



Annual Report 2017/18





Photo - Murray Wilson

Cover and Back Page - Oran Park Library and Administration Building

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Photographs

The photographs featured throughout this Annual Report have been obtained from professional photographers. Thank you to all for your contribution.

Childrens Artwork

The illustrations used in this document were provided by local children from the Camden LGA as part of the 2016 Children's Week Art Workshops, a Camden Council project.



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Mayor's message



As the Mayor of Camden, I am proud to present Camden Council's 2017/18 Annual Report.

This report highlights the actions Council has taken during the financial year to foster the well-being and prosperity of residents by driving economic, social and physical improvements across the area. These projects and initiatives are based on the wishes of the community as identified in the Community Strategic Plan.

A significant milestone was achieved this year when we joined with seven councils in the west and south west of Sydney to sign the Western Sydney City Deal with the Federal and State governments. With this agreement, we can align

the priorities of our regions and establish long term support to deliver sustainable outcomes for our communities. This agreement is recognition of the important role that our region plays in the future of the state and Australia more broadly.

This financial year, we have delivered a number of major community facilities and projects that support the physical and social pursuits of our residents. We opened the newly upgraded and expanded Mount Annan Leisure Centre (MALC). The \$13.5 million construction project has transformed the leisure centre into a modern recreational facility with improved capacity for indoor sports, health and fitness activities.

Construction of a new outdoor netball complex is now complete as part of the first phase of the Narellan Sports Hub development. The \$11 million sports facility includes 30 high quality netball courts and an expansive amenities building that will cater for the growth of this sport in our area.

Oran Park Library has been delivered as part of a voluntary planning agreement between Council, Greenfields Development Company and Landcom. This state-of-the-art facility will support existing and future communities by providing lifelong learning opportunities and a place to socialise and interact well into the future. It is an innovative, creative space and stands as an example of how Camden is evolving and the great spaces we are producing.

While the development of new facilities is important to supporting the well-being of the community,

Council remains committed to preserving the heritage of the area. We are committed to investing in revitalising the streetscape of the Camden town centre to help secure its future as a prime tourist attraction and support the local residents and business community. Key consideration has been given to maintaining the operation of Camden businesses and the works have been scheduled in a sequence of stages to minimise their impact. With the first two stages of works (Oxley Street to Hill Street and Elizabeth Street to Edward Street) completed, construction on the third stage (Murray Street to Oxley Street) has been conducted this year and funding for the fourth stage (Hill Street to Elizabeth Street) is available for construction to continue in 2018 and 2019.

The total project extends almost 600 metres with a focus on increasing accessibility and safe mobility of pedestrians with the installation of two sets of traffic signals for pedestrian crossing, widening and levelling the footpath and replacing the paving. The street's signature landscaping will be extended along the length and street furniture installed.

A single deck carpark facility is now open in the Camden town centre to support the increasing demand for parking. The capacity of the Oxley Street Car Park is 150 spaces and includes an accessible lift to the upper level.

Early last year we completed renovations to Macaria to become Camden's first public art

gallery, the Alan Baker Art Gallery. Council's decision to transform the 150-year old building into an art gallery provided us with the opportunity to preserve the building and retain it as a community asset. This project is a celebration of the area's unique heritage and an investment in the cultural history and artistic identity of the community.

Construction has started on three new recreational facilities that includes two youth parks and a water play space. Council committed more than \$5 million to deliver the outdoor parks at Harrington Park, Currans Hill and Elderslie to provide more options for children, young people and families to exercise and socialise. These projects are part of Council's initiative to create a diversity of parks and recreation places that encourage active, healthy lifestyles.

Council has invested in innovative ways to support the emotional health of our residents through the branding of its waste collection trucks. The R U OK? messaging has been badged on four trucks to prompt meaningful conversations that could help to potentially save lives.

The achievements of this year will serve to strengthen the community and provide a new foundation from which we can build an enriched place for all to enjoy.

Cr Lara Symkowiak
Mayor of Camden

General Manager's message



This financial year has seen the organisation continue to evolve in response to the needs of the community and service the fastest growing population in Australia.

We have maintained and grown Council's strong financial position. Our financial strategies concentrate on capitalising on rapid growth and maintaining discipline to ensure Council is able to deliver high quality infrastructure and services.

We have continued to focus on providing excellence in customer service as a core function of Council. This year we progressed our business improvement efforts, establishing a program aimed at setting clear, consistent and

measurable criteria for service provision that will ensure a professional, accurate and prompt experience for our customers.

It has been through this program and, our sustained review of systems and processes over recent years, that we have set the standard for best practice in Australia, winning the 2017 National Local Government Award for Customer Service Team of the Year.

To ensure that residents can access information and services at their convenience, we have launched a new website and upgraded our mobile App. As our virtual customer service portal, it was important to us that these were designed to be easy to use and promptly connect



Zoe - Camden-Roundabout

customers with information and services.

It has been important that we remain flexible as an organisation to meet the shifting priorities and challenges inherent to the rapid population growth we are experiencing. This year, we implemented some changes to our corporate structure to sustain a high standard of maintenance and project management together with an emphasis on Sport, Recreation and Open Space.

A highlight this year has been the Western Sydney City Deal which has established agreed outcomes for the 8 Councils of the communities in local government areas that make up the Western Parkland City and NSW and Federal Government. This has been an exciting development that will

help deliver critical social and infrastructure projects for the new Parkland City.

We are currently developing a new Organisational Strategic Plan to build on the fantastic work our staff have done over the last four years. This will guide how the Council organisation responds to constant rapid growth and change, and aspires for excellence in service to our community.

We look forward to continuing to build capacity and excellence in our organisation and rise to the challenges of a growing population, in service to our Community.

Ron Moore

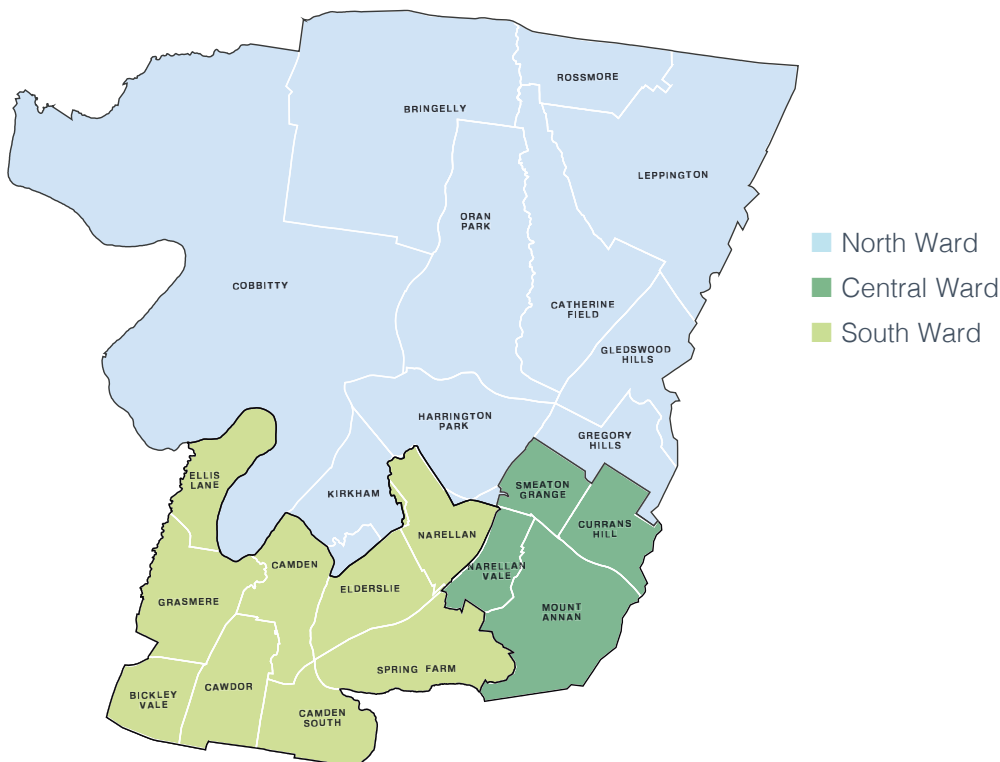
General Manager

Camden Local Government Area, Council and Councillors

The Camden Local Government Area (LGA) is located approximately 60 km south-west of Sydney and covers an area of 216 square kilometres, bounded by Campbelltown City Council, Liverpool City Council and Wollondilly Shire Council.

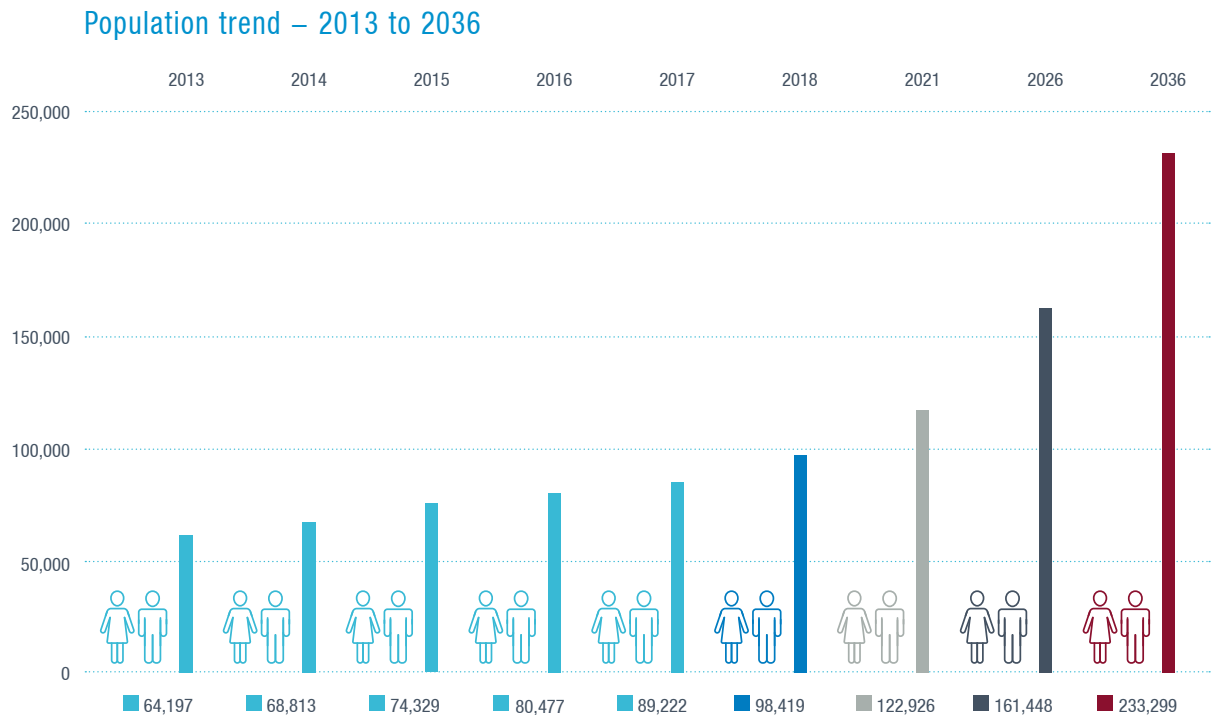
Camden LGA contains a unique blend of agricultural land, rural towns and villages, and new residential areas, with associated commercial and industrial development. As the Camden LGA continues to transition from a largely rural region with a rich agricultural history into a vibrant urban area, Council continues to plan for a community of tomorrow while being cognisant of the past.

The Camden LGA suburbs include - Bickley Vale, Bringelly (part), Camden, Camden South, Catherine Field, Cawdor (part), Cobbitty, Currans Hill, Elderslie, Ellis Lane, Grasmere, Gregory Hills, Gledswood Hills, Harrington Park, Kirkham, Leppington (part), Mount Annan, Narellan, Narellan Vale, Oran Park, Rossmore (part), Smeaton Grange and Spring Farm.



Camden LGA ... the fastest growing LGA in Australia

Current population 98,419 and in 2036 the estimated population will be 233,299.



2016/2017
89,222

2017/2018
98,419

Growth Rate
10%



The Camden LGA is administered by Camden Council. There are nine elected Councillors from which the Mayor is elected by a vote of Councillors in accordance with the Local Government Act 1993.

The role of Councillors is to:

- Facilitate communication between the community and Council
- Represent the community and make decisions in the best interest of the public and the environment
- Participate in the review of where Council's resources are allocated
- Provide leadership and guidance to the community.

