supported to enable them to flourish.	Links directly to strategic priority one of the Camden Youth Strategy; Youth Mental Health & Wellbeing.	1.2: Advocacy for more Youth Mental Health Services within LGA 1.3: Providing FREE and low-cost spaces for Youth mental health services to outreach in the Camden LGA 1.4: Delivery of subsidised youth mental health training for young people, teachers or other people who directly support or are in regular contact with young people.
4	A good standard of living – Children and young people are provided with the necessities they need to thrive. Children and young people do not live-in poverty and are provided with adequate services and resources to operate in society.	Whilst there isn't a strategic priority within the Camden Youth Strategy that links directly to this commitment, they all indirectly support this and will create a good standard of living for the young people of Camden.	1.6: Delivery of Schools-Service Expos to raise awareness of services available 2.2: Delivery of Free or subsidised skills courses each year 3.5: Ensuring young people can voice their opinions around local sustainability practices.



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THEY ARE PART OF A COMMUNITY
THAT SUPPORTS THEM TO BE PROUD
OF THEIR CULTURE, DIVERSITY AND
INDIVIDUAL IDENTITY.

	NSW STRATEGIC PLAN FOR CHILDREN AND YOUNG PEOPLE 2022 PRIORITIES	LINK TO CAMDEN YOUTH STRATEGY PRIORITIES	CAMDEN YOUTH STRATEGY ACTIONS THAT WILL SUPPORT THESE STATE-WIDE PRIORITIES
5	Environments for joy and fun – Children and young people have spaces and opportunities to engage in activities for recreation and leisure. These spaces are enjoyable, welcoming and safe.	Links to multiple strategic priorities in the Camden Youth Strategy. In particular, strategic priorities 3 and 5; Community Connection and Safety. This NSW Government commitment is also embodied in the development and strategic direction of the Julia Reserve Youth Precinct.	3.3: Annual Skate events being delivered at Julia Reserve Youth Precinct 3.4: Development of an annual comprehensive youth week program 5.4: Child Safety Training being delivered for all who work or volunteer at Julia Reserve Youth and Community Centre.
6	Respect and Acceptance – Children and young people feel respected, accepted and included in society. They are part of a community that supports them to be proud of their culture, diversity and individual identity. They are free from discrimination, racism and structural violence.	Links directly to strategic priority four of the Camden Youth Strategy: Youth Voice & Empowerment.	3.1: Delivery of inclusive training or awareness event. 3.5: Ensuring young people can voice their opinions around local sustainability practices 4.2: Delivery of Training on how to integrate youth voice & empowerment into organisations 4.4: Advocacy for qualitative research that allows local young people to have their voices heard regarding important matters 5.2: Implementation of a Youth Safety Forum (involving local young people)





