

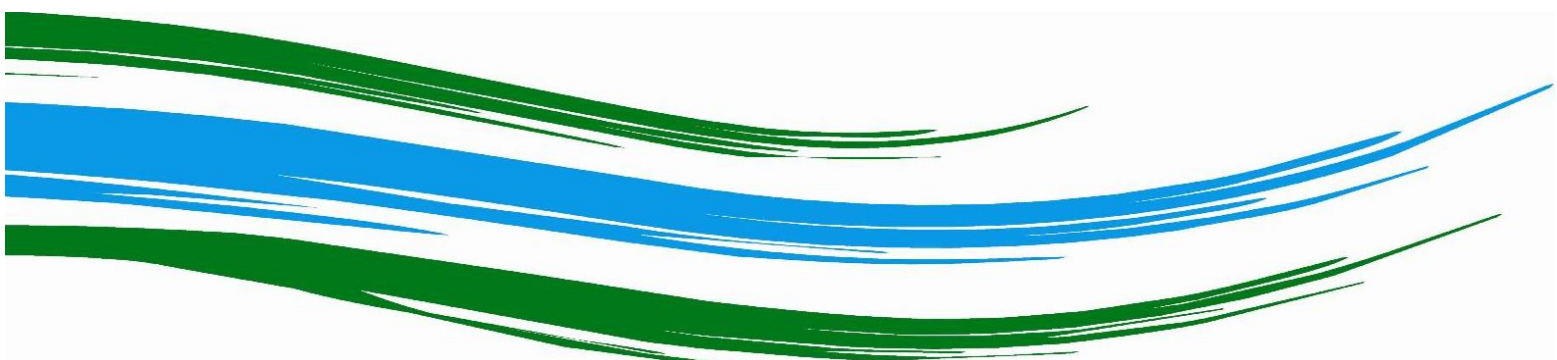
# Camden Council

## Attachments

**Ordinary Council Meeting**  
**24 September 2019**

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**Camden Council**  
**Administration Centre**  
**70 Central Avenue**  
**Oran Park**



# ORDINARY COUNCIL

## ATTACHMENTS - ORDINARY COUNCIL

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**Cover Page and Back Page:**  
Curry Reserve Water Play Space, Elder sie

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Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

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### ***Acknowledgement to Country***

*Council acknowledges the Dharawal people as the traditional custodians of this land and pays our respect to their Elders both past and present and the Aboriginal Community.*

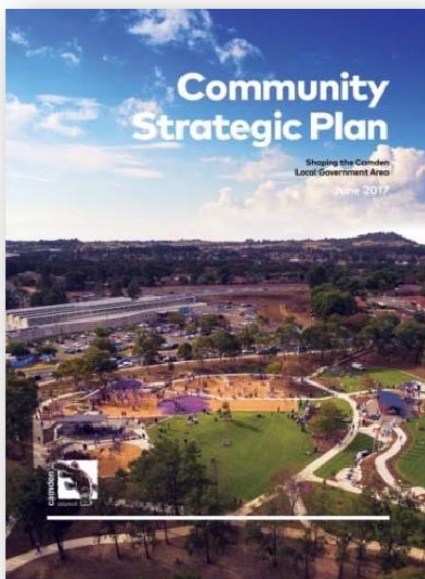
## 1. Council's Obligations

All councils across NSW commenced implementing the Integrated Planning and Reporting (IPR) framework from 2013. This framework allows councils to draw various plans together and plan holistically for the future.

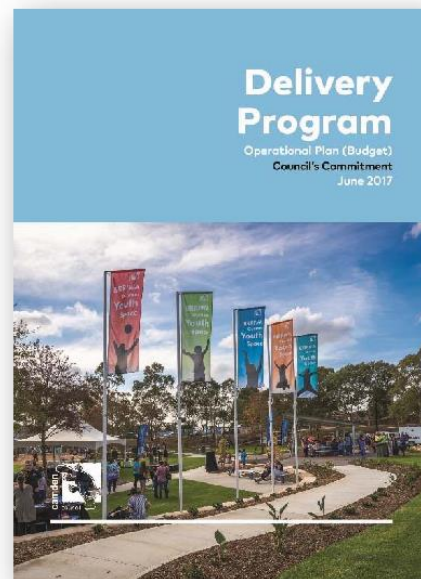
In accordance with the IPR framework, all councils are required to develop a Community Strategic Plan. The Community Strategic Plan provides a clear direction for the long-term community vision and is underpinned by the Delivery Program, Operational Plan (Budget) and Resourcing Strategy. Council reviews and develops the Community Strategic Plan, followed by preparation of Council's four-year Delivery Program and determines appropriate methods to measure its progress.

The Delivery Program turns the strategies and objectives of the Community Strategic Plan into principal activities and identifies actions that Council commits to undertake over the next four years.

To help maintain focus for Council and provide feedback to the community, Council is required to prepare a six-monthly progress status on the adopted four-year Delivery Program. In accordance with the [IPR framework](#), Camden Council has prepared and adopted in June 2017 the following documents:



[Community Strategic Plan](#)



[Delivery Program and Operational Plan \(Budget\)](#)

A suite of documents relating to the [IPR framework](#), are available on Council's website

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

**Camden Council** actively monitors its progress in achieving the objectives stated in the Community Strategic Plan through the implementation of the Delivery Program under six Key Directions.

These six Key Directions are aligned with the four elements of the quadruple bottom line - Social, Environmental, Economic and Civic Leadership. These six Key Directions are:

1. Actively Managing Camden LGA's Growth
2. Healthy Urban and Natural Environment
3. A Prosperous Economy
4. Effective and Sustainable Transport
5. An Enriched and Connected Community
6. Strong Local Leadership

Council has 30 Local Services to assist in addressing the Key Directions with specific principal activities against the Community Strategic Plan's strategies.





## 2. Executive Summary

This Delivery Program Progress Reports July 2018 to June 2019, complies with the adopted four-year Delivery Program 2017/18 – 2020/21 for this Council term.

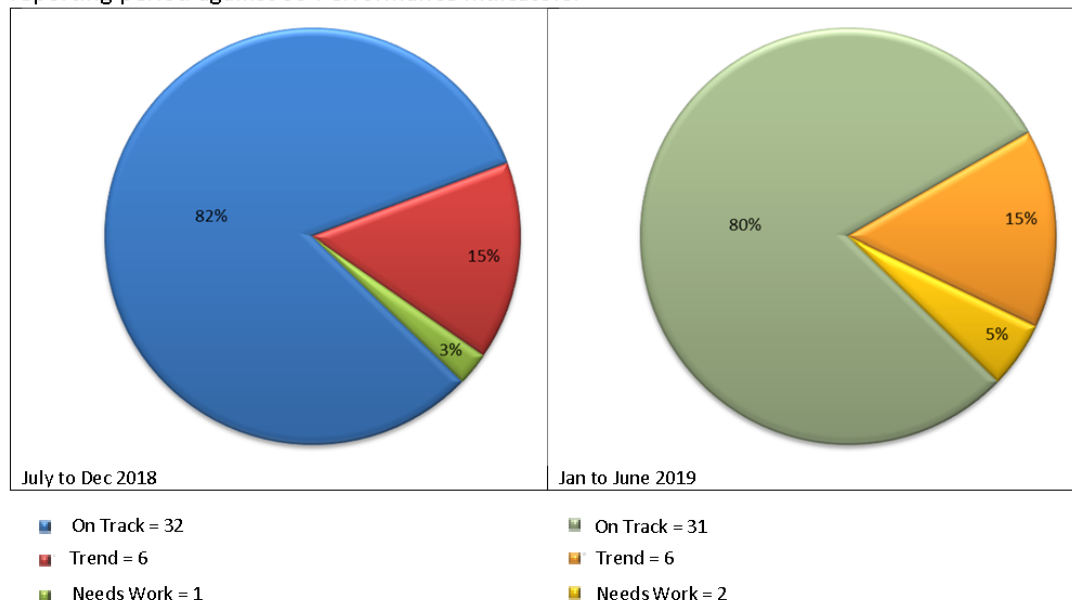
The report reflects Council’s status against 39 performance indicators and provides information on how Council is progressing with its Delivery Program.

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:

Table 1

Rating Scale	Symbol	Description
• “On Track”		When the ‘actual’ is either equal, less or greater than the set target.
• “Monitoring”		Corporate variance of ±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 progress summary of Council’s overall performance for the July 2018 to June 2019 reporting period against 39 Performance Indicators.





The table below provides a status update on the performance indicators under each Key Direction.

**Table 1**

Key Direction	No. of Performance Indicators	Progress Status							
		On Track 		Monitoring 		Needs Work 		Trend 	
		July to Dec 2018	Jan to June 2019	July to Dec 2018	Jan to June 2019	July to Dec 2018	Jan to June 2019	July to Dec 2018	Jan to June 2019
Actively Managing Camden LGA's Growth	4	4	4	0	0	0	0	0	0
Healthy Urban and Natural Environment	12	9	8	0	0	0	1	3	3
A Prosperous Economy	3	1	1	0	0	0	0	2	2
Effective and Sustainable Transport	5	4	4	0	0	1	1	0	0
An Enriched and Connected Community	8	8	8	0	0	0	0	0	0
Strong Local Leadership	7	6	6	0	0	0	0	1	1
<b>TOTALS</b>	<b>39</b>	<b>32</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>6</b>	<b>6</b>

In summary, for the reporting period July to December 2018, of 39 Performance Indicators, 32 Indicators (82%) were assessed as 'On Track'; 1 Indicator (3%) as 'Needs Work'; 6 Indicators (15%) as 'Trend' and there were 0 Indicators (0%) as 'Monitoring'. In other words, 32 of the 39 performance indicators (82%) were assessed as 'On Track'.

For the reporting period January to June 2019, of 39 Performance Indicators, 31 Indicators (80%) were assessed as 'On Track'; 2 Indicator (5%) as 'Needs Work'; 6 Indicators (15%) as 'Trend' and there were 0 Indicators (0%) as 'Monitoring'. In other words, 31 of the 39 performance indicators (80%) were assessed as 'On Track'.

Section 3, 'Key Directions and Performance Indicator Status', provides progress comments and the status of each performance indicator along with an explanation of each Key Direction.

Section 4, 'Overall Progress Highlights' elaborates on a few of the projects Council has undertaken over July to December 2018 and January to June 2019 that supports Council's commitment towards the Community Strategic Plan.

### 3. Key Directions and Performance Indicator Status

This section provides a narrative on outcomes that supports the Community Strategic Plan under each Key Direction and associated Objectives. It provides progress comments and the status of each performance indicator along with an explanation of each Key Direction.

The diagram below shows the six Key Directions.





## Key Direction 1 – 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.

### 1.1 Urban development is managed effectively

Performance Indicator	Reporting Period	Status	Progress Comments
Development assessments are completed in a timely fashion	July to Dec 2018	✓	The median processing time (34 days) was within the target service level of 40 days. Council determined Development Applications to the value of \$883,893,342 during this six-month period.
	Jan to June 2019	✓	The median processing time (35 days) was within the target service level of 40 days. Council determined Development Applications to the value of \$524,471,662 during this six-month reporting period.
Construction certificates are provided in a timely fashion	July to Dec 2018	✓	Construction Certificate processing timeframes continue to exceed target service levels. This result reflects the strong performance across the range of Certification Services provided by Council.
	Jan to June 2019	✓	Building Construction Certificate processing timeframes continue to exceed target service levels. This result reflects the strong performance in building certification services provided by Council.





Performance Indicator	Reporting Period	Status	Progress Comments
Developers Contribution Plans are developed and monitored in a timely manner	July to Dec 2018		Three Works-in-Kind Agreements have been executed and 133 contributions planning referrals were completed during this period. The review of the Camden Growth Areas Contribution Plan by the Department of Planning is ongoing. Council also appointed a Coordinator of Agreements Delivery and Agreement Delivery Officer to effectively manage the implementation of Works-in-Kind Agreements and Voluntary Planning Agreements.
	Jan to June 2019		Two Works-in-Kind Agreements were executed. Council received \$604,903 monetary contributions, \$3,507,015 of embellishment works, 2000m2 of open space (\$288,000) and 107,05m2 of riparian land (\$0) dedication. Agreements Delivery actioned 94 referrals, Contributions Planning actioned 67 referrals and 15 reports were prepared for Council's Development Contributions Management Committee.

### 1.2 Rural land is adequately administered





Performance Indicator	Reporting Period	Status	Progress Comment
Rural Lands Strategy and associated Action Plan are delivered	July to Dec 2018		On 27 November 2018, Council adopted a revised Rural Lands Strategy (RLS). The RLS was submitted to the Department of Planning, Industry and Environment for endorsement as a local strategy on 5 December 2018. Council officers are progressing with the RLS actions.
	Jan to June 2019		The Department of Planning, Industry and Environment is assessing the Rural Lands Strategy for endorsement as a local strategy. Council officers are progressing with the actions as stated within the Strategy.

### Summary

July to December 2018

 On Track	4	 Needs Work	0	 Monitoring	0	 Trend	0
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January to June 2019

 On Track	4	 Needs Work	0	 Monitoring	0	 Trend	0
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## Key Direction 2 – Healthy Urban and Natural Environments





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.









### 2.1 Caring for urban and natural environment including heritage sites



Performance Indicator	Reporting Period	Status	Progress Comment
Waste diverted from landfill	July to Dec 2018		Council is working with its waste processing contractor and undertaking other projects to improve the diversion rate.
	Jan to June 2019		Council's waste contractor is working to find additional markets for recovered products but is seeing a declining diversion rate based on mixed solid waste no longer being processed via Advanced Waste Treatment facilities.
Incidents of illegal dumping (observed by Council Officer)	July to Dec 2018		A total of 169 incidents (28 per month) of illegal dumping on public land were identified and investigated as a result of proactive patrol services by Council Officers. Council continues to implement proactive initiatives to educate the community on illegal dumping including education and Builders BBQ's.
	Jan to June 2019		A total of 188 incidents (31 per month) of illegal dumping on public land were identified and investigated as a result of proactive patrol services by Council Officers.
Incidents of illegal dumping (advice from residents)	July to Dec 2018		Council investigated a total of 217 incidents of illegal dumping incidents on public land (36 reports per month) as a result of reports by residents.
	Jan to June 2019		Council investigated a total of 334 incidents of illegal dumping on public land (55 reports per month) as a result of reports by residents.

Performance Indicator	Reporting Period	Status	Progress Comment
Companion animals are appropriately identified	July to Dec 2018		<p>112 dogs were impounded with 71 microchipped (67%). 24 cats were impounded with 0 microchipped (0%). Total percentage of dogs and cats microchipped entering the animal holding facility is 55%. Council returned 75 dogs to their owners instead of impounding.</p> <p>To assist in improving micro chipping and registration rates, Council continues to run an extensive Companion Animal education program including school visits, advertising campaigns and promoting Responsible Pet Ownership at local events. As a result of Council's free microchipping program, 41 companion animals were microchipped within this period.</p>
	Jan to June 2019		<p>139 dogs impounded - 60 Microchipped (43%). 45 cats impounded - 2 microchipped (4%). Total percentage of dogs and cats microchipped entering the animal holding facility is 33%. Council returned 75 dogs to their owners instead of impounding. Council microchipped for free 105 dogs and cats for this six-month reporting period.</p>
Monitor water quality in rivers and waterways	July to Dec 2018		<p>During the reporting period, lakes and waterways monitoring was undertaken across all sites on a monthly basis.</p> <p>While seasonal changes influenced results, high nutrients, in particular nitrogen, were consistently high. Blue-green algae testing during the summer months were also indicating a high growth of algae in the lakes.</p>
	Jan to June 2019		<p>During the reporting period, lakes and waterways monitoring was undertaken across all sites on a monthly basis.</p> <p>While seasonal changes influenced results, high nutrients, in particular nitrogen, were consistently high. Blue-green algae testing during the summer months were also indicating a high growth of algae in the lakes.</p>

Performance Indicator	Reporting Period	Status	Progress Comment
Number of initiatives promoted to reduce air pollution	July to Dec 2018		During the winter months, Council completed 100% of its initiatives to promote better practices for wood heater operations to help reduce air pollution through local media, Council's website and educational programs.
	Jan to June 2019		In preparation for winter, Council completed 100% of its initiatives to promote better practices for wood heater operations to help reduce air pollution through local media, Council's website and educational programs.
Number of complaints received regarding noise concerns	July to Dec 2018		There were a total of 134 complaints received in relation to noise during the reporting period, which is a slight decrease to the 136 complaints received for the previous period January to June 2018. These complaints include noise from barking dogs, trail bikes and amplified music and other sources. All complaints were investigated with appropriate compliance action taken.
	Jan to June 2019		There was a total of 132 requests received within the Customer Request Management system in relation to noise during the reporting period, which is a slight decrease in the number of requests (134) received for the previous period July to December 2018. These complaints include noise from barking dogs, trail bikes, music and other sources. All complaints were investigated with appropriate compliance action taken.
Increase number of public amenities, recreation facilities, open space and parks	July to Dec 2018		Across the Camden Local Government Area there are 108 playgrounds, 19 sports fields, 279 reserves and 43 amenities.
	Jan to June 2019		Across the Camden Local Government Area there are 293 open spaces and reserves, 20 sports fields, 91 sites with play equipment, 17 sites with exercise equipment, 17 public amenities, 37 sports amenities and 2 swimming leisure centres.





Performance Indicator	Reporting Period	Status	Progress Comment
Bushland under active management – number of volunteer bush care hours	July to Dec 2018		Volunteers contributed 1232 hours in the reporting period, with a total of 176 days (based on a 7-hr working day). This includes scheduled Bushcare, community planting days, National Tree Day and Schools Tree Day.
	Jan to June 2019		Volunteers contributed 531 hours in the reporting period, with a total of 75.85 days (based on a 7-hour working day). This includes scheduled Bushcare and community planting days.
Maintain biodiversity across Camden LGA	July to Dec 2018		During the reporting period, Council actively maintained 54ha of natural areas. This includes an additional area within the Camden Town Farm which is removing woody weeds and restoring native vegetation along the Nepean River.
	Jan to June 2019		During the reporting period, Council actively maintained 54ha of natural areas. This includes an additional area within the Camden Town Farm to restore native vegetation along the Nepean River.
Number of Sustainability community education programs conducted	July to Dec 2018		During the reporting period Council's scheduled sustainability education programs continued to be on target and implemented. These included Threatened Species Art and Writing Competition, Macarthur Nature Photography Competition, Stormwater Education, Love Food Hate Waste at the Taste Food and Wine Festival.
	Jan to June 2019		During the reporting period Council's scheduled sustainability education programs continued to be on target and implemented. These included Earth Hour and World Environment Day.







Performance Indicator	Reporting Period	Status	Progress Comment
Number of community education activities conducted to promote heritage and historical sites across the Camden LGA	July to Dec 2018		<p>During the reporting period, Council adopted the Camden Town Centre Urban Design Framework and the revised Rural Lands Strategy. The Framework acknowledges the town centre's distinct heritage character and considers opportunities for enhancing the attributes that make it unique.</p> <p>Three Heritage Advisory Committee meetings were held during the reporting period and the Committee and Council officers continue to explore initiatives to promote heritage across the LGA.</p> <p>Council officers continue to provide advice to applicants relating to works proposed to heritage items through DAs and enquiries with over 20 referrals/enquiries completed in this six-month period.</p>
	Jan to June 2019		<p>Council's Heritage Advisory Committee, with the support of Council officers, is currently organising a heritage promotion event titled 'Unlock Camden', to be held as part of History Week 2019.</p> <p>Council officers continue to provide advice to applicants relating to works proposed to heritage items through Development Applications and enquiries with 29 Development Application Referrals and 5 customer enquiries completed in this six-month reporting period.</p>

### Summary

#### July to December 2018

 On Track	9	 Needs Work	0	 Monitoring	0	 Trend	3
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#### January to June 2019

 On Track	8	 Needs Work	1	 Monitoring	0	 Trend	3
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## Key Direction 3 – 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.



### 3.1 Tourism and economic development is supported

Performance Indicator	Reporting Period	Status	Progress Comment
Utilisation of the regional tourism website is increasing	July to Dec 2018		Macarthur website has received 75,123 visits during this period. An increase of 1.01% on previous period.
	Jan to June 2019		The website has received 84,423 visits during this reporting period. An increase of 13% on the previous period.
Monitor the visitation to the Tourism Information Centre	July to Dec 2018		The Visitor Information Centre has received 98 phone calls (down 5%), 68 emails (down 7%) and 989 walk ins (down 1.5%). While Visitor Centre statistics are down, online visitation continues to increase in particular with the development of the new website.
	Jan to June 2019		Visitor Information Centre has received 88 phone calls (down 10%), 30 emails (down 56%) and 840 walk-ins. Visitation to Camden is traditionally down from Summer to Winter and the new website has provided the ability to give visitors better and easier access to information resulting in less need to contact or visit the Visitor Information Centre for information.

Performance Indicator	Reporting Period	Status	Progress Comment
Increase in number of registered businesses operating within the Camden LGA	July to Dec 2018		There is a total of 7,927 active and registered for GST businesses in the Camden LGA, an increase of 7.5% from the previous figure of 7,373. <i>(Source - ABS)</i>
	Jan to June 2019		There is a total of 8,407 active and registered for GST businesses in the Camden Local Government Area, an increase of 5.7% from the previous (July to December 2018) figure of 7,927. <i>(Source - ABS)</i>

**Summary**

July to December 2018

On Track	1	Needs Work	0	Monitoring	0	Trend	2
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January to June 2019

On Track	1	Needs Work	0	Monitoring	0	Trend	2
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## Key Direction 4 – 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.



### 4.1 Integrated and safe transport system

Performance Indicator	Reporting Period	Status	Progress Comment
Successful completion of Black Spot funded projects	July to Dec 2018		Council has completed the detailed design for Welling Drive/ Waterworth Drive/Henrietta Drive Roundabout project. Works are programmed for this financial year. Survey and design commenced for the Catherine Field Road project.
	Jan to June 2019		Council received and completed 2 Black Spot projects over the reporting period, these included: Works at Welling Drive / Waterworth Drive / Henrietta Drive roundabout intersection and Catherine Field Road.

Performance Indicator	Reporting Period	Status	Progress Comment
Number of transport options delivered through Pedestrian Access Mobility Plan (PAMP) and Bike Plan	July to Dec 2018		Footpaths completed in Richardson Road (Spring Farm and Narellan sections) as a transport option as per PAMP. Further works are in progress for: Remembrance Driveway, Southdown Road, Higgins Avenue, Old Hume Highway and Exeter Street (part of the Town Farm Walkway).
	Jan to June 2019		During this six-month reporting period under the Pedestrian Access and Mobility Plan and Bike Plan programs, footpaths were completed in Higgins Avenue, Old Hume Highway and Exeter Street (part of the Town Farm Walkway), Pindari Reserve and Harrison Reserve.
Number of Road Education Programs conducted	July to Dec 2018		Over the past six-months Council has 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, Traffic Offenders Program.
	Jan to June 2019		Over the past six-months Council has coordinated 9 road education programs working in partnership with local Police, RMS and community groups 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, Traffic Offenders Program, National Families Week.





