



# Community Report 2015/16





**Council acknowledges the Dharawal people as the traditional custodians of this land and pay respects to the Elders both past and present. ”**

This Annual Report is prepared in accordance with Section 428 of the Local Government Act 1993 and the Integrated Planning and Reporting (IPR) Guidelines for Local Government in NSW (2013).

The Annual Report comprises:

■ **Community Report**

This document is the Community Report and provides a general overview, key achievements, and a highlight on major projects and provides IPR, End of Term Report and Fit for the Future outcomes.

■ **Statutory Report**

This document provides information required by legislation.

■ **State of the Environment Report**

This document reports on Environmental issues relevant to the objectives established by the Community Strategic Plan – Camden 2040.



**Phone:** 4654 7777

**Post:** PO BOX 183, Camden NSW 2570

**Email:** [mail@camden.nsw.gov.au](mailto:mail@camden.nsw.gov.au)

**Web:** [www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)

## Photography

The photographs featured throughout this Annual Report have been obtained from many sources including professional photographers, local developers, stock image suppliers and Council officers – thank you to all photographers.

## Purpose of this Report

This is Council's report to the community.

Council is committed to transparent reporting and accountability to the community. This Community Report is the primary means of advising the Camden community of Council's performance during the financial year against the objectives of the Community Strategic Plan - Camden 2040.



# Table of Contents

## **Our Leadership**

Message from the Mayor	6
Message from the General Manager	8
Councillors	10

## **Our People**

Adaptive Organisational Structure	12
Workforce	13

## **Our Community**

Camden Local Government Area	14
Community Profile	15

## **Our Framework**

Integrated Planning and Reporting Framework	17
---	----

## **Our Achievements**

Key Directions and Achievements	21
Major Projects	29
Awards and Recognition	42

## **Our Reports**

End of Term Report	45
Fit for the Future	46
State of the Environment	48
Statutory Requirements	49
Finance Summary	51
Assets Summary	55

## Mayor's message

It has been a privilege to once again lead a financially responsible Council that has delivered high quality services, amenities and facilities to the Camden community.

I am proud of our great community and want to ensure that future generations feel the same way. Camden's future depends on our actions today. This document provides valuable information to the community and other stakeholders on activities undertaken over the past twelve months to achieve the long term vision for the community as set out in our community strategic plan, Camden 2040.

Below are some of the highlights:

- Council continues to deliver balanced budgets with surplus funds being allocated back into community projects and asset renewal. This strong financial position resulted in Camden Council being one of only seven councils in the Sydney metropolitan area to be deemed Fit for the Future in a report released by the Independent Pricing and Regulatory Tribunal (IPART).
- As part of the largest capital works program in its history, Council has delivered a number of major projects and infrastructure works. This has included:
  - **Construction of the Birriwa Reserve Outdoor Youth Space at Mount Annan**  
This is a larger adventure play space for 12-17 year olds with a new park, playground, toilets and carpark and attracts hundreds of users per day.
  - **Upgrade works to the Camden Town Centre**  
Upgrade works to Camden Town Centre to enhance the main street after decades of minimal infrastructure work and to improve pedestrian access and safety.
  - **Mount Annan Leisure Centre**  
Council is currently upgrading and expanding this health and fitness facility including new toilets and showers, two new indoor multi-purpose courts, additional car parking and improvements to the entry.



- **Construction of a new amenities building at Nott Oval Narellan**  
The new amenities building replaced a dilapidated 1970s building and is approximately twice the size of the former facility.
- **Planning and commencement of construction of the Narellan Sports Hub**  
A staged development proposed to ultimately include netball courts, athletics facilities, amenities building, cycling and walking tracks, playground, car parking, internal road and sports grounds capable of being used by a variety of sports as a multi-sports hub.
- **Upgrade and installation of sports ground lighting**  
In addition to rehabilitation of a wide range of sporting facilities, playgrounds, parks and reserves, Council has installed or upgraded lighting at multiple locations across the Local Government Area, including Kirkham Park and Hilder Reserve at Elderslie and Liquidamber Reserve at Narellan Vale.
- **Construction of Council's Administration Building in Oran Park**  
Designed with customer service at its heart includes accommodation for staff, an open plan customer service centre with meeting booths/ kiosks, multipurpose rooms for meetings and events and public amenities. This was delivered \$2.6 million under budget with \$1 million of these savings already injected into a larger amenities building at Narellan Sports Hub.

- **Onslow Reserve Automated Toilet Facility**  
At Onslow Park, a fully automated self-cleansing unit was installed to provide 24/7 toilet access in the area.
  - **Footpath Paving Program** 4.7km of additional footpaths constructed since 2013
  - **Macaria Building Renovations**  
Planning commenced to transform the 19th century **Macaria building in John Street, Camden into a public art gallery**, with Council allocating \$500,000 to this project.
  - **Planning and design of the new Oran Park Library and Community Resource Centre** which is being constructed adjacent to Council's recently completed administration centre.
- **Continuing investment in technology**, continued digitisation of council records and launch of the 'MyCamden' Council app.
  - Ministerial approval from The Hon. Paul Toole MP for the **Establishment of a Camden Regional Economic Taskforce** designed to drive the economic and employment growth of the Camden Local Government Area through leadership and coordination.
  - **Memorandum of Understanding** signed with Western Sydney University with a view of working towards the future establishment of a Launch Pad Smart Business Centre in Oran Park
  - **Attracted a major golf tournament**, the 2016 Men's NSW Open Regional Qualifying event to the LGA in partnership with Golf NSW

Council has also delivered a wide range of major initiatives to improve service delivery, including:

- **Improvements to the appearance of roundabouts** and corner locations across the Local Government Area (LGA) with high impact plantings. Locations include Camden, Narellan, Harrington Park, Mount Annan, Currans Hill and Catherine Field.
- **Increased mowing cycles on our reserves and sports fields from 4 weekly to 3 weekly.**
- **Continued focus on Waste service standards** with 99.8% of bins collected on their scheduled day and approximately 50,000 bins collected per week
- **Increase in Narellan Library hours during the HSC period.**
- **Further opportunities for sporting groups, developers and home builders to connect** with Council via specific Forums.
- **Significant improvements to the Council's customer service**, including the establishment of a Customer Relations Team and internal Contact Centre and associated service levels, with 80% first call resolution consistently exceeded since February 2016.

Further details of what has been achieved over the past year is further outlined in this document. Meeting the diverse needs of our community is an ongoing challenge. I am incredibly proud of the significant accomplishments that Council has made towards implementing and achieving the community's vision and plan for Camden during 2015/2016.

I thank my fellow Councillors and Council staff for their assistance during my term as Mayor and I value the contribution of the many people in our community who continue to make the Camden LGA a great place in which to live, work and play.

*Lara Symkowiak*

Mayor of Camden

## General Manager's message

**Creating communities that are inclusive and accessible for all people is a vision that lies at the heart of Local Government, and that Camden Council takes very seriously.**

This Community Report reflects on a productive and rewarding year for Council. This Report provides important information to help our community understand how their Council has performed as both a service provider and a community leader.

This year, I am pleased to report that as an organisation we have continued to make solid progress towards the vision outlined in Camden 2040 to enrich the quality of life our region offers its residents, and those who visit and do business here.

Council is one of the 7 out of 36 Sydney Metropolitan Councils to be deemed 'Fit for the Future', under the NSW State Government's Reform Program.

I am delighted to report that during the past year Council has continued to improve the range and level of its services despite the heavy demands placed on us by the rapid growth we continue to experience.

The assessment of Development Applications (DAs) is a major priority for Council and we continue to turn around DA's in the shortest possible time while still ensuring we focus on our own strategic goal of delivering sustainable urban growth. Camden was identified as one of the fastest councils in the Sydney Region for assessing DA's.



We have worked closely with State and Federal Government agencies to improve infrastructure and boost our local economy. We are a Small Business Friendly Council, and have taken proactive positions with all levels of Government and their associated agencies to advance our ability to deliver services more effectively and efficiently to our community.

The new Administration Building at Oran Park is one of the major projects that Council has undertaken. The open plan Customer Service Centre was a high priority in the planning of this building to ensure that our residents receive the high quality service they deserve.

Our staff is committed to values of Leadership, Innovation, Partnership, Commitment and Customer Focus and we will continue to reflect these values, whether dealing directly with our customers, or working together to deliver programs and services now and into the future.



Our integrated approach to planning and reporting means that with each target met, we move closer to the vision we share with our community as adopted by the elected Council in Camden 2040.

We look forward to continuing to deliver high standard service to our residents. I thank the Councillors for their support and staff for their ongoing hard work in helping to make Camden a sustainable LGA that remains fit for the future.

*Ron Moore*

**General Manager**

# Councillors

Council has nine elected Councillors from which the Mayor is elected by a vote of Councillors in accordance with the Local Government Act 1993.

The Camden LGA has three wards – North, Central and South – with three Councillors representing each ward.

The Councillors work with community committees, community groups and individuals. In addition they work with their fellow Councillors, to represent the interests of their ward and the broader community.