OUR STRATEGY IN ACTION; THE JULIA
RESERVE YOUTH PRECINCT

8. OUR STRATEGY IN ACTION; THE JULIA RESERVE YOUTH PRECINCT

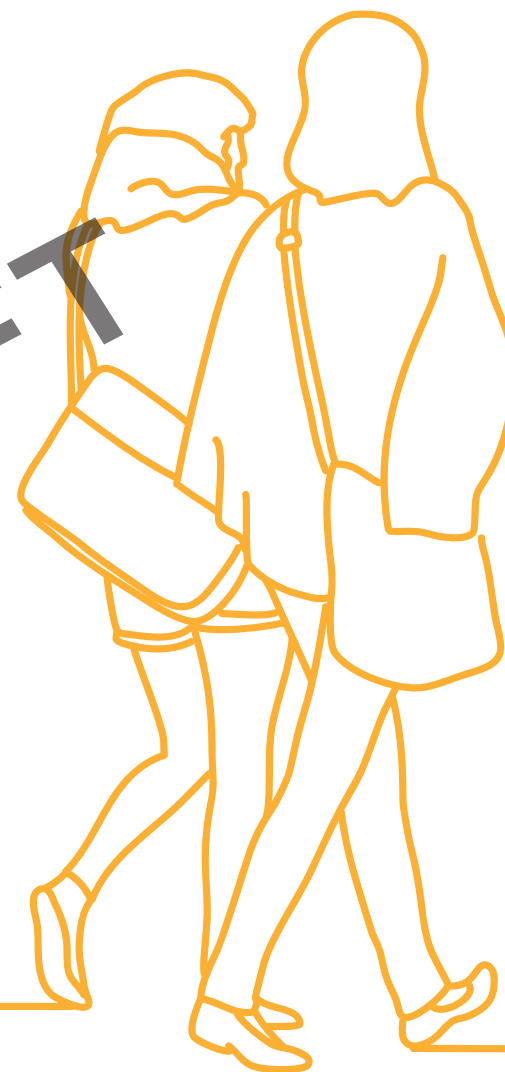
Julia Reserve Youth Precinct located in Oran Park is a purpose-built youth facility designed to support the young people of Camden. Located within the precinct is a state-of-the-art skate facility, basketball courts, parkour training area and a purpose-built youth centre.

Camden Council has adopted a co-location model of service delivery for the youth centre, providing youth services the opportunity to outreach from the facility creating a holistic support structure for young people. This directly supports strategic action 1.3 to "Provide free and low-cost spaces for Youth mental health services to outreach in the Camden LGA".

The youth centre also boasts a large auditorium space and activity rooms ensuring the centre has capacity to deliver a variety of recreational and cultural programs for the youth of Camden. Council intends to utilise these spaces as soft entry points to ensure young people are aware of the support systems that are available to them, whilst also giving them the opportunity to connect to their community as identified in the third strategic priority. Equally, this space will be used to support strategic action 1.1; "Delivery of soft entry events and programs that raise awareness for youth mental health and wellbeing", 2.4; "Development of a localised careers expo" and 5.2; "Implementation of a Youth Safety Forum".

Julia Reserve Youth Centre will be a safe, inclusive space for all young people, giving people aged 12 to 24 years the opportunity to have their voices heard, whilst empowering them to grow and develop. This facility and the subsequent operating model are a clear example of Camden Council's commitment to supporting young people through the strategic actions and priorities outlined within this strategy.

For more information about Julia Reserve or the support systems available within the facility please email JuliaReserve@camden.nsw.gov.au