#### 4.2 Road infrastructure and transport connections are effectively established

Performance Indicator	Reporting Period	Status	Progress Comment
Traffic Committee recommendations are actioned within the timeframe	July to Dec 2018		All Traffic Committee recommendations were actioned within the set timeframes as agreed by the Committee for each discussed item. There was a total of 54 items for discussion during the six-month reporting period.
	Jan to June 2019		During the reporting period 41 Traffic Committee recommendations were approved. These were all actioned within the set timeframes.





Performance Indicator	Reporting Period	Status	Progress Comment
Road and traffic facility construction projects completed on-time and within budget.	July to Dec 2018		Prioritisation of works to meet community needs required some projects to be delayed into the second half of the 2018/19 financial year.
	Jan to June 2019		The majority of projects were completed within the 2018/19 financial year; some projects incurred delays which were out of Council's control however these projects have subsequently been completed in the current financial year. Council's new Project Management Framework and governance arrangements are assisting to improve planning, decision making and monitoring of project outcomes.

### Summary

#### July to December 2018

 On Track	4	 Needs Work	1	 Monitoring	0	 Trend	0
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#### January to June 2019

 On Track	4	 Needs Work	1	 Monitoring	0	 Trend	0
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## Key Direction 5 – 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.

### 5.1 Celebrating social diversity and cultural expression

Performance Indicator	Reporting Period	Status	Progress Comment
Number of arts/cultural events hosted across the Camden LGA	July to Dec 2018	✓	A total of 136 arts/cultural events were held across various programs including - About Face Portrait Group, Camden Creative Hub, Artist Networking events and the Alan Baker Art Gallery.
	Jan to June 2019	✓	A number of arts/cultural events were hosted by Council including - Camden Shorts, 2 Artist Networking events, the About Face Portrait Group and Westwords Workshop.
Number of programs delivered to various community groups including identified target groups	July to Dec 2018	✓	A wide range of activities and events have been held. These included Camden Interagency meetings, Seniors Program Committee meetings, Cohesive Communities Advisory Group meetings, Youth Council Meetings and Access Community Advisory Group meetings, skate clinics, Café Connect series for over 55's and the following: NAIDOC Celebrations, Youth Public Art projects, 3 x Seniors Lunch's, Seniors Bus Trip, Paint the Town REaD Book Week event, Youth

Performance Indicator	Reporting Period	Status	Progress Comment
			Movie Night, PAWS for a Second youth mental health project, Carers Week event, International Day of People with Disability event, Grandparents Day event.
	Jan to June 2019		A wide range of activities and events have been held. These included Camden Interagency meetings, Seniors Program Committee meetings, Cohesive Communities Advisory Group meetings, Youth Council Meetings and Access Community Advisory Group meetings and the following - Cool Off in Camden, Youth Empowerment Project, Seniors Festival including concert and bus trip, Seniors Lunch, Dementia Specific Concert, Paint the Town REaD Book Relay, International Women's Day, Camden Cultures event for Multicultural March, a full Families Week Program, Youth Week Program including Movie Night, Café Connect program for over 55's, Refugee Week event and Camden Shorts.
Increase number of participants in active recreational activities using Camden Memorial Pool (seasonal)	July to Dec 2018		Camden Pool reopened for the summer season in late September 2018, with a total of 24,927 active participants using the facility. This was an increase of 1,929 on the same reporting period last year.
	Jan to June 2019		Camden Pool closed for the summer season at the end of March 2019, with a total of 35,084 participants using this facility during the reporting period.
Increase number of participants in active recreational activities using Mount Annan Leisure Centre (seasonal)	July to Dec 2018		During the reporting period, 257,461 participants participated in gym, fitness and/or swimming activities within the Mount Annan Leisure Centre. This is significantly higher than the target.
	Jan to June 2019		During the reporting period, 271,921 participants participated in gym, fitness and/or swimming activities within the Mount Annan Leisure Centre. This is significantly higher than the target of 168,907.






Performance Indicator	Reporting Period	Status	Progress Comment
Ratio of returning clients to new clients for hiring Camden Civic Centre	July to Dec 2018		1:11 new to returning clients.
	Jan to June 2019		3:46 new to returning customers.
Number of non-Council events hosted at the Camden Civic Centre	July to Dec 2018		544 non-council events held within the first six-months of the year.
	Jan to June 2019		Of the 589 events held within the second half of the year, 344 were non council events.

### 5.2 Opportunities for life-long learning





Performance Indicator	Reporting Period	Status	Progress Comment
Number of programs conducted at local libraries	July to Dec 2018		100% of all scheduled programs, a total of 1,624, were conducted at Council libraries during this period including children's, youth, adult, community learning, local studies and exhibitions as well as HSC programs.
	Jan to June 2019		All scheduled programs, a total of 1,018, were conducted at Council libraries during this period including children's, youth, adult, community learning, local studies and exhibitions as well as HSC programs.
Camden families have access to a quality Family Day Care service – hours of care provided	July to Dec 2018		Families continue to have access to family day care with educators providing a variety of operating days and hours to meet the needs of family demands.
	Jan to June 2019		Between January and June 2019, families continue to have access to family day care with educators providing a variety of operating days and hours to meet the needs of family demands. This includes extending the day care hours to 7pm for some families (centre-based care operates to 6 - 6.30pm). Further, educators offer school holiday care and before, and after school care for families that can't or don't want to access school age programs.

**Summary**

July to December 2018

 On Track	8	 Needs Work	0	 Monitoring	0	 Trend	0
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January to June 2019

 On Track	8	 Needs Work	0	 Monitoring	0	 Trend	0
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## Key Direction 6 – 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.





### 6.1 Maintain strong partnerships and shared responsibilities with stakeholders

Performance Indicator	Reporting Period	Status	Progress Comment
Number of Community Small Grant Agreements	July to Dec 2018		A total of 37 applications were received totalling \$186,309, with 8 new groups applying for funding.
	Jan to June 2019		This Grant round is annual and held in the first quarter each financial year. Grant round did not fall within the current reporting period.
Number of donations for charitable programs	July to Dec 2018		Two donations for charitable purposes were provided to: Playgroup NSW, Chris Harris Photography Exhibition.
	Jan to June 2019		Nine donations for Charitable Purposes were provided to: Open House Christian Centre Easter Fair, Melissa Hawkins Bey Blade Tournament, Lyndal Rogers Beats for Pete, Macarthur Homeless Steering Committee Dinner Under the Stars, Mother Hubbard's Cupboard Street Signage, Youth Solutions DAIR Project, Anna Sutcliffe Open Doors Fundraiser, Benjamin

Performance Indicator	Reporting Period	Status	Progress Comment
			Stokes Trivia Fundraiser, Rotary Club of Gregory Hills Next Gen Battle of the Bands Fundraiser.
Number of annual subsidies extended to community organisations	July to Dec 2018		This Grant round is annual, and all 8 subsidies were distributed. (RSL Sub Branch, Leppington Progress Association, Camden Historical Society, SWS Sport Academy, Camden Community Band, Campbelltown Macarthur Scottish Pipes and Drums, Campbelltown Camden District Band, Camden Art Prize).
	Jan to June 2019		This Grant round is annual, and all subsidies were distributed. Grant round did not fall within this reporting period.
Number of community sponsorship programs supported	July to Dec 2018		13 programs supported with a total of \$46,744 funded \$13,444 in-kind and \$33,300 monetary committed to July to December events and programs.
	Jan to June 2019		17 programs supported with a total of \$63,500 funded, \$14,500 in kind (up to) and \$49,000 monetary committed to January to June 2019 events and programs.

## 6.2 Community and stakeholders are kept informed

Performance Indicator	Reporting Period	Status	Progress Comment
Maintain publication of regular Council information	July to Dec 2018		Council has continued to produce publications on time and in line with Council's design and approval process. Two editions of Let's Connect were distributed to residents throughout the reporting period. Council continues to distribute Rates Notice publications, publish the weekly advertisement and Mayor's Message in the local newspaper as well as update Council's website and Facebook.
	Jan to June 2019		Council has continued to produce regular publication of council information within deadline. Two editions of Let's Connect were distributed to residents throughout the reporting period. Council continues to distribute Rates Notice brochures, publish the weekly advertisement and Mayor's Message in the local

Performance Indicator	Reporting Period	Status	Progress Comment
			newspaper, weekly community radio messages, update email signature messaging, as well as regularly updating Council's website and expanded digital media platforms daily.
Maintain Council's social media platform	July to Dec 2018		Council continues to maintain a 7 day-a-week social media coverage to report on weekend events, improve community engagement and ensure that customer enquiries are answered promptly.  Over the past six-months 555 Facebook posts were published, an increase of 69.2% from the previous period. Council has also produced and posted 38 videos over the past six-months. Our Facebook following has increased to 18,100, this is an increase of 10.1% on the previous period.
	Jan to June 2019		Council continues to maintain a 7 day-a-week social media coverage to report on weekend events, improve community engagement and ensure that customer enquiries are answered promptly.  Over the past six-months 554 Facebook posts were published. Council has also produced and posted 27 videos over the past six-months. Our Facebook following has increased to 20,090, this is an increase of 1,990 followers from the previous period. Additionally, we have also expanded our social media platforms to now include Twitter, YouTube, Instagram and Snapchat.
Maintain Council's community engagement and communication practices	July to Dec 2018		Council continues to regularly communicate and engage with the community. Two editions of Let's Connect were distributed.  A number of projects and events were communicated to the community including the openings of Harrington Lake Youth Play Space, Sedgwick Reserve Play Space, Curry Reserve Water Play Space, Your Camden Your Say, Cool Off in Camden, Christmas Light Competition, Camden Council and Salvation Army Giving Tree.
	Jan to June 2019		Council continues to communicate and engage with the community. Two editions of Let's Connect were distributed.  A number of projects, initiatives and events were communicated and marketed to the

Performance Indicator	Reporting Period	Status	Progress Comment
			community including the expansion of our social media platforms, implementation of project signage, Sanitarium Weet-Bix Kids TRYathlon, Oran Park First Birthday Party celebrations, Australia Day, Bounce Town, Camden Cultures, Paws in the Park.

**Summary**

July to December 2018

On Track	6	Needs Work	0	Monitoring	0	Trend	0
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January to June 2019

On Track	6	Needs Work	0	Monitoring	0	Trend	0
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### 4. Overall Progress Highlights

This section elaborates on a few of the projects Council has undertaken over July to December 2018 and January to June 2019, that supports Council’s commitment towards the Community Strategic Plan.

#### July to December 2018

##### Community Awareness Program

Council continues to build on raising community awareness on various matters via its highly visible waste vehicles.

To compliment the great work already underway to raise community awareness of mental health, suicide prevention and domestic violence, Council also ran a community education campaign to raise awareness of anti-bullying and responsible pet ownership.

Locally, through the work Council did with local high schools and the Camden Youth Council, bullying was identified as the number one issue affecting young people within our community.

Council launched an anti-bullying campaign with new signage on three of its waste collection vehicles.

Designed by young people, the wording included *‘Bullying is garbage, stand up and speak out!’* and *‘Bullying stinks, stand up*

*and speak out!’* and has contact details for Kids Helpline and Lifeline.

Another sign has an inspirational message, *‘Throw around kindness, not your rubbish’.*

Council is also experiencing an increase in the number of lost pets found with incorrect registration details. As new suburbs develop and residents move into the area, some pet owners were forgetting to update their pet registration details, making it difficult to reunite lost pets with their owners.

To raise awareness of this issue a further waste vehicle has been branded with signage to remind pet owners to update their pet registration details with Council.

To encourage people to keep our parks clean a new smaller waste vehicle, designed to collect and clean park bins, has been branded with the message *‘Keep our Parks Litter Free’.*



### Award Winners

#### Customer Service Excellence Award

Council won the National Local Government Customer Service Network's 2018 National Customer Service Excellence Award. This is great recognition for Council in delivering excellent service to customers and the community.

#### Oran Park Library

The Oran Park Library was recognised as a leading public facility and awarded the Western Sydney Leadership Dialogue Outstanding Community Project for 2018.

Project partners of Council, Landcom and Greenfields Development Corporation were acknowledged for the collaborative design, delivery and creation of a contemporary facility that incorporates modern technologies offering interactive digital components while maintaining ties to local history through artwork and images.

#### Camden Youth Week

The Camden Youth Week event was recognised as one of the best in the State, with Council being joint recipients of the Best Ongoing Commitment to Local Youth Week Programs 2018 at the NSW Local Government Awards.

This was the eighth year in a row that Council has been selected as a finalist for the Youth Week event award.





Youth and Water Play Spaces

To provide more options for children, young people and families to exercise and socialise and encourage active healthy lifestyles, Council committed \$5M to deliver Sedgwick Reserve Youth Play Space, Harrington Park Lake Youth Play Space and Curry Reserve Water Play Space.

Sedgwick Reserve, Currans Hill

The youth play space at Sedgwick Reserve, Currans Hill expands on the existing young children’s playground and incorporates a new youth space with a focus area for 12 to 17 years olds. The space features a recessed trampoline, climbing equipment, musical equipment, skating areas and natural play elements to enhance the diversity of play experiences.



Sedgwick Reserve

Harrington Park Lake Reserve, Harrington Park

The Harrington Park Lake Youth Play Space includes play equipment, specialised areas for rollerblading, skateboarding, scooter and bike riding, as well as a Ninja Warrior style apparatus.



Harrington Park Lake Reserve

Curry Reserve, Elderslie

Camden’s first water play space at Curry Reserve features a large splash pad including 36 play features, suitable for children of all ages, and is wheelchair accessible. The water will be heated and open for community use from September until April each year.

A new amenity block at Curry Reserve will include wheelchair accessible change facilities including an adult hoist, waterproof wheelchair storage, new toilets and change rooms.



Curry Reserve

### Western Sydney City Deal

A Memorandum of Understanding has been co-developed by all the eight City Deal Councils of the Western Sydney Parkland City.

The Mayors, General Managers, Officers and various working parties have been continuing to implement initiatives significant to the region.

The Councils have established a regional collaboration framework which formalises the arrangements for Councils to cooperate with each other and act jointly to deliver:

1. An integrated and connected Western Parkland City through smart rail, bus, road and digital infrastructure;
2. Growth of the regional economy, increasing the supply and diversity of local jobs as well as opportunities for new investment and enterprise development;

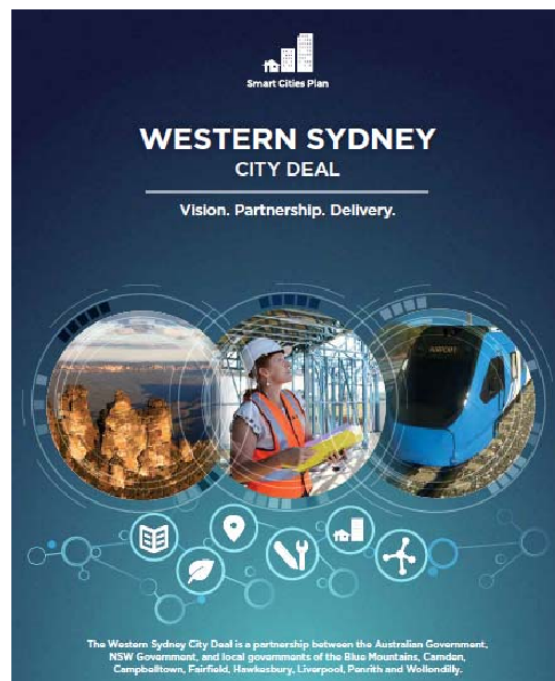
3. Existing and future workers' access to the education and skills they need to secure jobs of the future;

4. A liveable and resilient Western Parkland City that delivers affordable housing choice with access to essential services and opportunities that promote lifestyle diversity and choice, good health and well-being;

5. Conservation and celebration of open space, the natural environment and the region's unique cultural attributes;

6. Strategic city partnerships that align with and facilitate these objectives; and

7. The implementation of an enduring City Deal and other programs that address the objectives of the Partnership.



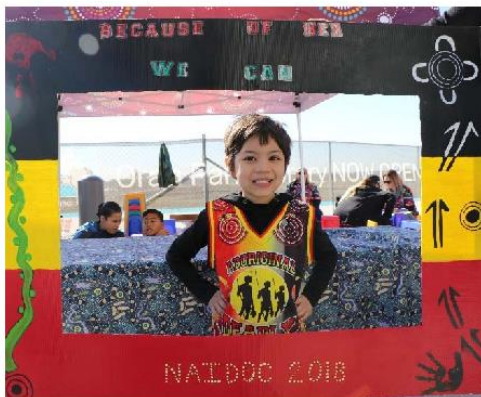
### NAIDOC Week

The theme for NAIDOC Week 2018 was "Because of Her, We Can" highlighting the role Aboriginal and Torres Strait Islander women have played in their communities.

NAIDOC Week was celebrated at Oran Park with a community fun day and flag raising ceremony.

The celebrations included a traditional Welcome to Country by local Aboriginal Elder Glenda Chalker, followed by activities including a Bush Tucker lunch, traditional Indigenous games, song and dance performances and information and activities from local service providers.

At Camden Library an Aboriginal art exhibition was also held as part of the celebrations. The exhibition featured painting and drawings from West Sydney Darug artist Leanne Tobin, as well as Brigitte Grant's contemporary photograph and Elly Chatfield's painting of Fire Dreaming.



### Kirkham Park Sports Complex

Plans for the future use of the multi-sport and recreational facility at Kirkham Park in Elderslie have been secured.

The adopted Masterplan outlines the future for the site and Stage One has been funded to a total of \$2.85M.

The complete master plan includes:

- A new BMX track and jump park facilities;
- Cricket facilities;
- Rugby league grandstand with amenities and change room;
- Two new sports field areas;
- Skatepark improvements;
- New car park area;
- Playground improvements;
- Cycle paths and connecting footpaths from surrounding areas;
- Relocation of fences; and
- Improved drainage systems.



## Government Funding

Council was successful in receiving grant funding for the following:

### Local Government Road Safety Program

This grant funding from Transport for NSW and Roads and Maritime Services will enable improved road safety outcomes for the community. The initiatives that will be funded during 2018/2019 are speed management, child restraints, log book run, community education, senior safety morning tea and drink drive prevention.

### Youth Opportunities Program

This funding (NSW Department of Family and Community Services) will enable Council to partner with YMCA NSW to deliver the Camden Youth Empowerment Project.

The project will deliver a series of youth led events and workshops, increasing opportunities for young people in the Camden LGA to develop leadership skills and knowledge whilst supporting them to become active change makers for the community.

### Leppington Priority Precinct

Funding from the Department of Planning and Environment will assist to complete the design for the Rickard Road storm water detention basin supporting the provision of future infrastructure within Leppington.

### Restoration and Improvements RSL Memorials

The Memorial Rose Garden and commemorative wall at the Camden RSL is a place of significance and remembrance for families and the local community.

Funding from the Department of Veterans Affairs will assist in undertaking restorative

maintenance of the Camden RSL Memorial Rose Garden, steps and commemorative wall, and complete additional concreting works at the Bicentennial Equestrian Park RSL Memorial.

### Camden Valley Way and Macarthur Road Intersection Upgrade

The \$5.6M Camden Valley Way-Macarthur Road intersection upgrade, jointly funded by the Federal Government and Council, was completed.

Construction of this signalised intersection will improve road safety, reduce delays and travel times and provide better traffic management at the intersection.

### Camden Town Centre Upgrade – Stage 3

During the reporting period, Council adopted the Camden Town Centre Urban Design Framework. The Framework acknowledges the town centre's distinct heritage character and considers opportunities for enhancing the attributes that make it unique.

Upgrades to the Camden Town Centre streetscapes complement the heritage of the township and will ensure Camden continues to grow and flourish. Stage Three of the visual streetscape improvements have been completed between Oxley Street and Murray Street including landscaping, paving and the installation of street furniture.

Fairy lights have also been installed in the Jacaranda trees on Argyle Street median from Murray Street to the pedestrian crossing near Whiteman's Arcade. Stage Four of this project is currently underway.

**January to June 2019**

**Ferguson Land Masterplan**

The Fergusons Land Masterplan has been completed and is planned to be delivered in stages, with the completed facility to include:

- Two premier cricket ovals with turf pitches;
- One premier oval with synthetic pitch;
- Picket fencing to all ovals;
- Flood lighting to one oval;
- Sand slit drainage and irrigation to all ovals;
- Two storey amenities building;
- New two-lane bridge access to the site;

- 140 car parking spaces;
- Training nets with turf and synthetic pitches;
- Maintenance storage sheds; and
- Nepean River Trail connections and landscaping.



### Court Conversion - Liquidamber Reserve, Narellan Vale

Various locations within the Camden LGA received refurbishment upgrades with the work including playground upgrades, landscaping, carpark extensions and multipurpose courts.

The conversion of one of the existing tennis courts to a multi-purpose court at Liquidamber Reserve, Narellan Vale enables the support of a range of sports, not just tennis.

The completed works included the resurfacing, line marking and installation of basketball, soccer and hot shot tennis equipment for the multipurpose court, the construction of a practice wall, and the fencing modification and installation of a new gate.



Before



After

### Creating Habitat for the Camden White Gum

To celebrate World Environment Day, 2,000 native plants from the Endangered Ecological Community of River-Flat Eucalypt Forest including 100 Nationally Threatened Camden White Gums were planted at the Camden Town Farm. This species of gum is endangered because it only germinates in times of flood and there are now fewer of the trees located along the alluvial floodplain of the Nepean.

This planting was part of the ongoing restoration project, *Creating habitat for the Camden White Gum*, to help build tree canopy cover, create habitat for wildlife and protect our local environment.

### Sustainability Advantage Bronze Recognition

Sustainability Advantage is an environmental milestone program facilitated by the NSW Office of Environment and Heritage that recognises sustainability improvements made by organisations.

As part of Council's ongoing commitment and participation to the Sustainability Advantage Program Council has implemented a number of programs and initiatives to successfully progress from being a participating member to achieving Bronze status.

At the Sustainability Advantage Recognition Event, Council was publicly acknowledged for its achievements and ongoing commitment with the presentation of a Bronze Partner plaque.

### Camden Sanitarium Weet-Bix Kids TRYathlon

The first ever Camden Sanitarium Weet-Bix Kids TRYathlon was held in the Camden Town Centre.

Council entered into partnership with Sanitarium to host the TRYathlon for three years. The TRYathlon is a fun, non-competitive event for children aged 7 to 15 years and assists in developing self-esteem and promoting a fit and active lifestyle.

Over 700 kids from Camden and surrounds registered and participated in the TRYathlon and were presented with a participation medal by the Commando, Steve Willis, as they crossed the Weet-Bix finish line.

Additionally, more than 2,000 mums, dads, grandparents, siblings and friends eagerly cheered the kids on and celebrated their amazing achievement.

To further encourage a healthy and active lifestyle, Council also hosted Camden's first Healthy Living Expo as part of the event. The expo was an opportunity for many local health and wellbeing organisations to participate on the day to provide advice and promote the benefits of living a healthy and active lifestyle.



### Working in Partnership

Over 50 students from across Macarthur, coordinated by Macarthur Workplace Learning (MWLP), joined together to undertake an intensive work placement at the Camden Civic Centre.

The program entitled VETsteddFOOD provided students studying a variety of vocations an opportunity to join with other students to be part of a unique work placement program. Students were coached and mentored, and were guided to develop skills in hospitality, catering and entertainment.

Supported by Macarthur Work Learning Program (MWLP) and funded through Councils' Community Grants Program, the four-day event was hugely successful, received excellent feedback and attracted over 350 seniors over the two days offering lunch and entertainment.