The role of Councillors is to:

- Facilitate communication between the community and Council
- Represent the Camden 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:

- chair 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 Peter Sidgreaves



Cr David Bligh

SOUTH WARD



Cr Debby Dewbery



Cr Eva Campbell



Cr Greg Copeland

CENTRAL WARD



Cr Greg Warren



Cr Theresa Fedeli  
Deputy Mayor



Cr Penny Fischer

# Our People

## Adaptive Organisational Framework

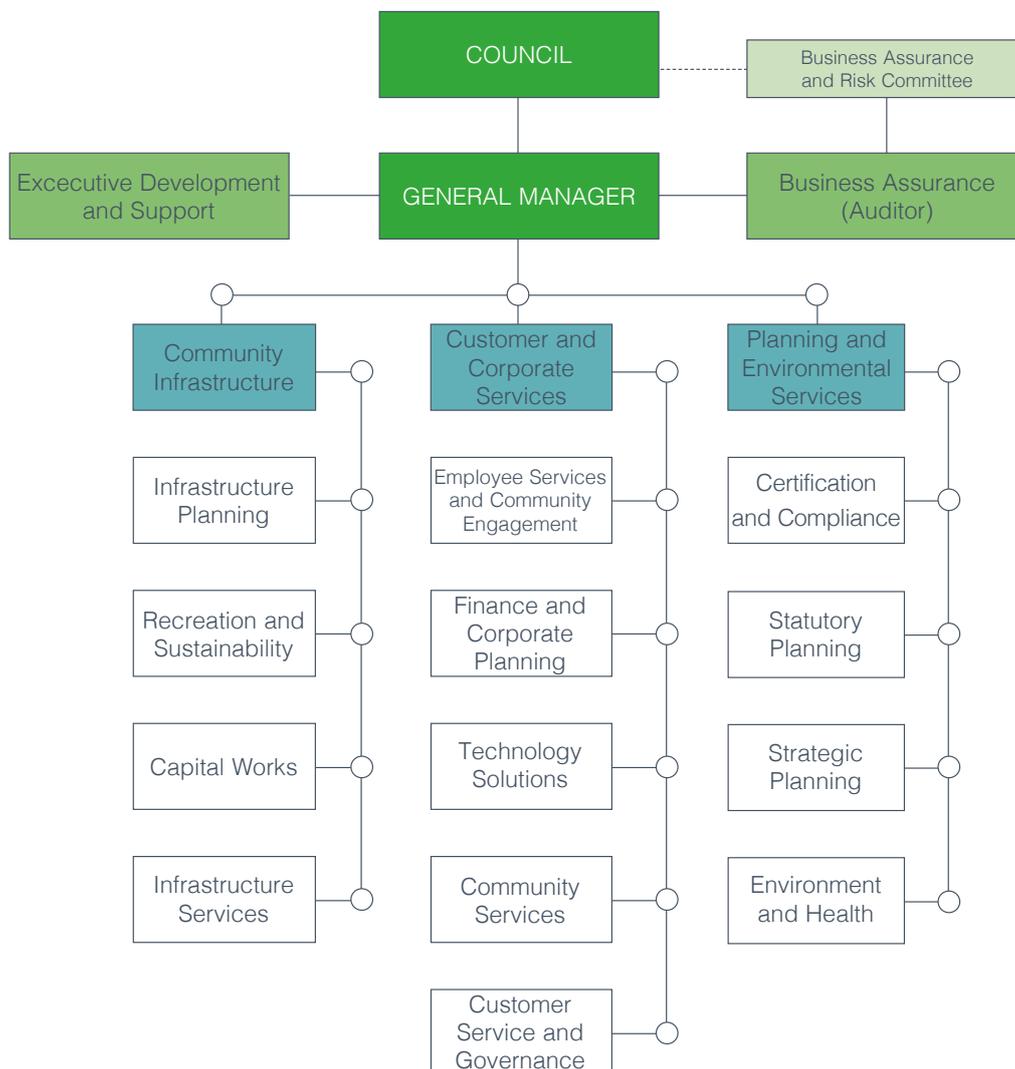
Council is a leader in Local Government with a strong strategic capacity and a clear vision to create new, well connected communities. Council has stable leadership and is supported by a strong and focussed Executive and Senior Leadership group.

Council has continued to ensure we have an adaptive organisational structure that will enable Council to keep up with the rapid changes in its community and its environment. The General Manager is the

most senior officer of the Council and is responsible for the operation of the Council's organisation, for implementing decisions of the elected Council and its policies as well as the day-to-day management of the organisation.

The General Manager, along with three Directors, lead the organisation and together make up the Executive Leadership Group. The Directors assist the General Manager in the development of long term strategic plans and their delivery, ensure the organisation is meeting its obligations and are responsible for the day to day management of the departments.

### 2015/16 Organisational Structure



## Workforce

Council can only achieve the outcomes it seeks for the community with the aid of a skilled and motivated organisation focussed on working in the community's interest and continuously improving its delivery of services.

When you visit the library, when you play sports on an oval or field, when you enjoy the clean and tidy surrounds of Macarthur Park, or drop your child to Camden Family Day Care, attend one the many Council organised events, take a swim at the Camden Pool or attend a class at the Mount Annan Leisure Centre, these are the types of services that our community relies on us to deliver.

Council works in partnership with multiple stakeholders to serve the community and provides a vast range of facilities, infrastructure and services not just the old cliché of 'rates, roads and rubbish'.

The 447 people in our workforce come from a wide range of technical and professional backgrounds,

across a broad range of service areas including waste operations, customer service, human resources, administration and governance, open space operations, traffic and transport, youth, children and aged services, library and cultural services, engineering, recreation services, design, development assessment, urban planning, environment and sustainability, corporate planning, finance, asset management, and many more types of professions.

Council values its staff and appreciates their contribution. Council will continue to recognise the obligation for our staff to be provided with a safe, secure and satisfying workplace, treated impartially and with respect.

Together, and in conjunction with our Workforce Management Plan, we aim to continue to be well positioned to be an employer of choice to deliver a skilled workforce to enable the delivery of quality services to our community

## VISION

### At Council, we ...

- ✓ think big, work hard and get results.
- ✓ deliver outstanding customer service, well managed growth and quality services.
- ✓ are proud of our area and have respect for each other in everything we do.
- ✓ work in partnership to serve the community and be a leading council.

# Our Community

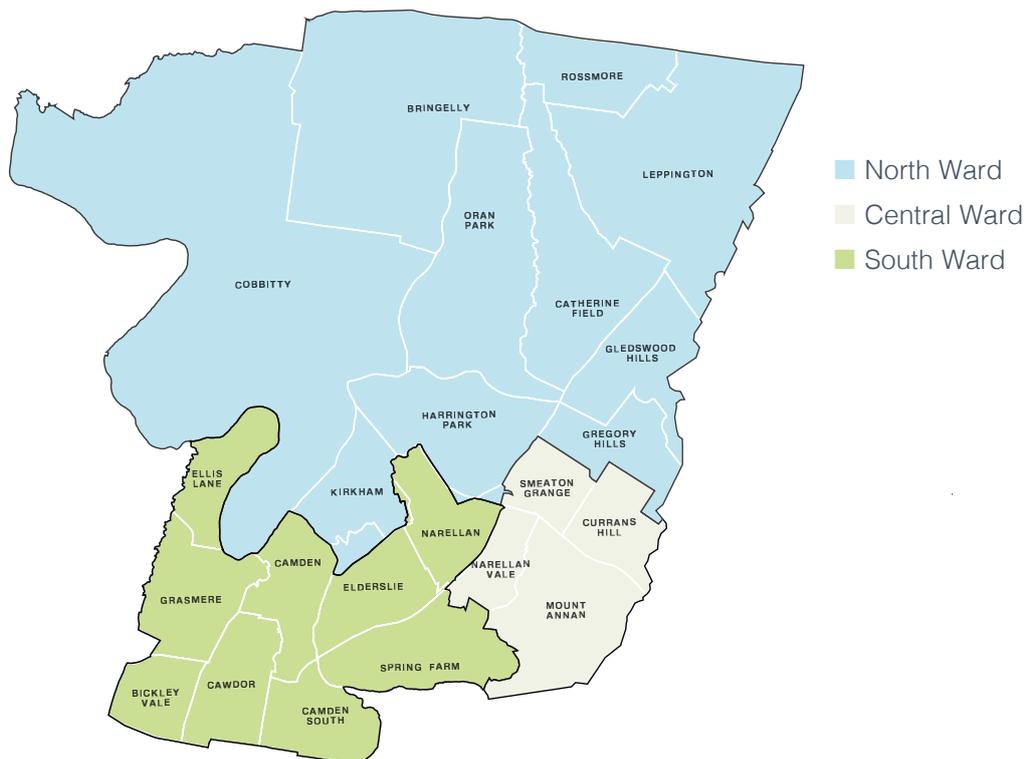
## Camden Local Government Area

The Camden 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 contains a mix of agricultural land, country towns and villages, and new residential areas, with associated commercial and industrial development. Camden has strived to maintain its unique character, based on its historical importance and picturesque rural landscapes.

The Camden LGA includes suburbs and localities such as 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. These suburbs are all contained within Council’s three ward areas being the North Ward, Central Ward or South Ward.

### WARD BOUNDRIES



## Community Profile

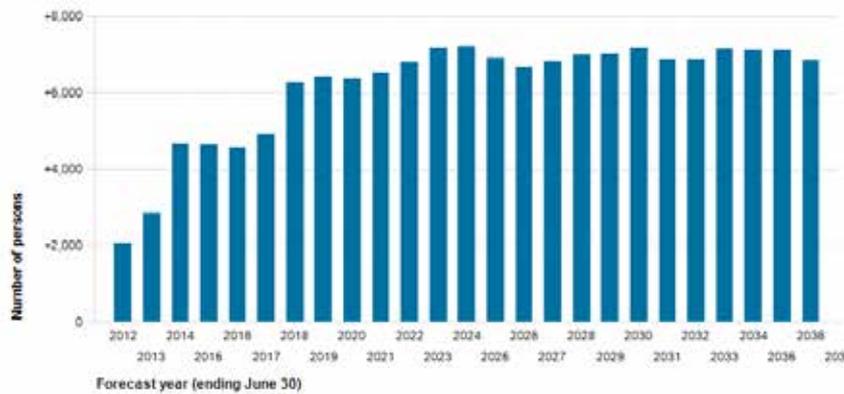
The Camden LGA population forecast for 2016 is 77,242 and is forecast to grow to 212,656 by 2036 based on the 2011 ABS Census.