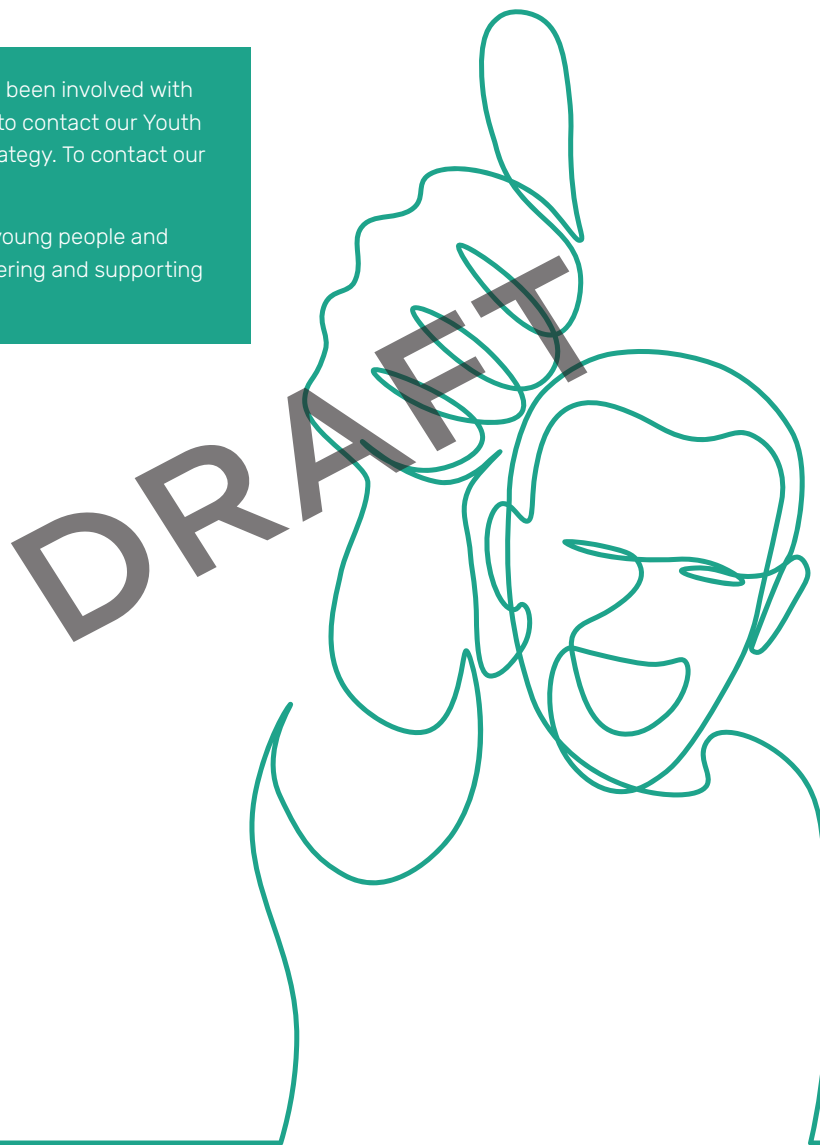


ACKNOWLEDGEMENTS

9: ACKNOWLEDGEMENTS

Camden Council would like to thank all those who have been involved with this consultation and encourages residents of all ages to contact our Youth Team if they would like more information about this strategy. To contact our Youth Team please email Youth@camden.nsw.gov.au

Camden Council is committed to supporting our local young people and recognises the importance of local government in fostering and supporting their development.



DRAFT



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ORD09

Attachment 1



Camden Council Minutes

Audit, Risk and Improvement Committee Meeting

29 November 2021

**Please note due to COVID-19 restrictions this meeting
was held as a teleconference at 4:30 PM**



AUDIT, RISK AND IMPROVEMENT COMMITTEE

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Voting Members Present:

Elizabeth Gavey	Independent Member (Chair)
John Gordon	Independent Member
Bruce Hanrahan	Independent Member

Attendees:

General Manager
Chief Financial Officer
Internal Audit Coordinator

Invitees:

Acting Director Customer and Corporate Strategy
Director Community Assets
Director Planning and Environment
Director Sport, Community and Activation
Manager Legal and Governance (arrived 5.40pm and left at 6.16pm)
Risk and Business Continuity Coordinator (left at 5.55pm)

Caroline Karakatsanis	The Audit Office of NSW (External Auditor)
Penny Corkill	Director Risk and Assurance, Centium (left at 5:21pm)

Apologies:

Cr Lara Symkowiak	Camden Council Councillor
Cr Paul Farrow	Camden Council Councillor
Manager Safety and Risk	
Rochele Antolin	The Audit Office of NSW (External Auditor)

The Committee meeting commenced at 4:36 PM.

ORD09

Attachment 1

BUS01 ApologiesRECOMMENDED

That leave of absence be granted.

DECISION

Leave of absence granted to Cr Paul Farrow and Cr Lara Symkowiak.

BUS02 Declaration of InterestRECOMMENDED

That the Audit, Risk and Improvement Committee declarations be noted.

DISCUSSION

Mr Hanrahan advised the following declaration:

- appointed Director of Macarthur Group Training Ltd noting that Council has some business with MGT.

No further declarations were made.

DECISION

The Audit, Risk and Improvement Committee noted the declaration.

BUS04 Family Day Care Internal Audit ReportRECOMMENDED

That the Audit, Risk and Improvement Committee note the Family Day Care Service Internal Audit Report.