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

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

NORTH WARD



Cr Lara Symkowiak
Mayor



Cr Cindy Cagney



Cr Michael Morrison

SOUTH WARD



Cr Rob Mills



Cr Ashleigh Cagney



Cr Theresa Fedeli
Deputy Mayor

CENTRAL WARD



Cr Eva Campbell



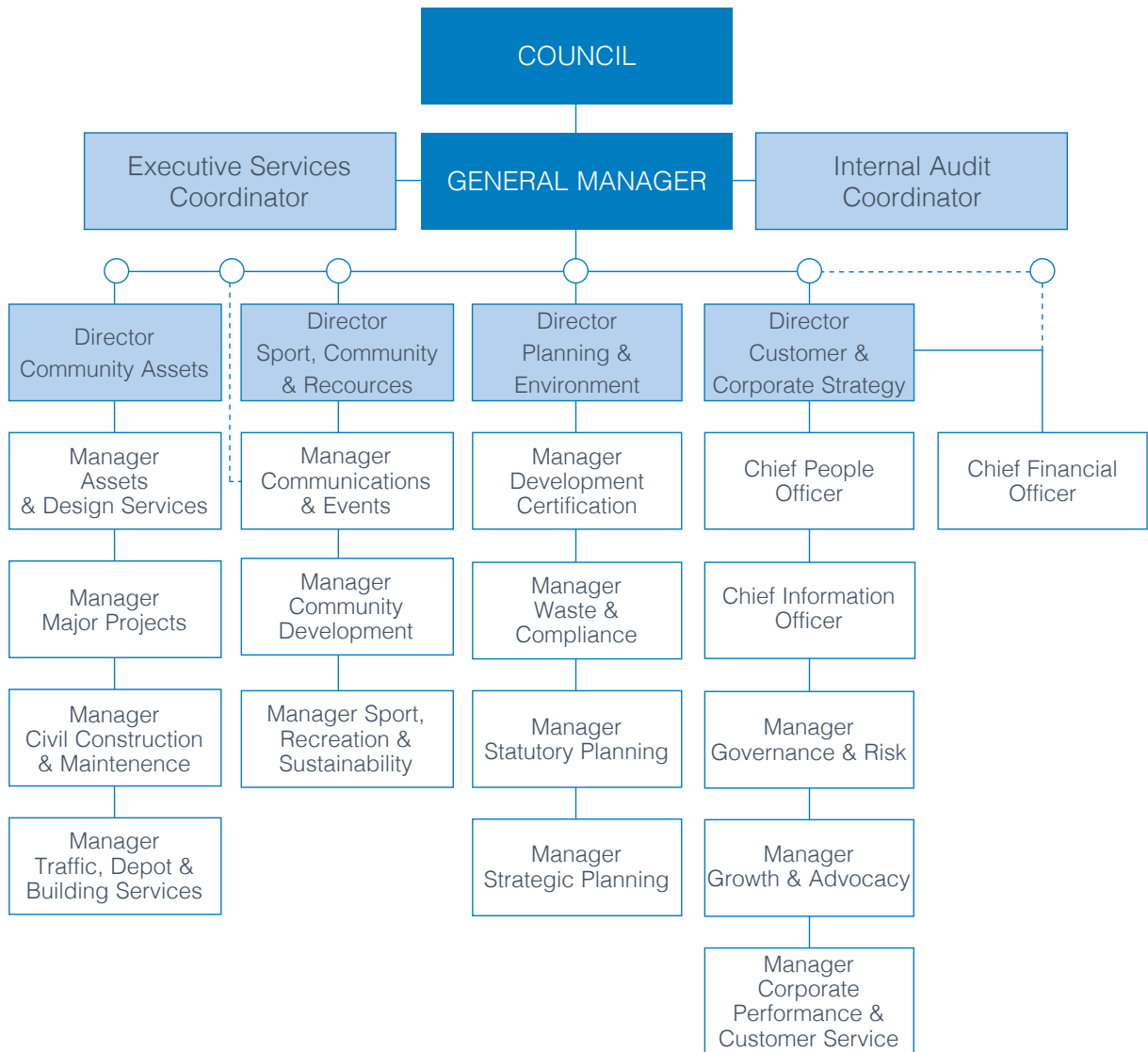
Cr Paul Farrow



Cr Peter Sidgreaves

The Mayor and Councillors employ and delegate the management and delivery of Council services to the General Manager and below is the organisational adaptive structure.

Council and its nine Councillors administer services and facilities to the Camden Local Government Area.



A Snapshot

All councils across NSW commenced implementing the Integrated Planning and Reporting (IPR) framework from 2013. In accordance with the IPR framework, all councils are required to develop a Community Strategic Plan (CSP), the highest level of Plan with the long-term community vision. The CSP is underpinned by the four-year Delivery Program showing Council's commitment to progressing the CSP's Objectives in its Council term.





There are six Key Directions, driving Council to meet the stated Objectives.

Key Directions	Objectives
Actively Managing Camden LGA's Growth	Urban development is managed effectively Rural land is adequately administered
Healthy Urban and Natural Environment	Caring for urban and natural environment including heritage sites
A Prosperous Economy	Tourism and economic development is supported
Effective and Sustainable Transport	Integrated and safe transport system Road infrastructure and transport connections are effectively established
An Enriched and Connected Community	Celebrating social diversity and cultural expression Opportunities for life-long learning
Strong Local Leadership	Maintain strong partnerships and shared responsibilities with stakeholders Community and stakeholders are kept informed

This report reflects Council's annual progress status against 39 performance indicators and provides information on how Council is progressing with its Delivery Program 2017/18 to 2020/21.

Each Key Direction has a set of individual performance indicators. Council utilises a rating scale to ensure consistency, accountability and transparency, when assessing the status of each performance indicator under the six Key Directions and associated symbol descriptors.

The rating scale is:

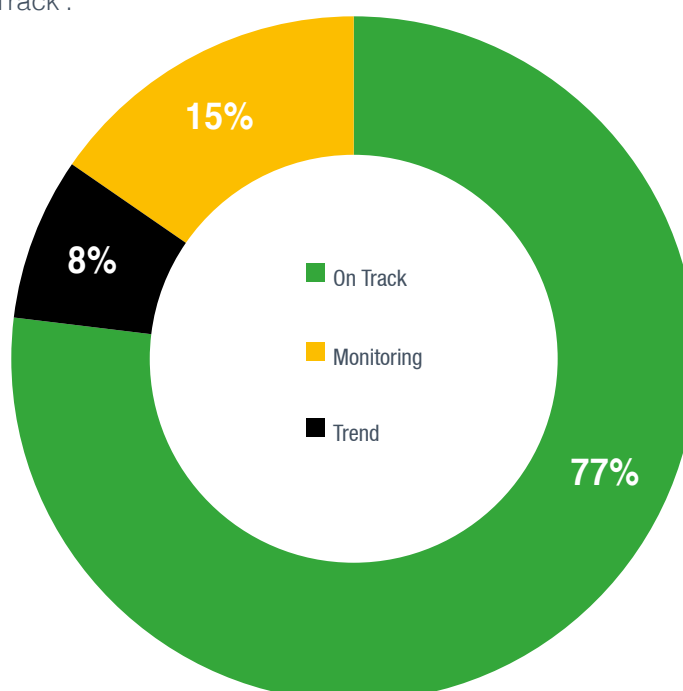
Rating Scale	Symbol	Description
On Track		When the 'actual' is either equal, less or greater than the set target.
Monitoring		Corporate variance of $\pm 10\%$ applies to the set target and is considered achievable, feasible and realistic for performance improvement, with the exception of Legislative requirements.
Needs Work		When the 'actual' is either below or above the corporate variance.
Trend		Shows a pattern of change data over time where setting a target is not possible.

Below is the snapshot of this year's progress status against each Key Direction (KD).

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

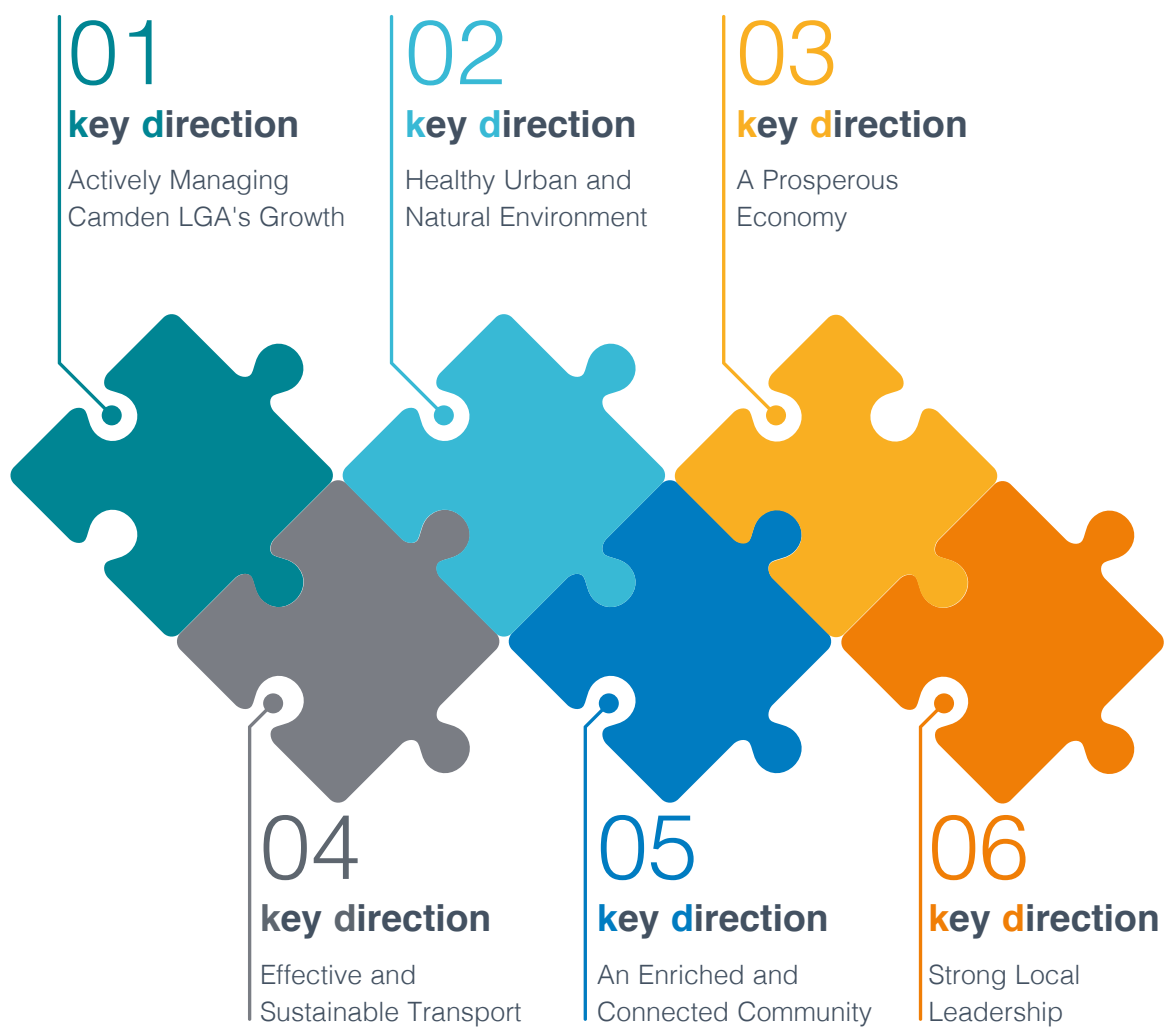
Annual Summary

Below is the annual summary of Council's overall performance for the July 2017 to June 2018 reporting period against 39 Performance Indicators. There are 30 Indicators (77%) as 'On Track', 3 Indicators (8%) as Monitor, and 6 Indicators (15%) as 'Trend'. In other words, 30 of the 39 Performance Indicators were 'On Track'.



Community Outcomes against each Key Direction

This section includes actions and activities under each Key Direction undertaken by Council that supports the long-term objectives as stated in the Community Strategic Plan and highlights community outcomes.





Amy - Amy's House



Key Direction 01

Actively Managing Camden LGA's Growth

Effectively managing growth, determined under the State Government's Metropolitan Strategy and Western City District Plan (former South West District Plan), will be an important focus area for Council and its various partners.

The community of the Camden LGA does not want to lose the character that they so highly value - its rural setting, country town feel, and the lifestyle associated with these attributes, at the same time it must cater for well-managed development. Achieving a balance between large population increases and keeping the valued heritage/rural characteristics of the Camden LGA, will be an ongoing challenge with significant new

opportunities in terms of infrastructure, services, employment, housing choices and economic benefit.

The community would like to see public transport, roads, infrastructure, parks and recreational facilities, and the effective management of development as major priorities for the Camden LGA.

Objectives

Urban development is managed effectively

Rural land is adequately administered

To support the above objectives...

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

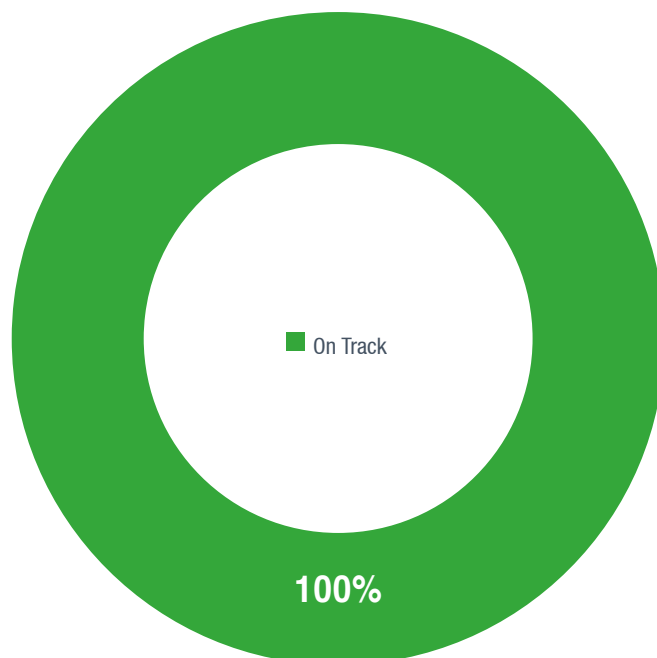
Below are some of the actions and activities Council undertook in managing the urban development and adequately administering rural lands:

- Development assessments turnaround time within the legislative timeframe
 - Council's development assessment processing time was 34 days in the past six months (January to June 2018) which is less than the 40 days turnaround time stated by legislation. The turnaround time improved by 8 days from the previous six months (July to December 2017). This year, Council determined development applications to the value of \$1420,247,747.
- Construction Certificates turnaround time within legislative timeframe
 - Council's processing of Construction Certificates continued to exceed the legislative requirement of 28 days turnaround timeframe. This past six months (January to June 2018) the processing time was 2 days, while in the previous six months (July to December 2017) the turnaround time was 10.23 days.
- Review of Camden Local Environmental Plans (LEP)
 - Council submitted a comprehensive LEP review Phase 1, (with minor amendments) Planning Proposal to the Department of Planning and Environment.
 - Council endorsed to participate in the Accelerated Local Environmental Plan Review Program and accepted funds up to \$2.5 million (excl GST) from the NSW State Government to review the Camden Local Environmental Plan 2010.
- Assess potential land use for housing and associated facilities and utilities
 - Council adopted the amended Camden Development Control Plan and Emerald Hills Voluntary Planning Agreement 2017.
- Council endorsed the draft amended Turner Road Development Control Plan (DCP) 2007 - Part B1 Entertainment Precinct to be forwarded to the Department of Planning and Environment.
- Council endorsed the draft Gledswood Hills Voluntary Planning Agreement.
- Council endorsed the draft amendment to the Camden Local Environmental Plan 2010, draft Planning Proposal (as amended) and Camden Growth Centre Development Control Plan, in response to the Local Government Area boundary adjustment near East Leppington (Willowdale) and Emerald Hills, between Campbelltown City Council and Camden Council.
- Council endorsed the amended Camden Development Control Plan 2011, in relation to acoustic amenity requirements to achieve an acceptable residential noise environment whilst maintaining well designed and attractive residential streetscapes.
- Development of Rural Lands Strategy and its implementation
 - Council adopted the Strategy on 26 September 2017
 - Information on Rural Living was published on Council's website addressing one of the actions within the Strategy.
- Respond to State Government's compliance and planning
 - Council submitted feedback on the Draft Regional and District Plans to the Greater Sydney Commission and the Department of Planning and Environment.
 - Council submitted feedback on the Draft State Planning Agreement of the Part Maryland Precinct known as 'Pondicherry' to the Department of Planning and Environment.
 - Council submitted feedback to the Parliamentary Inquiry on Land Release and Housing Supply in New South Wales.
 - Council established the Independent Hearing and Assessment Panel (IHAP) in accordance with the mandatory requirement for all councils in Sydney and Wollongong, announced by the Minister for Planning.