Camden continues to be one of the fastest growing Local Government Areas in NSW and faces extraordinary population growth over the next 20 to 30 years. Its location within the South West Growth Centre will see the population increase rapidly over that time.

The greatest population change for the Camden LGA is forecast for the period from 2032 to 2036, which is expected to have a net increase of 35,161 people.

### Forecast population change

Camden Council



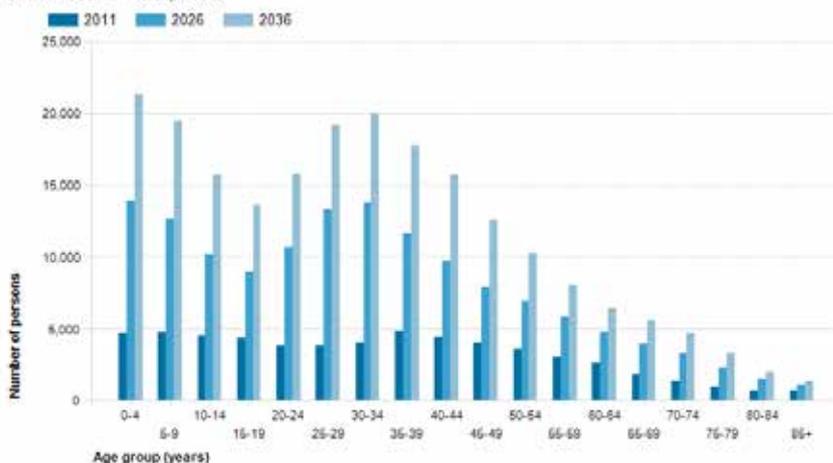
Population and household forecasts, 2011 to 2036, prepared by .id the population experts, April 2014.



Between 2011 and 2026, the age structure forecasts for Camden indicate a 162.9% increase in population under working age, a 116.3% increase in population of retirement age, and a 141.1% increase in population of working age.

### Forecast age structure - 5 year age groups

Camden Council - Total persons



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, April 2014.



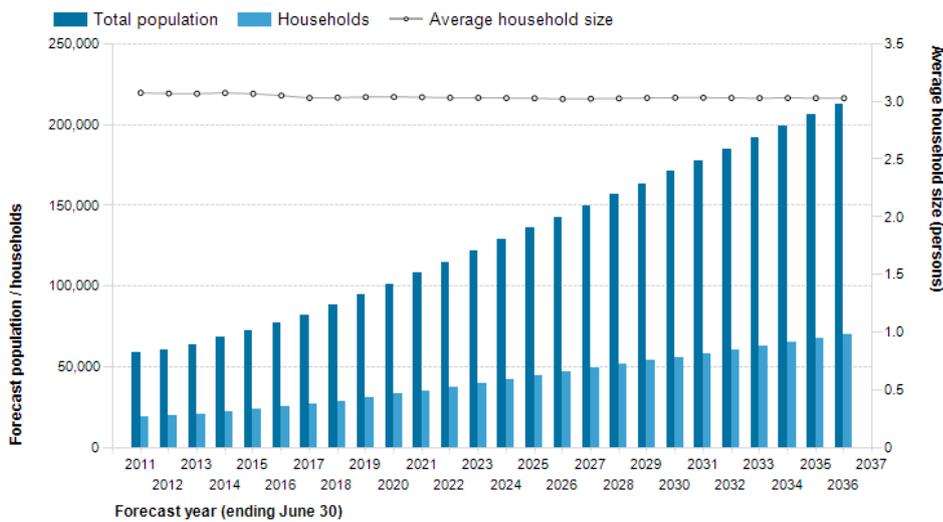


Spring Farm

The number of dwellings in the Camden LGA is forecast to grow from 19,588 in 2011 to 49,616 in 2026, with the average household size falling from 3.07 to 3.02 by 2026.

### Forecast population, households and average household size

Camden Council



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, April 2014.



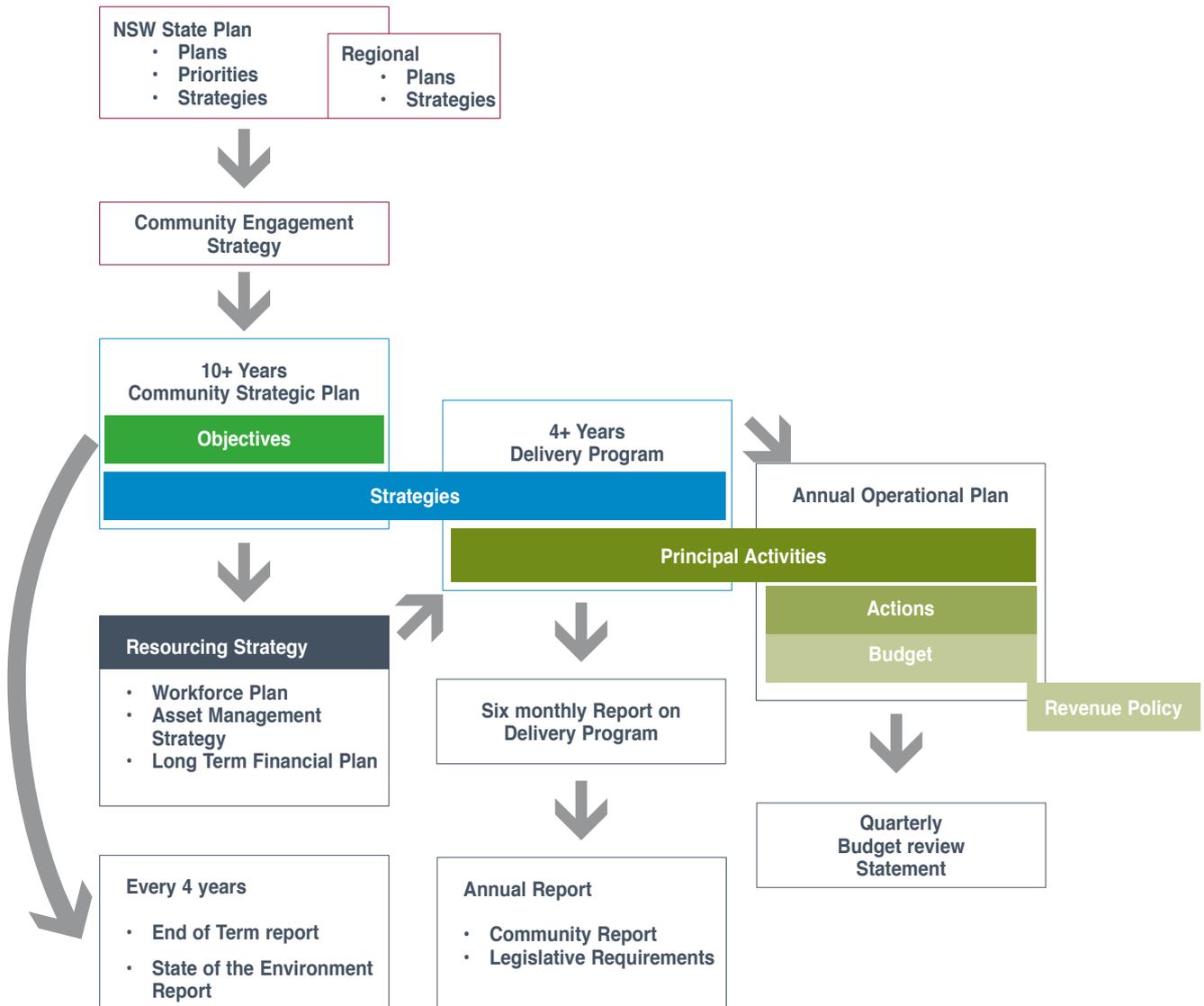
# Our Framework

Council complies with the Local Government Amendment (Planning and Reporting) Act 2009.

The Integrated Planning and Reporting (IPR) Framework was introduced for NSW councils to increase community engagement when identifying the main priorities and aspirations for the future of each of their local areas and to improve the planning and reporting activities undertaken.

The below diagram illustrates the IPR framework and showcases the inter-relationship between the four key elements: Community Strategic Plan (10+ years) and Resourcing Strategy as well as the Delivery Program (4 years) and Operational Plan (1 year).

## IPR FRAMEWORK



## IPR Framework: Details

### Community Strategic Plan - Camden 2040

Camden 2040 is the Community Strategic Plan for the people and place of the Camden Local Government Area. It was prepared following extensive community engagement with residents, and aims to translate the community's aspirations and priorities into action.

Camden 2040 is available on Council's website.

[www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)

Every four years, after the Local Government elections, the Community Strategic Plan is to be reviewed and renewed through extensive community engagement and then adopted by each newly elected Council.

### Resourcing Strategy

Camden 2040 expresses the community's long term aspirations, and the Resourcing Strategy is a critical link in translating the community outcomes into actions. The Resourcing Strategy supports and quantifies how Council will provide resources over the next four years for the actions stated in the Delivery Program 2013/14 to 2016/17, including the immediate actions noted in the Operational Plan.

Under the legislation, the Resourcing Strategy is reviewed every four years as part of the Camden 2040 review.