DISCUSSION

Ms Corkill of Centium provided a summary of the report with positive findings and highest risk rated items discussed in detail.

The Committee were reminded the audit was split into two phases with the report being on Phase 1 of the audit. Meeting with the Educators and attending inspections would occur as part of phase 2. Ms Corkhill also acknowledged Management for being very supportive of the audit and their commitment to implementing the corrective actions.

The Committee asked if there were any particular issues that had prompted the Family Day Care Audit. The Internal Audit Coordinator advised this item had been on the three year plan for a few years and it was predominantly the result of the Director Sport, Community and Activation as Approved Provider considering it useful to obtain independent assurance that the operations of the unit were operating as expected.

The Committee asked for Management to respond to the report. The General Manager and the Director Sport, Community and Activation outlined the information they receive in relation to the Family Day Care service and the priority being given to implementing actions from the report.

The Committee commented on the geographical separation of the Family Day Care unit to the main Council building and challenges associated with this separation. The Director Sport, Community and Activation commented on the increased engagement with the unit in recent years.

The Committee asked if there was any indication of issues with the quality of the service to the community. Ms Corkill and the Internal Audit Coordinator indicated no such issues have been identified but noting the scope of the audit was to check compliance with the National Quality Framework and also that Educator visits would be conducted as part of the second phase of the audit.

Mr Gordon declared that he is on the Audit and Risk Committee for the Department of Education that conduct the regulatory assessments of family day care providers. Mr Gordon advised the Education Committee do not look at the detail of assessments undertaken in its role.

The Committee asked if there was a requirement to self-report non-compliance with the National Quality Framework. This question was taken on notice.

The Committee asked if there may be other services/activities of Council that are geographically or otherwise managed where lessons learned from this review can be applied. The General Manager advised that this would be considered.

The Committee asked if Family Day Care educators are employees or contractors. The Director Sport, Community and Activation advised they are contractors. The program of inspections with educators was also discussed.

The Committee asked if the audit considered the confidentiality of data kept by educators in respect of children and parents. Ms Corkill advised this would be discussed with the Internal Audit Coordinator to ensure audit coverage is appropriate in Phase 2 of the audit.

Ms Karakatsanis discussed the importance of considering whether any risks associated with Family Day Care are included in Council's risk registers.

The Committee commented on ensuring the approach to implementing the actions from the review is well considered to ensure the provision of care is maintained.

The Committee asked if complaints associated with the Family Day Care service had been reviewed and the Director Sport, Community and Activation indicated complaints received have not been significant.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the Family Day Care Internal Audit Report;
- ii. raised the following actions:
 - a. requested a progress update on the implementation of audit recommendations be provided to each Committee meeting until further notice;
 - b. respond to the question taken on notice to advise if there is a requirement for compulsory reporting of non-compliance to the regulator;
 - c. requested an update on how the privacy of information related to parents and children is appropriately managed;
 - d. requested management consider if lessons learned from the Family Day Care audit could apply to other business units of Council.

Ms Corkill from Centium left after this item.

BUS03 Minutes to the 25 October 2021 Audit, Risk and Improvement Committee Meeting

RECOMMENDED

That the Audit, Risk and Improvement Committee:

- i. approve the minutes to the 25 October 2021 Audit, Risk and Improvement Committee meeting; and
- ii. note the status of actions included in the actions list.

DISCUSSION

The Committee advised there were two cosmetic changes to the minutes circulated out of session.

The Internal Audit Coordinator discussed the actions list. It was advised the majority of items had been scheduled or were reliant on the release of guidance/regulations for example to be actioned.

The Chair sought confirmation the Committee were satisfied with the response to the planning certificates action and it was confirmed they were.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee, subject to minor cosmetic changes circulated out of session, approved the minutes to the 25 October 2021 Audit, Risk and Improvement Committee meeting.

Moved: Elizabeth Gavey

Seconded: John Gordon

BUS05 Accounts Payable Internal Audit Report

RECOMMENDED

That the Audit, Risk and Improvement Committee note the Accounts Payable Internal Audit Report.