The event highlighted a new working partnership with MWLP and the Civic Centre to support local VET students into the future.



### Camden Celebrates 'Make Music Australia'

Camden Council celebrated the global 'Make Music Day' by hosting a range of free and open to the public events to encourage young amateurs and professionals to seek out ways to celebrate and express music in their community.



Make Music Day is a free celebration of music around the world, launched in 1982 in France as the Fête de la Musique, it is now held on the same day in more than 800 cities in 120 countries.

Following the success of other Council supported events promoting live music in the community, The Alan Baker Gallery hosted solo acoustic performances, The GCM Café hosted vocal performances during lunch hour and Camden's youth coordinated 10 local bands to perform at the Civic Centre, attracting an audience of all ages.



### Lawson Reserve - Award Winner

At the Parks and Leisure Australia (NSW/ACT) 2019 Awards of Excellence Lawson Reserve, Camden South was named as the winner of the Playspace Award (<\$0.5 million) category.

Lawson Reserve, Camden South was completed in September 2018 as part of a coordinated program of playground and park renewal for the Camden local government area.

As part of the project, existing playground equipment was replaced with balance beams, grip and spin, rockers, swings, climbing rocks and nets. Additional concrete was provided to the netball facility and the basketball facility was resurfaced to help eliminate noise concerns for surrounding residents.

Landscaping and an additional pathway were installed to enhance the amenity and accessibility of the site. The pathway was stencilled by children from Macarthur Preschool using leaves and foliage from surrounding trees and plants linking the project to the natural environment.

At the Parks and Leisure Australia (NSW/ACT) 2019 Awards of Excellence, Camden Council was also a finalist in the following categories:

- Community Facility of the Year – Oran Park Library;
- Park of the Year Award – Bandara Circuit Spring Farm; and
- Playspace Award (> \$0.5 million) – Sedgwick Reserve Currans Hill.



Award Winning - Lawson Reserve, Camden South

### Playground Renewal Program

Equipment in eight playgrounds across the Camden area have been replaced with brand-new structures, as part of Council's Infrastructure Renewal program.

The eight locations with brand-new equipment are:

- Barratt Reserve - Barratt Avenue, Camden South;
- Bowman Reserve - Bowman Avenue, Camden South;
- Boyd Reserve - Boyd Reserve, Currans Hill;
- Burford Reserve - Burford Reserve, Elderslie;
- Campbell Reserve- Fairwater Drive, Harrington Park;
- James Flynn Reserve - Hayes Court, Harrington Park;
- Football Park - Lachlan Avenue, Harrington Park; and
- Valley View Reserve - Valley View Reserve, Narellan.



Boyd Reserve, Currans Hill

## 5 Conclusion

The Camden Local Government Area (LGA) is the fastest growing area in Australia, and Council continues to adapt and evolve in response to the changing expectations that come with growing communities.

The four-year Delivery Program 2017/18 to 2020/21 is Council's commitment to the community. Council, under 30 local services, will continue to implement, innovate, collaborate and work hard to achieve in delivering the best outcomes and services for our community.

**The next reporting period is July to December 2019.**



### Images

The photographs featured have been obtained from many sources including professional photographers and Council officers. The illustrations used in this document were provided by children from the Camden LGA as part of Council's Children's Week Art Project.



**Next Reporting Period**

The next reporting period for the Delivery Program Progress Report will be July to December 2019.

**For further information contact**  
Corporate Planning Team  
Camden Council  
Phone: 4654 7777  
Email: [mail@camden.nsw.gov.au](mailto:mail@camden.nsw.gov.au)  
Website: [www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)



FRAUD AND  
CORRUPTION  
PREVENTION  
POLICY  
P3.0103.2

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## FRAUD AND CORRUPTION PREVENTION

**DIVISION:** CUSTOMER AND CORPORATE STRATEGY

**BRANCH:** LEGAL AND GOVERNANCE ~~AND RISK~~

**CATEGORY:** 2

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### PART 1 - INTRODUCTION

#### 1. BACKGROUND

- 1.1 Camden Council is committed to acting in the best interest of the community and upholding the principles of honesty, integrity and transparency, which are all key elements of good governance.
- 1.2 This policy has been formulated in line with the Fraud and Corruption Prevention Framework developed by NSW Treasury.

#### 2. OBJECTIVE

- 2.1 To clearly specify Council's attitude and approach to confront and reduce the risks of fraud and corruption affecting Council's staff, operations and services.
- 2.2 To clearly demonstrate that Council does not and will not tolerate fraudulent practices either by its own staff, Councillors, contractors or others working for Council and will not tolerate others using fraudulent practices against Council, its staff or the functions and services it provides to the community.
- 2.3 To clearly demonstrate Council's commitment to:
  - Minimising opportunities for corrupt conduct
  - Detecting, investigating and disciplining/prosecuting corrupt conduct
  - Reporting corrupt conduct to the Independent Commission Against Corruption (ICAC) and NSW Police where relevant
  - Taking a risk management approach to the identification and management of corruption risks, and
  - Educating on fraud and corruption awareness.

#### 3. SCOPE

- 3.1 This policy applies to all staff, Councillors, contractors and volunteers across all Council activities.

#### 4. DEFINITIONS

Term	Definition
<b>Corrupt Conduct</b>	Conduct by a public official that commonly involves the dishonest or preferential use of power or position, a breach of public trust or the misuse of information or material acquired in the course of official business.
<b>Fraud</b>	(As defined in Australian Standard 8001) dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by employees or persons external to the entity and whether or not deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for a normal business purpose or the improper use of information or position.
<b>Fraud Control</b>	Actions taken to stop or at least reduce the risk of fraud occurring and are designed to provide reasonable assurance that fraud risks are managed in such a manner as to ensure that the achievement of Council's objectives will not be adversely affected by fraudulent practices.
<b>Maladministration</b>	Action or inaction of a serious nature that is: (i) Contrary to the law (ii) Unreasonable, unjust or oppressive or improperly discriminatory or (iii) Based wholly or partly on improper motives.
<b>Staff</b>	Permanent, fixed term, temporary and casual employees of Council.

## PART 2 - POLICY STATEMENT

Camden Council is committed to protecting its revenue, expenditure, property, intellectual capital and reputation from any attempt, either by members of the public, contractors, sub-contractors, Councillors or its own staff to gain by deceit, any financial or other benefits.

This policy outlines the general principles and responsibilities for fraud and corruption prevention and control.

#### 5. PRINCIPLES

5.1 The principal elements of Council's Fraud and Corruption Prevention policy are:

- Preventing fraud at its origin, in particular, implementing effective control structures and procedures that aim to eliminate the prospect of fraud occurring
- Making all staff, Councillors, contractors to Council and volunteers aware of their obligation to act ethically and to follow Council's Code of Conduct at all times
- Making all contractors and those dealing with Council aware of the ethical standards that Council applies and of the ethical standards of others in their dealings with Council

- Committing to a policy of detection, investigation and prosecution of individual cases of fraud, and
- Respecting the civil rights of employees and members of the public and committing to natural justice.

5.2 Council has a Fraud and Corruption Prevention Plan that underpins this policy and details responsibilities of positions within Council and the community. It also outlines steps involved in identifying, investigating, reporting and taking action around fraud and corruption.

5.3 The Fraud and Corruption Prevention Plan and Council's Code of Conduct also outline the policies and procedures being implemented by Council to ensure that any allegations and subsequent investigations into fraud are handled confidentially and in accordance with applicable legislation.

## 6. RESPONSIBILITY

6.1 The General Manager has ultimate responsibility for managing fraud and corruption risks in the Council organisation.

6.2 The development and implementation of effective policies and procedures to prevent, detect, report, and control fraud and corruption, based on a risk management approach, is the responsibility of Directors and Managers. Directors and Managers are specifically accountable for the prevention and detection of fraud and corruption in areas under their control.

6.3 All Councillors, the General Manager and Directors are responsible for ensuring that this policy is fully and effectively executed.

6.4 Managers, Team Leaders and Coordinators are responsible for understanding and implementing the Code of Conduct and relevant Council policies and procedures.

6.5 Council staff are responsible for reporting corrupt conduct in line with Council policies and procedures or directly to the Independent Commission Against Corruption.

6.6 The General Manager has a responsibility to investigate instances of fraud and corruption against Council that arise. The General Manager must, under section 11 of the *Independent Commission Against Corruption Act 1988*, report any matter that he or she reasonably suspects involves or may involve corrupt conduct to the Commission.

6.7 All Council staff are responsible for their behaviour and are to act honestly in accordance with the Code of Conduct. All Council staff are to follow diligently the procedures and controls detailed in this policy to prevent and mitigate fraud and corruption. Those procedures and controls must not be bypassed or avoided.

6.8 The responsibilities of the Audit Risk and Improvement Committee will include that the Committee must keep fraud control under review, in accordance with the proposed section 428A of the *Local Government Act 1993* when proclaimed pursuant to the *Local Government Amendment (Governance & Planning) Act 2016*.



## 7. REPORTING AND PROTECTED DISCLOSURES

- 7.1 Any suspected or actual incidence of fraud or corruption must be reported immediately. Council staff should do so in accordance with the provisions of the Code of Conduct and the Public Interest Disclosures Act Internal Reporting Policy.
- 7.2 Council will protect those reporting suspected fraud and/or corruption in line with the provisions of the *Public Interest Disclosures Act 1994* and the Public Interest Disclosures Act Internal Reporting Policy.
- 7.3 Council will deal with allegations of fraud and corruption in accordance with the provisions of the Code of Conduct and the Public Interest Disclosures Act Internal Reporting Policy.

□ \* \* \*

**RELEVANT LEGISLATIVE INSTRUMENTS:**

*Local Government Act 1993*  
[Local Government Amendment \(Governance & Planning\) Act 2016](#)  
*Local Government (General) Regulation 2005*  
*Independent Commission Against Corruption (ICAC) Act 1998*  
*Public Interest Disclosures Act 1994*

**RELATED POLICIES, PLANS AND PROCEDURES:**

Fraud and Corruption Prevention Plan  
 Code of Conduct  
 Purchasing and Procurement Policy  
 Public Interest Disclosures Act Internal Reporting Policy

**RESPONSIBLE DIRECTOR:**

Director Customer and Corporate Strategy

**APPROVAL:**

Council

**HISTORY:**

Version	Approved by	Changes made	Date	EDMS Number
1	Council	New policy	12/09/2017	17/305372
<a href="#">2</a>	<a href="#">Council</a>	<a href="#">Minor amendments</a>		



# FRAUD AND CORRUPTION PREVENTION PLAN

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## FRAUD AND CORRUPTION PREVENTION PLAN

**DIVISION:** CUSTOMER AND CORPORATE STRATEGY

**BRANCH:** ~~GOVERNANCE AND RISK~~ LEGAL AND GOVERNANCE

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### PART 1 - INTRODUCTION

This plan has been developed to clearly document strategies that the General Manager and staff will use to ensure good governance at Council and to assist in detecting and mitigating fraudulent or corrupt acts. Council acknowledges that, despite best measures and intentions, there can be no guarantee to prevent fraud and corruption. However, effective measures can be taken to assist in its minimisation and early detection.

Council has adopted a Fraud and Corruption Prevention Policy, which outlines the responsibilities of parties including Councillors, and has also endorsed this plan.

### PART 2 – DEFINITIONS

**Fraud:**

The Australian Standard 8001 Fraud and Corruption Control defines fraud as:

*dishonest activity causing actual or potential financial loss to any person or entity including theft of moneys or other property by staff or persons external to the entity and whether or not deception is used at the time, immediately before or immediately following the activity. This also includes the deliberate falsification, concealment, destruction or use of falsified documentation used or intended for use for normal business purposes or the improper use of information or position.*

**Corruption:**

Section 8 of the *Independent Commission Against Corruption Act 1988* defines corruption as:

- (a) *any conduct of any person (whether or not a public official) that adversely affects, or that could adversely affect, either directly or indirectly, the honest or impartial exercise of official functions by any public official, any group or body of public officials or any public authority, or*
- (b) *any conduct of a public official that constitutes or involves the dishonest or partial exercise of any of his or her official functions, or*
- (c) *any conduct of a public official or former public official that constitutes or involves a breach of public trust, or*
- (d) *any conduct of a public official or former public official that involves the misuse of information or material that he or she has acquired in the course of his or her official functions, whether or not for his or her benefit or for the benefit of any other person.*

Section 9 [of that Act](#) limits the extent of the meaning of corrupt conduct by stating that, for conduct to be corrupt, it must involve:

- A crime
- A disciplinary offence, or
- Grounds for dismissal.

**Staff:**

Permanent, fixed term, temporary and casual employees of Council.

**ELG:**

Council's Executive Leadership Group, comprising the General Manager and Directors.

### **PART 3 – STRATEGIES**

This plan is modelled on the 'Fraud Control Improvement Kit, Managing your fraud control obligations' developed in February 2015 by the Audit Office of NSW, which encompasses 10 critical success factors for the effective governance and control of fraud and corruption.

This has been complemented by inclusion of provisions from Council's Code of Conduct.

### **PART 4 – LEADERSHIP**

1. ELG and Councillors are committed to fraud control:
  - General Manager visibly endorses fraud control activities.
  - ELG demonstrates [its](#) commitment to mitigate fraud risks.
  - Councillors have adopted a Fraud and Corruption Prevention Policy.
2. Clearly defined GM and ELG accountability and responsibility:
  - ELG [is](#) assigned responsibility for implementing the fraud control framework.
  - ELG's individual performance agreements contain performance measures and indicators relating to successful fraud control.

### **PART 5 – ETHICAL FRAMEWORK**

3. Clear policies setting out acceptable standards of ethical behaviour:
  - [Staff have easy access to all Council documents outlining ethical behaviour.](#)
  - [Council has an ethical behaviour page on the intranet demonstrating links between all associated ethical behaviour policies and procedures.](#)
  - Ethical behaviour policies are included in the induction process.
  - Councillors have adopted a Fraud and Corruption Prevention Policy and Statement of Business Ethics.
4. Demonstrated compliance with the ethical framework:
  - Staff annually revisit their commitment to acceptable standards of behaviour as part of the appraisal process.

5. Staff are aware of Council's obligations to ethical behaviour and the organisation's position on fraud:
  - Staff understand fraud is not tolerated and the consequences of committing fraud.

## PART 6 – RESPONSIBILITY STRUCTURES

6. Management and all staff have clearly defined responsibilities for managing fraud:
  - Staff are aware of the responsibility structure in the organisation.
  - Responsibilities for fraud control are contained in position descriptions, where appropriate.
7. Fraud management is integrated with core business:
  - Managing fraud risks is included in business plans.
  - Councillor responsibilities are outlined in the Fraud and Corruption Prevention Policy.
8. Resources are allocated to managing fraud:
  - [Fraud responsibilities assigned to the ~~Risk Management Officer~~ Director Customer and Corporate Strategy and Manager Governance and Legal and Governance.](#)
  - [Day-to-day responsibility for fraud control assigned to the Risk Management Officer.](#)
9. Clearly defined roles for ~~Business Assurance and~~ [Audit Risk and Improvement](#) Committee and auditors:
  - Proactive and influential ~~Business Assurance and~~ [Audit Risk and Improvement](#) Committee [with responsibilities that include that the committee must keep Fraud Control under review. Refer to the Audit Risk and Improvement Committee Charter for additional details.](#)
  - Internal audit work covers controls over high risk fraud areas.
10. Staff with responsibility for fraud control and staff in high risk fraud areas are provided with training:
  - Refresher and knowledge update training are provided on an ongoing basis.
  - Training program is integrated within a wider education and awareness campaign.

## PART 7 – FRAUD CONTROL POLICY

11. Risk-based policies appropriate to the organisation:
  - Appropriate policies address the level and nature of internal and external fraud risks.
  - Fraud control policy addresses the ten attributes of fraud control.
12. Holistic and integrated:

- Fraud control policy does not operate in isolation and has strong links to other ethical behaviour policies.

13. Regularly reviewed, current and implemented:

- Fraud control policy is responsive to changes in the operating environment and reviewed at least every two years.

## PART 8 – PREVENTION SYSTEMS

14. Proactive and integrated fraud risk assessment:

- Fraud risk assessment is part of organisation's enterprise risk management process.
- Risk assessment reviewed after substantial change and at least every two years.
- Council will benchmark risk processes against other councils as required biannually.

15. Planning, follow up and accountability:

- Fraud control plan in place and outcomes reported to ELG and the Business Audit Assurance and Risk and Improvement Committee.

16. Analysis of and reporting on suspected and actual frauds:

- Fraud database established containing all reports of fraud, action taken and outcomes.
- Database kept up-to-date.

17. Ethical workforce:

- Pre-employment screening.

18. IT security strategy:

- Specific IT security strategy aligned with the organisation's business strategy.
- Cybercrime included as a risk on the risk register.

## PART 9 – FRAUD AWARENESS

19. Comprehensive staff and Councillor education and awareness program:

- Ongoing ethical behaviour and fraud education and awareness program.
- Fraud control message repeated and reinforced using a variety of communication channels.
- Fraud control expectations included in the induction process.
- Staff and Councillors have a good understanding of what fraud is.
- Guidance material deals with real life situations, conflicts and fraud risks.

20. Staff awareness of fraud control responsibilities:

- Staff have a good appreciation and understanding of their responsibilities for preventing, detecting and reporting fraud.

## 21. Customer and community awareness:

- Publicity campaigns developed where appropriate.
- Customers and the community encouraged to report suspicions of fraud and provided with easy to use channels to make reports.
- Customers and the community have confidence in the integrity of the Council.
- Statement of business ethics setting expectations and mutual obligations.

**PART 10 – THIRD PARTY MANAGEMENT SYSTEMS**

## 22. Targeted training and education for key staff:

- Targeted training and education programs for staff with responsibilities for dealing with third parties.

## 23. Third party due diligence and clear contractual obligations and accountabilities:

- Structured risk-based due diligence before engaging contractors or third parties.
- Contracts and service level agreements include clear accountabilities for managing the risk of fraud.
- Position descriptions for staff with responsibilities for managing third parties include accountabilities for managing fraud risks.

## 24. Effective third party internal controls:

- Specific internal controls relating to third parties in place.
- Checks and reviews carried out on dealings with third parties.

## 25. Third party awareness and reporting:

- Contractors and suppliers understand Council will not tolerate corruption, including fraudulent dealings.
- Statement of business ethics setting expectations and mutual obligations.
- Reporting mechanisms established for reporting suspected fraud.
- Contractors and suppliers encouraged to provide information if they suspect fraud is occurring.

## 26. Staff disclosure of conflicts of interest and secondary employment:

- Staff regularly required to disclose conflicts of interest and secondary employment.
- Records of conflicts of interest and secondary employment reviewed and kept up-to- date.

**PART 11 – NOTIFICATION SYSTEMS**

## 27. Culture that supports staff reporting fraud and management acting on those reports:

- Well publicised options for staff to report fraud.
- Staff feel confident they will be protected from reprisal action.
- Demonstrated action taken in response to reports of fraud.



28. Policies, systems and procedures that support reporting:
- Reporting system appropriate to organisation.
  - Different channels available to report fraud.
  - Feedback and follow up with internal reporters.
29. Processes to support upward reporting:
- Actual and suspected frauds reported to CEO and ~~Business Assurance~~ and ~~Audit Risk and Improvement~~ Committee.
30. External reporting:
- Staff are clear on policy and procedures for external reporting.
  - External reporting in accordance with legislation and policy.
  - Clear and consistent approach to external reporting.

## PART 12 – DETECTION SYSTEMS

31. Robust internal controls:
- Well-documented risk-based internal controls.
  - Routine checks of activities, processes, controls and transactions.
  - Range of internal controls that 'prevent, detect and correct'.
32. Monitoring and review:
- Available data monitored and reviewed to ensure irregularities and warning signals are picked up early.
  - Early warning signs acted on quickly and red flag behavior recognised.
33. Risk-based internal audit program:
- Internal audit program evaluates the potential for fraud and how fraud risk is managed.
  - Internal audit recommendations assigned to individuals with timeframes for response.

## PART 13 – INVESTIGATION SYSTEMS

34. Clear documented investigation procedures:
- Reports of fraud investigated promptly and to the highest standards.
  - Investigations are independent.
  - Sufficient resources allocated, including budget.
35. Investigations conducted by qualified and experienced staff:
- Investigations conducted by appropriately qualified personnel with recognised qualifications and appropriate experience.
36. Decision-making protocols:
- Documented decision-making processes.

- Proportionate responses to incidents of fraud.
37. Disciplinary systems:
- Staff understand fraud will not be tolerated and the perpetrators will face disciplinary action.
  - Commitment to taking action against the perpetrators of fraud
  - Consistent application of sanctions.
38. Insurance:
- Consider a fidelity guarantee insurance policy to protect against the financial consequences of fraud.

## **PART 14 – CODE OF CONDUCT AND SUPPORTING POLICIES**

39. The Council has a Code of Conduct, which establishes levels of expected behaviour. The Code is revised on a regular basis to ensure that it remains relevant and comprehensive.
40. The Code meets the standards of the Model Code of Conduct issued by the Office of Local Government.
41. Other policies dealing with ethical and fraud control matters are issued as considered appropriate.
42. A copy of the Code is included in the Induction Pack for new staff and Councillors. Any revisions to the Code are communicated to staff and Councillors. A reference to the Code and its importance will also be included in the annual report as appropriate. Other methods are used from time to time to ensure that staff and Councillors understand the expected standards of behaviour in respect to ethics and fraud control.
43. Council's Statement of Business Ethics has been developed to detail the high ethical standard to Suppliers, Consultants and Contractors. It is written into the contracts of suppliers, consultants and contractors that they and their staff adhere to the standards in the Code. Failure to adhere to these standards can result in the cancellation of their contracts.

## **PART 15 – REFERENCES**

44. In developing this plan, the following resources were utilised:
- Audit Office of NSW's Guides to Better Practice and Fraud Control Improvement Kit
  - ICAC – Practical Guide to Corruption Prevention.

□ \* \* \*

**RELEVANT LEGISLATIVE INSTRUMENTS:**

*Local Government Act 1993*  
*Local Government (General) Regulation 2005*  
*Independent Commission Against Corruption (ICAC) Act 1998*  
*Public Interest Disclosures Act 1994*

**RELATED POLICIES, PLANS AND PROCEDURES:**

Fraud and Corruption Prevention Policy  
 Code of Conduct  
 Procurement Policy  
 Public Interest Disclosures Act Internal Policy

**RESPONSIBLE DIRECTOR:**

Director Customer and Corporate Strategy

**APPROVAL:**

Council

**HISTORY:**

Version	Approved by	Changes made	Date	EDMS Number
1	Council	New plan	12/09/2017	17/305383
<u>2</u>	<u>Council</u>	<u>Minor amendments</u>		



# LAND ACQUISITION HARDSHIP POLICY

## P3.0249.1

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## LAND ACQUISITION HARDSHIP POLICY

**DIVISION:** Customer and Corporate Strategy

**BRANCH:** Finance and Property Services

**CATEGORY:** 2

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### PART 1 – INTRODUCTION

#### 1. BACKGROUND

1.1 With the growth of the Camden Local Government Area, this policy has been developed to ensure that the process for determining owner-initiated acquisitions (Hardship Claims) is transparent, consistent and impartial.