The detail on each of the strategy components is as follows:

#### ■ Asset Management Strategy and Plan (10 Years)

The Strategy and Plan guides the planning, construction, maintenance and operation of the infrastructure essential for Camden Council to provide services to the community.

#### ■ Workforce Plan (4 Years)

The Plan ensures the workforce is capable of delivering the Delivery Program activities.

#### ■ Long Term Financial Plan (10 Years)

The Plan includes the financial modelling of actions and strategies contained within Council's Asset Management Strategy and Plan, and Workforce Plan.

The Resourcing Strategy and associated components are available on Council's website. [www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)



## Four Year Delivery Program

The Delivery Program is the point where the community's priorities and vision is converted into action. It identifies the activities that Council will undertake for the next four years across its entire operation. Financial estimates are also provided for the four year period to ensure that the objectives are realistic and measureable. The Delivery Program is a statement of commitment to the community from each newly elected council outlining what it intends to do towards achieving the community's priorities and vision during its term of office and what its priorities will be.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by Council during its term of office. All plans, projects, activities and funding allocations should be directly linked to this Program.

The Delivery Program is available on Council's website.

[www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)

## One Year Operational Plan

The Operational Plan details the individual activities and projects that will be undertaken for the year to deliver the commitments made in the Delivery Program. It identifies who is responsible for delivering each activity as well as a detailed budget.

The Operational Plan is available on Council's website.

[www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)

## Reporting Framework

Under the legislation, Council is required to prepare the following reports to inform the community and help them understand how Council has been performing.

### ■ Quarterly Budget Review Statement

The Statement is a summary report on Council's financial position in terms of goals set out in the Operational Plan.

### ■ Six Month Delivery Program Progress Report

Report on the progress with respect to the principal activities detailed in the Delivery Program.

### ■ Annual Report

Report on the achievements in implementing the Delivery Program and the effectiveness of the principal activities undertaken in achieving the community outcomes as per Camden 2040.

### ■ End of Term Report

Report on the Council's achievements in implementing Camden 2040 over the four year Council term.

### ■ State of the Environment Report

Report on environmental issues relevant to the objectives for the environment established in Camden 2040 over the four year Council term.



**Council continues to undertake development assessments in a timely fashion, at an average of 32.54 days, well below the 40 day target.**



# Our Achievements

## Key Directions and Achievements

Camden 2040 is the Community Strategic Plan for the people and place of the Camden area.

There are six key directions defined in Camden 2040, driving the progress Council has made towards achieving the community outcomes. The six key directions are:

**Key Direction 1:** Actively Managing Camden's Growth

**Key Direction 2:** Healthy Urban and Natural Environment

**Key Direction 3:** A Prosperous Economy

**Key Direction 4:** Effective and Sustainable Transport

**Key Direction 5:** An Enriched and Connected Community

**Key Direction 6:** Strong Local Leadership

Below is a snapshot of the achievements made by Council during 2015/2016 under each key direction that supports the community vision.

### Key Direction 1:

#### Actively Managing Camden's Growth

- Council continues to issue construction certificates in a timely fashion, at an average of 6.66 days – a great achievement of under half the 28 day target
- Council continues to undertake development assessments in a timely fashion, at an average of 32.54 days – well below the 40 day target.
- Council continues to deliver infrastructure in new release areas through Voluntary Planning Agreements and Works In-Kind Agreements with developers to ensure the delivery of this infrastructure for new residents.
- Council continues to work on the Camden Town Centre Vision. Seven of the key initiatives from the Vision are included in the Urban Design Framework which will commence in August 2016 following a detailed tender process for Urban Design services.
- With the support of the community, Council opposed the multi-dwelling development at Main Street, Mount Annan to ensure the appropriate use of land. Council's decision was upheld by the Land and Environment Court ensuring that there is an appropriate mix of housing choices that provides residents with the best of both worlds.
- Council commenced a review of the Camden Local Environment Plan 2010 (LEP) and Camden Development Control Plan 2011 (DCP).
- Council continues to host Home Builder Forum and Developers Forum on a regular basis to discuss issues and share information.
- Council upgraded the Camden Cemetery with the installation of columbarium walls, improved internal roads and parking, improved landscaping and pathways and upgrades to amenities.



## Key Direction 2: Healthy Urban and Natural Environment

- Council has partnered with the Macarthur Centre for Sustainable Living (MCSL), a not-for-profit organisation, to promote awareness and programs centred on long term environmental sustainability and has delivered a number of education packages to schools in the local area.
- Council continues to educate the community about sustainability through initiatives and events such as EnviroMentors, Seeds of Sustainability (Pre-School Program), Love Your Leftovers presentation/ displays at Paws in the Park and pop up stalls at Narellan and Camden Produce Markets, and hosted the EnviroBank Reverse Vending Machine and Sydney Water’s Portable Water Unit together with a Refillable Drink Bottle Giveaway at Camden Show and the ‘Taste Food and Wine Festival’.
- Council endorsed a new Biodiversity Certification Policy.
- Council allocated additional funding towards open space maintenance and increased the frequency of its mowing program across the Camden LGA.
- Council ensured that a portion of the Nepean River Habitat Corridor will be enhanced and extended under the Federal Government’s 20 Million Tree Program.



**Council continues to educate the community about sustainability through initiatives.**



Roundabout Richardson Road, Narellan

■ Council undertook improved plantings in 18 key locations within the Camden LGA with high impact plantings and embellishments at specific roundabouts and corner locations.

■ Council promotes the Fridge Buyback Scheme, collectively saving residents over \$150,000 on the power bills.

■ Council continues to undertake a number of educational initiatives around illegal dumping.

■ Council continues to actively manage bushland and in partnership with Conservation Volunteers Australia (The Green Army) undertook site clearings

and preparation for new plantings at Fergusons Land, Spring Farm/Hamp, Elizabeth Throsby Reserve, Kingsbush Reserve, Gundungurra Reserve, Camden Town Farm.

■ Council continues to implement an extensive companion animal education program including educational displays at Paws in the Park and similar events.

■ Council introduced a user friendly DA information section on its website, a pre DA service and is moving towards a paperless process in the assessment of DA's.

■ Council has incorporated a number of sustainable initiatives into its new central

administration building that promotes long term environmental sustainability. Some of the building's key sustainability initiatives include:

- 380 roof top solar panels generating energy which is fed back into the grid reducing electricity costs,
- 50,000 litre rainwater tank for irrigation use,
- 80% of all construction work was recycled,
- Building Management Control System (BMCS) capable of monitoring and reporting on energy and water consumption,
- High efficiency LED lighting and movement sensors to control use of lights as required.



Small Biz Bus

### Key Direction 3: A Prosperous Economy

- Council prepares quarterly reports to the Office of the NSW Small Business Commissioner on Small Business Friendly Councils Program initiatives.
- Council has developed the Employment Lands Study to determine the appropriate type and quantum of industrial zoned land in the Camden LGA.
- Council implemented the Camden Council Business Month Program with a range of events and workshops as well as visits by the Small Biz Bus.
- Council approved the key documents that will provide the framework for the governance and operation of the Camden Regional Economic Taskforce.
- Council and Western Sydney University signed a Memorandum of Understanding (MOU) with the view to working towards the establishment of a LAUNCH PAD Smart Business Centre.
- Council endorsed the Destination Management Plans for Camden and Macarthur providing Council with direction on working with local businesses and key stakeholders to pursue existing and creating new tourism opportunities.
- Council commenced works on the Camden Town Centre Enhancement to maintain a vibrant, safe and viable commercial hub in the Camden Town area.
- Council has introduced the Outdoor Dining Policy to foster improvement in the street vitality, amenity and economic viability of Camden's business zones.
- Council endorsed a three year partnership with Golf NSW to host Regional qualifying events for the NSW Open Golf Championship.

**Council launched and continues to participate in the Small Business Friendly Councils Program** ””



Harrington Park Footbridge

- Council received funding from the Western Sydney Infrastructure Plan – Local Roads Package and has undertaken the following initiatives along the Camden to Narellan road corridor:
  - Camden Valley Way/ Argyle Street (Macarthur Road Intersection for constructing traffic signals (\$1.27 Million of this is funded by Council)
  - Camden Valley Way/ Argyle Street (Grahams Hill and Richardson Roads Intersection) for detailed designs and traffic light improvements
  - Porrende Street Upgrade, Narellan for detailed designs for upgrading the existing roundabout at the entry to the site of the new Narellan Sports Hub.
- Footpath network in Camden South is completed and includes bus routes on both sides of the suburb and level pedestrian access between Bridgewater and the Camden CBD.
- Council continues to proactively support and promote the benefits of using alternate modes of transport, such as walking, running and cycling through its Pedestrian Access and Mobility Plan (PAMP) and Cycling Advisory Group.
- Council secured funding to upgrade the pedestrian crossing outside Mount Annan Public School to improve road safety.
- Council constructed a new roundabout at the intersection of Elizabeth and Mitchell Streets, Camden as well as shoulder improvements to improve traffic flow.
- Council constructed two pedestrian refuge crossings at Hartley Road and Paddy Miller Avenue, Currans Hill to enhance pedestrian safety and access.
- Council rolled out the School Safety Program as well as educational signage installed at Spring Farm, Harrington Park and Mount Annan Public Schools.
- Council launched the Drive to Stay Alive Program held at four participating high schools within the Camden LGA.
- Council endorsed a number of road safety programs to ensure that the community remains educated and safe, including the Drink Drive Prevention and Slow Down/Speed Education and Awareness Program.
- Council completed Black Spot funded projects such as Burragorang Road/Cawdor Road Intersection upgrade.
- Council constructed, upgraded and maintained drainage facilities including major works to the Elderslie trunk drainage system adjacent to Lodges Road.
- Council constructed and upgraded footbridges at Harrington Park and Little Sandy Bridge.