There are four performance indicators to measure the progress and they are:

1. Development Assessments are completed in a timely fashion
2. Construction Certificates are provided in a timely fashion
3. Developers Contribution Plans are developed and monitored in a timely manner
4. Rural Lands Strategy and associated Action Plan are delivered

The assessment on the above performance indicators shows all 7 Indicators (100%) as 'On Track'.



Community Outcomes

- Housing options for existing and new residents
- Creation of new communities and facilities in priority growth areas
- Options for rural living
- Retaining local characteristics and vistas which are much valued by the community



Bianca - Oran Park



Key Direction 02

Healthy Urban and Natural Environment

The Camden LGA's natural and built environment are the “setting” for all aspects of life and are essential for sustaining the health, well-being and prosperity of people who live here.

The natural environment encompasses all living and non-living things, occurring both naturally, and as a result of human activities. The built or urban environment is the human-made

surroundings that provide the physical setting for human activity and enables private, economic and community life to function effectively and healthy.

Objective

Caring for urban and natural environment including heritage sites.

To support the above objective...

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

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

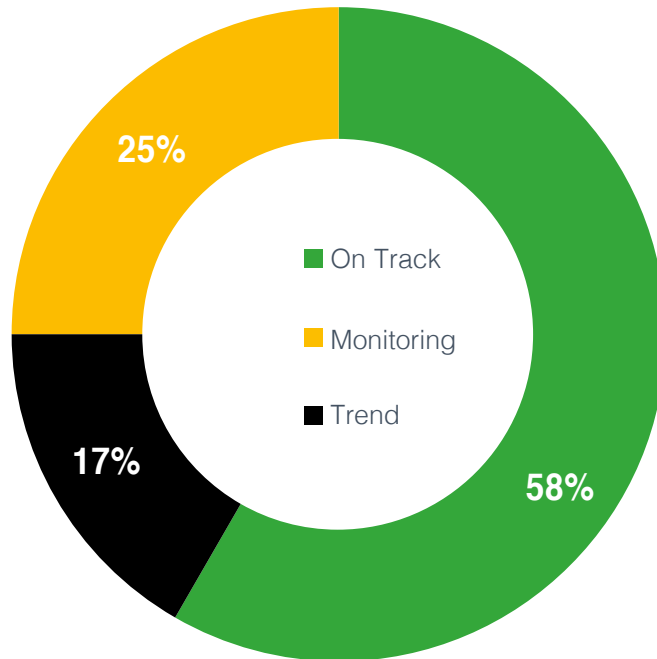
- Active management of reserves, bushlands, rivers, lakes and waterways
 - This year volunteers undertook 1,476 hours of bush care that equates to 211 days. Council held several volunteer events to promote volunteering and acknowledged volunteers' active participation. Council celebrated National Tree Day with the community and volunteers.
 - Council monitored monthly the health of two reserves according to the Recycled Water Management Plan, as well as monitored the condition of Nepean river, lakes and waterways across the LGA. While seasonal changes influenced the state-of-the-health, (eg high growth of blue-green algae in lakes during the summer months), the analysis indicated that there were high nutrients, in particular nitrogen, which was consistently high.
 - Council was successful with a grant funding application and received \$91,600 (excl GST) from the Department of Environment and Energy through the Australian Government's 20 Million Trees Program Round Three.
- Proactive management of biodiversity
 - Council maintained 94.06ha of natural area and provided referral responses for the associated development applications. The response included Biodiversity Certification for EL Caballo Blanco and Gledswood Hills, and an application to register Gundungurra Reserve (North) and Gundungurra Reserve (South) as a biobank site. The outcome of one of the responses was gazetted, Biodiversity Certification for El Caballo Blanco and Gledswood Hills.
- Implement initiatives and host community education programs
 - During winter months, Council promoted better practices for wood heater operations to reduce air pollution through local media, education programs and Council's website.
 - Council hosted several education programs such as Seeds of Sustainability, Threatened Species Art and Writing Competition, Macarthur Nature Photography Competition, Stormwater Education at Cobbitty Public School, Love Food Hate Waste at the Taste Food and Wine Festival and Amazing Sustainability Race at Camden Show.
- Promote heritage and historical sites across the LGA
 - Council, in partnership with the Camden Historical Society and Camden Area Family History Society, undertook five events during Heritage Week (2-10 September).
 - Council provided 18 customers with advice relating to heritage items, heritage grant opportunities and the nomination process for State heritage listing.
 - Council resolved in June 2018 to establish a Heritage Advisory Committee.
- Provision of adequate public amenities, recreation facilities, open space and parks
 - New recreation facilities completed - Narellan Sports Hub and Pat Kontista Reserve at Leppington.
 - Works are progressing on new sports fields and amenities at Gregory Hills and the new playground in Bandara Circuit, Spring Farm.
- Implement and advocate for waste avoidance
 - Council has diverted this year 41.7% of waste from landfill. Council is slowly progressing towards the Environmental Protection Authority target of 75% of waste being diverted from landfill by 2021/22.
 - A total of 386 incidents of illegal dumping on public land were investigated by Council. Council proactively and reactively addressed instances of illegal dumping and took compliance action against identified offenders. Council continued to undertake a number of educational initiatives around illegal dumping, and this year 573 incidents were reported by residents.
 - Council was successful in receiving grant funding of \$437,868 (excl GST) over the next four years from the State Government's Better Waste and Recycling funds.

- Address reported noise concern
 - A total of 251 complaints were received relating to barking dogs, trail bikes and noise due to amplified music and other sources. Council investigated all concerns and complaints with appropriate compliance requirements.
- Maintain the register of companion animals and conduct education programs
 - Council continued to run an extensive companion animal education program to improve microchipping and registration rates. Council provided free microchipping programs and this year 159 companion animals were microchipped.
 - Council returned 124 dogs to their owners instead of impounding.
- Council impounded 198 dogs of which 122 dogs were microchipped, and 91 cats impounded of which 9 cats were microchipped.
- Respond to State Government's plans and policies
 - Council submitted feedback on the Draft Vegetation State Environmental Planning Policy to the Department of Planning and Environment.

There are 12 performance indicators to measure the progress and they are:

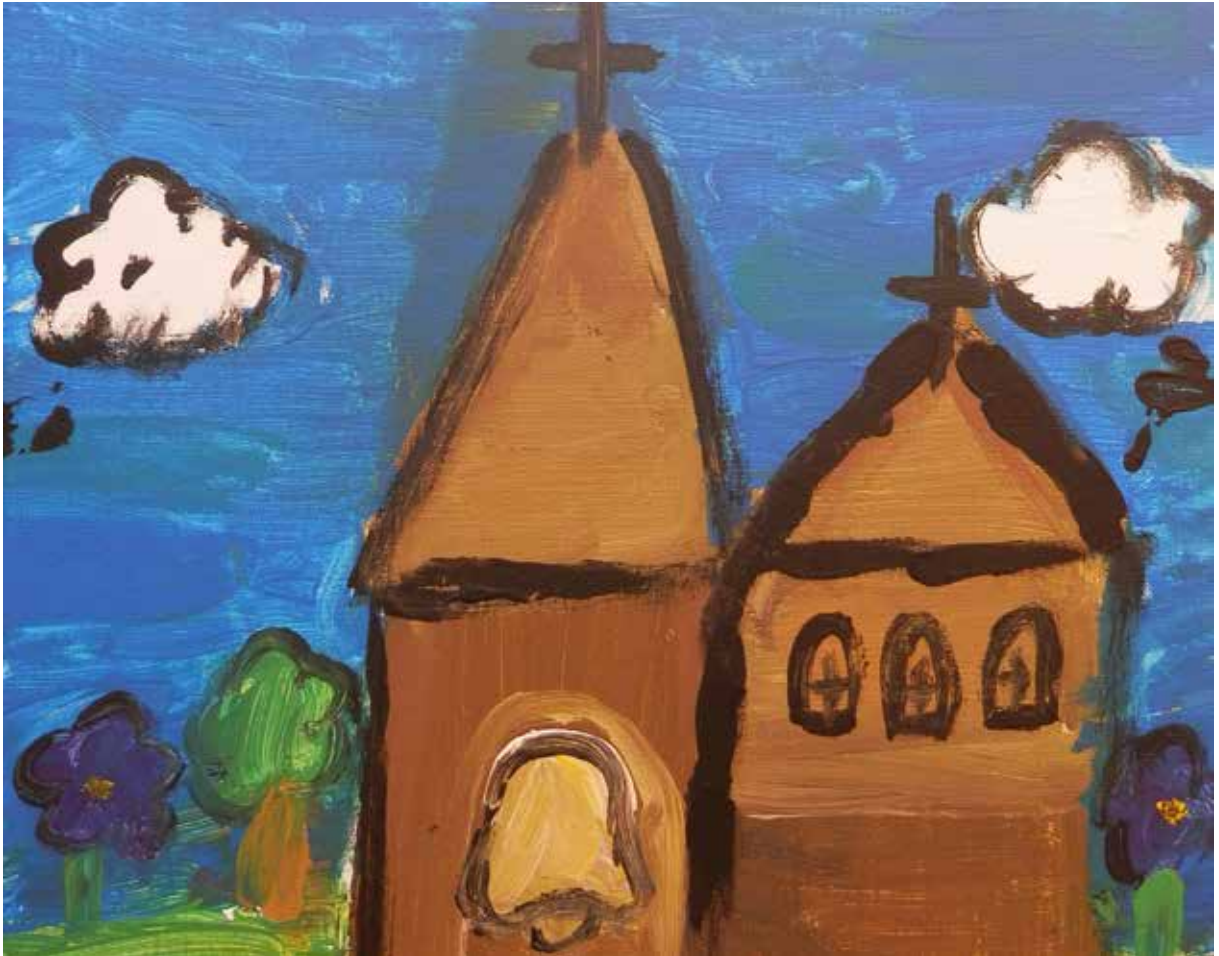
1. Waste diverted from landfill
2. Incidents of illegal dumping (observed by Council Officer)
3. Incidents of illegal dumping (advice from residents)
4. Companion animals are appropriately identified
5. Monitor water quality in rivers and waterways
6. Number of initiatives promoted to reduce air pollution
7. Number of complaints received regarding noise concerns
8. Increase number of public amenities, recreation facilities, open space and parks
9. Bushland under active management – number of volunteers bushcare hours
10. Maintain biodiversity across Camden LGA
11. Number of sustainability community education programs conducted
12. Number of community education activities conducted to promote heritage and historical sites across the Camden LGA

The assessment on the performance indicators shows 7 Indicators (58%) as 'On Track', 2 Indicators (25%) as Monitoring, and 3 Indicators (17%) as 'Trend'.



Community Outcomes

- Access to new recreation facilities and amenities, open space and parks
- Better managed bushland and reserves
- Options for volunteering with a focus on the natural environment
- Sustainable, healthy and natural environment
- Access to free microchipping service for companion animals and designated off-leash areas
- Pride for the natural and built environment



Lana - St. Johns Church



Key Direction 03

A Prosperous Economy

Prosperity means that people have enough – that they are satisfied with their standard of living and have a balance between their financial and social well-being. Financial well-being relies on access to education, employment, housing, and a strong and diverse local economy.

A strong local economy for the Camden LGA is characterised by vibrant towns and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market.

The development of a strong local economy is essentially about developing an environment that supports a diversity of business and industry to invest, establish, grow and be sustainable over time.

The economic development and prosperity of the Camden LGA is linked with the broader South West Sydney region and much of the focus for the Camden LGA into the future will continue to be working with relevant partners, as well as through the Camden Regional Economic Taskforce (CRET) and the Macarthur Regional Organisation of Councils (MACROC), on the development of a strong regional economy.

Objective

Tourism and economic development is supported

To support the above objective...

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

Below are some of the actions and activities Council undertook across the business and tourism industry:

- Support existing local businesses and new investments
 - Council assisted local business across the LGA. There are 7,373 active and registered for GST businesses in the LGA reported in January to June 2018, an increase of 5.52% from the

previous six months (July to December 2017), figure of 6,987.

- Council established the Camden Regional Economic Taskforce Ltd (CRET) to support the economic prosperity of the LGA. The CRET will work alongside Council to strengthen the economic development process by attracting investments that supports the growth of the business industry.
- Promote tourism activities across the LGA
 - The Visitor Information Centre has received 237 phone calls, 200 emails and 2,231 walk-ins. The Macarthur Tourism received 147,166 visits on their website.
- Respond to State Government's initiatives
 - Council entered into a Memorandum of Understanding (MOU) with Service NSW to implement the Easy to do Business proof of concept model.