#### 2. OBJECTIVE

2.1 This policy outlines the statutory requirements and processes Council staff should follow to ensure that the assessment of Hardship Claims is transparent, consistent and impartial.

2.2 This policy outlines the requirements that a landowner must meet to submit a Hardship Claim to Council.

2.3 To undertake processes that provide equitable, effective and efficient management that fulfills the accountability and transparency requirements of the *Land Acquisition (Just Terms Compensation) Act 1991* (the Act) when determining Hardship Claims.

2.4 That any Hardship Claim received will be determined on the merit of the claim and, if proven, will be required to be acquired.

#### 3. SCOPE

3.1 This policy applies to all Hardship Claims, as defined in this policy.

#### 4. DEFINITIONS

In this policy, a number of terms from the Act are used. Those terms and their meanings are as follows:

##### 4.1 Authority means:

- (a) a Minister of the Crown, or
- (b) a statutory body representing the Crown, or
- (c) a council or county council or a joint organisation within the meaning of the *Local Government Act 1993*, or
- (d) any other authority authorised to acquire land by compulsory process.

4.2 **Hardship** means that:

- (a) the owner is unable to sell the land, or is unable to sell the land at its Market Value, because of the designation of the land for acquisition for a public purpose, and
- (b) it has become necessary for the owner to sell all or any part of the land without delay:
  - i. for pressing personal, domestic or social reasons, or
  - ii. in order to avoid the loss of (or a substantial reduction in) the owner's income.

If the owner is a corporation, the corporation does not suffer hardship unless it has become necessary for the corporation to sell all or any part of the land without delay:

- (a) for pressing personal, domestic or social reasons of an individual who holds at least 20 per cent of the shares in the corporation, or
- (b) in order to avoid the loss of (or a substantial reduction in) the income of such an individual.

4.3 **Hardship Claim** means an application made by an owner of land that is designated for acquisition by Council for a public purpose and the owner considers that he or she will suffer hardship if there is any delay in the acquisition.

4.4 **Market Value** of land at any time means the amount that would have been paid for the land if it had been sold at that time by a willing but not anxious buyer, disregarding (for the purpose of determining the amount that would have been paid):

- (a) any increase or decrease in the value of the land caused by the carrying out of, or the proposal to carry out, the public purpose for which the land was acquired; and
- (b) any increase in the value of the land caused by the carrying out by the authority of the State, before the land is acquired, of improvements for the public purpose for which the land is to be acquired; and
- (c) any increase in the value of the land caused by its use in a manner or for a purpose contrary to law.

4.5 **Owner** means a person who has the fee simple estate in the land or a person who has become entitled to exercise a power of sale of the land.

4.6 **Property Acquisition** is where the property is bought by agreement or compulsory acquired under the *Land Acquisition (Just Terms Compensation) Act 1991*.

4.7 **Valuer General** means the independent statutory officer appointed by the Governor of New South Wales. The Valuer General is required to independently determine the amount of compensation to be paid by the acquiring agency to the property owner when an agreement can't be reached.

## PART 2 - POLICY STATEMENT

### 5. LAND DESIGNATED FOR ACQUISITION FOR A PUBLIC PURPOSE

5.1 Land is designated for acquisition for a public purpose if:

- (a) Council has, in connection with an application for development consent or building approval, given the local authority or other person dealing with the application written notice that the land has been designated by Council for future acquisition for a public purpose, or
- (b) The land is reserved by an environmental planning instrument for use exclusively for a purpose referred to in section 3.14(1)(c) of the *Environmental Planning and Assessment Act 1979* and the instrument (or some other environmental planning instrument) specifies the Council as the authority required to acquire the land.

### 6. OWNER-INITIATED ACQUISITION IN CASES OF HARDSHIP

- 6.1 Council will consider a Hardship Claim if an owner can demonstrate that he or she will suffer hardship if there is any delay in the acquisition of the land in accordance with the requirements of the *Act*.
- 6.2 Council is not required to acquire the land unless it is of the opinion that the owner will suffer hardship if there is any delay in the acquisition of the land under the *Act*.
- 6.3 Each party will be responsible for their own costs incurred during the process outlined in this policy (e.g. valuation fees, legal fees etc.).
- 6.4 Council cannot provide advice in relation to an owner's situation or Hardship Claim. The owner should obtain independent legal and financial advice prior to submitting a Hardship Claim to Council.
- 6.5 The owner must provide supporting documentation with their Hardship Claim. These are outlined in Council's 'Land Acquisition Hardship Claim Information Guide', along with the procedures for managing hardship claims, which is available on Council's website [www.camden.nsw.gov.au](http://www.camden.nsw.gov.au).
- 6.6 Council may request that the owner provide further information to support their claim. Failure to supply the information will not enable a suitable assessment of the Hardship Claim.
- 6.7 If Council officers are not satisfied that there is enough evidence to form an opinion of hardship, the owner will be advised that the claim cannot be assessed.

### 7. REPORTING

- 7.1 In accordance with section 377(1) of the *Local Government Act 1993*, the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property requires that the decision be made by Council.
- 7.2 Following assessment of the Hardship Claim by Council officers, a report will be

made to Council for a determination of the claim.

## 8. ADDITIONAL CONSIDERATIONS – SUCCESSFUL HARDSHIP CLAIMS

### 8.1 Fixtures & Fittings

- (a) The owner must advise Council, prior to a valuation, if there are any items in, on or at the property that is considered fixtures or fittings that the owner intends to retain.
- (b) The market value of the property will be assessed having regard to the prime cost items and inclusions at the time of inspection.

### 8.2 Contents & Personal Items

- (a) Council is under no obligation to purchase any contents and personal items within the property, such as furniture, televisions, whitegoods, vehicles and any other moveable items.
- (b) It is at Council's sole discretion to purchase such items following a request by the owner. Such a request must be made prior to a valuation being undertaken.

### 8.3 Monies Owing

Council will not pay any money owing with respect to the property, including, but not limited to, Council rates, land tax, fees or any other items.

### 8.4 Inspections

- (a) Council will require access to undertake inspections of the property. These inspections will be kept to a minimum however there are several Council officers and agents of Council that will need to inspect the property.
- (b) These inspections may take place at any time from lodgement of the Hardship Claim until acquisition of the property.

### 8.5 Valuations

- (a) Council will instruct an independent licensed valuer to determine the market value of the property.
- (b) In the instance where the property is deemed to hold a market value over \$1.5 million, Council may engage two independent licensed valuers to determine market value.

### 8.6 Condition of Property

- (a) The property must be maintained throughout the acquisition by the owner. Upon acquisition, the owner must ensure that:
  - i. The property is left in a clean and tidy condition, and
  - ii. Swimming pools are clean and comply with any relevant statutory or Council requirements including fencing and signage, and



- iii. Any inclusions that form part of the sale must be intact and in proper working order, unless there has been disclosure of this to Council prior to any agreement of sale is reached.

#### 8.7 Occupying the Property

- (a) In the instance that Council does not require the acquired property for the public purpose immediately upon completion of the acquisition, Council may, at its discretion, consider a lease to the former owner at market rental.
- (b) Unless the owner submits to Council a written request to lease the property within 30 days after acquisition occurs, vacant possession must be given on settlement.

#### 8.8 Easements

- (a) Where the public purpose can be achieved via the grant of an easement or a right in favour of Council, Council may, in its discretion, decide to negotiate the terms of the easement or right with the owner.

□ \* \* \*

**RELEVANT LEGISLATIVE INSTRUMENTS:** *Land Acquisition (Just Terms Compensation) Act 1991*  
*Local Government Act 1993*  
*Real Property Act 1900*  
*Conveyancing Act 1919*  
*Roads Act 1993*  
*Environmental Planning and Assessment Act 1979*

**RELATED POLICIES, PLANS AND PROCEDURES:** N/A  
**RESPONSIBLE DIRECTOR:** Customer and Corporate Strategy  
**APPROVAL:** Council

**HISTORY:**

Version	Approved by	Changes made	Date	EDMS Number
1	Council	New		



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## Land Acquisition Hardship Claim Information Guide

Camden Council has adopted a 'Land Acquisition Hardship Policy' to ensure that the process for determining owner-initiated acquisitions (Hardship Claims) is transparent, consistent and impartial.

The Policy outlines:

- the requirements that a landowner must meet to submit a Hardship Claim to Council.
- the processes that Council staff follow to ensure that the assessment of the claim is transparent, consistent and impartial.

To assist landowners with the Hardship Claim process, this information guide outlines:

- Who acquires privately owned land and how privately-owned land is acquired;
- An overview of what hardship is and how compensation is determined;
- A checklist outlining the supporting documentation that landowners are required to submit with their Hardship Claim;
- An overview of the process that Council Officers undertake to assess the Hardship Claim;
- An overview of the process which outlines Council's procedure if hardship has been determined in accordance with the *Land Acquisition (Just Terms Compensation) Act 1991*; and
- Reference to Council's Land Acquisition Hardship Policy.

Council's Land Acquisition Hardship Policy can be found on Council's website, [www.camden.nsw.gov.au](http://www.camden.nsw.gov.au).



70 Central Ave,  
Oran Park NSW 2570



PO Box 183, Camden 2570



4654 7777



DX 25807



mail@camden.nsw.gov.au



camden.nsw.gov.au



4654 7829



ABN: 31 117 341 764



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### WHAT IS A HARDSHIP ACQUISITION?

Land acquisition is an important part of the state infrastructure planning processes. An acquiring authority may designate land for future acquisition for a public purpose, even though it may not need to the land for some time.

Designation can occur either by written notice from the acquiring authority or by an environmental planning instrument. All environmental planning instruments can be viewed at <http://www.legislation.nsw.gov.au>.

If you are the owner of that land, you can apply for early acquisition under section 23 of the *Land Acquisition (Just Terms Compensation) Act 1993* (the Act).

To apply for early acquisition, you must be able to show that you would suffer hardship if the acquisition of your land is delayed.

### HOW TO SHOW HARDSHIP

In order for an acquiring authority to acquire land under the hardship provisions, the land owner must demonstrate that:

1. Because of the designation for acquisition over your land, you are:
  - Unable to sell your land, or
  - Unable to sell your land at the market value
2. It is necessary for you to sell all or any part of your land without delay because of any one of the following reasons:
  - A pressing personal reason,
  - A pressing domestic reason,
  - A pressing social reason,
  - To avoid the loss of income, or
  - To avoid substantial reduction in income.

### HARDSHIP REQUIREMENTS IF THE OWNER IS A CORPORATION

If the owner is a corporation, then the corporations must be able to meet one element from each of the two categories below to demonstrate hardship.

1. Because of the designation for acquisition over the land, the corporation is:
  - Unable to sell the land, or
  - Unable to sell the land at the market value.
2. It is necessary for the corporation to sell all or any part of the land without delay because of any one of the following reasons:
  - A pressing personal reason,
  - A pressing domestic reason, or
  - A pressing social reason

of an individual who holds at least 20% of shares in the corporation

Or

- To avoid the loss of income, or
- To avoid substantial reduction in income

of an individual who holds at least 20% of shares in the corporation.

70 Central Ave,  
Oran Park NSW 2570

mail@camden.nsw.gov.au

PO Box 183, Camden 2570

camden.nsw.gov.au

4654 7777

4654 7829

DX 25807

ABN: 31 117 341 764

Attachment 2



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### HOW TO MAKE AN APPLICATION FOR HARDSHIP ACQUISITION

To submit a hardship claim to Council for acquisition of your land you must:

1. Complete the Notice Requiring Acquisition of Land form (available on Council's website [www.camden.nsw.gov.au](http://www.camden.nsw.gov.au)).
2. Provide Information about the environmental planning instrument that your land is **designated** under, or a notice in writing from Council that your land has been designated for acquisition for a public purpose.
3. Provide proof of title or other information to demonstrate that you **own** the land or are entitled to exercise a power of sale over the land.
4. Provide the supporting information as listed in the 'Checklist of Information Required for Hardship Claim Applications'.
5. Send your completed application to Council.

### WHO CAN APPLY FOR A HARDSHIP ACQUISITION?

When making an application for hardship, you must be able to show that you are the owner of the land.

An owner is someone who:

- owns the freehold title to the land, or
- has become entitled to exercise a power of sale over the land.

but is not:

- a public company or subsidiary of a public company, including is the public company is a charity.

Where there is more than one owner, all owners must sign the Notice Requiring Acquisition of Land form. Only one owner needs to demonstrate they are suffering hardship.

### LAND IS ACQUIRED WITHIN 90 DAYS

If you can demonstrate hardship, the Notice Requiring Acquisition of Land form is approved by Council and your land is acquired.

Council has 90 days to acquire your land after accepting the hardship application. You can agree to a longer time with Council.

### COUNCIL CAN REMOVE THE DESIGNATION ON YOUR LAND

Before the 90-day period had expired, Council can remove the designation on your land.

If this happens, Council does not have to acquire your land.

Council can remove the designation by giving you written notice that your land is no longer designated for future acquisition.

### APPLYING FOR A REVIEW OF HARDSHIP DECISION

You can seek an independent review of your hardship application if:

- Council rejects your application for hardship
- Council has not responded to your application for hardship within 90 days

You have 28 days after this happens to apply for a review.

Further information regarding the review process can be found on the Property Acquisition website, [www.propertyacquisition.nsw.gov.au](http://www.propertyacquisition.nsw.gov.au).

 70 Central Ave,  
Oran Park NSW 2570

 PO Box 183, Camden 2570

 4654 7777

 DX 25807

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

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

 4654 7829

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### HOW COMPENSATION IS ASSESSED

Compensation under the Act is required to be on just terms and will include payment for market value of your property.

Depending on your individual circumstances, the following types of compensation may not be paid:

- Any special value of the land,
- Any loss attributable to severance or disturbances, and/or
- Disadvantage resulting from relocation.

Council will look at your individual circumstances when making a decision on the amount of compensation to be paid.

### ROLE OF THE VALUER GENERAL

If you are unable to agree on the amount of compensation with Council, the Valuer General will determine the compensation payable.

The Valuer General's website, [www.valuergeneral.nsw.gov.au](http://www.valuergeneral.nsw.gov.au), has more information on the role of the Valuer General.

### COUNCIL'S LAND ACQUISITION HARDSHIP POLICY

Camden Council has adopted a 'Land Acquisition Hardship Policy' to ensure that the process for determining owner-initiated acquisitions (Hardship Claims) is transparent, consistent and impartial.

The Policy outlines:

- the requirements that a landowner must meet to submit a Hardship Claim to Council;
- the processes that Council staff follow to ensure that the assessment of the claim is transparent, consistent and impartial.

Council will consider each hardship claim received on a case by case basis, and each claim will be determined on the merit of the claim.

To be eligible to submit a Hardship Claim, the property must be designated for future acquisition.

Camden Council may accept Hardship Claims in accordance with the *Land Acquisition (Just Terms Compensation) Act 1991*, the Land Acquisition Hardship Policy and any additional terms and conditions negotiated with respect to each claim.



70 Central Ave,  
Oran Park NSW 2570



PO Box 183, Camden 2570



4654 7777



DX 25807



mail@camden.nsw.gov.au



camden.nsw.gov.au



4654 7829



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## CHECKLIST OF INFORMATION REQUIRED FOR HARDSHIP CLAIM APPLICATIONS

### Identification

- Copy of driver's licence or passport
- A telephone, water or electricity bill that confirms the applicants address

### Proof of Employment

- Work references
- Proof of pension
- Payslips

### Financial Records

- Bank statements for the past two years
- Superannuation statement for the past two years
- Tax returns for the past two years
- Any shares owned including their value
- Any other assets owned and their value
- Any international assets, which any of the applicants receive an income from, including properties, shares or investments
- Any rental income the applicant receives
- Any income received including Centrelink payments
- Reasons for financial hardship (if applicable)
- Rent statements

### Mortgage or Loans

- Mortgage documentation and/or bank statements confirming outstanding loan including the balance and remaining term of the loan

 70 Central Ave,  
Oran Park NSW 2570

 PO Box 183, Camden 2570

 4654 7777

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 mail@camden.nsw.gov.au

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### Services Rendered

- Evidence of any services rendered for the ongoing day to day maintenance of the property

### Assets

- All assets owned by the applicant and the value of the current assets including, but not limited to, all property, motor vehicles and farm equipment

### Professional Advice

- Details of any relevant financial advice that the applicant has obtained
- Independent financial advice that supports financial hardship claim

### Sale of Property

Note: The landowner needs to provide evidence that they have made a reasonable attempt to sell the property.

- Placing the property on the market for a minimum of 90 days
- Provide a copy of the Agency Agreement
- Provide a copy of the Contract for Sale
- Provide inspection reports, marketing and promotion schedules or campaigns
- Information regarding any offers made on the property by prospective buyers
- Proof of internet listings of the property
- Statistics of the property internet listing
- A listing of three comparable sales that the real estate agent has based their opinion of value on, as stated on the Agency Agreement
- A report from the real estate agent and buyer feedback to advice and support the reasons affecting the sale

Attachment 2

 70 Central Ave,  
Oran Park NSW 2570

 mail@camden.nsw.gov.au

 PO Box 183, Camden 2570

 camden.nsw.gov.au

 4654 7777

 4654 7829

 DX 25807

 ABN: 31 117 341 764





camden  
council

### Support Available

- Evidence of available community services to assist the applicant to stay in the property
- Evidence of consultation with community services and the outcome of completed assessments
- Evidence of any support available to the applicant

### Medical Conditions

Note: Evidence of any diagnosed medical conditions which are impacted as a result of living in the property.

- A written report from the treating medical specialist detailing the conditions suffered
- Treatment plan for the management of the medical conditions
- Explanation of how living in the home is impacting any medical conditions
- Any other information relevant to support medical conditions

 70 Central Ave,  
Oran Park NSW 2570

 PO Box 183, Camden 2570

 4654 7777

 DX 25807

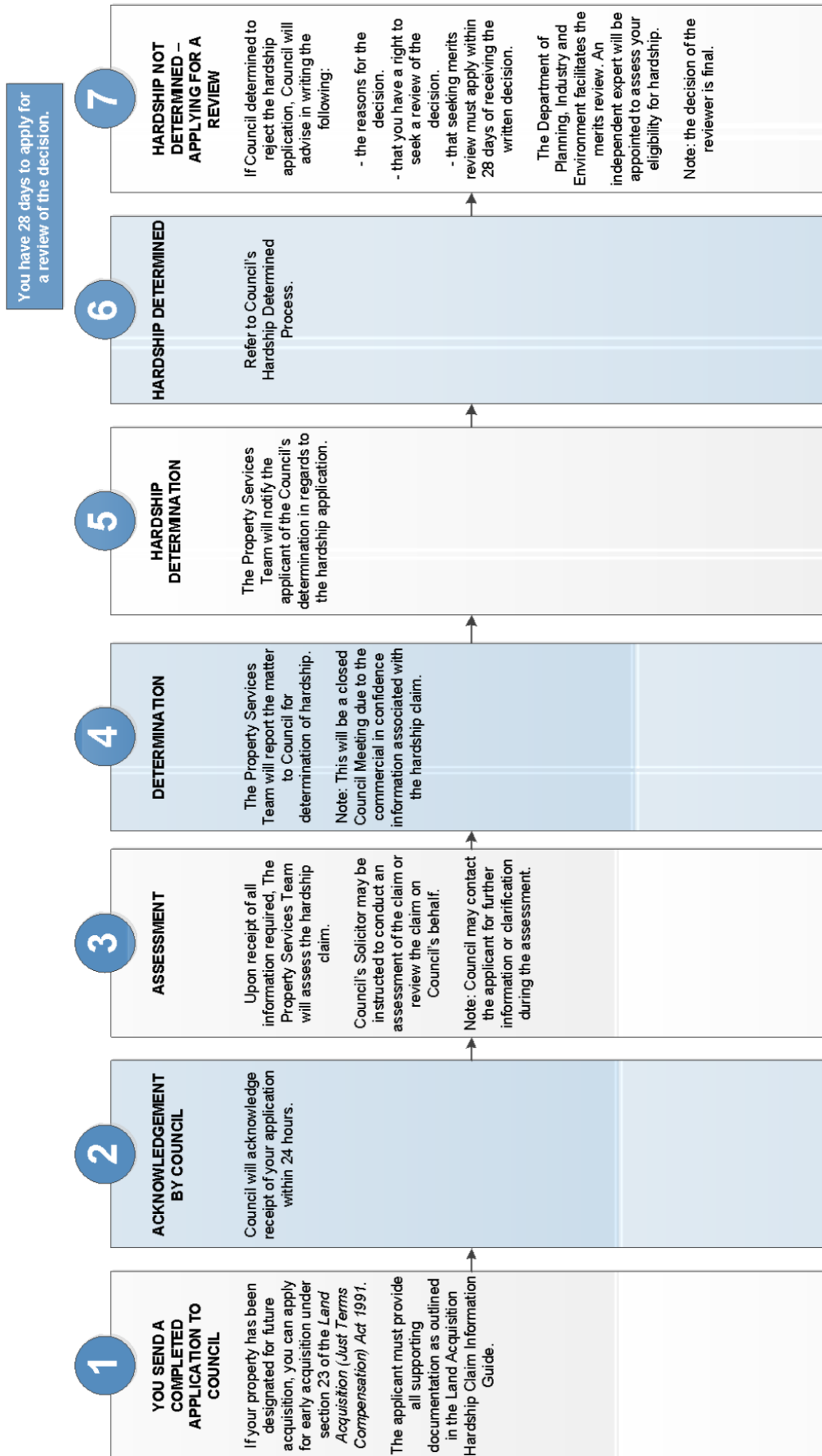
 mail@camden.nsw.gov.au

 camden.nsw.gov.au

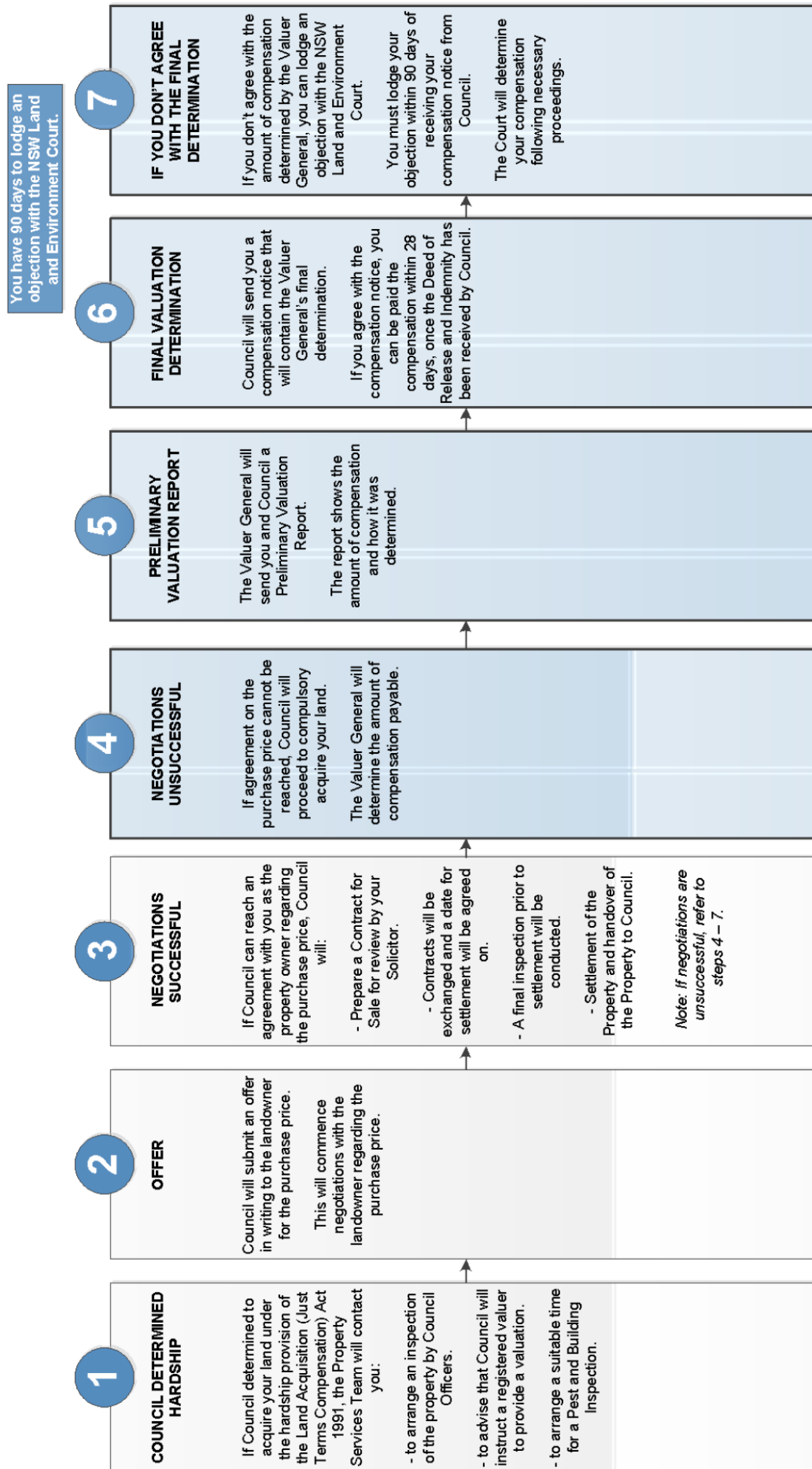
 4654 7829

 ABN: 31 117 341 764

## Hardship Claim Assessment Process – what to expect



**Hardship Claim Acquisition Process – what to expect**



## Camden Council

### General Purpose Financial Statements

for the year ended 30 June 2019

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Statement by Councillors and Management made pursuant to Section 413(2)(c) of the Local Government Act 1993 (NSW) (as amended)

**The attached General Purpose Financial Statements have been prepared in accordance with:**

- the *Local Government Act 1993* (NSW) (as amended) and the regulations made thereunder,
- the Australian Accounting Standards and professional pronouncements, and
- the *Local Government Code of Accounting Practice and Financial Reporting*.