## Key Direction 5: An Enriched and Connected Community

- Council provides Welcome Packs to new residents to assist with information on services and facilities within the community. Welcome Packs are available in hard copy and on-line.
- Council has upgraded reserves, playing and sporting fields as well as facilities such as the new clubhouse for the Narellan Jets Junior Rugby League Football Club and lighting upgrade for the Mets Baseball Club at Catherine Field Reserve.
- Council continuously provides opportunities for the community to interact and participate through the annual Garden Competition, Paws in the Park, Christmas Lights Competition, NAIDOC Week celebrations, Local Government Week, Narellan Rhythms Festival, Camden Festival, Youth Week, Harmony Day, Multicultural March, History Week and Seniors Week.
- Council supports and works in partnership with the Camden Show, Camden Rotary Relay for Life and Christmas at Narellan as well as a number of other community organised high profile events.
- Council's Youth Week Program, supported by the Youth Council, won the Local Government Award for Youth Week Activities.
- Camden Family Day Care continues to maintain the highest accreditation under the National Framework and continues to support all their educators with regular training and workshops as well as accreditation. Camden Family Day Care was also chosen to participate and assist National researchers on the project "What Makes High Quality in Family Day Care".
- Council hosted Citizenship Ceremonies, including those held on Australia Day, welcoming new citizens to the Camden LGA.
- Council, in partnership with the Macarthur Astronomical Society, launched the lending telescope program to provide people with the opportunity to learn more about astronomy and science.

**Council continuously provides opportunities for the community to interact, participate and celebrate social inclusion.**





- Narellan Library extended its opening hours in the lead up to, and during, the HSC for local students offering a collection of resources, quiet study spaces, free Wi-Fi and trained staff to help students access the resources they need.
- Council, in conjunction with the Camden International Friendship Association (CIFA) hosted a number of students from our sister city, Kashiwa, Japan as part of the Friendship Agreement between the two Councils.

- Council continues to work in partnership with young people and the community organisations that support them in the delivery of youth-led activities, events and projects and implemented the 2015 Youth Outreach Program for young people aged 12 to 25 years.
- Council launched the 'Paws n Tales' program at Narellan Library for children who struggle with reading or are reluctant readers with dogs lending a paw to help.
- Council continues to work in partnership with the Camden Local Area Command and participates at the Local Government Crime Prevention Network, NSW Police Crime Prevention Workshop, Camden Wollondilly Domestic Violence Committee and Community Safety Precinct Meetings.
- Council provided funding towards local projects through the Community Small Grants

Program and provided funding and in-kind support through its Community Sponsorship Program.

- Council's Library Services implemented the Tech Savvy Seniors Program to train senior members of our community in digital technology.
- Council delivered pop-up library services to provide access to the Library's eServices including databases, eResources, eBooks, eAudio and Your Tutor.
- Council Library Services implemented the Paint the Town REaD program, an early literacy community event that encourages all levels of the community to read, talk, sing and rhyme with children from birth to help prepare them for school.





Flooding Camden Valley Way, Camden

## Key Direction 6: Strong Local Leadership

- Council is one of seven Metropolitan Sydney Councils to be declared as 'Fit for the Future' under the NSW Local Government Reform.
- Council has developed strategies, plans and policies to ensure good governance and decisions are made on the community's behalf including the Recreational and Economic Development Strategies.
- Council funded three emergency management vehicles and trailer to the State Emergency Services (SES) to assist in carrying out the valuable work they do for the community.
- Council has taken a proactive position and maintains open dialogue with State and Federal Government agencies including hosting tours of Camden to demonstrate the rapid growth of the Camden LGA at the ground level.
- Council continues to use social media to provide valuable information to the community as well as its dedicated Council website with more than a million page views over the past year.
- Council works closely with key partners and participates with MACROC, Regional Special Interest Groups, Community and Business Organisations, Greater Sydney Commission and neighbouring Councils.
- Council keeps abreast of potential new initiatives and Government plans and strategies and has submitted, and continues to be involved in, State Government led activities such as the Plan for Growing Sydney, NSW Long term Transport Masterplan, State Infrastructure Strategy and NSW 2021 Goals and Regional Plan.
- Council advocated on behalf of its community regarding the future extension of the South West Rail Link with the view it could only be supported if delivered through an underground solution.
- Council has invested in technology with a new telephone system installed in its Contact Centre as well as the expansion of the Council app.
- Council effectively used Voluntary Planning Agreements, Works in Kind Agreements, Partnership Project Agreements and its own Works Program as well as Section 94 funding to achieve targeted outcomes and comply with Government Grant funding.

**Camden Council is one of seven Metropolitan Sydney councils to be declared as 'Fit for the Future' under the NSW Local Government Reform.**

**Fit for the Future**





## Major Projects

Council has delivered a range of complex projects over the last 12 months.

Council's prudent financial management, success in seeking funding from the State and Federal Government, consulting with its community and initiating partnerships with the private sector has made it possible to deliver projects that benefit the community across a wide range of areas.

### Birriwa Reserve Youth Space

As a result of Council engaging with the community through the Camden Recreation Demand Study, the need for the development of an outdoor youth facility/plaza with larger adventure playgrounds to meet the needs of young people aged 12 to 17 years in the Camden LGA was identified.

The location at Mount Annan was decided upon due to the growing youth population located within and around this suburb.

Officially opened in May 2016, this project provides a recreational youth outdoor play space for children and teenagers to engage with each other in a passive, non-competitive way. It has proven to be an extremely popular and well utilised open space with the community. Along with recreational equipment, a new park area, amenities block and carpark were also constructed.

Specific installations include:

- BBQ Shelters and park furniture
- Two fenced multi-purpose courts line marked for basketball and football
- A variety of play experiences including climbing equipment, basket swings, 3m slide, and 30 m cable ride
- Outdoor table tennis
- Extensive landscaping, large garden and turf areas





**Birriwa Reserve Youth Space provides a wide variety of recreational outdoor facilities for the family.**



### Curry Reserve, Elderslie

Situated next to the Camden Visitor Information Centre, Curry Reserve is a very popular location within Elderslie and utilised not only by residents but visitors to the Camden LGA.

This project provided a new picnic area with seating, barbeque facilities and enhanced landscaping. The lighting for this shelter is powered by a newly installed solar panel adjacent to the barbeque area.

New landscaping works included the construction of a landscaped mound adjacent to the John Oxley Cottage and the relocation of the historic John Oxley Anchor onto this mound, making this heritage piece more accessible to the public.

Facilities include:

- Shelter structure 4 metres x 9 metres with picnic table setting
- Additional seating adjacent to the area
- A double barbeque
- Two additional waste bins
- An additional car space for people with disabilities with a ramp included
- Lighting for the new and the existing barbeque shelter to the north of the car park
- Enhanced landscaping

**A new picnic area with seating, barbeque facilities, playgrounds and enhanced landscaping.**



Roundabout at Elizabeth Street and Argyle Street, Camden

### Beautification of high profile locations

Planting at high profile locations across the Camden LGA was an outcome from a review undertaken of large intersections in order to improve their existing appearance.

The recommendation of the review was to beautify the area through planting of colourful annuals and hardy green shrubs in preparation for the spring season. The recommendation also highlighted that a similar approach be taken across the Camden LGA that would benefit the community and generate a sense of pride through improved aesthetics around the neighbourhood.

Improvements to the appearance of roundabouts and corner locations were undertaken in the following areas across the Camden LGA:

- Corner of Burragorang Road and Old Hume Highway, Camden
- Corner of Old Hume Highway and Camden Bypass, Camden
- Roundabout at Sheathers Lane and Cawdor Road, Camden
- Roundabout at Elizabeth Street and Argyle Street, Camden
- Roundabout at Edward Street and Argyle Street, Camden
- Corner of garden bed at entrance to Cowpasture Reserve and Cowpasture Bridge, Camden
- Corner of Kirkham Park and Hilder Street, Elderslie
- Roundabout at Welling Drive and Richardson Road, Narellan
- Roundabout at Richardson Road and Elyard Street, Narellan
- Roundabout Elyard Street and Queen Street, Narellan
- Corner of Narellan Road and Camden Valley Way, Narellan
- Roundabout at Holdsworth Drive and Main Street, Mount Annan
- Roundabout at Waterworth Drive and Welling Drive, Mount Annan
- Corner of Mount Annan Drive and Narellan Road, Mount Annan
- Corner of Tramway Street and Glenfield Drive, Currans Hill
- Roundabout at Hartley Road and Currans Hill Drive, Currans Hill
- Corner of Catherine Field Road and Chisholm Road, Catherine Field
- Median Strip on Hillside Drive at the entry to Harrington Park



### Camden Council Administration Building

Council's administration buildings at Narellan and Camden were nearing capacity and operating two administration buildings 5km apart is inefficient. To address this issue, in 2008, Council engaged independent experts to assist with the selection of the most appropriate site to accommodate the new Administration Building.

It was also important to consider that the Camden LGA's population forecast was an enormous increase in population. In order to meet the community needs, Council's Workforce Plan indicated an increase in employees to deliver high standard services to the community and a wide range of stakeholders was required.

In 2012 Council resolved to endorse and accept the recommendation of Oran Park as the site for the new development with architects engaged to develop a design and tenders for construction were received in 2015.

Construction of the new administration building

commenced in 2015 with the building to be occupied in August 2016.