DISCUSSION

The Internal Audit Coordinator provided a high level summary of the accounts payable report that was undertaken in-house by Council's internal audit function. The positive findings and highest rated items were discussed.

The Chief Financial Officer (CFO) advised the audit was commissioned to review a new process. The CFO highlighted the number of invoices processed each year and the reduction in payment terms achieved with the new process.

The Committee acknowledged the quick action undertaken by Management in addressing some of the actions. The Committee also asked about the recommendations due this month and the CFO provided an update.

The Committee asked about the system warnings in place in relation to duplicate payments and the Internal Audit Coordinator advised of the process.

The Committee asked Management and Internal Audit if they had considered running

data analytics on Council expenditure and payments. The Internal Audit Coordinator advised the internal audit team does not currently conduct continuous control monitoring data analytics. The Expenditure Analysis reporting conducted by the procurement team by supplier and responsible person was discussed, and the Committee suggested Council consider if any further data analytics was required.

The Committee asked if Council had reviewed to determine whether any duplicate payments were made outside of the audit period and the CFO advised they would be checking this.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the Accounts Payable Internal Audit Report.

BUS06 Enterprise Risk Management

RECOMMENDED

That the Audit, Risk and Improvement Committee note the Enterprise Risk Management report, including Council's current insurance arrangements.

DISCUSSION

The Risk and Business Continuity Coordinator presented the report highlighting the insurance arrangements, business continuity information and top risks included in the report.

The Committee thanked Council for arranging CivicRisk to present on the insurance arrangements in a separate session prior to the meeting as it provided important background information on the insurance cover.

The Committee asked about the level of insurance coverage for Family Day Care. This question was taken on notice.

The Committee sought confirmation on workers compensation, and it was confirmed that Council is not self-insured.

The Committee asked Council to confirm that Council's insurance coverage for Committees includes Audit, Risk and Improvement Committee members with this being more important as a result of the increasing requirements for Audit, Risk and Improvement Committee members under proposed new guidelines.

The Committee were pleased with the additional reporting included in the top risks report. The Committee asked for Council's status in determining target risk. It was advised that target risks are aspirational, and yet to be finalised and the Committee were reminded of the risk maturity program in progress. The Committee were advised of the current focus under that program in relation to risk cause and controls and it was agreed to keep the target risk conversation on the radar.

The Committee requested future reports provide further information to explain how risks move from Very High to High with what on face value appears to be differing levels of control. It was suggested heat maps, or some other method could be provided. The Risk and Business Continuity Coordinator explained the variations and advised that additional information can be provided to demonstrate this.

The Committee acknowledged the work in progress with Council's risk registers and

the need to continue to work on treatment actions going forward.

The Committee asked why financial sustainability was not included as a strategic risk. It was advised this is included as an operational risk and that the Executive could consider including this as a strategic risk.

The Committee also asked about environmental risk and it was advised of the process currently in progress on recording environmental risks.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the Enterprise Risk Management Report, including Council's current insurance arrangements;
- ii. raised the following actions:
 - a. requested information be provided on the insurance coverage for Family Day Care;
 - b. requested confirmation that Committee members are covered by Council's Professional Indemnity insurance coverage.

BUS07 External Audit Update

RECOMMENDED

That the Audit, Risk and Improvement Committee note the external audit update.

DISCUSSION

Ms Karakatsanis advised the Committee that the financial statements external audit was complete with the relevant reporting circulated out of session. It was advised the final management letter was in progress and would be provided to the Committee on completion.

Ms Karakatsanis advised the report to Parliament on the local government sector is aimed for a March 2022 tabling, however, a number of local council audits are not yet complete which may impact that timeframe.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the external audit update.

BUS08 Quarterly Legislative Compliance Declarations

RECOMMENDED

That the Audit, Risk and Improvement Committee note the status of compliance declarations for the previous quarter.