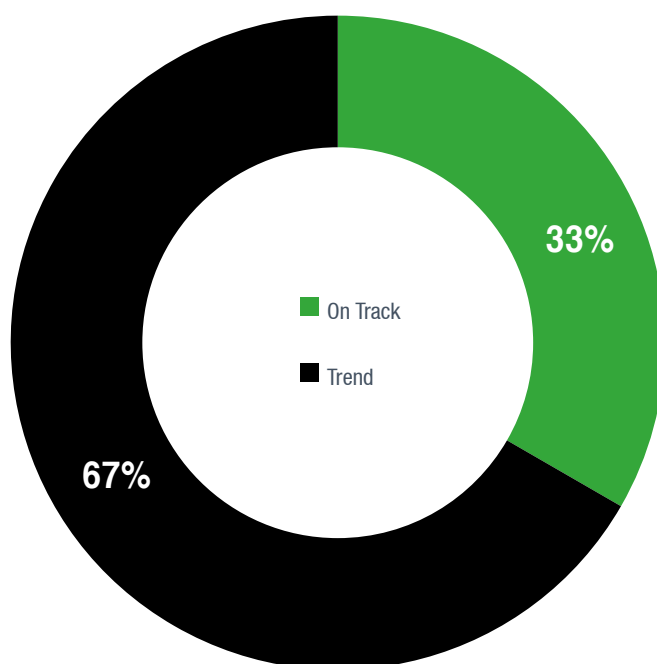
Sarah - Camden Pools



There are three performance indicators to measure the progress and they are:

1. Utilisation of the regional tourism website is increasing
2. Monitor the visitation to the Tourism Information Centre
3. Increase in number of registered businesses operating within Camden LGA

The assessment on the above performance indicators shows 1 Indicator (33%) as 'On Track' and 2 Indicators (67%) as 'Trend'.



Community Outcomes

- Diverse range of business across the LGA
- Opportunity for entertainment through tourism activities
- Education and employment opportunities



Jessica - Camden Bike Track and River



Key Direction 04

Effective and Sustainable Transport

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

Transport impacts on the health of the natural environment as well as the health and well-being of people able to connect with their community and services. It impacts on the effectiveness and amenity of the urban environment, and on the viability and growth of the local and regional economy.

An accessible Camden LGA means that people are able to travel easily within their own local area and are well connected to the wider Macarthur and metropolitan regions.

Effective and sustainable transport for the Camden LGA would include:

- affordable, convenient and integrated public transport that is a viable choice over private vehicles
- infrastructure that enables and encourages healthy forms of transport such as walking and cycling
- safe and uncongested roads
- support structures that enable public and private transport systems to operate effectively, including interchanges, traffic management and parking.

Objectives

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

To support the above objectives...

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

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

- Conduct road education programs
 - Council coordinated and worked in partnership on the following road education programs: RBT Plan B Campaign, Drive 2 Stay Alive, School Safety Program, Slow Down, Choose Right

Buckle Right, Graduated Licensing Scheme Workshops, Drives for Learners In Macarthur, Community Safety Plan and Traffic Offenders Program.

■ Transport options across the LGA

- Through the Pedestrian Access Mobility Plan and Bike Plan, footpaths were completed in a number of suburbs - Belgenny Avenue (Camden), Queen Street and Richardson Road (Narellan), Merino Drive (Elderslie) and Belgenny Avenue/Peter Avenue (Camden). In addition, works in progress at Banksia Road (Mount Annan), Southdown Road (Elderslie) and Doncaster Avenue (Narellan), and construction of kerbs are progressing at Banksia Road and Welling Drive (Mount Annan), Cawdor Road, Old Hume Highway (Camden) and Doncaster Avenue, Elyard Street (Narellan). Further associated plans include landscape maintenance, zebra crossing and pram ramps.
- Council completed all 118 Traffic Committee recommendations within the set timeframe.

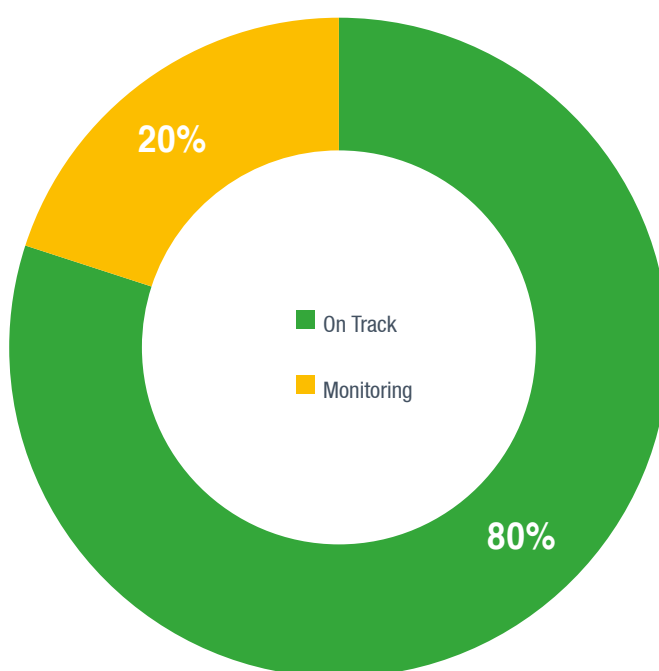
■ Respond to State Government plans and funding opportunities

- Council was successful with Black Spot funding, and completed the following projects – Burragorang, Road/Cawdor Road Upgrade, Deepfields Road/Chisholm Road intersection and Deepfields Road intersection and Catherine Fields Road shoulder works.
- Council submitted feedback on the proposed Outer Sydney Orbital Corridor, the North South Rail Line and South West Rail Link Extension Corridor projects to Transport NSW.
- Council submitted feedback on the Draft Future Transport Strategy 2056.

There are five performance indicators to measure the progress and they are:

1. Successful completion of Black Spot funded projects
2. Number of transport options delivered through Pedestrian Access Mobility Plan and Bike Plan
3. Number of Road Education Programs conducted
4. Traffic Committee recommendations are actioned within the timeframe
5. Road and traffic facility construction projects completed on-time and within budget

The assessment on the above performance indicators shows 4 Indicators (80%) as 'On Track' and 1 Indicator (20%) as 'Monitoring'.



Community Outcomes

- New footpaths improving connectivity and shared usage for cyclists and pedestrians influencing health benefits
- Better traffic flow that supports community and road safety
- Reduction of accidents and traffic offences through community education programs



Hunter - Camden Library



Key Direction 05

An Enriched and Connected Community

An enriched and connected community involves arts and culture, community safety, healthy lifestyles and community health. In addition, the community is further enriched through learning, access to information, recreation and leisure to build social capital and cohesion.

These are all elements that lead to a community with high levels of well-being. This is usually characterised by connection, networks and support within the community; participation and ownership; equity and access; and democratic governance. Equity and access means that all people are able to access a variety of

opportunities within a community, both social and economic, regardless of background, ability or circumstance.

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

Objectives

Celebrating social diversity and cultural expression

Opportunities for life-long learning

To support the above objectives...

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

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

■ Provision of high quality Family Day Care Service

- An average utilisation rate for this year was 260 hours, in line with seasonal trends. Council continued to deliver a high-quality service with qualified educators offering early childhood care and education services with flexible hours options. The quality improvement plan is regularly reviewed against the National Quality Framework for Education and Care Services.

■ Provision of recreation facilities

- More than 49,500 active participants utilised the Camden Memorial Pool.
- Council commenced redevelopment works at the Mount Annan Leisure Centre. A total of 308,289 participants utilised a range of activities such as gym, fitness and swimming activities.
- Council endorsed commencement for the redevelopment and refurbishment of six parks and playgrounds – Manna Gum Reserve (Narellan Vale), Rotary Reserve (Camden South), Flinders Reserve (Camden South), Catherine Fields Reserve (Catherine Field), Liquidamber Reserve (Narellan Vale), Lawson Reserve (Camden South).
- Council commenced preparation for the draft Kirkham Park Masterplan to identify opportunities for accommodating the future growth of current sporting and recreational user groups.

■ Conduct arts/cultural events and deliver programs

- Council successfully hosted a wide variety of arts and cultural events that included Youth Art Program, Creative Business Workshop, Children's Week Art workshops and exhibition, International Day of People with a Disability Workshops and Exhibition, Camden Shorts, Live and Local Music, Marketing for Creatives and the Creative Camden Hub.

- Council delivered 28 programs for a range of identified community groups, such as new residents bus tour, skate clinics, Multicultural March, International Women's Day, Teen Parenting sessions, Youth Public Art projects, Cool Off in Camden, Paint the Town REaD, Camden Play Day for Families, Seniors Festival, Youth Week, Youth Movie Night, Paws for a Second, NAIDOC, Seniors - Morning Tea and Christmas Lunch, Children's Week - Art Workshops and Exhibition, Grandparents Day, Carers Week - Carers Café and Carers Packs, International Day of People with Disability - Art Unearthed Workshops and Exhibition.
- Council participated in a number of network meetings such as interagency meetings, Seniors Program Committee meetings, Cohesive Communities Advisory Group meetings, Youth Council Meetings and Access Community Advisory Group meetings.
- Council libraries at Camden and Narellan delivered over 2,000 programs including children, young people, adult, community learning, local studies, exhibitions and specific programs for HSC students.

■ Provision of a function venue

- Council refurbished the Camden Civic Centre to cater for non-Council and Council events and functions.
- Camden Civic Centre catered for weddings, school performances, concerts, live entertainment, formals, presentations, conventions and exhibitions. A total of 838 events were held this year, including high profile events such as The Rubens - National Album Launch and Business Awards.
- The Camden Civic Centre has many return clients hiring the Centre and in the past six months (January to June 2018), 7.5% of the hirers were first time users.

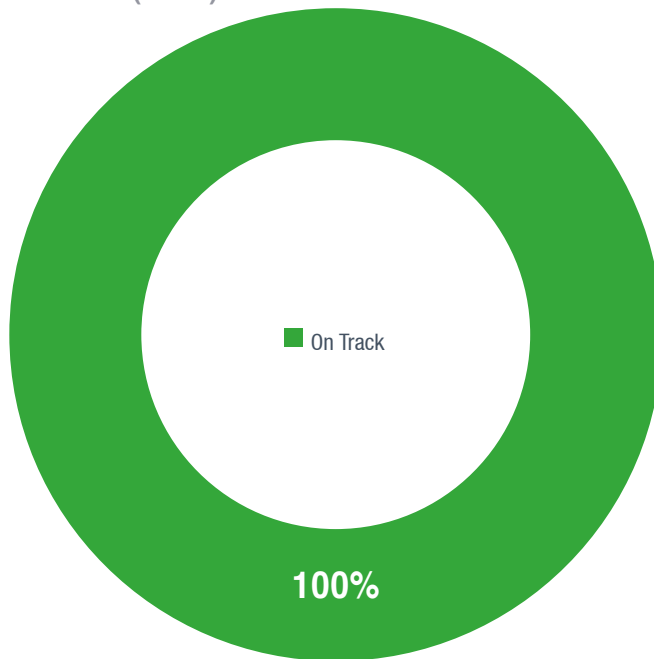
■ Respond to State Government funding opportunities

- Council was successful with grant funds of \$7,000 (excl. GST) from the NSW Department of Family and Community Services to host a Grandparents Day Event.
- Council was successful with grant funds of \$23,190 (excl. GST) through the NSW Government Liveable Communities Grant Program, an initiative of the NSW Ageing Strategy 2016-2020. The funds will assist Council to develop the Café Connect Camden Project to host a series of Connection Cafes for older people.

There are eight performance indicators to measure the progress and they are:

1. Number of programs delivered to various community groups including identified target groups
2. Number of arts/cultural events hosted across the Camden LGA
3. Increase number of participants in active recreational activities using Camden Memorial Pool (seasonal)
4. Increase number of participants in active recreational activities using Mount Annan Leisure Centre (seasonal)
5. Ratio of returning clients to new clients for hiring Camden Civic Centre
6. Number of non-Council events hosted at the Camden Civic Centre
7. Number of programs conducted at local libraries
8. Families have access to a quality Family Day Care service – hours of care provided

The assessment on the above performance indicators shows all 8 Indicators (100%) as 'On Track'.



Community Outcomes

- Active living opportunities supported by recreation facilities, events and programs
- Access to a variety of entertainment and events that supports social inclusion and connectivity
- Life-long learning prospects through community education and local libraries
- Camden Civic Centre as a venue for the community to utilise
- Options for child care – Camden Family Day Care



Jaden - Birrawa Reserve



Key Direction 06

Strong Local Leadership

Strong local leadership means that the Camden LGA has strong organisations and individuals representing its interests, who are responsive to the community, and who are working together to achieve the community's vision for the future.

Strong local leadership will be needed from all levels of government, as well as the private sector, non-government organisations, business, industry groups, and community organisations. Developing leaders within the community will place the Camden LGA in good stead for the years to come.

Camden Council, as the level of government in closest contact with the local community, has a particular role in the planning, advocacy and delivery of good outcomes on behalf of the Camden community. This role is important as the Camden LGA faces massive urban and population growth, particularly in advocating

for the delivery of major infrastructure provision, and in balancing the needs and desires of the current population with the pressures of growth.

Importantly, strong local leadership can influence the way that government engages with, and responds to, the local community needs and aspirations in decision making and planning process as well as delivering services.

Objectives

Maintain strong partnerships and shared responsibilities with stakeholders

Community and stakeholders are kept informed

To support the above objectives...

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

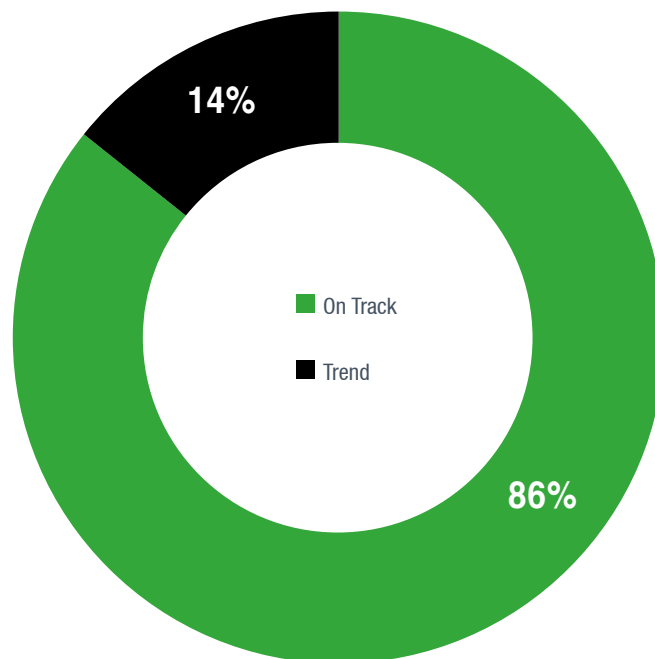
Below are some of the actions and activities Council undertook to support the community, keep the community informed and provide opportunities for the community to participate.