As a leader in sustainability, Council has incorporated a number of sustainable initiatives into its new central administration building to promote long term environmental sustainability. The initiatives include:

- 380 roof top solar panels generating energy which is fed back into the grid reducing electricity costs;
- 50,000 litre rainwater tank for irrigation use;
- 80% of all construction waste has been recycled;
- Building Management Control System (BMCS) capable of monitoring and reporting on energy and water consumption;
- High efficiency LED lighting and movement sensors to control use of lights only as required.
- This building will serve the community well into the future.

**As a leader in sustainability, Council has incorporated a number of sustainable initiatives into its new central administration building to promote long term environmental sustainability.**



### Merino Reserve Playground, Elderslie

Council consulted with the community through the 'Your Parks Your Voice' project with over 340 people participating and providing feedback to Council through the implementation of pop up activities in local parks, an online survey and a Pinterest board.

As a result the community identified the upgrade of the Merino Reserve Playground as a priority.

The Merino Reserve Playground project involved the installation of new park and play equipment, paths, fencing and landscaping, and features equipment for young children as well as equipment to excite and challenge older children.

Incorporated in the Reserve is a new fitness exercise area, with a five station gym, located on the upper level, designed to encourage an active lifestyle.

With a project budget of \$317,400, this new facility features the latest adventure style equipment including:

- Pirates Crow's Nest
- HMAS Merino play equipment
- Hammock
- Four Bay Swing Unit
- Two embankment slides
- Flying Fox
- Small Basket Swing
- Passive and active recreation space
- New trees, picnic settings and shelter, paths and landscaping



**Merino Reserve features equipment for young children as well as equipment to excite and challenge older children.**

## Mount Annan Leisure Centre Upgrade

### Stage 2

To meet the growing community demands, the Mount Annan Leisure Centre will be expanded to include a range of new facilities.

The development of the Stage 2 facility was identified as a top priority in the Camden Council Recreational Demand Study.

Following community and stakeholder engagement and monitoring of facility operations, Council identified that there was a need to undertake expansion of the Centre's dry facilities as well as to meet the growing demand for indoor sporting facilities across the Camden LGA.

A project design was developed to increase the facilities range and capacity of services.

The upgrading and expansion of the existing facility will provide the following improvements:

- upgrade of entry foyer and service desk
- provision of additional fitness areas
- two new indoor multi-purpose courts
- expansion of crèche facilities
- new change room and locker facilities
- upgrade of kiosk
- additional car parking spaces



**Artist impression on the upgrade and expansion of the Mount Annan Leisure Centre.**

### Narellan Sports Hub – Stage 1

Council is delivering on a much needed sports facility for the community and demonstrating its commitment to providing state of the art sporting facilities.

Under the Camden Recreation Demand Study and in conjunction with Council's Sportsground Strategy it was found there was a need for additional sportsgrounds to cater for the growth within the Camden LGA. In particular the Study identified the development of a new netball complex as one of the top ten priorities.

Chosen for its central location, the Narellan Sports Hub, adjacent to the existing facilities in Narellan Park, will ultimately offer residents a 44 court netball complex, athletics facility and sports

grounds that can be used by a variety of sporting codes.

Consultation was undertaken with sporting bodies throughout the Camden area along with a traffic assessment to determine the scope of works to be undertaken.

One million dollars in savings from the Council Administration Building project was injected to provide a larger amenities building into this project.

A staged project, this centrally located facility will have the potential to attract major sporting events and bring more visitors to our beautiful region, which will help to support local businesses and showcase the amazing attractions in our area.



**Narellan Sports Hub -  
state of the art sporting facility.**





## Camden Town Centre Enhancement Stage 1

The Camden Town Centre Enhancement works were undertaken to cater for future growth, increase pedestrian safety and access as well as enhance and revitalise the main street of Camden.

The project was scheduled over a number of stages to limit the impact as much as possible and with particular attention to scheduling works to take place outside of the festive season and during major events.

Council undertook extensive community engagement with its community and business owners over an eight week period and ensured they were kept informed through the provision of information and plans on the project, a dedicated Council Liaison Officer, updates and the development of FAQ's on Council's website.

Council were mindful of the need to balance the heritage significance of Argyle Street but also the need to maintain a vibrant and viable commercial hub in the Camden Town area.

The project included:

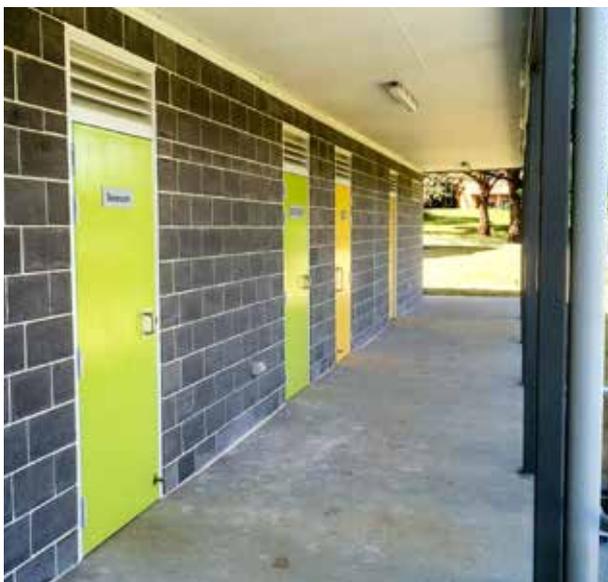
- Installation of traffic lights at the Oxley and Argyle Street intersection
- Pedestrian signals to replace the zebra crossing on Argyle Street between John and Hilder Streets
- Increase in footpath widths by 1m to provide improved footpath levels
- Drainage improvement works and new kerb and gutters
- Utility adjustments
- Upgrade of street furniture, lighting and footpath pavers
- Fencing and landscape works

## Nott Oval Amenities Building

Council allocated funding towards the renovation and replacement of a number of amenities in various locations across the LGA.

Nott Oval was recommended for replacement and Council consulted with the users of this facility to understand their needs for the new building.

This modern and spacious facility will enable this building to better service the needs of its users and the wider community.



### The new amenities building features:

- A disabled accessible ramp
- Public male and female toilets
- Unisex disabled accessible toilet
- Shower and change rooms
- Referees room
- Store room





## Camden Council Smartphone App

Council is committed to raising its customer service standards and working towards a more technology enabled organisation.

To enable our community to access Council services and information while outside normal business hours and on the move Council developed the Camden Council app.

Council recognised that many in our community lead busy lives and that people like to be able to access information and services in a fast and convenient way at a time that suits them.

This app enables residents to notify and report to Council on issues such as potholes, find out what is happening in the community, book an inspection and contact Council in a quick and simple way.

Downloadable through two platforms, Google Play and the Apple Store, key features of this app include:

- Report an issue
- Discover What's On
- Waste collection information and services
- Sporting field status
- Positions vacant
- Contact Council or make an enquiry
- Councillor contact information

**Camden Council's app provides the community with a communication option that is both responsive and convenient. ”**



Australia Day 2015

## Awards and Recognition

### Organisational Awards and Recognition

- Council was awarded the Best Local Youth Week Program in the State at the Local Government Awards 2015.
- Council’s Director of Environment and Planning Services, Nicole Magurren, was the Senior Staff Member Category Winner in the 2015 Ministers Awards for Women in Local Government.
- Council was awarded Highly Commended in the Keep NSW Beautiful Blue Star Sustainability Awards for its ‘Rehabilitation of Camden Wetlands’ project in the Habitat & Wildlife Guardianship Category.



### 2015 Australia Day Awards

Australia Day

Ambassador:

Melissa Eustace

Citizen of the Year:

Keith Maddock

Mayor

Lara Symkowiak



## Community Awards and Recognition

Council values its citizens and takes pride in recognising community members for their outstanding work and achievements. The following members of the community were presented with awards or recognised by Council for their contributions during 2015/16:

### 2015 Australia Day Awards

In recognition of outstanding contributions to the Camden community:

**Citizen of the Year:** Keith Maddock

**Young Citizen of the Year:** Kirilly White

**Sportsperson of the Year:** Mark Szalajko and Janine Mladin

**Young Sportsperson of the Year:** Gabrielle Plain

**Community Event of the Year:** Mother Hubbard's Cupboard

### Volunteer Awards

Council hosted a civic reception to honour the tireless work of volunteers within our community. Hundreds of locals were recognised for their valuable contributions across a range of areas including health, sport, community service organisations, youth services, education and the environment.

### Victor Chang Science Scholars Recognised

Council honoured 15 local students for their outstanding achievements in the areas of Science with a Victor Chang Cardiac Research Institute School Science Award. Fifteen

students were recognised from the following Schools – Camden High School, Elderslie High School, Elizabeth Macarthur High School, Macarthur Anglican High School, Magdalene Catholic High School, Mount Annan Christian College, Mount Annan High School and St Benedict's Catholic College.

### HSC High Achievers Recognised

Distinguished achievers in the 2015 Higher School Certificate from the Camden LGA were honoured at a civic reception.

The event recognised students identified by their schools as outstanding in the 2015 High School Certificate (HSC) as a result of receiving a Band 5 or 6 in one or more subjects.

Students from the following schools were recognised for their achievements: Camden High School, Elderslie High School, Elizabeth Macarthur High School, Macarthur Anglican Senior School, Magdalene Catholic High School, Mount Annan Christian College and Mount Annan High School.

### SES Thank You Reception

Council held a Thank You Reception for all those involved in assisting the community during the storm event and flooding that occurred in the Camden, Campbelltown and Wollondilly area in early June 2016.