**To the best of our knowledge and belief, these statements:**

- present fairly the Council's operating result and financial position for the year
- accord with Council's accounting and other records.

**We are not aware of any matter that would render these statements false or misleading in any way.**

**Signed in accordance with a resolution of Council made on 24/09/2019**

---

Theresa Fedeli  
Mayor  
24/09/2019

---

Rob Mills  
Deputy Mayor  
24/09/2019

---

Ron Moore  
General Manager  
24/09/2019

---

Paul Rofe  
Responsible Accounting Officer  
24/09/2019

**Camden Council****Special Purpose Financial Statements**

for the year ended 30 June 2019

**Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting****The attached Special Purpose Financial Statements have been prepared in accordance with:**

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government *Code of Accounting Practice and Financial Reporting*,

**To the best of our knowledge and belief, these statements:**

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records..

**We are not aware of any matter that would render these statements false or misleading in any way.****Signed in accordance with a resolution of Council made on 24/09/2019.**

---

**Theresa Fedeli**  
**Mayor**  
24/09/2019

---

**Rob Mills**  
**Deputy Mayor**  
24/09/2019

---

**Ron Moore**  
**General Manager**  
24/09/2019

---

**Paul Rofe**  
**Responsible Accounting Officer**  
24/09/2019



**Investment Summary Report  
August 2019**

**Camden Council**  
Executive Summary - August 2019



**Investment Holdings**

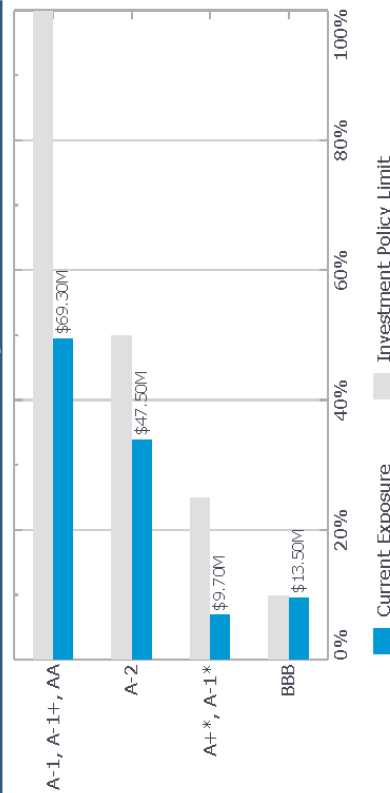
	Amount (\$)	Current Yield (%)
Cash	4,000,000.00	1.30
Term Deposit	136,000,000.00	2.63
	<b>140,000,000.00</b>	

**Term to Maturity**

	Amount (\$)	Policy Max
Between 0 and 1 Year	104,300,000	74% 100% ▼
Between 1 and 3 Years	24,000,000	17% 60% ▼
Between 3 and 5 Years	11,700,000	8% 30% ▼
	<b>140,000,000</b>	

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

**Detailed Maturity Profile**



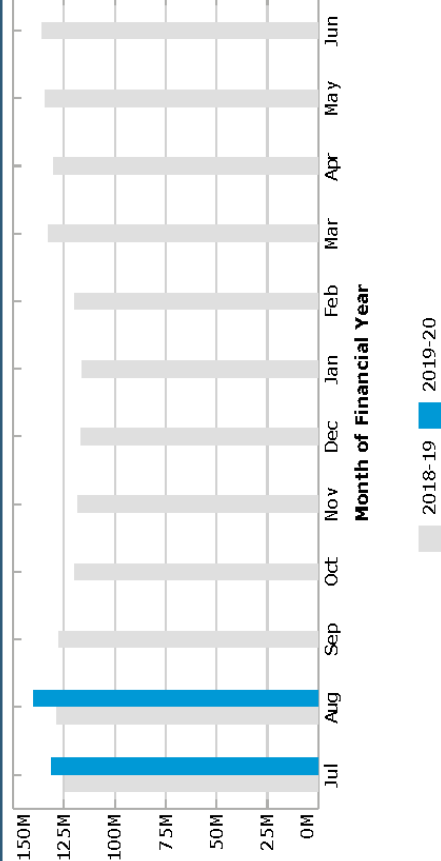
\*Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 25% of the total portfolio

**Sources of Funds**

	Amount (\$)
Section 7.11 Developer Contributions	85,478,000
Restricted Grant Income	2,825,000
Externally Restricted Reserves	14,224,000
Internally Restricted Reserves	19,625,000
Camden Regional Economic Taskforce	3,000
General Fund	18,205,000
<b>Total Funds Invested</b>	<b>140,000,000</b>

Council's investment portfolio has increased by \$8.5m since the July reporting period. The increase primarily relates to the first rates instalment for the 2019/20 financial year. The source of funds invested are indicative only, due to Council's annual financial reports still being finalised for 30 June 2019.

**Investment Portfolio Balance**





**Camden Council**  
Individual Institutional Exposures Report - August 2019

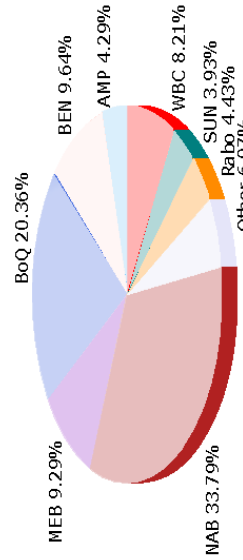
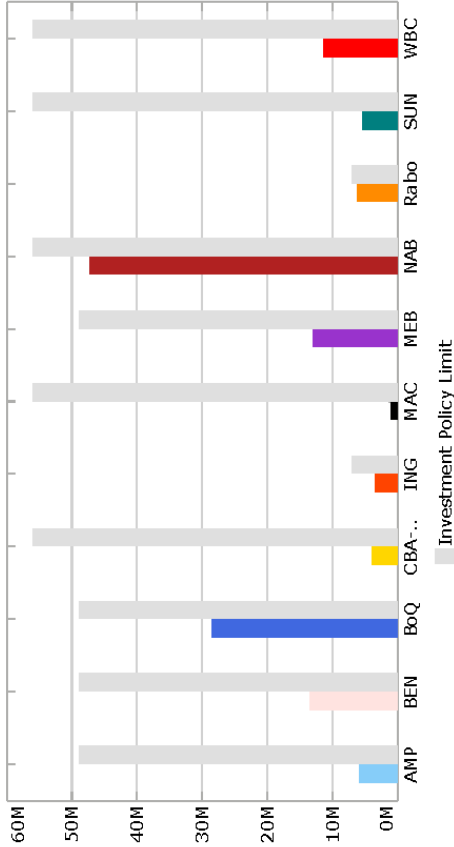
Individual Institutional Exposures

Parent Group	Exposure (\$M)	Credit Rating	Policy Limit	Actual	Capacity
AMP Bank	6.00M	A-2, BBB+	35.00%	4.29%	43.00M
Bank of Queensland	28.50M	A-2, BBB+	35.00%	20.36%	20.50M
Bendigo and Adelaide Bank	13.50M	A-2, BBB+	35.00%	9.64%	35.50M
Commonwealth Bank of Australia	4.00M	A-1+, AA-	40.00%	2.86%	52.00M
ING Bank Australia (Foreign Sub)	3.50M	A-1*, A+*	5.00%	2.50%	3.50M
Macquarie Bank	1.00M	A-1, A	40.00%	.71%	55.00M
Members Equity Bank	13.00M	A-2, BBB	35.00%	9.29%	36.00M
National Australia Bank	47.30M	A-1+, AA-	40.00%	33.79%	8.70M
Rabobank Aus (Foreign Sub)	6.20M	A-1*, A+*	5.00%	4.43%	.80M
Suncorp Bank	5.50M	A-1, A+	40.00%	3.93%	50.50M
Westpac Group	11.50M	A-1+, AA-	40.00%	8.21%	44.50M
<b>140.00M</b>					

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

Council's portfolio is within its individual institutional investment policy limits.  
Council's portfolio is within its term to maturity investment policy limits.  
Council's portfolio complies with the NSW Ministerial Investment Order.

Individual Institutional Exposure Charts





**Camden Council**

Performance Summary - August 2019



**Interest Summary**

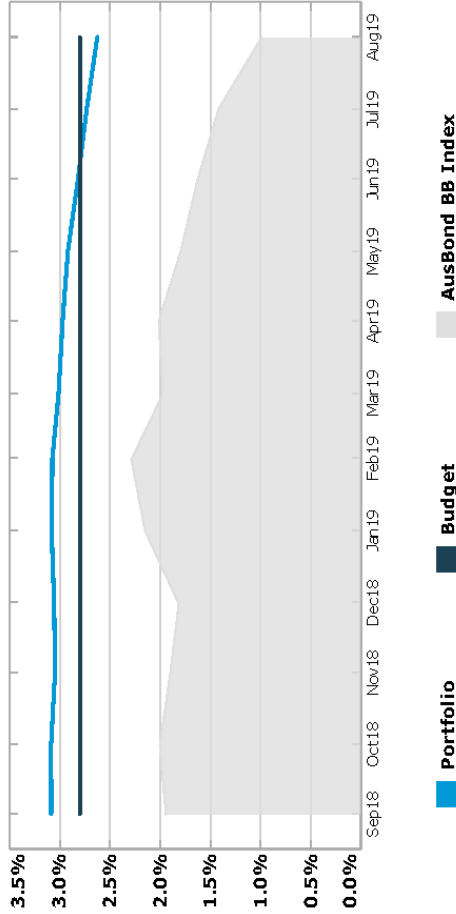
Interest Summary as of August 2019	
Number of Investments	99
Average Days to Maturity	339
Weighted Portfolio Yield	2.63%
CBA Call Account	1.30%
Highest Rate	4.25%
Lowest Rate	1.61%
Budget Rate	2.80%
Average BBSW (30 Day)	1.05%
Average BBSW (90 Day)	0.97%
Average BBSW (180 Day)	0.99%
Official Cash Rate	1.00%
AusBond Bank Bill Index	0.99%

**Interest Received During the 2019/2020 Financial Year**

	August	Cumulative	Original Budget	* Revised Budget
General Fund	\$96,400	\$184,200	\$1,450,000	\$1,450,000
Restricted	\$206,000	\$412,000	\$1,800,000	\$1,800,000
<b>Total</b>	<b>\$302,400</b>	<b>\$596,200</b>	<b>\$3,250,000</b>	<b>\$3,250,000</b>

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

**Investment Performance**



**Historical Performance Summary**

	Portfolio	AusBond BB Index	Outperformance
Aug 2019	2.63%	0.99%	1.64%
Last 3 Months	2.73%	1.34%	1.39%
Last 6 Months	2.85%	1.63%	1.22%
Financial Year to Date	2.68%	1.20%	1.48%
Last 12 months	2.96%	1.82%	1.14%

**Investment Performance**

Council's portfolio returned 2.63%pa on a weighted average yield basis during August. This compares favourably with the Ausbond Bank Bill Index's return of 0.99%pa for the month.



## Camden Council Investment Holdings Report - August 2019

Cash Accounts										
Amount (\$)	Current Yield	Institution	Credit Rating	Amount (\$)	Deal No.	Reference	Amount (\$)	Deal No.	Reference	
4,000,000.00	1.30%	Commonwealth Bank of Australia	A-1+	4,000,000.00	535548					
<b>4,000,000.00</b>				<b>4,000,000.00</b>						
Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
2-Sep-19	1,000,000.00	2.65%	ME Bank	A-2	6-Mar-19	1,012,995.89	537618	12,995.89	At Maturity	3194
4-Sep-19	1,500,000.00	2.65%	ME Bank	A-2	12-Mar-19	1,518,840.41	537627	18,840.41	At Maturity	3195
9-Sep-19	1,000,000.00	2.80%	AMP Bank	A-2	14-Mar-19	1,013,117.81	537638	13,117.81	At Maturity	3196
11-Sep-19	1,500,000.00	2.65%	Bank of Queensland	A-2	25-Mar-19	1,517,424.66	537649	17,424.66	At Maturity	3198
16-Sep-19	1,500,000.00	2.65%	Bank of Queensland	A-2	27-Mar-19	1,517,206.85	537700	17,206.85	At Maturity	3198
18-Sep-19	1,000,000.00	2.80%	AMP Bank	A-2	18-Mar-19	1,012,810.96	537646	12,810.96	At Maturity	3197
23-Sep-19	1,500,000.00	2.50%	National Australia Bank	A-1+	29-Mar-19	1,516,027.40	537762	16,027.40	At Maturity	3202
25-Sep-19	1,500,000.00	2.50%	National Australia Bank	A-1+	29-Mar-19	1,516,027.40	537763	16,027.40	At Maturity	3203
30-Sep-19	1,500,000.00	2.50%	National Australia Bank	A-1+	29-Mar-19	1,516,027.40	537764	16,027.40	At Maturity	3204
30-Sep-19	3,000,000.00	2.05%	Bank of Queensland	A-2	1-Jul-19	3,010,446.58	538108	10,446.58	At Maturity	3244
2-Oct-19	1,500,000.00	2.60%	Bank of Queensland	A-2	1-Apr-19	1,516,347.95	537766	16,347.95	At Maturity	3208
8-Oct-19	1,000,000.00	2.75%	AMP Bank	A-2	3-Apr-19	1,011,376.71	537781	11,376.71	At Maturity	3209
9-Oct-19	1,500,000.00	2.60%	Bank of Queensland	A-2	8-Apr-19	1,515,600.00	537792	15,600.00	At Maturity	3210
14-Oct-19	1,000,000.00	2.44%	National Australia Bank	A-1+	15-Apr-19	1,009,292.05	537866	9,292.05	At Maturity	3211
14-Oct-19	500,000.00	2.44%	National Australia Bank	A-1+	23-Apr-19	504,378.63	537892	4,378.63	At Maturity	3213
16-Oct-19	1,000,000.00	2.45%	National Australia Bank	A-1+	18-Apr-19	1,009,128.77	537873	9,128.77	At Maturity	3212
16-Oct-19	500,000.00	2.44%	National Australia Bank	A-1+	23-Apr-19	504,378.63	537893	4,378.63	At Maturity	3214
21-Oct-19	1,000,000.00	2.45%	ME Bank	A-2	26-Apr-19	1,008,591.78	537899	8,591.78	At Maturity	3215
23-Oct-19	1,000,000.00	2.48%	Rural Bank	A-2	3-May-19	1,008,221.37	537925	8,221.37	At Maturity	3216
28-Oct-19	1,500,000.00	2.55%	Suncorp Bank	A-1	29-Mar-19	1,516,347.95	537759	16,347.95	At Maturity	3205
30-Oct-19	1,500,000.00	2.55%	Suncorp Bank	A-1	29-Mar-19	1,516,347.95	537760	16,347.95	At Maturity	3206

Page 5 of 9.



**Camden Council**  
Investment Holdings Report - August 2019

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
31-Oct-19	3,000,000.00	1.95%	National Australia Bank	A-1+	8-Jul-19	3,008,815.07	538176	8,815.07	At Maturity	3246
4-Nov-19	1,000,000.00	2.55%	Suncorp Bank	A-1	29-Mar-19	1,010,898.63	537761	10,898.63	At Maturity	3207
6-Nov-19	1,000,000.00	2.43%	Rural Bank	A-2	7-May-19	1,007,789.32	537929	7,789.32	At Maturity	3218
11-Nov-19	2,000,000.00	2.43%	Rural Bank	A-2	9-May-19	2,015,312.33	537934	15,312.33	At Maturity	3219
13-Nov-19	1,000,000.00	2.43%	Rural Bank	A-2	10-May-19	1,007,589.59	537935	7,589.59	At Maturity	3220
18-Nov-19	500,000.00	2.43%	Rural Bank	A-2	13-May-19	503,694.93	537938	3,694.93	At Maturity	3221
18-Nov-19	500,000.00	2.35%	Bank of Queensland	A-2	13-May-19	503,573.29	537939	3,573.29	At Maturity	3222
20-Nov-19	1,500,000.00	2.43%	Rural Bank	A-2	17-May-19	1,510,685.34	537957	10,685.34	At Maturity	3223
25-Nov-19	1,000,000.00	2.90%	ING Bank (Australia)	A-1*	23-Nov-17	1,022,405.48	535985	22,405.48	Annually	3032
25-Nov-19	1,500,000.00	2.43%	Rural Bank	A-2	21-May-19	1,510,285.89	537962	10,285.89	At Maturity	3224
27-Nov-19	1,000,000.00	4.10%	Rabobank Australia	A-1*	27-Nov-14	1,031,227.40	535518	31,227.40	Annually	2760
27-Nov-19	2,000,000.00	2.88%	Rural Bank	A-2	23-Nov-17	2,044,501.92	535987	44,501.92	Annually	3033
27-Nov-19	1,500,000.00	2.35%	Suncorp Bank	A-1	23-May-19	1,509,754.11	537970	9,754.11	At Maturity	3225
2-Dec-19	1,500,000.00	2.90%	ING Bank (Australia)	A-1*	27-Nov-17	1,533,131.51	535996	33,131.51	Annually	3035
2-Dec-19	1,500,000.00	2.83%	Rural Bank	A-2	1-Dec-17	1,531,633.97	536020	31,633.97	Annually	3037
2-Dec-19	1,500,000.00	2.30%	ME Bank	A-2	24-May-19	1,509,452.05	537972	9,452.05	At Maturity	3226
4-Dec-19	1,500,000.00	4.25%	Bendigo and Adelaide Bank	A-2	28-Nov-14	1,548,380.14	535488	48,380.14	Annually	2762
9-Dec-19	1,500,000.00	2.25%	National Australia Bank	A-1+	28-May-19	1,508,876.71	537983	8,876.71	At Maturity	3227
11-Dec-19	1,500,000.00	4.00%	National Australia Bank	A-1+	16-Dec-14	1,542,410.96	535504	42,410.96	Annually	2766
16-Dec-19	1,000,000.00	2.25%	Bank of Queensland	A-2	29-May-19	1,005,856.16	537988	5,856.16	At Maturity	3228
16-Dec-19	1,800,000.00	2.21%	National Australia Bank	A-1+	31-May-19	1,810,135.73	537993	10,135.73	At Maturity	3229
18-Dec-19	2,500,000.00	2.28%	ME Bank	A-2	3-Jun-19	2,514,054.79	537998	14,054.79	At Maturity	3230
18-Dec-19	1,500,000.00	2.05%	National Australia Bank	A-1+	19-Jun-19	1,506,234.25	538049	6,234.25	At Maturity	3237
19-Dec-19	1,000,000.00	3.85%	Macquarie Bank	A-1	19-Dec-14	1,181,108.22	535503	181,108.22	At Maturity	2767
23-Dec-19	2,000,000.00	2.20%	National Australia Bank	A-1+	4-Jun-19	2,010,728.77	538001	10,728.77	At Maturity	3231
30-Dec-19	1,500,000.00	2.15%	Bank of Queensland	A-2	11-Jun-19	1,507,245.21	538022	7,245.21	At Maturity	3234



## Camden Council Investment Holdings Report - August 2019

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
2-Jan-20	1,000,000.00	2.15%	Bank of Queensland	A-2	5-Jun-19	1,005,183.56	538008	5,183.56	At Maturity	3233
6-Jan-20	1,000,000.00	2.15%	Bank of Queensland	A-2	12-Jun-19	1,004,771.23	538033	4,771.23	At Maturity	3235
8-Jan-20	1,500,000.00	2.05%	National Australia Bank	A-1+	17-Jun-19	1,506,402.74	538044	6,402.74	At Maturity	3236
13-Jan-20	1,000,000.00	2.05%	National Australia Bank	A-1+	19-Jun-19	1,004,156.16	538050	4,156.16	At Maturity	3238
15-Jan-20	1,500,000.00	2.10%	Bank of Queensland	A-2	24-Jun-19	1,505,954.79	538068	5,954.79	At Maturity	3239
20-Jan-20	1,000,000.00	2.00%	National Australia Bank	A-1+	26-Jun-19	1,003,671.23	538080	3,671.23	At Maturity	3240
22-Jan-20	1,500,000.00	2.00%	Bank of Queensland	A-2	3-Jul-19	1,504,931.51	538167	4,931.51	At Maturity	3245
28-Jan-20	1,500,000.00	1.90%	ME Bank	A-2	22-Jul-19	1,503,201.37	538324	3,201.37	At Maturity	3248
30-Jan-20	1,500,000.00	1.90%	National Australia Bank	A-1+	24-Jul-19	1,503,045.21	538335	3,045.21	At Maturity	3249
2-Feb-20	1,000,000.00	3.90%	Westpac Group	A-1+	2-Feb-15	1,022,331.51	535537	22,331.51	Annually	2772
5-Feb-20	2,000,000.00	1.83%	National Australia Bank	A-1+	1-Aug-19	2,003,108.49	538351	3,108.49	At Maturity	3251
10-Feb-20	1,000,000.00	2.90%	ING Bank (Australia)	A-1*	8-Feb-18	1,016,287.67	536215	16,287.67	Annually	3065
12-Feb-20	1,500,000.00	1.80%	ME Bank	A-2	5-Aug-19	1,501,997.26	538365	1,997.26	At Maturity	3253
17-Feb-20	1,500,000.00	1.80%	National Australia Bank	A-1+	7-Aug-19	1,501,849.32	538372	1,849.32	At Maturity	3254
17-Feb-20	1,000,000.00	2.00%	AMP Bank	A-2	21-Aug-19	1,000,602.74	538409	602.74	At Maturity	3760
19-Feb-20	1,500,000.00	1.80%	National Australia Bank	A-1+	8-Aug-19	1,501,775.34	538378	1,775.34	At Maturity	3255
20-Feb-20	1,000,000.00	1.70%	National Australia Bank	A-1+	20-Aug-19	1,000,558.90	538400	558.90	At Maturity	3259
24-Feb-20	1,500,000.00	1.75%	National Australia Bank	A-1+	12-Aug-19	1,501,438.36	538384	1,438.36	At Maturity	3256
26-Feb-20	2,000,000.00	1.70%	National Australia Bank	A-1+	15-Aug-19	2,001,583.56	538393	1,583.56	At Maturity	3257
2-Mar-20	1,000,000.00	1.67%	ME Bank	A-2	26-Aug-19	1,000,274.52	538416	274.52	At Maturity	3261
4-Mar-20	1,500,000.00	1.65%	National Australia Bank	A-1+	28-Aug-19	1,500,271.23	538423	271.23	At Maturity	3262
9-Mar-20	1,500,000.00	1.65%	National Australia Bank	A-1+	28-Aug-19	1,500,271.23	538424	271.23	At Maturity	3263
11-Mar-20	2,000,000.00	1.65%	National Australia Bank	A-1+	29-Aug-19	2,000,271.23	538432	271.23	At Maturity	3264
1-Jul-20	1,500,000.00	1.95%	National Australia Bank	A-1+	1-Jul-19	1,504,968.49	538107	4,968.49	At Maturity	3243
29-Jul-20	1,500,000.00	1.85%	ME Bank	A-2	29-Jul-19	1,502,584.93	538340	2,584.93	At Maturity	3250
19-Aug-20	1,000,000.00	1.61%	National Australia Bank	A-1+	19-Aug-19	1,000,573.42	538397	573.42	At Maturity	3258

Page 7 of 9.