DISCUSSION

The Manager Legal and Governance presented the quarterly legislative compliance report noting the two matters identified.

The Committee asked about the process for identifying any gaps in the policies and

procedures register. The Manager Legal and Governance advised that reliance is placed on the subject matter expert Managers to ensure policies and procedures required for their business units are included. It was advised the Governance team report to the Executive on timeliness of updating policies and procedures.

The Committee commended the initiative to have quarterly compliance declarations and assumed the Managers in signing these off should be ensuring policies are updated as required.

The Committee asked internal audit to consider examining whether core legislative changes are allocated to relevant Managers and that policies are updated as a result. The Internal Audit Coordinator advised that a legislative compliance audit is included on the Internal Audit Plan and this could be included in the detailed scope.

The Committee asked if Council uses a contracted service to advise of legislative changes. The Manager Legal and Governance advise that his team performs this service.

The Committee asked if the legislation Council is monitoring includes those that relate to family day care. The Manager of Legal and Governance advised in response to this quarterly report they will be reviewing this.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the status of compliance declarations for the previous quarter.

BUS09 Audit Report Recommendations – Implementation Status Update – October 2021

RECOMMENDED

That the Audit, Risk and Improvement Committee note the Audit Recommendations Implementation Status Update for 31 October 2021.

DISCUSSION

The Internal Audit Coordinator provided an update on the status of the implementation of audit recommendations advising that 14 recommendations were marked complete since last reporting.

Asset Management was discussed and the Committee were advised a report or presentation on the implementation of the asset management audit recommendations will come back to the Committee after the target date of 31 March 2022.

The Director Community Assets also discussed asset management and advised the Committee there was one more asset class to be reviewed with revaluations that may impact Council's financial statement reporting.

The Committee commented overall that the audit recommendations update was positive.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the Audit Recommendations Status Update for 31 October 2021.

BUS10 Internal Audit Plan Status UpdateRECOMMENDED

That the Audit, Risk and Improvement Committee note the internal audit plan status update.

DISCUSSION

The Internal Audit Coordinator provided an update on the status of the audit program advising of audits complete and in progress. The reasons the program is behind schedule were discussed and the Committee advised they were very satisfied with the performance against the program.

The Committee advised that having an Internal Audit Quality Assurance and Improvement Program in place put Council in an advanced position. The upcoming external assessment of the Internal Audit function was also discussed with the Committee agreeing to include a high-level review of the Audit, Risk and Improvement Committee in the assessment.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the internal audit plan status update.

BUS11 Proposed 3-Year Internal Audit Plan – January 2022 to December 2024RECOMMENDED

That the Audit, Risk and Improvement Committee approve the three-year internal audit plan for 1 January 2022 to 31 December 2024.

DISCUSSION

The Internal Audit Coordinator outlined the process undertaken to review and update Council's three year rolling internal audit plan.

The Committee agreed to revert back to a financial year audit plan going forward.

The Committee sought clarification on the change in the timing for project management and budget development. It was advised this was mainly due to the need to conduct the budget development audit at the appropriate point in the budget cycle as well as the project management process being considered a lower priority than some other audits.

The Committee asked if Council had considered an internal audit of the reserves process. The Chief Financial Officer confirmed that the reserves required approval from Council and that the development of associated policies and procedures could be considered. The treatment of reserves may also be able to be considered as part of the budget development audit.

The Committee asked about the timing of the cyber security audit and an explanation for the timing was provided. The Acting Director of Customer and Corporate Strategy also advised the Committee of the information security penetration testing conducted.

The Committee requested an updated assurance map be reported to the Committee in the next six months.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. approved the three-year internal audit plan for 1 January 2022 to 31 December 2024;
- ii. raised the following action:
 - a. Recommended Council develop a reserves policy and procedure and consider inclusion of an audit against the policy either as part of the budget development audit or as part of the next review of the Internal Audit Plan
 - b. Requested an updated assurance map be provided to the Committee in the next six months.