# Our Reports

## End of Term Report

The Integrated Planning and Reporting (IPR) legislation requires that each NSW Council develop a Community Strategic Plan (10+ years) and prepare an end-of-term report to be tabled at the final meeting of the outgoing Council.

In December, 2010, Council adopted its first long term Community Strategic Plan (CSP), Camden 2040 under the IPR framework. In-line with the IPR requirement, Camden 2040 was reviewed in 2012, and the revised Camden 2040 was adopted in 2013.

This report presents progress on the implementation of Camden 2040, during the 4 year Council term, and meets the IPR statutory requirement of the outgoing Council.

It is important to remember that Camden 2040 is a long-term plan. Council plays a custodial role in initiating, preparing and maintaining Camden 2040, it is not wholly responsible for its implementation. Partners such as State and Federal Government agencies, residents, local businesses and community organisations also have responsibilities in delivering the community outcomes.

The expectation within the IPR framework is that Council delivers the outcomes within its adopted 4 year Delivery Program. The Delivery Program is a sub-set of multiple operational plans that ultimately achieve the community vision by 2040.

There are 6 Key Directions defined in Camden 2040 which drive the progress towards achieving the community outcomes.

The six Key Directions are:

**Key Direction 1** : Actively Managing Camden's Growth

**Key Direction 2** : Healthy Urban and Natural Environment

**Key Direction 3** : A Prosperous Economy

**Key Direction 4** : Effective and Sustainable Transport

**Key Direction 5** : An Enriched and Connected Community

**Key Direction 6** : Strong Local Leadership

---

The End of Term Report is available on Council's website.

[www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)

## Fit for the Future

Fit for the Future is the NSW State Government's reform program to improve the strength and effectiveness of local councils in providing services and infrastructure that their communities need. The NSW Government's Fit for the Future program required Camden Council to submit either a Council Improvement Proposal to remain stand-alone, or a Council Merger.

Proposal by 30 June 2015. Following comprehensive research into both Council's future sustainability and merger options Council decided to remain stand-alone.

Under this reform, the Independent Pricing and Regulatory Tribunal (IPART) made recommendations for local councils either to 'Merge' with other councils or 'No Change' or create a 'Regional Joint Organisations'.

The Minister for Local Government and the Premier of NSW released the Fit for the Future Report in October 2015.

Camden Council is only one of 7 out of 36 Sydney Metropolitan councils to be deemed 'Fit for the Future'.

A detailed assessment from IPART is on the adjacent page.

[www.ipart.nsw.gov.au](http://www.ipart.nsw.gov.au)



**CAMDEN COUNCIL – CIP**

<b>FIT</b>			
Area (km <sup>2</sup> )	206	Population 2011	58,450
OLG Group	6	(2031)	162,350
ILGRP Group	Sydney Metro		
Operating revenue (2013-14)	\$64.9m	TCorp assessment	Moderate FSR Neutral Outlook
ILGRP options (preference in bold)	<b>No change</b> or combine as a strong JO with Liverpool, Fairfield, Bankstown, Campbelltown, and Wollondilly (shaded area).		



Assessment Summary	Scale and capacity	<b>Satisfies</b>
	Financial criteria:	<b>Satisfies overall</b>
	• Sustainability	Satisfies
	• Infrastructure and service management	Satisfies
	• Efficiency	Satisfies

**Fit for the Future – FIT**

- The council satisfies the scale and capacity criterion.
- The council satisfies the financial criteria overall. It satisfies the sustainability, infrastructure and service management and efficiency criteria.
- The council satisfies the criterion for sustainability based on its operating performance ratio being close to the benchmark and our assessment that its performance is adversely affected by its high growth.

**Scale and capacity – satisfies**

- The council proposal is consistent with the ILGRP's preferred option to stand alone.
- Given the ILGRP's preferred option, the council was not required to demonstrate how it met each of the elements of scale and capacity.
- However, the council meets some of the elements. In particular, it has a robust revenue base and scope to undertake new functions and major projects.
- Our analysis has not identified evidence for a better alternative to the council's proposal to stand alone.

**Sustainability – satisfies**

- The council's forecast performance against the financial ratio benchmarks by 2019-20 is not strong, however we consider they are within an acceptable range given its prospective high growth.
- Camden is the fastest growing council in NSW based on the DP&E forecasts, with population growth of 178% from 2011 to 2031, compared to a Sydney average of 36%.
- The council has forecast it will be below the benchmark for the operating performance ratio, own source revenue ratio and the building and infrastructure asset renewal ratio by 2019-20. However, our analysis suggests the failure to meet these benchmarks is not a result of any underlying weakness in Camden's financial performance. Rather, Camden's particularly high forecast growth requires the council to deliver significant amounts of infrastructure and services to new areas before additional rate income and other revenues can be realised for that growth. The council has forecast its operating performance ratio will improve over the period to 2019-20 to be close to the benchmark. Over the long term, as Camden's growth rates moderate to more normal levels, it would be likely to meet the operating performance benchmark based on current data.

**Infrastructure and service management - satisfies**

- The council satisfies the criterion for infrastructure and service management based on a low infrastructure backlog ratio and a debt service ratio that meets the benchmark by 2019-20.

**Efficiency - satisfies**

- The council satisfies the criterion for efficiency based on a forecast decline in real opex per capita to 2019-20.
- Camden's operating expenditure per capita is significantly lower than other councils and is forecast to fall to \$84 by 2019-20. The council states this is because most of its expenditure is on capital.

## State of the Environment Report

Section 428A of the Local Government Act 1993 requires local councils, as part of the Integrated Planning and Reporting (IPR) Framework, to produce a comprehensive State of Environment report (SoE) every four years.

Council has prepared a separate report in accordance with the IPR Legislation.

The SoE report is available on Council's website.

[www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)



## Statutory Report

Council has prepared a separate report in accordance with the IPR Legislation.

This report is available on Council's website.

[www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)



Statutory  
Report  
2015/16





## Financial Performance

The following table highlights the 'financial performance' comparison between 2015/16 and 2014/15

Income Statement	2015/16 \$'000	2014/15 \$'000
Total Income from Continuing Operations	\$218,130	\$158,657
Total Expenses from Continuing Operations	\$83,377	\$78,459
Surplus Operating Result from Continuing Operations	\$134,753	\$80,198
Grants and Contributions provided for Capital Purposes	\$137,839	\$84,392
Net Operating Result before Grants and Contributions provided for Capital Purposes (deficit)	(\$3,086)	(\$4,194)

# Finance Summary

## Executive Summary - 2015/16 Annual Financial Statements

Camden continues to be one of the fastest growing areas in New South Wales. This growth places substantial pressure on Council's finances and resources as we plan for an additional 150,000 people by 2036. 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 for existing residents and those we welcome to Camden in the future.

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

### 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 \$134.75 million (after capital items) does not mean Council has additional funds of \$134.75 million to spend. Alternatively the fact that Council's Income Statement has a reported deficit of \$3.086 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 13 to the Financial Statements.

### Operating Result (after capital items)

The 2015/16 Operating Result after accounting for capital income is a surplus of \$134.75 million (\$80.20 million 2014/15). 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 2015/16 was \$114.83 million (\$72.30 million 2014/15). 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 \$3.09 million. This result excludes capital income of \$137.84 million. In comparing this result to the previous year deficit of \$4.19 million the improvement in the operating deficit of \$1.11 million increase is predominately a result of a decrease in depreciation expense (decrease in expenditure by \$1.43 million), increase in the rates and annual charges by \$5.99 million attributed to growth within the Camden LGA and an increase of \$1 million in the user fees and charges associated with building services and town planning associated with the growth.

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 continue to improve over time through increased income associated with growth and a further review of depreciation expense. Camden Council is 1 of only 7 metropolitan Council's to be deemed fit for future as part of IPART's recent review into the financial sustainability of NSW Council's.

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

Council has adopted a loan reduction program for re-current loan borrowings which currently part fund Council's annual road reconstruction program. With no reliance on re-current loan borrowings by 2017/18.

Council still has capacity to borrow for capital projects 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 Framework.

#### 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 has been 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

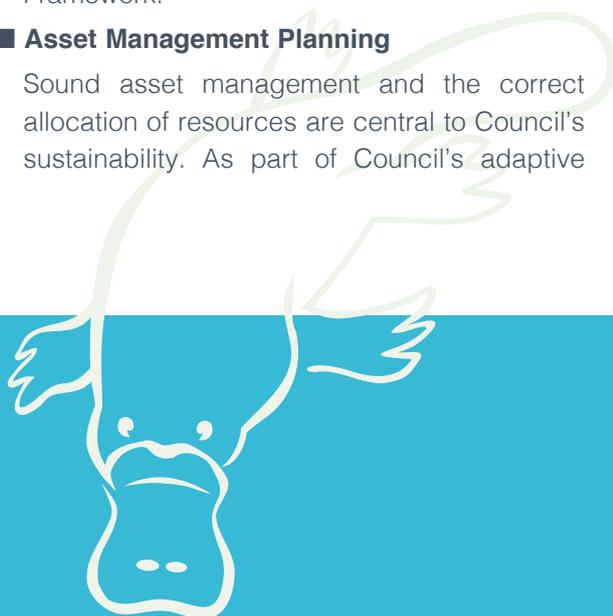
Council realises that ageing infrastructure will continue to be an issue for the residents of Camden, in 2013 IPART approved a special rate variation for a \$6 million (over 6 years) Community Infrastructure Renewal Program aimed at addressing those assets in poor condition.