**Camden Council**

Investment Holdings Report - August 2019



**Term Deposits**

Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
18-Jan-21	2,000,000.00	2.15%	AMP Bank	BBB+	15-Jul-19	2,005,654.79	538210	5,654.79	Annually	3247
15-Mar-21	1,000,000.00	3.60%	Bank of Queensland	BBB+	15-Mar-17	1,016,767.12	535484	16,767.12	Annually	2958
29-Mar-21	1,500,000.00	2.65%	Bank of Queensland	BBB+	29-Mar-19	1,516,989.04	537758	16,989.04	Annually	3201
7-Apr-21	1,000,000.00	3.50%	Bank of Queensland	BBB+	3-Apr-17	1,014,479.45	535486	14,479.45	Annually	2963
17-May-21	1,000,000.00	3.10%	Westpac Group	AA-	16-May-17	1,001,358.90	535544	1,358.90	Quarterly	2975
23-Jun-21	1,500,000.00	2.05%	Bank of Queensland	BBB+	26-Jun-19	1,505,644.52	538081	5,644.52	Annually	3241
3-Aug-21	1,000,000.00	1.90%	Bank of Queensland	BBB+	2-Aug-19	1,001,561.64	538357	1,561.64	Annually	3252
1-Feb-22	1,000,000.00	3.60%	Westpac Group	AA-	1-Feb-17	1,003,057.53	535538	3,057.53	Quarterly	2936
2-Feb-22	1,500,000.00	3.57%	Westpac Group	AA-	2-Feb-17	1,504,401.37	535539	4,401.37	Quarterly	2937
10-Feb-22	1,000,000.00	3.56%	Westpac Group	AA-	10-Feb-17	1,001,950.68	535540	1,950.68	Quarterly	2938
15-Feb-22	1,500,000.00	3.75%	Bank of Queensland	BBB+	15-Feb-17	1,530,513.70	535547	30,513.70	Annually	2939
22-Feb-22	2,000,000.00	3.64%	Westpac Group	AA-	22-Feb-17	2,001,994.52	535541	1,994.52	Quarterly	2940
28-Feb-22	1,000,000.00	3.75%	Bank of Queensland	BBB+	27-Feb-17	1,019,109.59	535483	19,109.59	Annually	2946
28-Feb-22	1,000,000.00	3.55%	Westpac Group	AA-	28-Feb-17	1,000,389.04	535542	389.04	Quarterly	2950
1-Mar-22	1,000,000.00	3.58%	Westpac Group	AA-	1-Mar-17	1,008,827.40	535543	8,827.40	Quarterly	2952
3-Mar-22	1,000,000.00	3.60%	Westpac Group	AA-	3-Mar-17	1,008,876.71	535545	8,876.71	Quarterly	2954
9-Mar-22	1,000,000.00	3.61%	Westpac Group	AA-	9-Mar-17	1,008,110.14	535546	8,110.14	Quarterly	2956
23-Mar-22	500,000.00	3.80%	Bank of Queensland	BBB+	23-Mar-17	508,328.77	535485	8,328.77	Annually	2960
4-May-22	1,000,000.00	3.60%	Bank of Queensland	BBB+	8-May-17	1,011,441.10	535487	11,441.10	Annually	2971
27-Jun-22	1,500,000.00	2.10%	Bank of Queensland	BBB+	26-Jun-19	1,505,782.19	538082	5,782.19	Annually	3242
11-Dec-23	2,000,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	2,044,186.30	537431	44,186.30	Annually	3070
18-Dec-23	4,500,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	4,599,419.18	537432	99,419.18	Annually	3071
3-Jan-24	2,000,000.00	3.40%	Rabobank Australia	A+*	4-Jan-19	2,044,712.33	537443	44,712.33	Annually	3173
28-Feb-24	1,000,000.00	3.20%	Rabobank Australia	A+*	28-Feb-19	1,016,219.18	537586	16,219.18	Annually	3189
4-Mar-24	1,200,000.00	3.20%	Rabobank Australia	A+*	4-Mar-19	1,219,042.19	537601	19,042.19	Annually	3192
28-Mar-24	1,000,000.00	3.00%	Rabobank Australia	A+*	29-Mar-19	1,012,821.92	537765	12,821.92	Annually	3200

**Camden Council**

Investment Holdings Report - August 2019



<b>Term Deposits</b>										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
	136,000,000.00					137,380,424.22		1,380,424.22		

# Asset Management Plan

Transforming Community Vision into Action



camden  
council

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## Asset Management Plan

### The Purpose of this Asset Management Plan (AMP)

The purpose of this AMP is to:

1. Improve our understanding of the assets and services managed by Camden Council, ensuring access to quality data describing the network and the network condition, as well as the condition of all individual assets;
2. Provide a framework of alignment for the assets and the levels of service to manage the assets;
3. Improve the organisational capabilities for the management of the assets and services;
4. Improved confidence levels in future work programs for renewal and maintenance and the associated funding requirements for the management options; and
5. Provide guidance for the Council in continuous improvement toward advanced asset management planning.

### Asset Management Maturity

This AMP is prepared as an 'intermediate' asset management plan over a 2-year planning period in accordance with the *International Infrastructure Management Manual*. It is prepared to meet intermediate legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting.

Intermediate asset management is a combination of 'top down' and "bottom up" approaches where analysis is applied at the 'system' or 'network' level, as well as from detailed information from the asset inventory and condition data.

It should be noted that the projected renewal details have been calculated based on 'advanced' asset management techniques using information for individual assets. The 'bottom up' approach supports the development of activities and programs to deliver agreed service levels in a financially sustainable manner.

Council is progressing an Asset Management Improvement Plan to develop an 'advanced' asset maturity level by mid 2020.

### What Asset classes does this plan Cover?

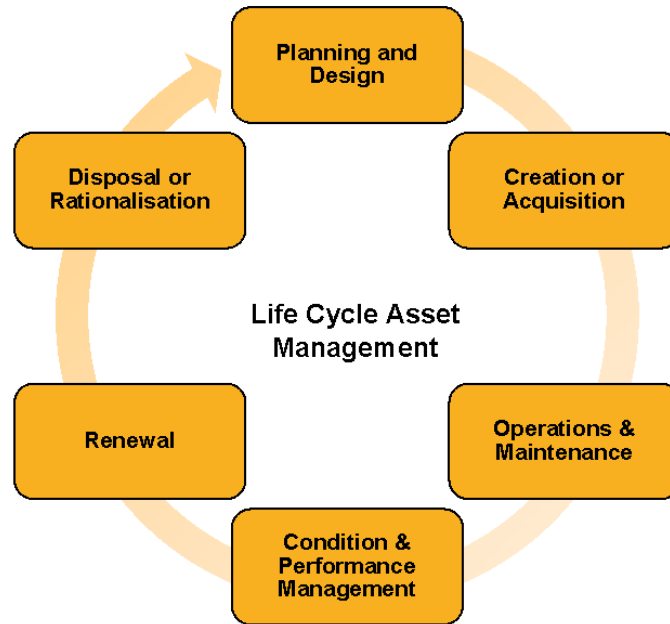
This Asset Management Plan (AMP) covers the following asset classes;

- Stormwater Drainage
- Open Space
- Roads and Transport
- Buildings

## Asset Life

Lifecycle planning uses current asset and financial data to detail how Council will manage and operate the assets to deliver sustainable levels of service while optimising life cycle costs. The diagram below demonstrates the asset management whole of life approach:

### Asset Lifecycle



An asset's useful life is defined as a period over which a depreciable asset is expected to be fully consumed. This period can be significantly impacted by Council's maintenance practices. The useful life of an asset is initially based on the manufacturer's recommended (expected) life. However, this may be adjusted based on historical evidence of the impact of local environs on the expected life.

Council's Asset Management Team has assigned the asset useful life for assets as identified in Appendix E.

The remaining useful life of the assets is based on the identified construction date, or where these are not available, estimated from the condition of the asset as a percentage of the expected life.

## Disposal

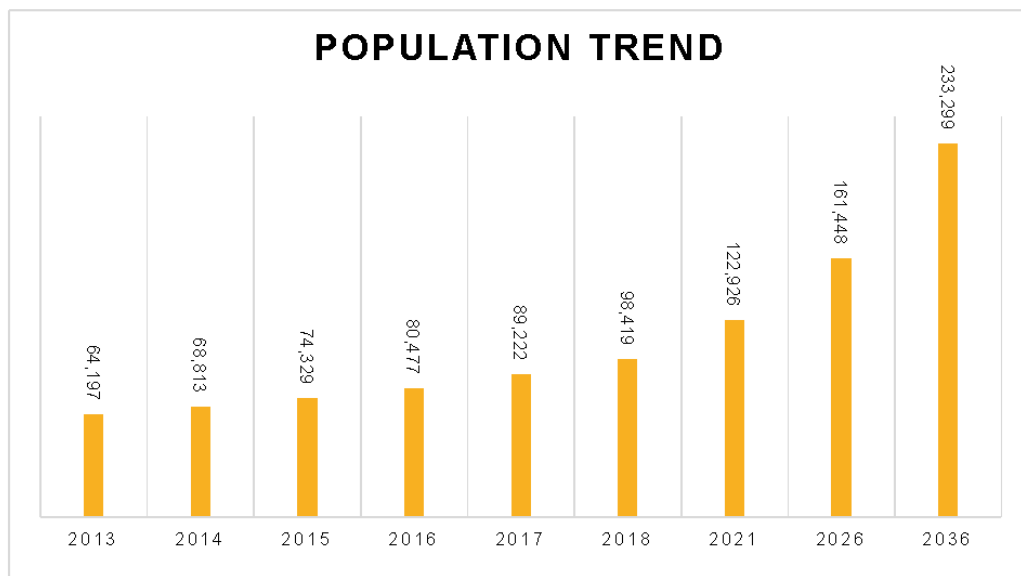
Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for possible decommissioning and disposal.

### Future Demand

Population growth can create demand for new dwellings and infrastructure associated with all assets, making it a significant driver for the volume of assets required. Other factors affecting demand for assets include changes in demographic patterns, social & economic factors, agricultural practices, environmental awareness, technological changes and an increase in population density.

The Community Asset infrastructure network is an essential element of the contemporary community's lifestyle and is generally regarded as crucial for enhancing the economy and accessibility of the Camden Local Government Area (LGA).

The current population trend for the Camden LGA is shown below:



Council/s Long Term Financial Plan (LTFP) includes the following assumptions on dwellings growth:

<b>Dwellings</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<i>LTFP New Dwellings Assumption</i>	2,500	2,500	2,500	2,500	3,000	3,000	3,000	3,500	3,500	3,500

### Demand Factors, Projections and Impact on Services

Demand factor impacts on service delivery are summarised below.

Demand Factor	Present position	Projection	Impact on services
<b>Population</b>	98,419 persons (2018)	Dramatic increase in population to approximately 233,000 by 2036. No real change in number of residents per dwelling.	Increased number of dwellings puts more dwellings at risk of flooding. Adequate stormwater mitigation is essential Decrease in private open space in dwellings increases demand for high quality public open space
			Increases in population will have a corresponding increase in demand for open space services.
			Such a large increase in population will require a similar increase in infrastructure such as roads.
			Such a large increase in population will mean a similar increase in service demands to maintain adopted service levels.
<b>Employment</b>	40,013 residents employed (2016) Residents not employed locally are likely to be employed in neighbouring regions or cities such as Sydney.	Rising housing prices in the Sydney area will result in people living in Sydney's outer regions while working in either.	Increased number of businesses puts more businesses at risk of flooding. Adequate stormwater mitigation is essential
			Increase in local employment increases the demand for open space services in close proximity.
			Increasing numbers travelling throughout Camden LGA as well as to neighbouring areas will put an increased load on current infrastructure.
			Will have a negligible impact on community buildings services.

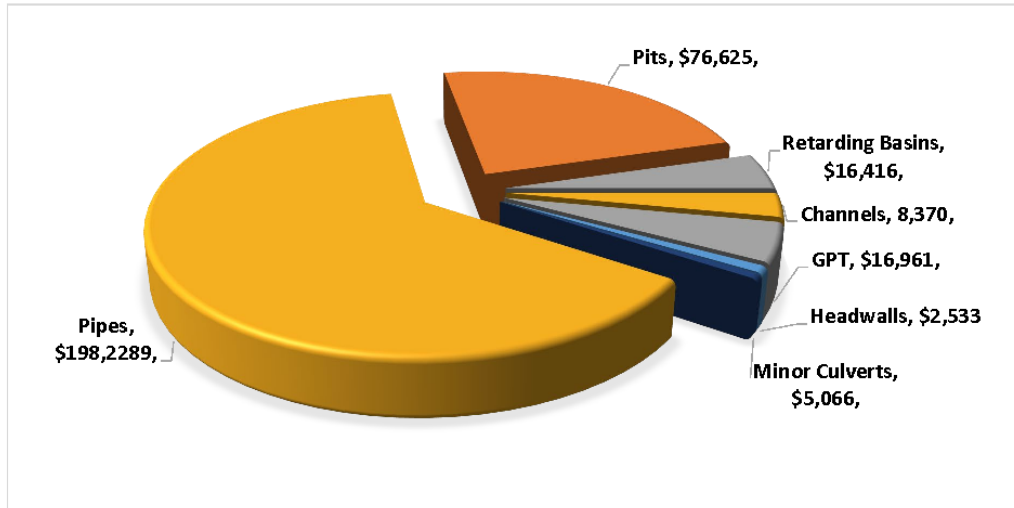
Demand Factor	Present position	Projection	Impact on services
<b>Personal Transport</b>	95.2% of households in the Camden LGA own at least one car with 72.9% owning two or more cars.	From 2011 to 2016 there was a 34.3% increase in car ownership.	An increase in population and housing in Camden LGA will put an additional strain on road infrastructure due to high car ownership.
<b>Public Transport</b>	Camden LGA has a limited variety in public transport options.	The future South West Rail Link Extension will improve public transport in and out of the area. Unlikely to be completed in the next 5 years.	Increased load on road infrastructure.
<b>Alternative Transport</b>	Currently only 579 Camden LGA residents take alternative methods of transport to work.	Increased number of footpaths and cycleways planned.	Decreased load on road infrastructure. Increased number of residents seeking mixed travel options to work.
<b>Regional Facilities</b>	Impact of City Deals Agreement between 8 Western Sydney Councils, State and Federal Governments	As the population grows in the Aerotropolis Region there will be demand for regional level facilities that are not funded through other sources	Unknown at this stage
<b>Legislative Requirements</b>	Changes in NSW Roads and Maritime Services technical directions and disability accessibility standards.	Higher standards for improved safety and amenity.	Increasing the levels of service, will increase costs.
	Changes in legislation, service technical directions and disability accessibility standards.	Higher standards for improved safety, access and amenity.	Increased costs of capital works in the future.

## Asset Condition Summary

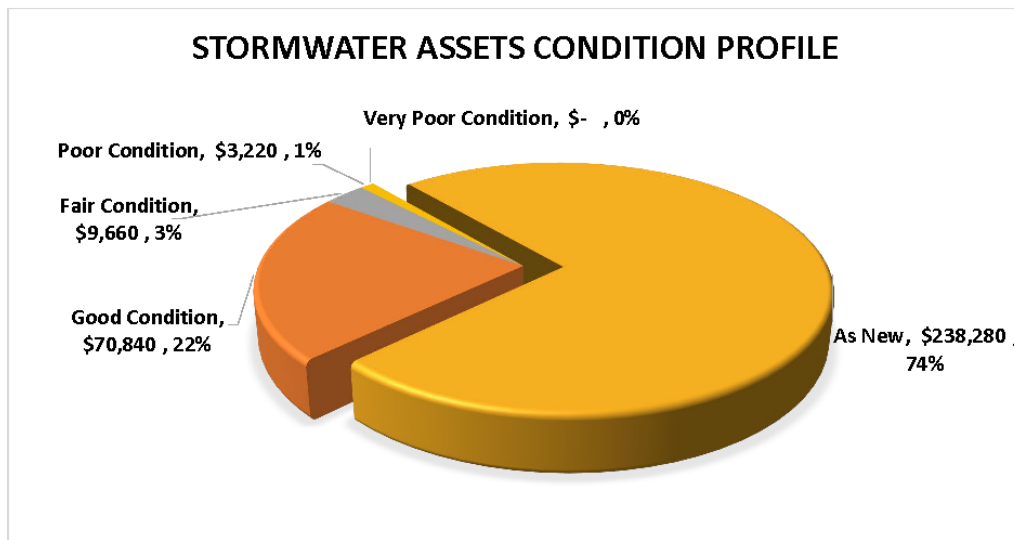
### Stormwater

Stormwater assets are valued at \$322M in June 2018 and comprise the asset classes as shown below:

#### Stormwater Asset Summary (\$,000)



#### Stormwater Assets Condition Profile (\$,000)

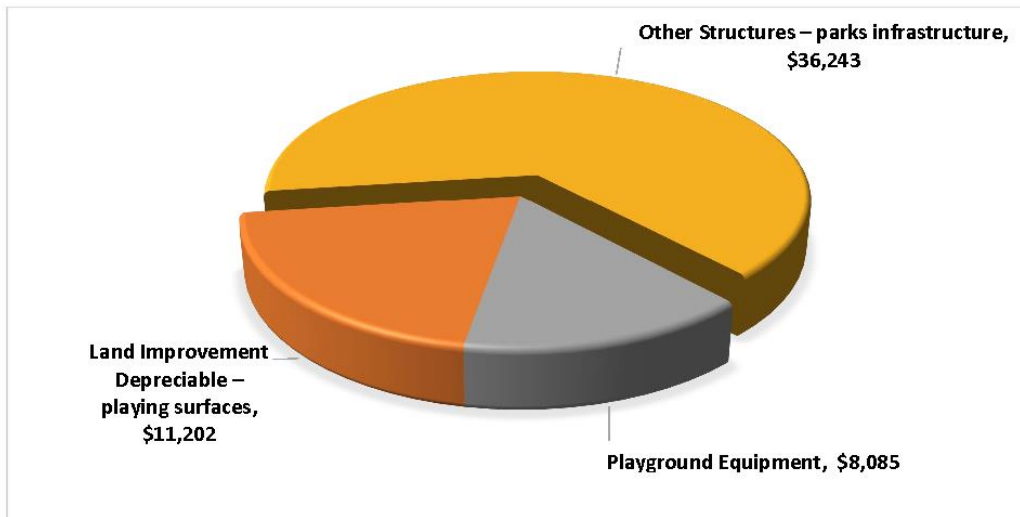


Stormwater assets have an overall assessment of being in good condition with no assets currently requiring renewal and only \$3.22M (1%) of assets assessed as being in poor condition.

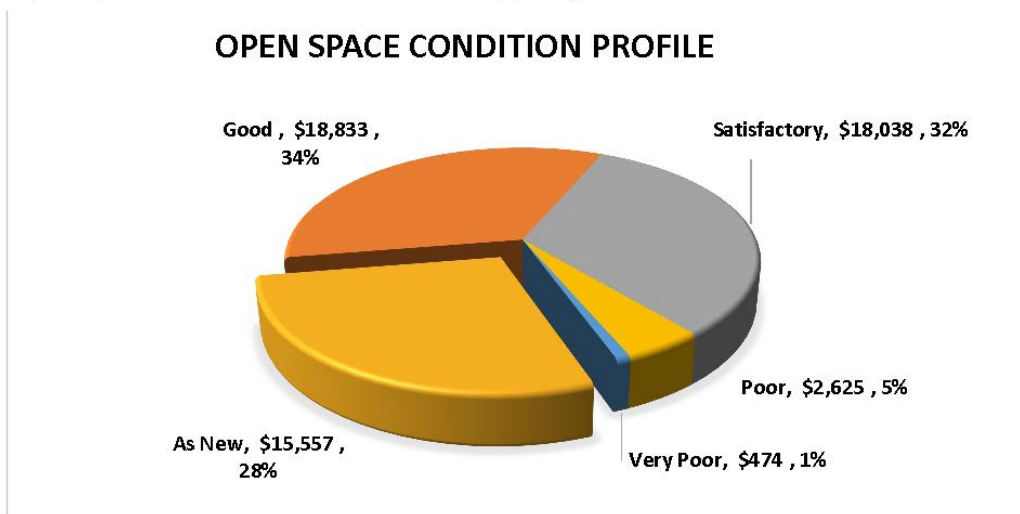
**Open Space**

Open space assets are valued at \$55.53M as at June 2018 and are apportioned as shown below:

**Open Space Asset Summary (\$,000)**



**Open Space Assets Condition Profile (\$,000)**



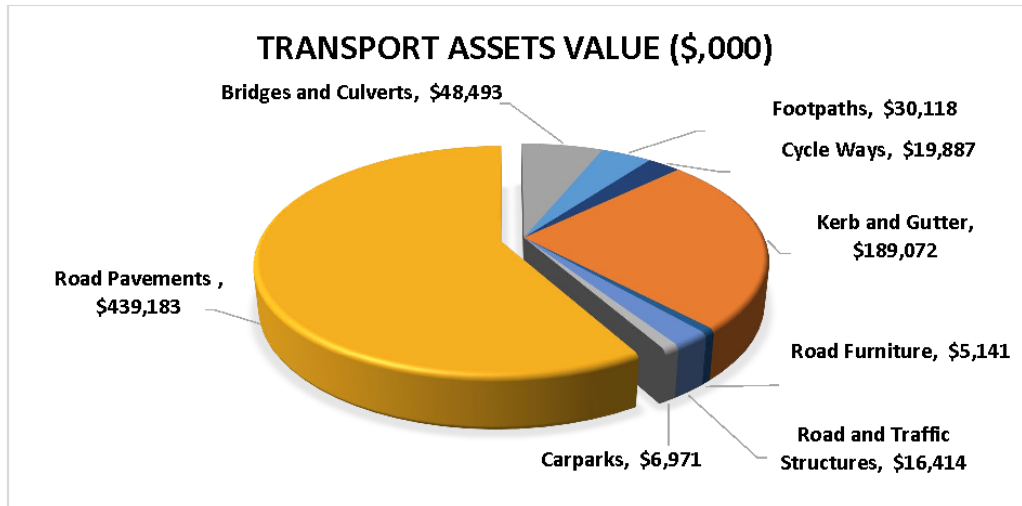
Open Space assets have an overall assessment of being in good condition, and with \$2.63M in poor condition and \$0.474M in very poor condition, (combined 6%) in need of repair, renewal or replacement.