- Provision of community small grants, donations, annual subsidies and sponsorships
 - Council distributed community small grants valued at \$87,194 to 24 community service groups.
 - Council donated \$5,819 to 8 community groups for charitable purposes.
 - Council provided annual subsidies valued at \$53,988 to 8 community organisations.
- Council has sponsored 21 organisations for community programs.
- Create opportunities for the community to access information and to participate
 - Council published quarterly community newsletter, Let's Connect.
 - Council established a register - Friends of Macaria.
 - Council conducted engagement for 'Your Parks, Your Voice' project, Water Play Park and Youth Spaces and Camden Town Centre Urban Design.
 - Council launched Oran Park Library, Alan Baker Art Gallery, and Live and Local event.
 - Council published information on Facebook, rates notices and a weekly Council news column in the local newspaper.
- Respond to State Government plans, grant funds and partnership opportunities
 - Council was successful with grant funds of \$2,000 (excl. GST) from the Premier's Miscellaneous Grant Fund for refurbishing of the RSL Memorial Garden located at the Bicentennial Equestrian Park.
 - Council partnered with Hockey NSW to deliver the 2018 Regional Challenge at Narellan Sports Hub. This partnership opportunity assisted in promoting the LGA and benefited local businesses.
 - Council is one of the 8 councils and is a committed participant in a wide range of initiatives under the Western Sydney City Deal.

There are seven performance indicators to measure the progress and they are:

1. Number of Community Small Grant Agreements
2. Number of donations for charitable programs
3. Number of annual subsidies extended to community organisations
4. Number of community sponsorship programs supported
5. Maintain publication of regular Council information
6. Maintain Council's social media platform
7. Maintain Council's community engagement and communication practices

The assessment on the above performance indicators shows 6 Indicators (86%) as 'On Track' and 1 Indicator (14%) as 'Trend'.



Community Outcomes

- Strong communities to live, work and play
- Opportunities to participate and keep abreast of local community and Council news
- Contribute in building community connections that supports community well-being



Harry - Upstairs at Freds

Finance Summary

Camden continues to be one of the fastest growing areas in Australia with more than 150 new residents per week. This growth places substantial pressure on Council's finances and resources. The cost of planning for growth is an up front cost that is required before additional rate income is realised through growth.

Council works closely with all levels of Government and the community to ensure there is a balance between providing services to existing residents and those we welcome to the Camden LGA in the future.

The following information provides a snap shot of Council's financial performance over the past 12 months, more detailed information is provided within the Financial Statements.

Financial Performance

The following table highlights the 'financial performance' comparison between 2017/18 and 2016/17:

Income Statement	2017/18	2016/17
	\$'000	\$'000
Total Income from Continuing Operations	\$275,285	\$188,734
Total Expenses from Continuing Operations	\$109,689	\$92,030
Surplus Operating Result from Continuing Operations	\$165,596	\$96,704
Grants and Contributions provided for Capital Purposes	\$175,225	\$98,372
Net Operating Result before Grants and Contributions provided for Capital Purposes (deficit)	(\$9,629)	(\$1,668)

Local Government Accounting – Operating Result

It is important to note that the operating result shown in the Income Statement is not Council's budget or cash position. The Income Statement complies with the International Financial Reporting Standards and is required to be reported on an accruals basis, it considers non-cash entries and the timing of the receipt or payment of money. Council's budget is done on cash basis. The reported surplus of \$165.59 million (after capital items) does not mean Council has additional funds of \$165.59 million to spend. Alternatively the fact that Council's Income Statement has a reported deficit of \$9.63 million (before capital items) does not mean Council's budget is over spent or Council's liquidity position is poor.

Council continues to balance its budget annually and its liquidity position is strong as demonstrated by the financial indicators in Note 23 to the Financial Statements.

Operating Result (after capital items)

The 2017/18 Operating Result after accounting for capital income is a surplus of \$165.59 million (\$96.70 million 2016/17). This surplus is primarily due to non-cash contributions made by developers for infrastructure such as roads, drainage and open space. The value of these non-cash dedications for 2017/18 was \$142.75

million (\$76.16 million in 2016/17). Accounting standards require the dedication of assets to be brought to account as income which inflates the surplus reported.

Operating Result (before capital items)

Council's operating result before capital items is a deficit of \$9.63 million. This result excludes capital income of \$175.23 million. In comparing this result to the previous financial year, the deficit has increased from \$1.67 million to \$9.63 million. This is predominately due to the disposal of Infrastructure assets (non-cash) and an increase in depreciation expense (non-cash). The disposal of infrastructure assets included the write-off of roads upon renewal (\$2.55 million), the write-off of assets transferred to the RMS (\$2.48 million) and operational land (\$1.08 million). The increase in depreciation was a result of the removal of residual values on road surface assets (\$1.03 million) and an extraordinary increase in Council's asset base where major construction works were completed including the new administration building and Oran Park library which increase the amount of depreciation expense recognised.

Other significant movements in income include Rates and Annual Charges increasing by \$5.97 million, and Fees and Charges by \$978K predominately in building services and town

planning associated with growth. To maintain existing service levels Council has employed additional staff during 2017/18 which increased employee costs by \$3.19 million. Materials and Contracts also increased by \$3.20 million representing additional works and services undertaken to meet service demand.

Council continues to monitor its operating result and whilst Council's liquidity position is strong, Council recognises that longer term, operating deficits are not sustainable and that sustained reported deficits will ultimately reduce Council's ability to maintain or replace its asset base over time.

Council expects that this position will improve over time through increased income associated with growth and prudent long-term financial management of expenditure budgets that consider the timing of future income. Council's disposals (per note 5) were unusually high this financial year which resulted in a one-off expense in Council's income statement to recognise a decrease in equity.

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

■ **Balanced Budget**

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

■ **Loans and Loan Reduction Program**

Historically Council has part funded its annual road reconstruction program through loans. In 2013/14 Council adopted a loan reduction program to gradually reduce Council's reliance on re-current loan borrowings. Council has completed this program 2 years ahead of schedule. Council did not borrow for its annual road reconstruction program during 2017/18 and has no future re-current loan borrowings in its long-term financial plan (10 years).

Council still has capacity to borrow for capital projects (one-off) upon the appropriate financial assessment being completed.

■ **Long-Term Financial Planning (LTFP)**

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

■ **Asset Management Planning**

Sound asset management and the correct allocation of resources are central to Council's sustainability. As part of Council's adaptive organisational framework and Organisational Improvement Plan an asset management section was created dedicated to understanding the financing and resourcing needs of our current and future asset base. This will enhance Council's decision making and longer term forecasting.

■ **Cash Reserves and Investing in the Future**

Council has established reserves for capital improvement, asset replacement and technology improvements.

■ **Community Infrastructure Renewal Program (CIRP)**

In 2013, IPART approved a special rate variation for a \$6 million (over 6 years) CIRP. The last year of this program is 2018/19. The program has been essential to Council continuing to address its renewal backlog. As part of the 2019/20 budget process Council will assess the need to continue this program. A continuation of this program requires consultation with the community before any application can be made to IPART for its continuation.

■ Building Partnerships

Council continues to actively pursue both State and Federal funding opportunities to fund infrastructure and service requirements when made available. Examples include accessing the low interest loans under the Local Infrastructure Renewal Schemes. This scheme will again be available for the 2019/20 financial year with applications closing in May 2019.

■ Organisational Improvement Plan

As part of demonstrating Council is “fit for the future” an organisational business improvement plan (BIP) was implemented, this plan is now complete with all 57 Priority Action projects completed.

To ensure future organisational improvement efforts are structured in a similar, systematic manner and that Council continues in its efforts to be a benchmark local government organisation, Council is currently developing an Organisational Strategic Plan (‘OSP’). The OSP will act as the new ‘BIP’ and a mechanism to prioritise and guide the selection of future organisational strategic improvement priorities.

Statement of Financial Position

The net value of assets owned by our community is \$1.537 billion (\$1.321 billion in 2016/17). The majority of this equity relates to the ownership of land and infrastructure assets such as roads, stormwater drainage, footpaths and bridges. Council’s increase in equity is predominately due to infrastructure assets being dedicated to Council as part of new release areas being developed and the reclassification of four property assets to investment properties.

In 2017/18 Council converted four of its buildings to investment properties by leasing them to the private sector. An independent valuation of these four properties (including land) has also resulted in a fair value increment of \$6.053 million, which has been transferred to Council’s revaluation reserve. The value of Council’s investment properties as at 30 June 2018 is \$27.3 million.

Council revalued operational land and buildings as at 30 June 2018. The increase in value has been transferred to Council’s revaluation reserve (\$54.00 million).

Council’s loan debt is now \$31.62 million with a net decrease of \$3.38 million from 2016/17; primarily a result of principal repayments during 2017/18 and no new loans being taken up in 2017/18.

Financial Health Indicators

The financial health indicators for the 2017/18 financial year can be found in Note 23(a) (pages 74-77) and Special Schedule 7 (pages 12-13). These sections of the financial statements provide a detailed explanation of each indicator and any unique considerations which need to be taken into account when assessing Council’s financial performance. Overall, the indicators provide a positive outlook for Council’s continued financial sustainability.

It should also be noted that Camden Council was 1 of only 7 metropolitan Council’s to be deemed fit for future as part of IPART’s review into the financial sustainability of NSW Council’s.

Financial Statements

Council’s financial statement is available on the Council website www.camden.nsw.gov.au

Council’s overall guiding principle is to maintain a strong and sustainable financial position, underpinned by a sound income base and commitment to

financial control to ensure the effective and efficient delivery of services, facilities and infrastructure required by the community.



Matthew - Harrington Park AFL Field

Asset Summary

Council maintains a significant portfolio of assets and infrastructure to support the Camden LGA community. These include public roads and other transport related facilities, stormwater drainage networks, parks, reserves and recreational facilities, property and buildings. The total value of all assets is \$1.7 billion, including land.

Asset Growth

Camden is currently undergoing high growth phase. The table below lists out the increase in the asset base in 2017/18.

Asset Class	2015-2016	2016-2017	2017-2018	2017/18 ADDITIONS
Roads	616 km	643 km	695 km	52 km
Footpaths & Cycleways	287 km	305 km	336 km	31 km
Kerb & Gutter	932 km	988 km	1071 km	83 km
Stormwater Pipes	535 km	570 km	629 km	59 km
Pits	23,941 Pits	26,025 Pits	28,692 Pits	2,667 pits
Headwalls	963 headwalls	993 headwalls	1050 headwalls	57 headwalls

Road and transport assets

Council is responsible for the care, control and management of \$755.3 million replacement cost of roads and transport related assets. These include:

- 534.9 km of local urban sealed roads
- 142.4 km of local rural sealed roads
- 0.5 km of local rural unsealed roads
- 8.2 km of regional urban roads
- 9.3 km of regional rural roads
- 248.4 km of footpaths
- 87.7 km of cycleways
- 17 road bridges
- 61 major culverts
- 1071 km of kerb & gutter
- 96 car parks

Achievements for the year

Council spent a total of \$12.9 million on preserving, restoring and enhancing road and transport related assets during 2017/18. Some of the major works completed include:

- Argyle Street Upgrade (Stage 3)
- Oxley Street multi-deck carpark
- Hartley Road reconstruction
- Anzac Road reconstruction
- Loftus Road reconstruction
- Oran Park Drive reconstruction
- Holdsworth Drive reconstruction
- Deepfields Road blackspot project
- Catherine Fields Road reconstruction
- Old Hume Highway – school crossing upgrade

Parks and recreation facilities

Council manages public open space providing a range of opportunities for active and passive recreation. These assets are valued at \$85.3 million (replacement cost) and these recreational facilities include:

- 21 sporting fields
- 111 playgrounds and fitness facilities
- 9 tennis court sites
- 1 skate park
- 3 netball facility sites
- 1 equestrian facility (Bicentennial Equestrian Park)
- 15 cricket pitches and 14 practice wicket nets

Achievements for the year

Council spent a total of \$13.2m million preserving, restoring and enhancing recreation and open space facilities during 2017/18. Some major works completed include:

- Narellan Sports Hub Stage 1
- Manna Gum Reserve playground upgrade
- Flinders Reserve playground upgrade
- Lawson Reserve playground upgrade
- Liquidamber Reserve carpark extension

Buildings

Council has in its care 160 buildings which have a wide range of community uses. These assets are valued at \$159.2 million (replacement cost) and include:

- 1 Council offices
- 15 Council works depot buildings and structures
- 7 community halls
- 3 libraries
- 1 Civic Centre
- 2 museum/art galleries
- 52 amenities and clubhouse facilities
- 41 other buildings/structures
- 6 Council leased properties
- 11 Council bushfire and SES buildings or structures
- 3 specialised buildings
- 2 multi-deck carpark
- 9 Council commercial investment buildings
- 5 scout halls
- 2 Leisure Centres

Achievements for the year

Council spent a total of \$18.7 million preserving, restoring and enhancing buildings during 2017/18. Some major works completed include:

- Mount Annan Leisure Centre Stage 2
- Macaria Art Gallery
- Oran Park Library fit out

Stormwater and flood mitigation

Council is responsible for a wide range of stormwater and drainage facilities. These assets are valued at \$321.7 million (replacement cost) and include:

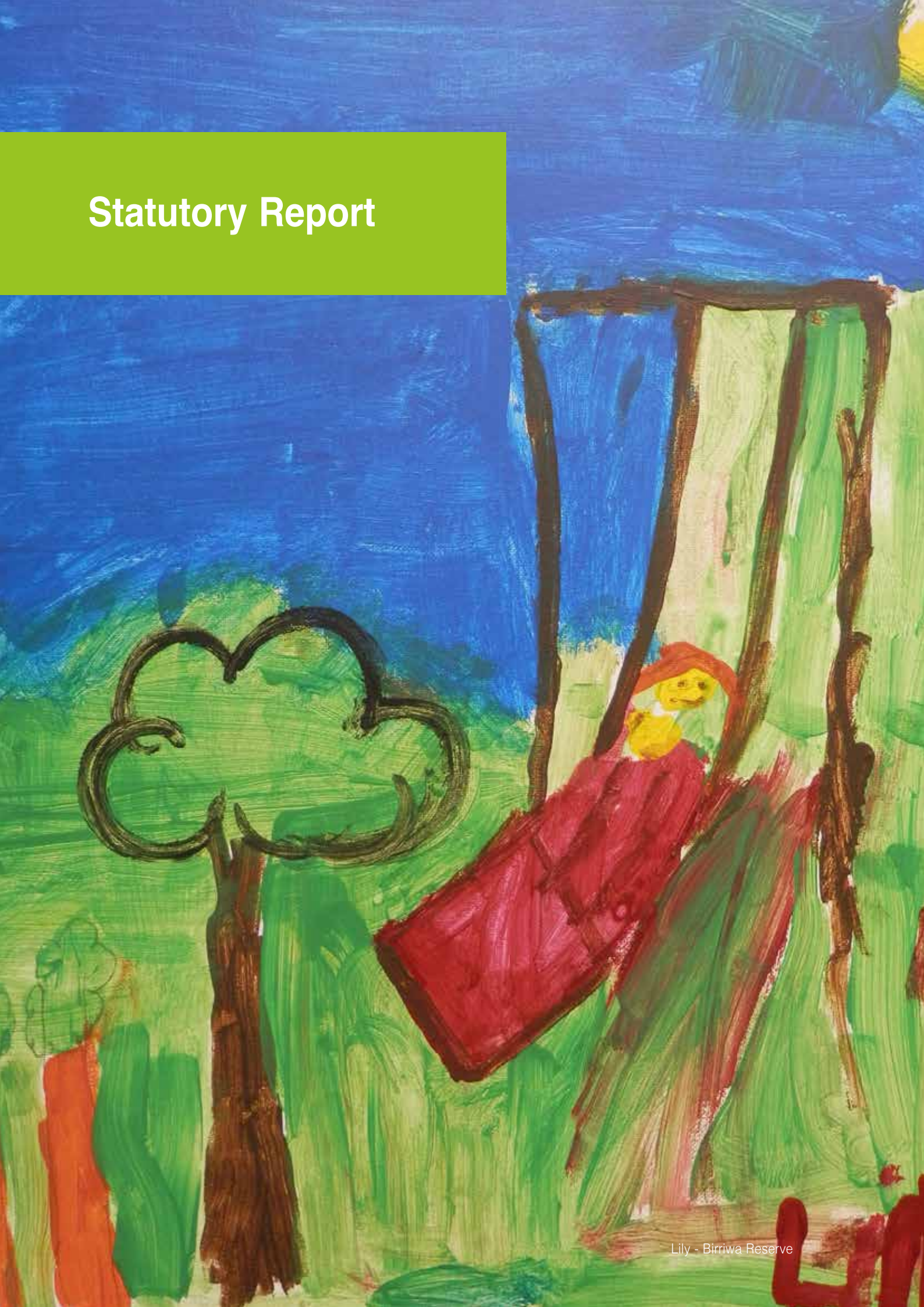
- 629 km of stormwater pipes
- 28692 stormwater pits
- 1050 headwalls
- 77 minor box culverts
- 6.4 km of concrete channels
- 26.0 km of open formed channels
- 38 detention basins
- 277 water quality devices

Achievements for the year

Council spent \$2.59 million preserving, restoring and enhancing these assets during 2017/18. Some major works completed include:

- Camden Town Centre drainage improvements
- Lake Yandelora embankment stabilisation

Statutory Report



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

Enforcing and ensuring compliance with the Companion Animals Act and Regulation

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

Companion Animal seizure and animal care facility activities

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

Stray animals seized within the LGA in 2017/18 were transported to Council's Animal Care Facility operating out of Rossmore Veterinary Hospital.

The collection of data has been lodged with the Office of Local Government. The number of companion animals seized and/or impounded during the 2017/18 reporting period is as follows:

Companion Animal seizure and animal care facility activities

	Seized	Returned to owner	Impounded at Renbury Farm	Surrendered by owner
Dogs	238	125	209	9
Cats	67	0	88	4
Total	305	125	297	13

RANGERS



Team Leader



General Duty Rangers



Companion Animal Ranger



Noxious Weeds Ranger



Administration Support Officer

Companion Animal Management and Activities

Council employs eight officers within Ranger Services; one Team Leader, one Companion Animal Ranger, four General Duty Rangers whose duties include some animal control and enforcement, one Noxious Weeds Officer and one Ranger Services Administration Support Officer.

The Companion Animal Ranger position was created to oversee Council's re-homing activities, provide enrichment to impounded animals, assist in their promotion via websites and social media and lead Council's educational activities around responsible pet ownership.

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

Council received a total of \$106,769 in companion animal payments from the Office of Local Government during 2017/18. From this \$58,400 relates to payments for the period of 17/18 while \$48,368 relates to payments that were due for the period 16/17 but paid to Council in 17/18 financial year.

Reported Dog Attacks 2017/18

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

Within the Camden LGA during 2017/18, there were 86 dog attack incidents reported to Council. Council investigated all customer requests received out of 86 reports, 41 were proven and reported to the Office of Local Government. The number of victims from those incidents reported is as follows:

Reported dog attacks 2017/18

Victims	No Injury	Minor	Medical Treatment Required	Hospitalisation	Death	Total
Adult (16 yrs +)	10	9	2	0	0	21
Child (up to 16yrs)	1	1	1	0	0	3
Animal	7	6	16	0	4	33
TOTALS	18	16	19	0	4	57

Companion Animal Community Education Programs

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

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

**Free microchipping
for dogs and cats. ””**

Alternatives to Euthanasia for Unclaimed Animals

Under Section 64 of the Companion Animals Act, councils are required to seek alternatives to euthanasia for unclaimed animals. Council informs and promotes responsible pet ownership including micro-chipping and registration. Micro-chipping and registration helps to ensure the pet and its owner can be reunited.

In late 2016, Council resolved to operate as a 'No Kill' animal care facility. Council is committed to minimising unwanted behaviours in impounded animals, promoting animals through social media and website advertising and working closely with the community and rescue groups to place animals that cannot be sold. In 2017/18, Council re-homed or rescued all suitable companion animals that were impounded.

Outcome of Dogs/Cats Impounded at Renbury Farm on behalf of Camden Council

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

In 2017/18, no animals considered suitable for re-homing were euthanased.

Outcome of Dogs/Cats Impounded

	Released	Unsuitable Animals Euthanased*	Sent to Rescue Organisations	Sold	Other (Stolen/ deceased)
Dogs	128	3	9	77	1
Cats	4	39	10	30	10
Total	132	42	19	107	11

*Unsuitable animals include restricted breed, dangerous dogs, menacing dogs, animals with aggressive temperament, feral, significantly sick or injured.

Off-leash areas provided within the Camden Local Government Area

The Camden LGA has five (5) off-leash areas:

■ **River Road Reserve, Elderslie**

This Reserve is a dedicated off-leash area which is open seven (7) days a week with no time restrictions. Amenities include lighting, seating, shade, agility equipment and a sectioned off area for smaller dogs.

■ **Bicentennial Equestrian Park, Camden**

The Equestrian Park is designated off-leash before 10am and after 5pm daily. During horse event periods all dogs must be on leads.

■ **Rosevale Reserve, Rosevale Place, Narellan**

This Reserve has a dedicated off-leash area which is open seven (7) days a week with no time restrictions. Amenities include seating, shade and agility equipment.

■ **Clifton Park, Arcadian Hills Estate, Cobbitty**

This Reserve has a dedicated off-leash area which is open seven (7) days a week with no time restrictions.

■ **Burrell Road, Spring Farm**

This Reserve has a dedicated off-leash area which is open seven (7) days a week with no time restrictions.

Council do have several other off-leash areas in the LGA that have not yet been handed over to Council by the Developer.

Section 85

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

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

Council is in the process of providing further off-leash areas in the LGA. ””



Braydon - Oran Park

Environmental Planning and Assessment Act 1979

Particulars of Compliance with and Effect of Planning Agreements in Force During 2017/18 (S7.5(5))

Oran Park

This Voluntary Planning Agreement (VPA) applies to land within the Oran Park Precinct - east of The Northern Road. The land is being developed by Greenfields Development Company, partly in partnership with Landcom. The VPA contains works and land dedications with a value in excess of \$140 million (excluding the value of the water cycle management works and land, and the riparian corridor works and land).

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

The Oran Park Library is one of the projects which was completed and opened to the public in June 2018. Further open space, water cycle management and pedestrian/cycle paths were completed, including the two basins at the intersection of Peter Brock Drive and The Northern Road. Design work for the Ron's Creek corridor and the Oran Park Leisure Centre (adjacent to the Oran Park Library) has commenced.

Gregory Hills

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

The objective of this VPA is for the developer to provide \$60 million of infrastructure to support the development, including monetary contributions toward the funding of other off-site facilities such as a library, leisure centre and youth recreation centre, which are to be located within the Oran Park Town Centre.

The developers have commenced the construction of a double playing field, hard court and exercise equipment complex at the north-eastern corner of the development, along with the Gregory Hills Community Centre adjacent to the future Gregory Hills town centre site. The construction of water cycle management infrastructure and riparian corridor works has also occurred to support development within the precinct.

Gledswood Hills

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

In January 2018 the Gledswood Hills VPA was amended to provide development contributions for the future development of 400 dwellings within the Gledswood Hills neighbourhood centre which is known as the 'Entertainment Precinct'.

The objective of this VPA is for the developer to provide \$28 million of infrastructure and facilities to support the development, including a monetary contribution toward the funding of other off-site facilities such as a Library, Leisure Centre and Youth Recreation Centre which are to be located within the Oran Park Town Centre.

The developer has completed landscaping and construction works within the 'Satoyama' open space corridor land in the centre of Gledswood Hills, including the construction of one full-court and one half-court basketball court, picnic facilities and seating, a playground and kick-about areas. Further embellishment works within the South Creek Riparian Corridor have been completed, including paths/cycleways through riparian corridor, and the road crossing over South Creek.

Yamba

This VPA applies to land known as Yamba, which is an 8.3 hectare site fronting Camden Valley Way at Kirkham. The site is situated between existing residential development at The Links Estate Narellan, rural land to the west and Kirkham Lane to the south.

The proponent has previously completed extensive heritage conservation works to Yamba Cottage in accordance with the VPA in 2013 and the cottage is currently tenanted. Conservation works have also been undertaken regarding the roadside stall and barn buildings. Conservation works are yet to commence regarding the worker's cottage. Following the sale of the site in 2014, a development application for the subdivision of the site has not yet been lodged.

Harrington Grove

This VPA applies to land known as Harrington Grove, which is a 440 hectare site located to the north and west of the existing Harrington Park development.

The objective of this VPA is for the developer to conserve significant areas of Cumberland Plain Woodland Vegetation, restore two heritage homesteads (Harrington Park Homestead and Orielton), provide a range of on-site facilities (both Public Facilities and Community Title Facilities) and provide a monetary contribution.

The bushland conservation works are well underway and annual reporting is continuing. The heritage restoration works on the Orielton Homestead are now complete. Construction of the Harrington Grove West development has begun and as a result it is expected that further facilities will be delivered progressively over the next couple of years. Stage 1 of the Narellan Sports Hub has been completed on land dedicated to Council by the developer under the VPA.

Mater Dei (Wivenhoe)

This VPA applies to land known as Mater Dei or Wivenhoe, which is a 150 hectare site bound by Cobbitty Road to the north, Macquarie Grove Road to the east and the Mater Dei access driveway to the west.

The objective of this VPA is for the developer to conserve a significant area of Cumberland Plain Woodland Vegetation, restore the heritage homestead Wivenhoe, provide a range of on-site facilities, and provide a monetary contribution.

The bushland conservation works are well underway and annual reporting is continuing. The restoration of Wivenhoe and surrounding landscaping works are complete, along with the construction of the pedestrian/cycleway network and local parks to support the development.

El Caballo Blanco, Gledswood and East Side Land Owners

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

The objective of this VPA is for the developer to provide infrastructure, riparian corridor conservation, open space, a road network and recreation lands to support the development. The VPA has a value in excess of \$3 million and also requires a monetary contribution of over \$6,000 per lot to be paid to Council for off-site facilities.

During the reporting period, four golf course holes have been completed and open space and drainage works have commenced.

East Leppington

This VPA applies to land known as East Leppington, which comprises approximately 45 hectares that was rezoned in 2013.

The objective of this VPA is for the developer to provide over \$7 million of infrastructure and assets to support the development, including local open space and recreation lands, a collector road, pedestrian and cycle paths, water cycle management, and the embellishment of riparian land that is to be dedicated to Council.

Development within this precinct is significantly advanced, and during this period the local park and riparian corridor embellishment works have been completed.

Emerald Hills

This VPA applies to land known as Emerald Hills, which comprises over 151 hectares of land that was rezoned in 2014.

The objective of this VPA is for the developer to provide over \$47 million of local open space and recreation infrastructure, community facilities, collector roads, pedestrian and cycle paths, water cycle management and the embellishment of riparian land that is to be dedicated to Council, along with a monetary contribution towards off-site facilities.

The planning, design and construction of works and facilities under the VPA has continued, including the completion of the Hill Top Park including viewing platforms, and further design work on the heritage park, double playing fields, and amenities building/community facility. The VPA was also amended to include the future upgrade of St Andrews Road.

Spring Farm

This VPA applies to 82 hectares of land within the Spring Farm Urban Release Area, generally to the south of Springs Road.

The objective of this VPA is to provide local infrastructure including open space, road works and stormwater facilities with a value of over \$37 million in conjunction with the staged release of this development.

Further open space land and drainage infrastructure was provided during the past year to support the ongoing development of the precinct.

Arcadian Hills

This VPA applies to the development known as Arcadian Hills, which forms part of the Oran Park Growth Centre precinct on the western side of The Northern Road.

The objective of this VPA is for the developer to undertake approximately \$20.1 million of open space, transport, riparian corridor and water cycle management works and land dedication, and monetary contributions towards off-site facilities on behalf of the 457 residential lots proposed in the development.

The two local parks in the northern part of Arcadian Hills have now been completed, and design work has commenced for the embellishment of the open space land which surrounds the heritage driveway.

Catherine Park

This VPA applies to the development known as Catherine Park, which is a 163 hectare site bound by Camden Valley Way and Oran Park Drive.