#### 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 rate loans under Local Infrastructure Renewal Schemes.

#### Organisational Improvement Plan

As part of demonstrating Council is "Fit for the Future" an organisational improvement plan has been implemented that addresses all areas of the organisation both financial and non-financial that will allow Council to demonstrate a modern contemporary organisation that is financially sound and able to service its community now and into the future.





### Statement of Financial Position

The net value of assets owned by our community is \$1.173 billion (\$1.019 billion in 2014/15). The majority of this equity relates to the ownership of land and infrastructure assets such as roads, and stormwater drainage located at Oran Park to accommodate the workforce which will be required to serve its growing community.

### Financial Health Indicators

The financial health indicators for the 2015/16 financial year can be found in Note 13 (pages 53-56) and Special Schedule 7 (pages SS 5 - SS 9). 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.

### 2015/16 and Beyond

Council continues to apply prudent financial practices and policy to ensure the future needs of our community are met. Through long term financial planning, asset management planning, workforce planning, Council will continue to address its infrastructure renewal backlog and provide for the expected growth over the next 20-30 years.

The adoption of an Organisational Improvement Plan also supports Council's title of being "Fit for the Future".

## Financial Statements

Council's financial statement is available on the Council's website [www.camden.nsw.gov.au](http://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.



Camden Town Farm

## Asset Summary

Council maintains a significant portfolio of assets and infrastructure to support the Camden community. These include public roads and other transport related facilities, stormwater drainage networks, parks, reserves and recreational facilities, property and buildings. These assets are valued at \$1,138,617 billion (replacement cost for assets including land assets).

### Asset Growth

Council is currently undergoing high growth phase. The table below lists out the increase in the asset base in 2015-16.

<b>Asset Class</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2015-16 Additions</b>
Roads	559 km	616 km	57 km
Footpaths and Cycleways	260 km	287 km	27 km
Kerb and Gutter	830 km	932 km	102 km
Stormwater Pipes	459 km	535 km	76 km
Pits	20,027 Pits	23,941 Pits	3914 Pits
Headwalls	815 headwalls	963 headwalls	148 headwalls
Detention basins	36	39	3



### Road and transport assets

Council is responsible for the care, control and management of \$625,909 million (replacement cost) of roads and transport related assets. These include:

- 455 kilometres of local urban sealed roads
- 142 kilometres of local rural sealed roads
- 0.48 kilometres of local rural unsealed roads
- 8 kilometres of regional urban roads
- 10 kilometres of regional rural roads
- 213 kilometres of footpaths
- 74 kilometres of cycleways
- 61 road bridges and major culverts
- 932 kilometres of kerb and guttering
- 60 car parks

### Achievements for the year

Council spent a total of \$8.8 million on preserving, restoring and enhancing road and transport related assets during 2015/16. Some of the major works completed include:

- McCann Road reconstruction project
- Dan Cleary Drive construction (from Oran Park Drive to The Northern Road)
- Greendale Road Upgrade
- Hartley Road Reconstruction
- Paddy Miller Avenue (Currans Hill) and Stenhouse Drive Road pedestrian access improvements



### Parks and recreation facilities

Council manages public open space providing a range of opportunities for active and passive recreation. These assets are valued at \$70,654 million (replacement cost) and these recreational facilities include:

- 19 sporting fields
- 98 playgrounds and fitness facilities
- 9 tennis court sites
- 1 skate park
- 2 netball facility sites
- 1 equestrian facility (Bicentennial Equestrian Park)
- 14 cricket pitches and 12 practice wicket nets

### Achievements for the year

Council spent a total of \$3.4 million preserving, restoring and enhancing recreation and open space facilities during 2015/16. Some major works completed include:

- Birriwa Youth Space – Birriwa Reserve
- Ingham Street – Solar street light installation
- Currans Hill Park – Bollard Installation
- Tredinnick Reserve – Shelter Installation
- Liquidamber Reserve Sportsfield Upgrade
- Installation of sub-soil drainage - Liquidamber sports field upgrade



## Buildings

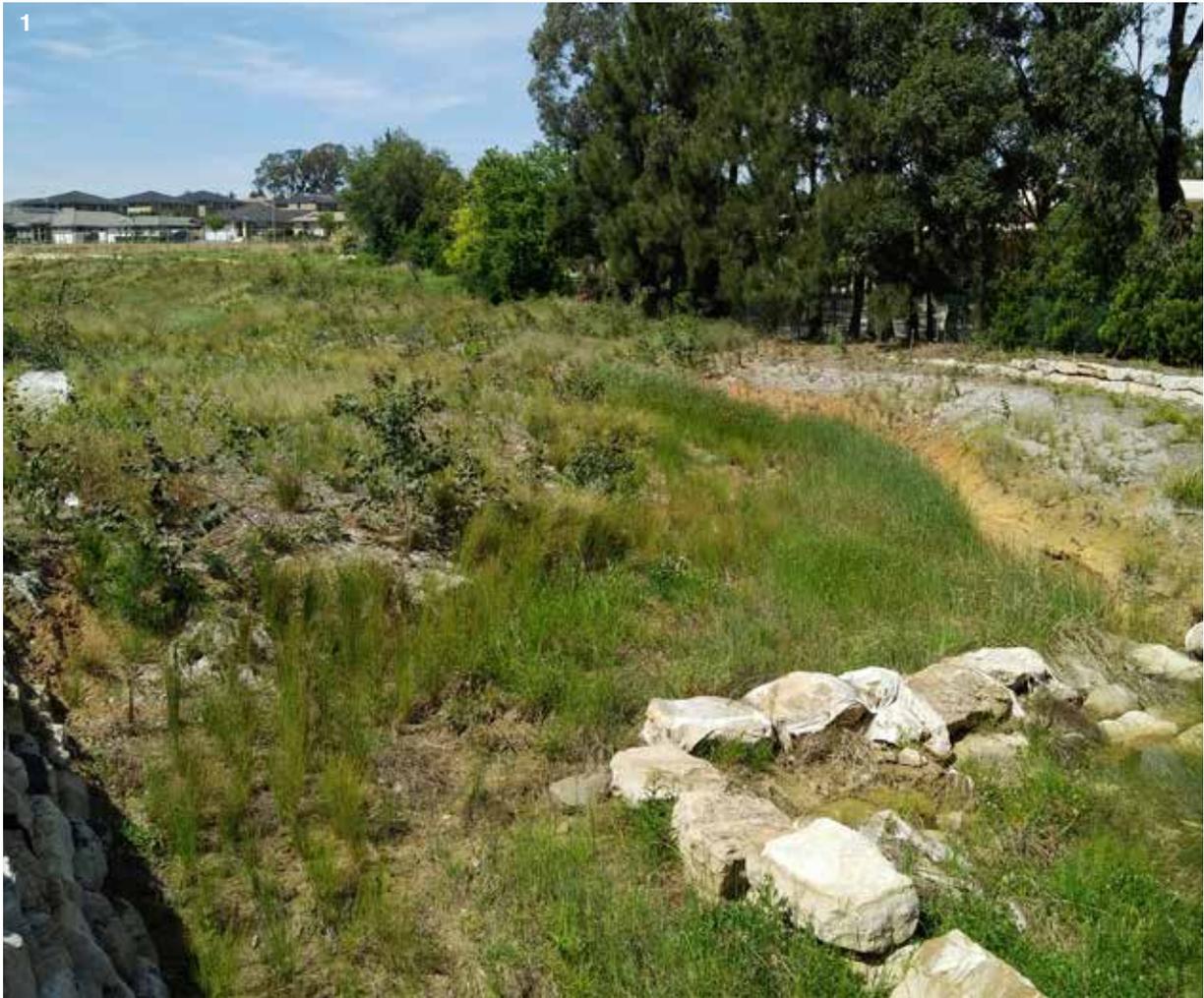
Council has in its care 129 buildings which have a wide range of community uses. These assets are valued at \$86.734 million (replacement cost) and include:

- 2 Council administration buildings
- 16 Council works depot buildings and structures
- 8 community halls
- 2 libraries
- 1 Civic Centre
- 1 museum
- 42 amenities and clubhouse facilities
- 46 other structures
- 3 Council leased properties
- 5 Council bushfire and SES buildings or structures
- 3 specialised buildings

## Achievements for the year

Council spent a total of \$1.1 million preserving, restoring and enhancing buildings during 2015/16. Some major works completed include:

- Chellaston amenities upgrade
- Onslow Reserve - Amenities block
- Civic Centre – Amenities upgrades
- Harrington Park Community Centre – Crimsafe mesh installation
- Jack Nash Clubhouse – Roller Shutter installation
- Nott Oval - Amenities upgrade



### Stormwater and flood mitigation

Council is responsible for a wide range of stormwater and drainage facilities. These assets are valued at \$272.409 million (replacement cost) and include:

- 535 kilometres of stormwater pipe
- 23941 stormwater pits
- 963 headwalls
- 49 minor box culverts
- 6 kilometres of concrete lined or concrete closed channels
- 26 kilometres of open formed channels
- 39 detention basins
- 183 water quality devices

### Achievements for the year

Council spent \$1.4 million preserving, restoring and enhancing these assets during 2015/16. Some completed major works completed include:

- Completion of Oxley Rivulet in Elderslie



**Phone:** 4654 7777  
**Post:** PO BOX 183, Camden NSW 2570  
**Email:** [mail@camden.nsw.gov.au](mailto:mail@camden.nsw.gov.au)  
**Web:** [www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)

## Photography

The photographs featured throughout this Annual Report have been obtained from many sources including professional photographers, local developers, stock image suppliers and Council officers – thank you to all photographers.