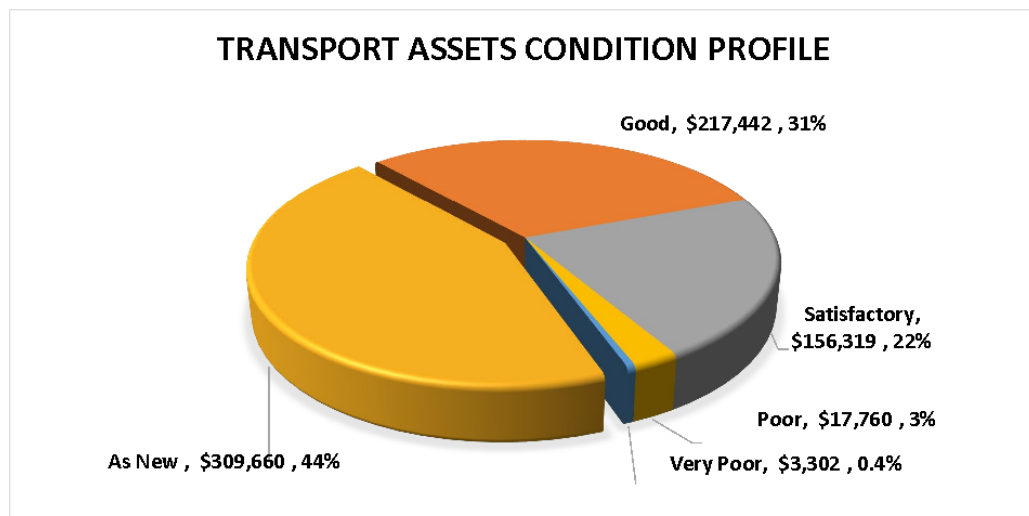
**Roads and Transport**

The transport assets are valued at \$775.3 million as at June 2018 and comprise the asset classes as shown below:

**Transport Asset Value Summary (\$,000)**



**Transport Assets Condition Profile by Value (\$,000)**

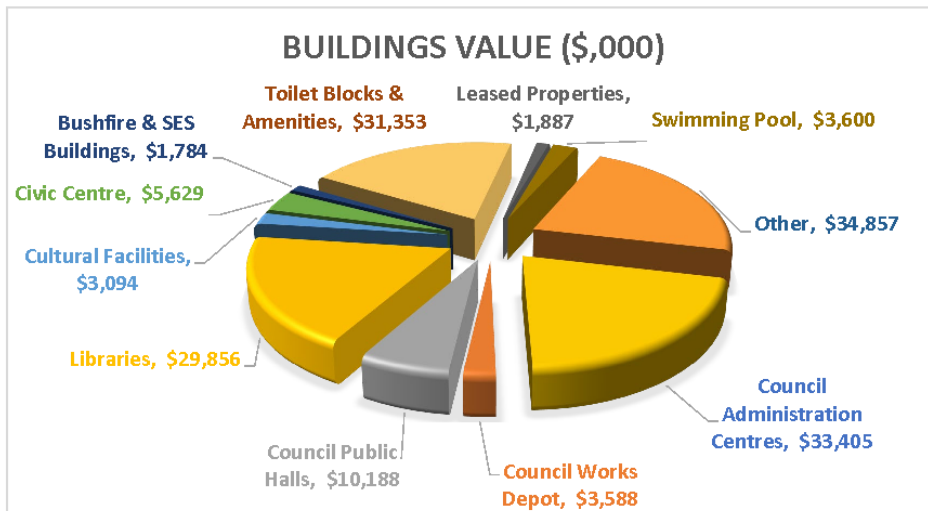


Roads and Transport assets have an overall assessment of being in good condition, with \$3.3m of transport assets being assessed as very poor condition, and \$17.8M of transport assets in poor condition (combined 3.4%) in need of repair, renewal or replacement.

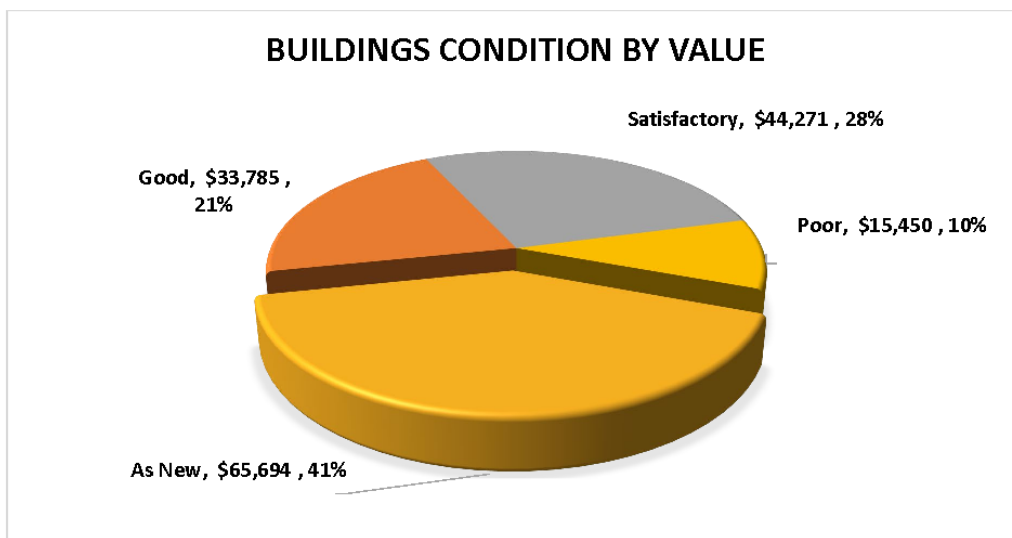
**Buildings**

The buildings assets are valued at \$159.2M and are apportioned as shown below:

**Buildings Asset Summary Gross Replacement Cost (\$,000)**



**Buildings Assets Condition Profile By Value (\$,000)**



The assets have an overall assessment of being in a fair condition with no buildings assets requiring immediate renewal, and \$15.5M (10%) of assets being in poor condition and in need of repair. Buildings in particular have a large number of older buildings within the portfolio, which impacts on the overall condition profile.

**Renewal Levels of Service (LOS)**

Renewal Level of Service (LOS) is the defining factor when managing the lifecycle of assets. LOS outlines the performance goals of the assets in relation to:

- Reliability;
- Quantity;
- Quality;
- Responsiveness;
- Safety;
- Capacity;
- Environmental Impacts;
- Comfort;
- Cost/Affordability; and
- Legislative Compliance.

Council currently seeks to meet a level of service that ensures that all assets are maintained at satisfactory level or better, with no more than 5% of assets being in poor or very poor condition.

The LOS from each asset group have been combined to deliver four asset related service level outcomes. These LOS outcomes are:

- Reliability
- Quality
- Capacity
- Condition

Each of these outcomes is related directly or indirectly to the six Key Directions of the Council's Community Strategic Plan. The Key Directions are:

- Actively Managing Camden LGA's growth;
- Healthy Urban & Natural Environments;
- a Prosperous Economy;
- Effective & Sustainable Transport;
- An Enriched Connected Community; and,
- Strong Local Leadership.

LOS support the organisation's strategic goals and are based on customer service expectations, and statutory and technical requirements. They provide the foundations for the life cycle management strategies and the works program identified within the AMP.

Sources such as the Community Survey; the Customer Request Management System (CRMS); feedback from Councillors and Staff; and current asset management practices and technology (Pavement Management System) provide the best indications of whether the desired LOS are being met and/or understood.

When an asset reaches an agreed condition level, Council will intervene and undertake works to keep the asset at a satisfactory and serviceable level.

LOS performance measures are essential to effectively manage all assets and the delivery of the services they provide. The performance measures are about translating subjective community expectations into quantifiable service levels. By quantifying expectations, it is possible to objectively assess the current performance and the requirements for improving it.

The specific **Asset Renewal** LOS adopted for all assets are:

*Community: All assets are maintained to satisfactory condition or better*

*Technical: 95% of all assets are rated at satisfactory or better.*

Within this target, critical and higher risk assets such as high-profile buildings, major road links, bridges and detention basins would be maintained to a higher level, to achieve at least a 'good' condition assessment.

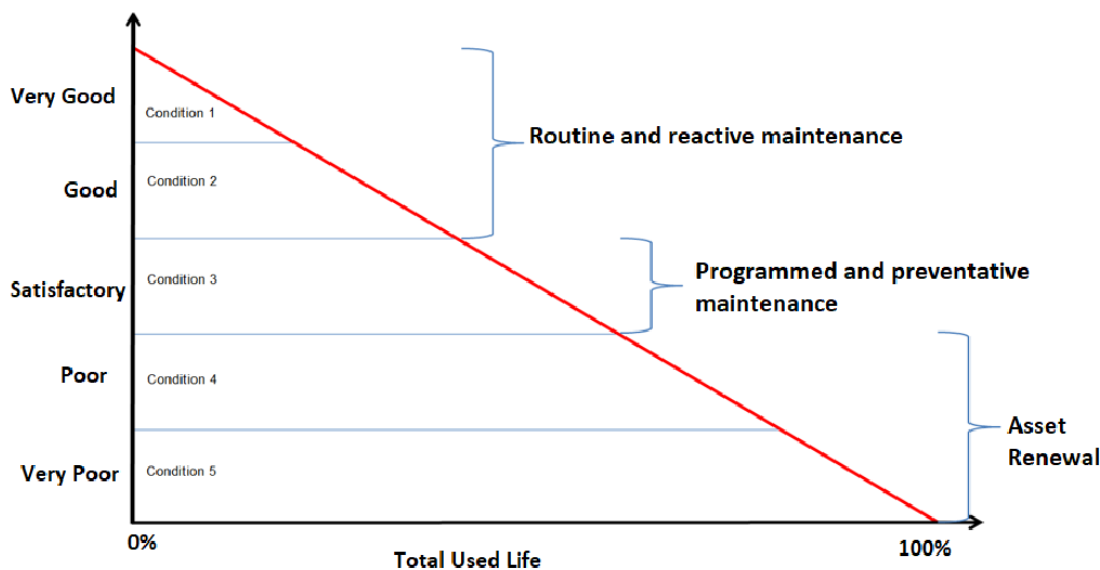
This approach will provide an interim response to the community with a clear indication of how council will maintain its assets.

The **appearance of assets** following maintenance or renewal works will also match the original appearance of the prior asset, unless:

- It is being replaced with a higher quality finish, or
- where the previous finish is no longer available, or
- one that has been subject to appropriate consultation.

Note: Individual Asset Maintenance Response Levels of Service are attached in **Appendix C**.

The following graph diagrammatically shows the intervention levels identified above:



## Impact of Growth

The population of Camden Council area is predicted to increase generally by 10% annually. Council will need to allocate additional funds in future years to meet the extra renewal demand being generated by growth to manage our assets appropriately.

### Stormwater

Stormwater assets are expected to more than double by the end of 2026 primarily due to developer funded works through urban development.

The expected population growth in the Camden Council area is around 10% pa, and the expected asset growth for stormwater assets is also estimated at 10% pa.

Council will need to consider the impact of dedicated assets and its own capital works expenditure will have on its maintenance, operations and renewals when reviewing its Long Term Financial Plan for growth impacts.

### Open Space

Open space assets are expected to more than double by the end of 2026 primarily due to additional and upgraded facilities delivered through Voluntary Planning Agreements (VPAs) with major developers, and Councils own Capital Works Program.

It is noted that a significant increase in funding was made in 2015/16 to improve then operating maintenance levels of service to reduce the general mowing cycle from 4 weeks to 3 weeks, as well as improve landscape presentation efforts.

Consideration will need to be given to the review of the Long Term Financial Plan to meet future funding demands to its maintain adopted levels of service to address growth.

### Roads and Transport

Road and Transport assets are also expected to more than double by the end of 2026. Primarily this growth is predicted to occur over the next ten years due to expenditure from both developers, State Government and Council.

Council's current level of growth has resulted in a substantial increase in new infrastructure and upgrades to existing infrastructure.

It is noted that as general traffic volumes and construction traffic increase, there is an increased risk of accelerated damage to existing road assets, requiring earlier intervention for renewal.

Although new road assets do not require immediate renewal funding, consideration will need to be given to a review of the Long Term Financial Plan to address ongoing growth.

### Buildings

Building assets are also expected to more than double by the end of 2026 primarily due to community facilities delivered through VPAs and Councils own Capital Works Program.

A large proportion of its existing building portfolio is quite old. Council will need to consider an review of the Long Term Financial Plan to match growth.

## Input Data and Parameters

### Data Confidence

The lifecycle assessment is based on Council's revaluation data, financial data and asset register. The expenditure and valuations projections in this AMP are based on best available data. Data confidence is classified on a 5-level scale in accordance with the rating scale below.

Date Confidence Grading System	
Confidence Grade	Description
A - Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B - Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C - Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D - Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E - Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP is shown below.

Data Confidence Assessment for Data used in this AMP		
Data	Confidence Assessment	Comment
Growth projections	B	Will be reviewed on an ongoing basis
Operations expenditures	E	Operations data generally not currently separated from maintenance costs
Maintenance expenditures	C	Based on annual budgets
Projected Renewal expenses - Asset values	A	Revaluations undertaken on a programmed cycle
Asset residual values	A	No residual values are used
Asset useful lives	A	Estimated based on benchmarking against a range of sources

Data	Confidence Assessment	Comment
Condition modelling	B	Based on mix of observed and estimated condition
Network renewals	B	Based on estimated remaining life
Defect repairs	B	Based on historical records
Upgrade/New expenditures	B	Cost estimates for future works
Disposal expenditures		Not applicable

Overall, the confidence level is assessed as reliable, for data used in the preparation of this AMP.

## Planning and Design

The planning stage incorporates all decision making that results in the creation, disposal or upgrade assets. It takes into account policies, strategies and plans, adopted by Council, and provides a global assessment of the environment into which the asset is delivered.

## New/Upgrade Works

New works are those that:

- Create a new asset that did not previously exist, or
- Upgrade or improve an existing asset beyond its existing capacity.

New/upgrade projects are identified from various sources including:

- Council or Community requests,
- Growth and demand management
- Proposals identified by strategic plans
- Partnerships with other organisations or
- Developer funded infrastructure (WIK/VPA/S7.11).

Proposals are assessed to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds then scheduled in future works programs.

### Example New Assets Priority Ranking Criteria

Criteria	Weighting
Alignment with Council Corporate Plan	25%
Provide Current Service Level to New Areas	30%
Value for Money	15%
Capital, Operational and Maintenance Funding within 10 Year Financial Plan	15%
Legislative WH&S	15%
Total	100%

## Changes in Technology

Technology changes are forecast to affect the delivery of asset services covered by this plan in the following areas.

Technology Change	Effect on Service Delivery
<b>Stormwater</b>	
Stormwater Treatment Technology	Ongoing improvement to the cost and effectiveness of water treatment technology will be needed to assist in resolving the issues associated with stormwater recycling and water quality. Improved infiltration and ground water aquifer recharge opportunities, and water harvesting opportunities such as harvesting water from base flows in pipes and Gross Pollutant Traps (GPTs)
Lifecycle Management – Stormwater Infrastructure Design	Reduction in maintenance costs and improved targeting of operational and maintenance work. Improvements to the design and construction of stormwater assets that will minimise future maintenance and operating costs; and minimise impacts on the surrounding environment.
Asset Maintenance Technology	Further improvement of techniques used to reduce maintenance costs is likely but difficult to predict.
<b>Open Space</b>	
Changes in open space maintenance methods and the materials used	May increase the life of open space components, reducing the susceptibility to damage, or by reducing the cost of construction or maintenance (e.g. improved irrigation methods; sustainable management methods)
Asset Maintenance Technology	Knowledge of open space assets, components, asset life expectancy and costs are continually being improved
<b>Roads and Transport</b>	
Higher Mass Vehicles / increased freight activity	Potential impact on road conditions by accelerated damage.
Updated Plant & Equipment	Improved service delivery within a more efficient timeframe
Product Improvement	Better bitumen; concrete curing; increased use of recycled materials, stabilising products providing an improved finish on works undertaken, with less likelihood of failure; and quicker construction times.
Geographic Information Software	Improve the management of road infrastructure; particularly the coordination of maintenance services, enhanced condition data



Technology Change	Effect on Service Delivery
	collection and accurate nomination of location on the road infrastructure network
Asset Maintenance Technology	Further improvement of the design and techniques used to reduce maintenance cost is likely but difficult to predict.
<b>Buildings</b>	
Changes in Building Construction Methods and the Materials Used	May increase the life of building components, reducing the susceptibility to damage, or by reducing the cost of construction or maintenance (e.g. improved graffiti removal methods) and operations (e.g. energy use)
Management Technology	Knowledge of buildings, component service lives and costs is continually being improved
Asset Maintenance Technology	Further improvement of the design and techniques used to reduce maintenance cost is likely but difficult to predict.

## Operations and Maintenance

Routine maintenance is the regular on-going work or actions necessary to keep an asset operating, or as near as practical to an acceptable condition. This excludes refurbishment or renewal. These works do not add to the value of the asset. In general, maintenance falls into two broad categories:

- Proactive maintenance planned to prevent asset failure; and
- Reactive maintenance planned to correct asset malfunctions and failures as required.

A key element of advanced asset management planning is determining the most cost-effective maintenance strategy.

**The maintenance service objectives are to:**

- To maintain assets in a safe, serviceable and aesthetic condition to the satisfaction of Council and the community;
- To maintain and preserve the functionality and value of the existing assets;
- To provide and maintain a safe environment for the community within the constraints of Council's financial capacity and resource capability, while displaying a reasonable "duty of care";
- Ensure the provision of excellent customer service and that customer requests are responded to quickly and efficiently; and
- Establishing a Maintenance Management Plan that enables Council to measure performance and build confidence that the network will consistently deliver against the nominated Levels of Service.

### Operations and Maintenance Strategies

Council operates and maintains assets to provide current adopted levels of service in the most cost-efficient manner and to approved budgets. The operation and maintenance activities include:

- Scheduling operational activities to deliver the defined level of service in the most efficient manner,
- Undertake maintenance activities through a planned maintenance approach to reduce maintenance costs and improve maintenance outcomes.
- Undertake analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned maintenance is desirable dependent on cost),
- Maintaining a current infrastructure risk register for assets and present service risks associated with Very High and High risks and residual risks after treatment,
- Reviewing current and required skill levels and implementing training and development, as required.
- Identifying underutilised assets and over utilised assets and recommending options for future use.
- Maintaining a knowledge of critical assets and required operational and maintenance activities,
- Continuously reviewing emergency response capability.

Maintenance includes proactive, reactive and cyclic maintenance activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions. The community and employees play a large role in the inspection and maintenance requests of buildings assets. To provide the highest level of service, Council's objective in relation to maintenance requests is to inspect and prioritise the work requests as quickly as possible.

If an asset in need of maintenance or repair has a direct impact on public safety, it is highlighted for immediate maintenance and programmed in as emergency works. Due care must be taken to ensure that the risk to the public while assets are awaiting maintenance is minimised.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including activities like repainting, line marking, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

Cyclic operations can include regular inspections of assets such as fire services equipment and mechanical equipment to ensure that the equipment is maintained to regulatory or specification standards.

In all types of maintenance, Council aims to provide the best value for its budget within the constraints of the available resources. Long-term, planned and cyclic maintenance lower the risk of urgent requests and catastrophic failures and therefore reduce long-term costs. To ensure the best value for money, maintenance of the same nature or area must be grouped to efficiently complete the work.

## Condition & Performance Monitoring

### Condition Rating

Camden Council has investigated and rewritten its asset register in line with the NSW Division of Local Government's Requirement for Local Government Authorities to prepare, document and implement 'fair value' asset valuations. As part of this investment Camden Council has purchased and installed Conquest as its Asset Management System (AMS) and Asset Register. The AMS uses a condition rating of 1-5, and the table below summarises the relevant definitions for each condition rating.

Structural Condition Grading Model			
Rating	Condition	% Useful Life remaining	Description
1	Excellent	>80%	New or as new condition. Only planned cyclic inspection and maintenance required.
2	Good	80%-60%	Sound or good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance.
3	Average / Satisfactory	60%-40%	Fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance.
4	Poor	40%- 20%	Poor condition with assets requiring significant renewal / rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.
5	Very Poor	<20%	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required.

### Asset Capacity and Performance

Council's services are generally provided to meet design standards where available.

Locations where deficiencies in service performance are identified will be provided in future revisions of this Plan. In addition, if these deficiencies are to be addressed the project details will be included in the New/Upgrade program and evaluated through this plan.

### Critical Assets

Critical assets are those assets which have a high consequence for failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenances activities may be targeted to mitigate critical asset failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc.

The identification of critical assets, their failure modes, operational requirements and maintenance activities will be developed in future revisions of this AMP.

## Renewals

### Renewal Ranking Criteria

The general renewal strategy is to rehabilitate or renew assets when justified by assessing:

- Risk or Criticality of each asset within the overall asset portfolio
- The current performance of the asset in meeting community needs; and
- Assessment of the benefits and costs of the proposed renewal works.

This is undertaken within the overall goal of ensuring assets are renewed in a timely manner to ensure that all are at a satisfactory condition or better.