BUS12 Six Month Quality Assurance and Improvement Program – Balanced Scorecard/KPI Reporting – November 2021

RECOMMENDED

That the Audit, Risk and Improvement Committee note the six-month Key Performance Indicator/Balanced Scorecard report.

DISCUSSION

The Internal Audit Coordinator advised the six-monthly quality assurance and improvement program report was the first under the program and provided a high-level outline of the results.

The Committee acknowledged Council's internal audit team on a job well done considering the impacts of COVID-19 and the Office of Local Government guidelines and considered it a good outcome in a difficult year.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the six-month Key Performance Indicator/Balanced Scorecard report.

BUS13 Update On Reports From Authoritative Bodies

RECOMMENDED

That the Audit, Risk and Improvement Committee note the update on reports from authoritative bodies.

DISCUSSION

Council's submission on the Office of Local Government proposed Guidelines on *Risk Management and Internal Audit for local councils in NSW* was briefly discussed, noting that the submission was circulated out of session.

Council's Internal Audit Coordinator also advised of a recent ICAC investigation, Operation Lancer, that relates to recruitment and procurement at TAFE NSW. It was advised a link to the ICAC report would be circulated for the Committee's information.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the update on reports from authoritative bodies.

BUS14 Checklist of Compliance with Committee RequirementsRECOMMENDED

That the Audit, Risk and Improvement Committee:

- i. note the checklist of compliance with the Audit, Risk and Improvement Committee for the 2021 calendar year;
- ii. endorse the proposed dates for the 2022 Audit, Risk and Improvement Committee meetings; and
- iii. note the forward calendar checklist of compliance with the Audit, Risk and Improvement Committee Charter for the 2022 calendar year.

DISCUSSION

The Committee discussed the meeting dates for 2022 and agreed to endorse noting that Mr Gordon currently has a conflict with the financial statements specific meeting date in October, however as the meeting date for this specific meeting tends to change the Committee would leave the date as is for now.

The Committee discussed the checklist for 2021 and were satisfied it was an honest acquittal of their activities. It was noted that review of the collection of performance data had been deferred to March 2022 and should be added to the forwarded calendar.

The Committee were satisfied with the forward calendar for 2022 with the exception of a duplication error identified for correction in relation to the Chair contribution to the performance review of internal audit.

DECISION

That the Audit, Risk and Improvement Committee:

- i. noted the checklist of compliance with the Audit, Risk and Improvement Committee for the 2021 calendar year;
- ii. endorsed the proposed dates for the 2022 Audit, Risk and Improvement Committee meetings; and
- iii. noted the forward calendar checklist of compliance with the Audit, Risk and Improvement Committee Charter for the 2022 calendar year.

BUS15 General BusinessRECOMMENDED

That the Audit, Risk and Improvement Committee note any General Business items discussed.

DISCUSSION

The Committee were advised the draft annual report for the Audit, Risk and Improvement Committee and annual report is currently with the Chair for review and the Chair advised the format is generally the same with two new additions that were explained.

The Committee recommended the Chair present to the newly elected Council on the role of the Audit, Risk and Improvement Committee. It was recommended this be included with the briefing on the Committee's annual report.

The Committee also discussed a report released by the Victorian Auditor General's Office on sexual harassment in local councils in Victoria in 2020 and suggested forwarding on to Human Resources to determine if there are any learnings from it for Council.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. Noted the General Business items discussed;
- ii. raised the following action:
 - a. recommended considering the Chair present to the new Council on the role of the Audit, Risk and Improvement Committee.


Meeting Closed: 6.58PM


At the conclusion of the meeting, the Committee met separately “in-camera” with Council’s Internal Audit Coordinator.

Next Meeting:

The next meeting of the Audit, Risk and Improvement Committee is scheduled for 2 March 2022 commencing at 4.30 PM with the location of the meeting to be confirmed.

ORD09**Attachment 1**

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