The objective of the VPA is for the developer to undertake \$52 million of open space, transport, riparian corridor and water cycle management land and works, as well as a contribution towards off-site facilities, on behalf of the 1,850 residential lots proposed in the development.

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

Government Information (Public Access) Act 2009 (s125 of the GIPA Act and cl193 of the GIPA Regulation)

GIPA (s125 of the Act and cl7 of Regulation)

The Government Information (Public Access) Act 2009 (GIPA Act) came into effect on 1 July 2010. The GIPA Act is the NSW Government's approach to giving the community greater access to information. The NSW Government has made a commitment to provide access to information held by the Government, including local councils, unless on balance it is contrary to the public interest to provide that information.

Council is committed to providing the community with open and transparent access to information about our services, activities and business operations. Much of this information is routinely provided in our corporate documents, which are identified in our Agency Information Guide, publicly available on Council's website.

www.camden.nsw.gov.au



Review of Release of Government Information under s7(3) of the GIPA Act

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

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

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

Number of Applications received during 2017/18

In 2017/18 Council received 11 formal and 711 informal GIPA applications. All applications received were assessed and responded to within statutory timeframes.

Statistical information about access applications - Clause 7(d) and Schedule 2

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	2	0	0	0	0	0	1	3	27%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	0	2	0	0	0	0	0	0	2	18%
Members of the public (other)	1	1	0	0	0	3	0	1	6	55%
Total	1	5	0	0	0	3	0	2	11	
% of Total	9%	46%	0%	0%	0%	27%	0%	18%		100%

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refuse to Deal with Application	Refuse to Confirm/ Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	1	0	0	0	0	1	0	0	2	18%
Access applications (other than personal information applications)	0	5	0	0	0	2	0	2	9	82%
Access applications that are partly personal information applications and partly other	0	0	0	0	0	0	0	0	0	0%
Total	1	5	0	0	0	3	0	2	11	
% of Total	9%	46%	0%	0%	0%	27%	0%	18%		100%

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

Table C: Invalid applications

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

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	0	0%

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	1	14%
Law enforcement and security	1	14%
Individual rights, judicial processes and natural justice	5	72%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate	0	0%
Freedom of Information legislation	0	0%
Total	7	100%

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	11	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	11	100%

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

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

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

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

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

Table I: Applications transferred to other agencies

	Number of applications transferred	% of Total
Agency-Initiated Transfers	1	100%
Applicant - Initiated Transfers	0	0%
Total	1	100%

IPART SRV Determination Conditions

Special rate variation

At the Council Meeting of 11 December 2012, Council resolved to apply for a special rate variation (SRV) of 1.1% (above the Minister's allowable limit of 3.4%) for six years for the purposes of part-funding a \$6.4 million Community Infrastructure Renewal Program. This application was approved on 12 June 2013. The SRV commenced on 1 July 2013 and will expire on 30 June 2019.

The Community Infrastructure Renewal Program is made up of \$2.9 million from the SRV, \$2 million from a State Government low interest loan under the Local Infrastructure Renewal Scheme and \$1.5 million from Council's Internal Reserves. The following table is a summary of the renewal works to be delivered under the \$6.4 million program over six years:

INFRASTRUCTURE CATEGORY	EXPENDITURE
Road reconstruction and reseal	\$3,075,000
Parks and reserves renewal program	\$1,316,000
Buildings and surrounds renewal program	\$755,000
Bridge renewal program	\$512,000
Kerb and gutter renewal program	\$480,000
Footpath and cycleway renewal program	\$262,000
Total	\$6,400,000

The total programmed expenditure for the first five years of the Community Infrastructure Renewal Program was \$5.23 million. As at 30 June 2018, \$4.94 million (94%) of the identified work program was completed.

Council renewal expenditure on this program for the 2017/18 Financial Year was \$1,209,343.

COMMUNITY INFRASTRUCTURE RENEWAL PROGRAM

The total programmed expenditure for the first five years of the Community Infrastructure Renewal Program, was \$5.3 million. As at 30 June 2018, \$4.9 million (93%) of the identified work program was completed.

Council's renewal expenditure on this program for the 2017/18 Financial Year was \$1,209,343

Work Locations	Suburb	2017/18
		\$
ROAD RECONSTRUCTION AND RESEALS PROGRAM		
Macquarie Avenue	Camden	\$144,679
Arndell Street	Camden South	\$44,075
Lerida Avenue	Camden South	\$64,004
Anzac Avenue	Smeaton Grange	\$180,000
Richardson Road	Narellan	\$105,916
Hartley Drive	Smeaton Grange	\$183,695
	Totals	\$722,369
KERB AND GUTTER RENEWAL PROGRAM - VARIOUS LOCATIONS		
	Totals	\$160,013
FOOTPATH RENEWAL PROGRAM - VARIOUS LOCATIONS		
	Totals	\$75,000
BRIDGE RENEWAL PROGRAM		
Burraborang Rd Bridge -460m East of Cawdor Rd	Camden	\$140,834
Macquarie Grove-Concrete Bridge_General	Kirkham	\$111,127
	Totals	\$251,961
TOTAL RENEWAL EXPENDITURE		\$1,209,343

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

Environmental upgrade agreements (s54p)

Council did not enter into any environmental upgrade agreements during 2017/2018.

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

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

According to Section 22 of Council's Code of Conduct, the Council is to provide the OLG with a report containing the statistics referred to below within three months of the end of September of each year.

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

The total number of code of conduct complaints made about Councillors and the General Manager under the code of conduct in the year to September	Nil
The number of code of conduct complaints referred to a conduct reviewer	Nil
The number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage and the outcome of those complaints	Nil
The number of code of conduct complaints investigated by a conduct reviewer	Nil
The number of code of conduct complaints investigated by a conduct review committee	Nil
Without identifying particular matters, the outcome of code of conduct complaints investigated by a conduct reviewer or conduct review committee under these procedures	N/A
The number of matters reviewed by the Division and, without identifying particular matters, the outcome of the reviews	N/A
The total cost of dealing with code of conduct complaints made about Councillors and the General Manager in the year to September, including staff costs.	Nil

Local Government Regulation 2005

Contracts awarded cl217 (1) (a2)

All new contracts (>\$150,000) during 2017/2018

Nature of Goods & Services Supplied	Name of Contractor	Total Amount Payable (excl. GST)
Refurbishment of the Macaria heritage building to create an Art Gallery	Axis Constructions Pty Ltd	\$484,729
Signalised Intersection Upgrade at Burragorang Road / Cawdor Road, Camden	Celtic Civil Pty Ltd	\$855,000
Rear loading compactor body for garbage trucks	Garwood International Pty Ltd	\$187,905
Intersection Upgrade at Camden Valley Way and Macarthur Road, Elderslie	Burton Contractors Pty Ltd	\$4,027,119
Argyle Street Streetscape Improvements, Camden - Stage 3 Murray to Oxley Streets	Statewide Civil Pty Ltd	\$2,324,568
Macquarie Grove Road Bridge Reinstatement of Bridge Deck Joints	Bridge Check Australia Pty Ltd	\$140,500
Construction of Curry Reserve Water Play Park, Elderslie	Beau Corp Projects Pty Ltd	\$1,050,000
Construction of a Playground - Bandara Circuit, Spring Farm	Lamond Contracting Pty Ltd	\$264,002
Cleaning Services for Camden Council Buildings	VDG Pty Ltd	\$264,002
Construction of Youth Spaces at Sedgewick Reserve, Currans Hill and Harrington Park Lake Reserve, Harrington Park	Co-ordinated Landscapes Pty Ltd	\$1,798,500
Waste Management Fleet and Operations Management System	3 Logix	\$260,980

Controlling interests cl217 (1) (a7)

Council did not hold a controlling interest in any companies during the 2017/2018 reporting period.

Councillor payments and support cl217 (1) (a1)

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

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

The objectives of the Expenses and Facilities Policy are to:

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

In 2017/18 the following expenses were incurred by the Mayor and Councillors:

Councillor Expenses

Dedicated Office Equipment	Nil
Telephone*	\$8,414
Conferences/Seminars	Nil
Training	Nil
Interstate Visits - all costs	Nil
Overseas Visits	Nil
Expenses for Spouses	Nil
Child Care	\$8,622
TOTAL	\$17,036

Councillor Allowance

Mayoral Allowance	\$34,850
Councillor Allowances	\$143,666

*includes telephone calls made, mobile phone and iPad

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

During the 2017/18 financial year, the People & Learning Branch continued to provide human resource services to a growing workforce. With a workforce growing at an average of 7% per annum to meet the needs of an ever-growing community. The focus of People & Learning activities has been to review and improve services to maintain a sustainable workforce that is agile and capable of delivering the Community Strategic Plan.

- Provision of core services and support in Work Health and Safety, Learning and Development, Payroll and Human Resources to a growing organisation.
- Ongoing support and implementation of Council's Adaptive Organisational Framework 2017.
- Review and update of Council's Human Resources policies and procedures.
- Review of Council's recruitment and selection procedures and practices.
- Implementation of the Leadership Capability Framework and associated Leadership Training to staff in supervisory positions.
- Development of monthly Human Resource corporate reporting framework.
- Development of Council's Health & Well-being Program.
- Employer Branding & Attraction Strategy developed & implemented.
- Expansion of Council's Mental Health initiatives including accreditation of 58 staff members as Mental Health First Aiders.
- Ongoing participation in the White Ribbon Accreditation Program.
- Successful delivery of 212 recruitment actions across Council.
- Development of Broad Banding Salary System for Civil Construction & Maintenance Branch.
- A total of 224 instances of training made available.
- Continued staff support through Education Assistance.
- Recruitment and ongoing support of 15 trainees and 4 apprentices.
- Twenty-two work experiences opportunities provided.
- Introduction and recruitment of two new graduate positions.

- Successful upgrade of payroll system.
- Commencement of process for the procurement of HRI System.
- Council continues to manage its employees in accordance with all relevant Award provisions and other employment related legislation.
- Council actively supports and promotes a contemporary and professional industrial environment.

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

- Council's EEO Management Plan reviewed.
- The commitment to maintaining good employee relations remains a high priority and is facilitated through consultation and communication. In accordance with the Local Government (State) Award 2017 Council maintains the Staff Consultative and Work Health and Safety Committees. These committees facilitate transparent decision making and promote good working relationships between Council, its employees and Unions.
- Recruitment of staff is based on merit selection principles ensuring that the most suitable candidate is selected, and all applicants are afforded equal opportunity.
- Participation in Recruitment and Selection and EEO Training is required for all staff prior to participation in recruitment actions.
- Council is currently expanding the Traineeship Program providing employment and development opportunities to young people in our local area. This program includes an identified position providing opportunity to people specifically from an Aboriginal and Torres Strait Islander background.
- Council is currently reviewing Human Resources systems to increase the availability of EEO data to assist in the review plans and policies and to improve reporting capabilities.
- Counselling, mediation and employee support is provided through the Employee Relations Branch and continued funding of Council's Employee Assistance Program provides employees with confidential counselling and support services provided by an external company.

External bodies cl217 (1) (a6)

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

Camden Seniors Program - Picnic Luncheon, Morning Tea, Christmas Lunch, Concert and Bus Trip



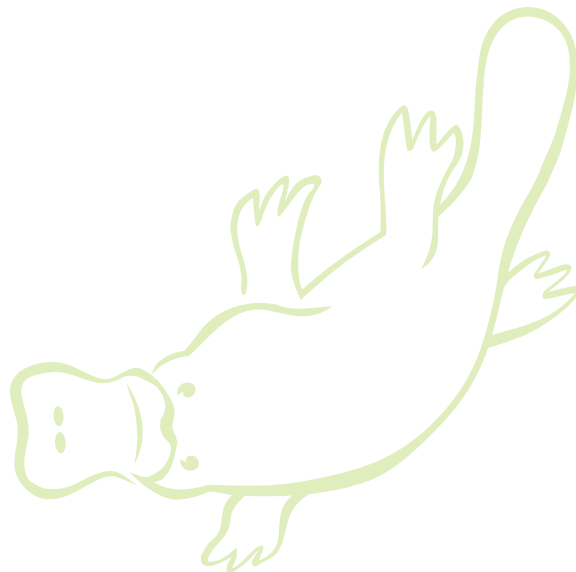
Grants and Contributions cl217 (1) (a5)

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

COMMUNITY FINANCIAL ASSISTANCE PROGRAM

Program Name	Funded	Amount
Community Small Grants	24 Community service groups	\$87,194
Donations for Charitable Purposes *	9 Individuals and/or community groups	\$5,819
Gifted Persons	27 individuals	\$10,938
Cultural Performance Subsidy	11 community events	\$11,990
Annual Subsidies	10 organisations and 3 community resources	\$53,988
Community Sponsorship *	23 organisations	\$85,240
TOTAL AMOUNT		\$255,169

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



Legal Proceedings cl217 (1) (a3)

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

Cost of all Land and Environment Court Proceedings	\$203,340
Cost of Local Court Proceedings	\$27,953

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

Defendant	Court	Description of Proceedings	Result	Legal Expenses
Vesta Homes	Picton Local	Mention	Resolved	NIL
Logico Homes	Picton Local	Mention	Resolved	NIL
Glascal Pty Ltd	Picton Local	Hearing	Resolved	\$27,953
Russell	Land and Environment	Hearing	Resolved	\$15,447
Boral Resources Pty Ltd	Land and Environment	Class 1 Appeal	On-going	\$38,325
Isaac Property Developments Pty Ltd	Land and Environment	Class 1 Appeal	On-going	\$4,493
Dart West Developments Pty Ltd	Land and Environment	Class 1 Appeal	On-going	\$6,331
Sunland No.35 Pty Ltd	Land and Environment	Class 1 Appeal	On-going	\$1,918
Balintore Ingleburn Road Pty Ltd	Land and Environment	Class 1 Appeal	On-going	\$17,975
Landco (NSW) Pty Ltd	Land and Environment	Class 1 Appeal	Resolved	\$12,308
Robert Cranney	Land and Environment	Class 1 Appeal	Resolved	\$49,912
Landco (NSW) Pty Ltd	Land and Environment	Class 1 Appeal	Resolved	\$53,304
Muhammad Imran Khalid	Land and Environment	Class 1 Appeal	On-going	\$247
Grima Bros Wholesale	Land and Environment	Class 1 Appeal	Resolved	\$3,076
Cassandra June Kings	Land and Environment	Class 1 Appeal	Resolved	\$40,634

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

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

Council is a shareholder in the Southern Phone Company for two shares at \$1.00 each being one A class share and in the B to ZZ class.

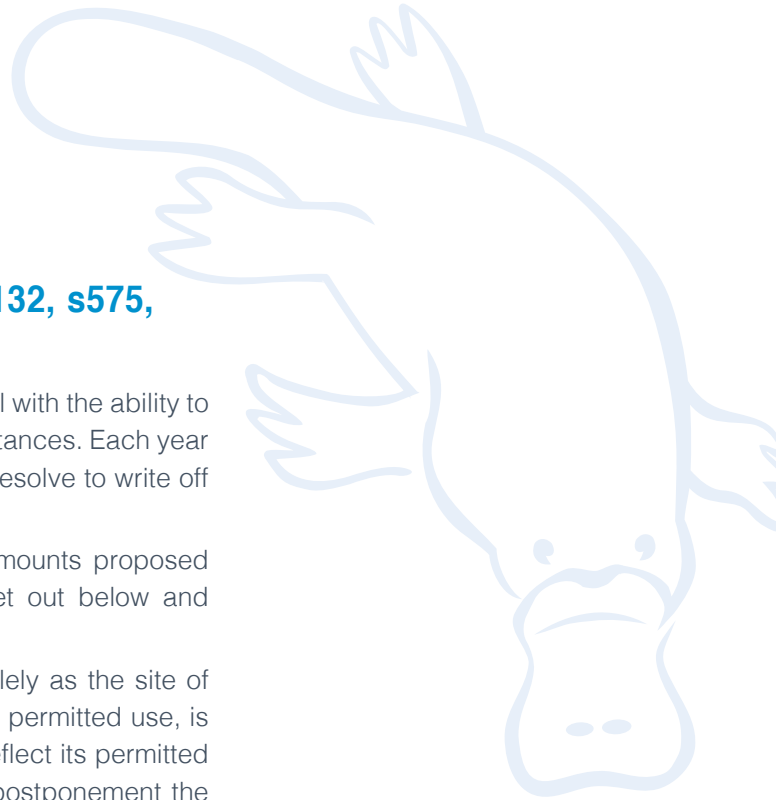
From 1 July 2014, Camden Council became a member of Civic Risk Mutual formerly known as Westpool and United Independent Group. Civic Risk Mutual is a co-operative Local Government self-insurance scheme. Financial contributions to the Pool are based on the relative size of each council and incorporate a proportion of underlying claims experience so as to reflect risk exposure.

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

Council carried out no work on private land.

Work undertaken on private land	Cost subsidised by council
Nil	Nil





Rates and Charges Written Off (cl 132, s575, s583, s595 or s607)

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

There are several types of write offs and the amounts proposed in respect of the 2017/2018 rating year are set out below and discussed.

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

Rates written off from 2013/2014	\$ 6,659
Interest written off from 2013/2014	\$ 2,435
Total	\$9,094

Small balance adjustments where the total amount left outstanding are less than \$3.00

Amount	\$2,162
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Miscellaneous rates and charges written off due to incorrect payment by solicitor.

Amount	\$740
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Interest on Pensioner's Rates written off in 2017/2018 as per Pension Policy 5.34

Amount	\$1,299
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The amount of pension rebates granted during the 2017/2018 rating year.

Amount	\$741,145
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Council will claim 55% reimbursement from the State Government for the amount written off.

The total amount of rates and charges written off in the rating year 2017/2018 is \$753,700 and appropriate provision was made in the 2017/2018 Budget.



Addison - Camden Bike Track

Stormwater Management Service Charge cl217 (1) (e)

During 2017/18 Council spent \$1,028,474 on managing, maintaining and upgrading stormwater management facilities throughout the LGA as well as delivering a range of education and promotion activities to help increase our community's awareness of potential polluting activities.

Activity	Amount
Lake Annan Plan of Management Works	\$16,911
Education and Promotion	\$87,106
Water Quality Monitoring	\$44,015
Urban GPT Maintenance	\$346,365
Wetland and Rain Garden Maintenance	\$115,838
Drainage System Management and Renewal	\$403,247
IBIS Program	\$14,992
Total	\$1,028,474

Works have now been completed in providing intensive water quality treatments at the main stormwater inlet with the construction of floating wetlands, embankment stabilisation and construction of an inlet zone for sedimentation control.

Education and Promotion

The majority of pollutants entering the Camden LGA stormwater system come from activities affiliated with urban living such as car washing, littering and over fertilising of gardens and lawns. Several education and promotion activities were undertaken during 2017/18 to help increase our community's awareness of potential polluting activities, including the engagement of a temporary Stormwater Education officer to target sedimentation control and water quality around worksites.

Water Quality Monitoring

Previous reviews of water quality programs data, it has been confirmed that stormwater management assets and devices, including pollution control basins, wetlands and lakes, are reducing pollutant loads, which would otherwise drain into the downstream Nepean River. The reduction of nutrients and other pollutants is particularly demonstrated within the smaller drainage units or sub-catchments. However, given that urban developments have accelerated in many sub-catchments draining to the Narellan Creek, maintenance of the stormwater control assets becomes important for their effectiveness to be retained.

Council has previously reviewed how this service is being undertaken, and has implemented efficiencies to improve the number of tests and also reduce costs.

Urban Gross Pollutant Trap (GPT) Maintenance

GPTs capture and store pollutant materials such as litter and nutrient laden sediment, and to function effectively, GPTs need to be cleaned and the captured material removed regularly. Gross pollutants and specifically the nutrients with them can be re-mobilised and washed downstream if they are not removed prior to subsequent rainfall events. GPT maintenance was completed in accordance with the management plan within the scheduled maintenance programs on a

quarterly basis, noting that as urban development proceeds, there are increasing demands for maintaining the new GPTs being delivered.

Wetland and Rain Garden Maintenance

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

Almost all stormwater originating from the Camden area ultimately drains into the Nepean River. Funds to periodically maintain wetlands, rain gardens and other aquatic vegetation assist with weed removal and ensuring the systems operate effectively.

Council employs a natural areas team to undertake maintenance programs and have been undertaking regular programmed litter removal which includes monitoring of litter levels. Selected weed removal and vegetation management works have been undertaken throughout the year.

Drainage System Management and Renewal

The number of stormwater assets is rapidly growing with the release of new residential land subdivisions and commercial developments, with a dedicated asset management team in place to manage the growth in all assets, develop works programs to maintain and renew assets, and to update Council's existing Asset Management Plans (AMP), including a specific Stormwater AMP.

Works were also undertaken to renew and upgrade older drainage systems that do not meet current standards for flood protection, particularly in older areas such as Camden.

Ibis Program

An annual program implemented to manage the number of Ibis at various locations through an approved Plan of Management.

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

General Manager Remuneration

The total remuneration package for the General Manager including salary, non-cash benefits, superannuation and fringe benefits tax was \$353,625.

Senior Staff Remuneration

The total remuneration package for the four Directors including salary, non-cash benefits, superannuation and fringe benefits tax was \$1,071,094.

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

NSW Carers' (Recognition) Act 2010 and NSW Charter

Compliance with the Act (s8)

Council is committed to supporting employees with carer responsibilities. Council's Induction Program promotes employees' leave provision options including Carers Leave. Council complies with the NSW Local Government (State) Award, which includes various leave provisions for employees including 'Carers Leave'. Where employees have requested flexible working arrangements

due to carer's responsibilities, Council has worked with them to accommodate their requirements.

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

Council supports the NSW Companions card and accepts the card at its venues. In recognising the important role played by carers, Council

hosted a range of activities during Carers Week including a series of Carers Cafes; creating opportunities for carers to meet and engage with services for information and support. Carers Count gift packages were also distributed across the Camden LGA providing vouchers to leisure centres, movies and well-being resources and information.

Disability Inclusion Act 2014 – s13 (1)

Information on the implementation of Council's Disability Inclusion Plan

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

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

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

1. Create accessible and liveable environments

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

- Council offers Master Locksmith Access Key (MLAK) free to residents living in the Camden LGA. Over 100 keys have been distributed during this financial year
- Development and distribution of MLAK accessible toilet location cards
- Providing quiet zones with sensory play at community events
- Access audits at play spaces marked for upgrades.

2. Support access to meaningful employment

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

- Worked in partnership with local disability employment providers to promote and provide information about support available

through Council's community connection projects which include quarterly forums, monthly connection cafes, carers week events and International Day of People with Disability.

- Developed new partnership with a local school for students with disabilities and provided training and work experience opportunities.

3. Promote positive attitudes and behaviours

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

- Established monthly Connection Cafés which are a one stop shop providing older people of all abilities with information about health, services and social connections. Information is available in a variety of formats including one on one conversations with service providers, large print, information pathways to technology support and easy read resource materials. 20% of participants are people with disability.
- Delivered Disability Awareness Training to 10 businesses in the Camden LGA through partnerships with Macarthur Access Group for Inclusive Communities Project.

4. Remove barriers to Systems and Processes

Improve access to services through better systems and process.

- Delivered Communication Access training to internal staff from various teams including Customer Service, Libraries, Rangers and members of Council's Access Community Advisory Group.

Public Interest Disclosure Act 1994 and Regulation 2011

Public interest disclosures

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

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

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

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

A disclosure must be made in writing to either the General Manager or Disclosure Coordinator (the Manager Governance and Risk) or Director Customer and Corporate Strategy or the Mayor (in the case of a complaint against the General Manager). Upon receipt of a disclosure, the General Manager (or Mayor, in the case of a complaint against the General Manager) is to carry out a comprehensive interview and investigation with the person making the disclosure.

In accordance with Council's reporting requirements, Council has received no Public Interest Disclosures for the year 1 July 2017 to 30 June 2018.

In addressing the reporting requirements under the Act, Council records the following information: The number of public officials who have made a public interest disclosure to the Camden Council for 2017/18 year.

Nil

- The number of public interest disclosures received by the Camden Council in total for 2017/18 and the number of public interest disclosures received by the Council relating to each of the following:
 - (a) Corrupt conduct,
 - (b) Maladministration,
 - (c) Serious and substantial waste,
 - (d) Government information contraventions.

Nil

- Local government pecuniary interest contraventions.

Nil

- The number of public interest disclosures finalised by the Council.

Nil

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

Yes

Work Health and Safety Act 2011



WHS initiatives, outcomes, statistics, investigations (Part 4, (1), (2))

During 2017/18 the continued implementation of Council's safety management system has proven to be an effective management tool of achieving safety within Council. Council's proactive approach has resulted in a reduction of injuries through prevention of accidents and incidents, this has been achieved through positive staff consultation and involvement in the process.

The following activities have been completed and achieved during this period:

- Emergency Response - Updated emergency plans and evacuation diagrams for all Council workplaces.
- Development and implementation of Visitor and Contractor sign-in process for the Depot.
- Hot Work Assessment of Depot Workshop which included development of Hot Work Activities Procedure, development of SWMS and associated training.
- Developed Council's Asbestos Management Plan in accordance with Council's Asbestos Policy.
- Conducted Plant Audit which included ensuring all plant is fitted with fire extinguishers, first aid kits and spill kits.
- Development of Council's Health and Well-being Policy which included the Health and Well-being Framework and Health and Well-being Program.
- Development of WHS Training Matrix which consolidated training records and as a result identified training gaps which resulted in an increase of WHS training for the organisation.
- Review and update of WHS policies and procedures.
- Review and update of SWMS and SWPs.

The WHS Advisor works closely with Depot staff supporting and advising them of safety requirements which has resulted in a positive change in relation to safety culture.

Council continues to proactively manage workers compensation with a decrease in workers compensation claims and lost time injuries. This is reflected by the reduction to Council's workers' compensation insurance premium.

In addition, in the financial year Council received the following incentives and rebates in recognition of Council's continued commitment to safety in the workplace:

- Mutual Performance Rebate 2017/18 First installment received \$80,000
- WHS Incentive Payment - \$115,652
- Hindsight Performance Payment - \$25,000

On-Time Payment Policy (Small Business Commission)

This program will see participating Councils support small businesses through reviewing existing procedures and practices, and exploring new initiatives which enable small businesses to grow and thrive.

The On-Time Payment Policy formalises Council's commitment to pay invoices for eligible small business suppliers within 30 days of receipt as part of the small business friendly Councils Program.

Measure	Sep 2017	Dec 2017	Mar 2018	Jun 2018
Invoices due for payment received from small businesses (#)	25	35	5	21
Invoices from small businesses paid on time (#)	25	35	5	21
Amount due for payment to small businesses (\$)	\$32,323	\$78,498	\$4,986	\$6,246
Amount due to small businesses paid on time (\$)	\$32,323	\$78,498	\$4,986	\$6,246
Number of payments to small businesses for interest on overdue accounts (#)	Nil	Nil	Nil	Nil
Interest paid to small businesses on late accounts (\$)	Nil	Nil	Nil	Nil

Swimming Pools Act 1992 s22F (2) and Swimming Pool Regulations 2008 (SP Reg) cl 18BC

Details for Inspections of Private Swimming Pools

Number of inspections of tourist and visitor accommodation	6
Number of Inspections of premises with more than 2 dwellings	12
Number of inspections that resulted in issuance of Certificate of Compliance under section 22D of the Act	43
Number of inspections that resulted in issuance of Certificate of Non-Compliance under clause 18BA of the Regulation	30

Note: The information above is requesting inspections that resulted in 'issuance' of a Certificate of Compliance and a Certificate of Non-Compliance. Inspections undertaken on lease premises may not be issued a Certificate of Non-Compliance. In some cases, after the Certificate of Non-Compliance has been issued there may be a further one or two inspections prior to a Certificate of Compliance being issued. These inspections are not captured in the data requested above. Therefore, actual inspection figures undertaken by Council staff are greater than the figures quoted above.



Photo - Neil Loomes, Imageology

Moto Caelifera Eclectica

'Moto' is constructed entirely from salvaged car parts skilfully assembled to form two exquisite grasshoppers. The main sculpture has a wingspan of over 4 metres with wings created from car window parts. A second grasshopper climbs the lifts shaft giving Library user a tantalising view of the car engine, repurposed as the insect's body.

Artist: James Corbett