# Stormwater Asset Management Plan

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## Introduction

Camden Council stormwater drainage assets include the following asset categories:

- Channels
- Conduits/Pipes
- Converters
- Headwalls
- Minor Culverts
- Pits
- Retarding Basins

This AMP is to be read in conjunction with the following associated documents:

- Camden Community Strategic Plan (2017);
- 4 Year Delivery Program & Operational Plan;
- Asset Management Policy;
- Asset Management Strategy;
- Long-Term Financial Plan; and
- Workforce Strategy

## Council's Goals and Objectives for Stormwater Services

Council operates and maintains the stormwater drainage network to achieve the following strategic objectives:

- Demonstrate responsible and sustainable management of stormwater assets;
- Develop an integrated drainage asset management system;
- Improve understanding of service level standards and options;
- Minimise adverse impacts and / or the risks of asset failure;
- Achieve savings by optimising whole of life costs;
- Support long term financial planning

## Level of Service Outcomes

DESIRED OUTCOMES – DRAINAGE AND STORMWATER			
Outcome	Description	Measure	Actions
<b>Drainage Outcomes – Renewal</b>			
<b>Level of Service</b>	To define an intervention level for the renewal of assets	<p><b>Community:</b> All assets are maintained to satisfactory condition or better</p> <p><b>Technical:</b> 95% of all assets are rated at satisfactory or better.</p> <p>Critical Assets: 100% of assets are rated in good condition or better.</p>	<p>Undertake annual review of renewal demands.</p> <p>Identify future funding needs to achieve the identified LOS.</p>
<b>Lowest Life Cycle Cost</b>	To provide infrastructure required to underpin drainage services in the most economic and sustainable manner.	Renewal Plan requirements catered for in Council's Long Term Financial Plan	Undertake annual review of renewal modelling.
<b>Drainage Outcomes – Maintenance and Operations</b>			
<b>Lowest Life Cycle Cost</b>	To provide infrastructure required to support drainage services in the most economic and sustainable manner.	Performance monitoring of maintenance	Preparation of a Drainage Maintenance Plan outlining performance measures for planned maintenance, prioritise unplanned maintenance and monitor deferred maintenance.
<b>Drainage Outcomes - Aesthetics</b>			
<b>Appearance of assets</b>	<p>The appearance of assets following maintenance or renewal works will also match the prior asset as far as possible, unless:</p> <ul style="list-style-type: none"> <li>• being replaced with a higher quality finish, or</li> <li>• where the previous finish is</li> </ul>	Appearance of assets is maintained or improved	Assessment undertaken as part of major maintenance or renewal works.

Outcome	Description	Measure	Actions
	no longer available, or <ul style="list-style-type: none"> <li>one that has been subject to appropriate consultation.</li> </ul>		
<b>Stormwater drainage corridors (riparian lands)</b>	To provide attractive flood relief corridors consistent with natural environmental outcomes	Customer satisfaction	Undertake customer satisfaction survey.
<b>Drainage Outcomes – Capacity</b>			
<b>Adequate Stormwater Drains Capacity</b>	Ensure appropriate provision of stormwater drainage to cater for conveyance of local flows.	Provision in accordance with Engineering Development Guidelines.	Undertake council wide audit of stormwater drainage and identify locations where provision is below design standard.  Assess future potential impact from climate change.  List required upgrades for funding consideration into the Capital Works Program.
<b>Flood Mitigation</b>	Ensure appropriate provision of flood mitigation structures.	Mitigation provision in accordance with NSW Floodplain Development Manual.	Undertake flood studies and identify locations where provision is lacking.  List required upgrades for funding consideration into the Capital Works Program.
<b>Drainage Outcomes – Safety</b>			
<b>Safe Flood Evacuation</b>	Provision of safe flood evacuation routes.	All identified flood evacuation routes are not inundated in a Probable Maximum Flood event.	Dam Safety Emergency Plans are to be developed for prescribed basins.



Outcome	Description	Measure	Actions
			Comply with Dam Safety Committee guidelines and ensure all basins meet safety requirements.
<b>Safe Maintenance Environment</b>	Provision of a safe working environment for maintenance activities	Elimination of unsafe work zones such as excessive fall heights near retaining walls	Implement Safety in Design approach for detention basins  Undertake work safety reviews of key infrastructure
<b>Drainage Outcomes – Environment</b>			
<b>Aquatic Ecosystem Health</b>	Ensure appropriate provision of water quality.	Provision in accordance with Development Control Plans, water quality/stability targets.	Undertake testing of water quality/stability measures and identify locations where water quality targets are not being met.  Undertake a condition assessment of waterways and identify where rehabilitation is required.  List required upgrades for funding consideration into the Capital Works Program.

## Demand Management Plan

Demand for new services will be managed through a combination of:

- Managing existing assets,
- Upgrading of existing assets,
- Providing new assets to meet demand and
- Demand management.

Demand management practices include non-asset solutions, insuring against risks and managing failures.

The current stormwater drainage network is expected to be adequate for future growth in existing areas, however, as new areas are released for development, pressure on existing drainage infrastructure will increase. Introducing new and upgrading existing infrastructure will be required to facilitate this growth and rectify infrastructure in poor condition.

Opportunities identified to date for demand management are shown below. Further opportunities will be developed in future revisions of this AMP.

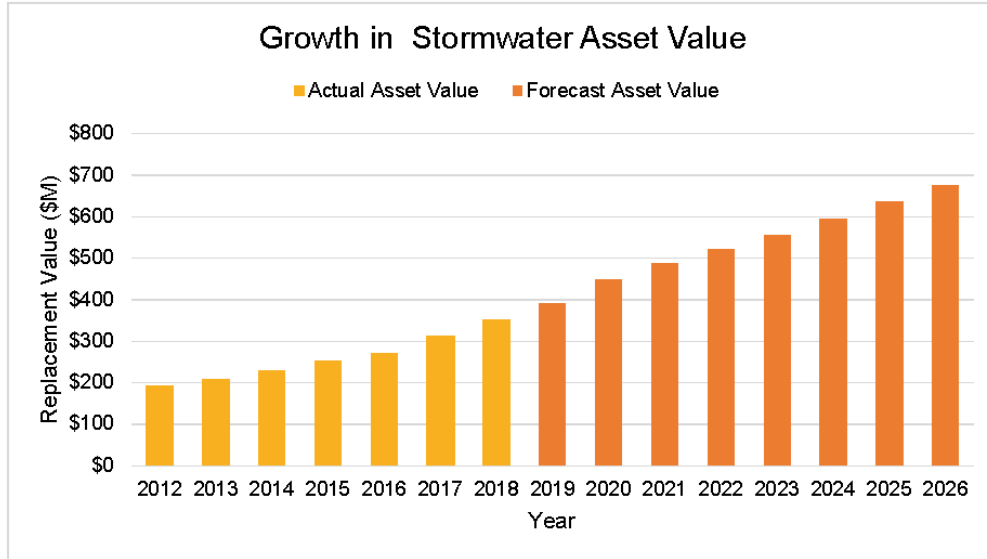
Demand Management Plan Summary	
Service Activity	Agency Responsible
Water Reuse – Making use of water from diverse sources, other than our fresh drinking water supply	<i>Whole of Government / Sydney Water</i>
Direct Reuse – Involves using rainwater, greywater, stormwater or wastewater without treatment	<i>Whole of Government / Sydney Water</i>
Rainwater or stormwater (harvested) stored and reused for particular uses in parks, ovals and open space areas	<i>Local Council</i>
Stormwater – runoff from roofs, roads and driveway. Stormwater must generally be treated for use. Water caught in rainwater tanks is suitable for some uses	<i>Local Council</i>
Innovation in the design and documentation (incorporating lifecycle analysis) of stormwater drainage infrastructure assets – Urban land release areas / new subdivisions / South West Growth Area	<i>Local Council / Developers / State Government</i>

The Demand Management Planning process will need to be applied to all asset groups, types and components to ensure that the Council understands the funding needs to deliver the works. This work should be undertaken as a matter of priority and certainly prior to consideration of any new stormwater assets.

### Growth Index

The annual growth in the asset base for the previous 6 years and the forecast growth is included in the table below. The average growth for the stormwater assets for the last 6 years is 9% pa, this is expected to increase to an average of 10% pa over the next 10 years.

#### Forecast Growth in the Stormwater Asset Base



# Open Space Asset Management

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## Introduction

Camden Council open space assets include the following asset categories:

- Land Improvements – Depreciable – playing surfaces
- Other Structures – parks infrastructure (shelters, seats, fences, bollards etc)
- Playground Equipment

This AMP is to be read with Camden Councils Asset Management Policy, Asset Management Strategy and the following associated documents:

- Camden Community Strategic Plan (2017);
- 4 Year Delivery Program & Operational Plan;
- Asset Management Policy;
- Asset Management Strategy;
- Long-Term Financial Management Plan; and
- Workforce Strategy

## Council's Goals and Objectives for Open Space Services

Council operates and maintains the open space assets to achieve the following strategic objectives:

- Meet legislative requirements;
- Ensure that Council's open space assets are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment;
- Safeguard Council assets including physical assets and employees by implementing appropriate management strategies and appropriate financial resources for those services;
- Create an environment where all Council employees have an integral role in overall management of Council services by creating and sustaining service management awareness through by training and development;
- Ensure resources and operational capabilities are identified and responsibility for service delivery and management is allocated;
- Ensure that the open space assets provide full functionality;
- Ensure the network is planned appropriately to cater for future growth;
- Maximise the asset's useful life whilst minimising lifecycle expenditure; and
- Maintain a high level of community satisfaction in the delivery of open space services.

<b>DESIRED OUTCOMES – OPEN SPACE</b>			
<b>Outcome</b>	<b>Description</b>	<b>Measure</b>	<b>Actions</b>
<b>Open Space Outcomes – Renewal</b>			
<b>Level of Service</b>	To define an intervention level for the renewal of assets Community:	All assets are maintained to satisfactory condition or better  Technical: 95% of all assets are rated at satisfactory or better.  High profile assets: 100% of assets are rated in good condition or better.	Undertake annual review of renewal demands.  Identify future funding needs to achieve the identified LOS.
<b>Lowest Life Cycle Cost</b>	To provide infrastructure required to underpin open space infrastructure in the most economic and sustainable manner.	Renewal Plan requirements catered for in Council's Long Term Financial Plan	Undertake annual review of renewal modelling.
<b>Open Space Outcomes – Maintenance and Operations</b>			
<b>Lowest Life Cycle Cost</b>	To provide infrastructure required to provide community services in the most economic and sustainable manner.	Performance monitoring of maintenance	Preparation of an Open Space Maintenance Plan outlining performance measures for planned maintenance, prioritise unplanned maintenance and monitor deferred maintenance.
<b>Open Space Outcomes – Aesthetics / Appearance</b>			
<b>Appearance of assets</b>	The appearance of assets following maintenance or renewal works will also match the prior asset as far as possible, unless: <ul style="list-style-type: none"> <li>Being replaced with a higher quality finish, or</li> </ul>	Appearance of assets is maintained or improved	Assessment undertaken as part of major maintenance or renewal works.

Outcome	Description	Measure	Actions
	<ul style="list-style-type: none"> <li>Where the previous finish is no longer available, or</li> <li>One that has been subject to appropriate consultation.</li> </ul>		
<b>Landscaping</b>	To provide landscaped areas that integrate well with the functional elements of the land to develop strong identity and pleasing visual amenity.	Landscaping guidelines.	Prepare program of landscaping works for inclusion into the Capital Works Program
<b>Open Space Image</b>	To promote Camden LGA's image through provision of high quality open space infrastructure	Customer Satisfaction	Review Customer Satisfaction outcomes
<b>Open Space Outcomes – Minimum Standard</b>			
<b>Passive Recreation Areas</b>	Provision of an appropriate hierarchy and variety of open space.	Parks managed in accordance with the Plan of Management	Progressively complete actions identified in the Plan of Management
<b>Sportsgrounds</b>	Provision of appropriate hierarchy and variety of sportsgrounds.	Sportsgrounds managed /maintained in accordance with the Sportsground Strategy	Progressively complete actions identified in the Sportsground Strategy.
<b>Bushland Areas</b>	Provision of quality bushland areas.	Bushland Areas conservation, rehabilitated in accordance with the Plan of Management.	Progressively complete actions identified in the Plan of Management.
<b>Facilities</b>	Provision of diverse recreational facilities.	Recreational facilities provided/ managed in accordance with the Plan of Management.	Progressively complete actions identified in the various Plans of Management
<b>Playgrounds</b>	Provision of a hierarchy of playgrounds.	Playgrounds provided in accordance with Play Space Analysis.	Further develop the Play Space Analysis. Audit existing provision against

Outcome	Description	Measure	Actions
			target set in Play Space Analysis
<b>Paths and cycle ways</b>	Ensure an appropriate provision of all-weather pedestrian and cycle access.	Access provided in accordance with Australian Standards for accessibility.	Implement Council's annual footpath program identified from the PAMP.
<b>Open Space Outcomes – Safety</b>			
<b>Secure open space sites</b>	To protect the community and infrastructure from unauthorised vehicle use.	Provision of physical barriers to unauthorised vehicle use whilst maintaining access for service vehicles.	Preparation of fencing and lighting guidelines and standards.
<b>Emergency Services</b>	To provide access for emergency vehicles to Council's open space areas.	All sporting grounds have direct access to playing surfaces for emergency vehicles.	Conduct an audit and document existing emergency services access arrangements.  Identify areas for improvement and list on Capital Works Program.
<b>User Safety</b>	To provide safe access to Council's Open Space network.	Number / severity of accidents	Monitor 5 year rolling average of reported accidents / insurance claims
<b>Open Space Outcomes – Accessibility</b>			
<b>Carparks</b>	Ensure adequate provision of off street parking facilities to Council reserves	Provision of parking complies with Development Control Standards	Assess current level of provision of parking for Council services, identify gaps and develop improvement program.
<b>Connectivity</b>	Provide pedestrian / cyclist networks that connect open space areas to each other and public transport.	Connectivity between non-vehicular recreational routes and commuter routes.	Audit existing provision of recreational pedestrian /cyclist networks to identify areas of improvement and list for consideration in



Outcome	Description	Measure	Actions
			Capital Works Program.
<b>Wet Weather Access</b>	Provide open spaces that can be utilised all year round with minimal disruption.	Open space areas are reopened for use as soon as practicable after wet weather.	Identify grounds that tend to take longer to reopen and investigate available solutions.  List in Capital Works Program for funding consideration.
<b>Open Space Outcomes – Adaptability</b>			
<b>Multi-Purpose Facilities</b>	Wherever possible provide open space facilities that may be adapted for other uses to meet changes in demand.	Maximum utilisation of existing facilities.	Identify facilities that have potential for multiple uses.  List improvements for consideration in the Capital Works Program.
<b>Open Space Outcomes – Provision</b>			
<b>Adequate provision of open space opportunities.</b>	Provision of an appropriate level of passive recreational areas to meet demand.	Benchmark existing provision against other Local Government Areas.  Benchmark existing provision against demand /utilisation.	Undertake benchmarking  Develop framework to monitor utilisation /demand.  Identify redundant capacity and improvement programs.

## Demand Management Plan

Demand for new services will be managed through a combination of:

- Managing existing assets,
- Upgrading of existing assets,
- Providing new assets to meet demand and
- Demand management.

Demand management practices include non-asset solutions, insuring against risks and managing failures.

Current open space assets are expected to be adequate for future growth in existing areas, however as new areas are released for development, pressure on existing assets will increase. Introducing new and upgrading existing assets will be required to facilitate this growth and rectify assets in poor condition, as well as to ensure an equitable provision of service across both newer and older areas. The scope of the new open space assets will change with additions, gained through subdivision and development.

Opportunities identified to date for demand management are shown below. Further opportunities will be developed in future revisions of this AMP.

Demand Management Plan Summary	
Service Activity	Demand Management Plan
Open Space Assets	Analyse the cost of providing the service and open space utilisation rates
	Identify opportunities for increased levels of services or new services, such as water play facilities and youth focussed facilities to meet community needs
	Assess current capacity to fund at the desired level of service
	Monitor community expectations and user groups/management committees capacity to be involved in operation and maintenance activities of open space assets and facilities
	Improve the link between AMPs and the long term financial plan as intermediate asset management progresses to advanced asset management
	Balance priorities for open space assets with what the community / user groups are prepared to pay
	Communicate service levels and financial capacity with the community

The Demand Management Planning process will need to be applied to all asset groups, types and components to ensure that the Council understands the funding needs to deliver the works. This work should be undertaken as a matter of priority in conjunction with new release area planning.

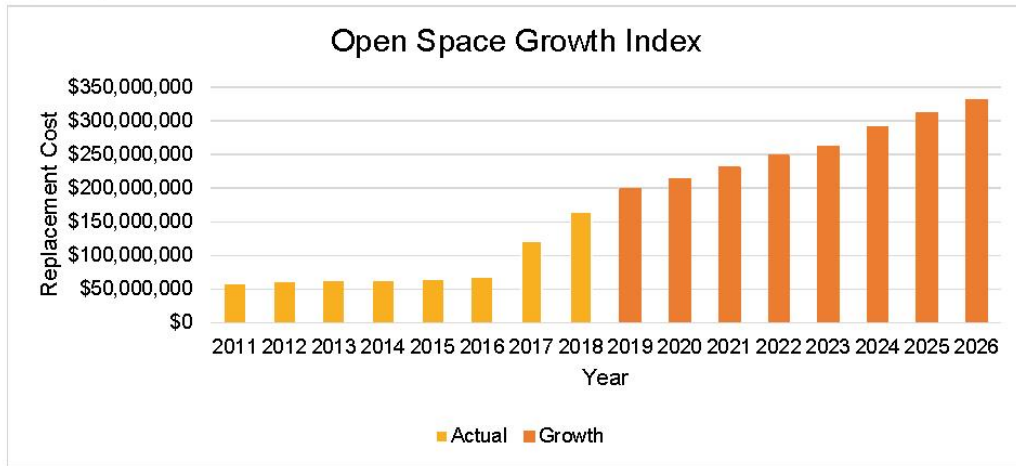
### Growth Index

The annual growth in the replacement value of Open Space assets has averaged 3.5% up until several years ago but since then has grown significantly over the last two years.

The predicted growth figures provided in Councils forward budget have been adopted in this analysis.

This is considered conservative based on the planned growth in development works.

### Open Space Growth Trends



# Roads and Transport Asset Management Plan

Transforming Community Vision into Action



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## Introduction

Camden Council transport assets include the following asset categories:

- Bridges & Culverts;
- Carparks;
- Footpaths;
- Cycleways;
- Kerb & Gutter;
- Road Furniture;
- Road Structures; and
- Road Pavement.

This AMP is to be read in conjunction with Camden Councils Asset Management Policy, Asset Management Strategy and the following associated documents:

- Camden Community Strategic Plan (2017);
- 4 Year Delivery Program & Operational Plan;
- Long-Term Financial Plan; and
- Workforce Strategy

## Council's Goals and Objectives for Roads and Transport

Council operates and maintains the transport network to achieve the following strategic objectives:

- Meet legislative requirements;
- Ensure that Council's transport services and assets are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment;
- Safeguard Council assets including physical assets and employees by implementing appropriate risk management strategies and appropriate financial resources for those services;
- Create an environment where all Council employees have an integral role in overall management of Council services by creating and sustaining service management awareness through Council by training and development;
- Ensure resources and operational capabilities are identified and responsibility for service delivery and management is allocated;
- Ensure that the transport network provides full functionality;
- Ensure the network is planned appropriately to cater for future growth;
- Maximise the asset's useful life whilst minimising lifecycle expenditure; and
- Maintain a high level of community satisfaction in the delivery of transport services.

## Level of Service Outcomes

DESIRED OUTCOMES – ROADS AND TRANSPORT			
Outcome	Description	Measure	Actions
<b>Roads Outcomes – Renewal</b>			
<b>Level of Service</b>	To define an intervention level for the renewal of assets	<p><b>Community:</b> All assets are maintained to satisfactory condition or better</p> <p><b>Technical:</b> 95% of all assets are rated at satisfactory or better.</p> <p><b>Critical Assets:</b> 100% of assets are rated in good condition or better.</p>	<p>Undertake annual review of renewal demands.</p> <p>Identify future funding needs to achieve the identified LOS.</p>
<b>Lowest Life Cycle Cost</b>	To provide infrastructure required to underpin roads and transport services in the most economic and sustainable manner.	Renewal Plan requirements catered for in Council's Long Term Financial Plan	<p>Undertake annual review of renewal modelling.</p> <p>Enhance traffic modelling capability to assess future demands.</p>
<b>Roads Outcomes – Maintenance and Operations</b>			
<b>Lowest Life Cycle Cost</b>	To provide infrastructure required to support roads and transport services in the most economic and sustainable manner.	Performance monitoring of maintenance	Preparation of a Roads and Transport Maintenance Plan outlining performance measures for planned maintenance, prioritise unplanned maintenance and monitor deferred maintenance.
<b>Roads Outcomes – Aesthetic</b>			
<b>Appearance of assets</b>	The appearance of assets following maintenance or renewal works will also	Appearance of assets is maintained or improved	Assessment undertaken as part of major

Outcome	Description	Measure	Actions
	<p>match the prior asset as far as possible, unless:</p> <ul style="list-style-type: none"> <li>• being replaced with a higher quality finish, or</li> <li>• where the previous finish is no longer available, or</li> <li>• one that has been subject to appropriate consultation.</li> </ul>		maintenance or renewal works.
<b>Public Domain</b>	To provide vibrant and safe places to meet	Develop Public Domain Plans	Identify service gaps for consideration into Capital Works Program.
<b>Roads Outcomes – Minimum Standard</b>			
<b>Public Image</b>	To promote Camden LGA's image through provision of high quality roads and transport infrastructure	Positive media and public comment	Monitor comments made in the media and customer satisfaction surveys.
<b>Pedestrian Access</b>	Ensure an appropriate provision of all weather pedestrian access.	Provision in accordance with Council's adopted Pedestrian Access Mobility Plan (PAMP).	Implement Council's annual footpath program identified from the PAMP.
<b>Carparking Availability</b>	Ensure standard provision of parking facilities to Council, commercial and community facilities	Car Parking Development Control Plan / Engineering Guidelines	Monitor parking assets to determine locations where provision is lacking. List for funding consideration into the Capital Works Program.
<b>Emergency Services</b>	Provision of flood evacuation routes.	Flood proof 100 year flood event	Assess waterway crossings against desired flood protection and identify projects for funding consideration into

Outcome	Description	Measure	Actions
			the Capital Works Program.
<b>Standard of Roads</b>	To provide roads at contemporary standards.	Development and Technical Guidelines	Monitor the road network in conjunction with future renewal programs to determine roads that fall below guideline standards for consideration for inclusion in the Capital Works Program
<b>Signs and Lines</b>	Ensure transport network is appropriately signed and marked to control movements safely.	Existing sites /intersections comply with standards	Monitor network and determine gaps for inclusion into enhancement program
<b>Bus Stops</b>	Provide shelters and seating to support public transport users.	Travel distances for public transport users. Ensure targets and standards of disability access are achieved.	Identify locations throughout the Camden LGA that have increased walking distance to public transport assets and list projects for consideration in the Capital Works Program.  Assess the public transport network in conjunction with external public transport providers and identify locations that require additional bus facilities and list projects in the Capital Works Program.  Undertake an audit of bus stops to determine enhancements required to achieve



Outcome	Description	Measure	Actions
			targeted provision of disability access.
<b>Roads Outcomes – Safety</b>			
<b>Pedestrian Safety</b>	To provide safe access to Council's transport network for all pedestrians.	<p>Number of pedestrian accidents.</p> <p>Number of successful claims.</p> <p>Number of trip hazards identified.</p>	<p>Annually review accident information and identify solutions to pedestrian blackspots and list projects in the Capital Works Program.</p> <p>Apply for Federal Blackspot funding.</p> <p>Review, develop and implement pedestrian plans as part of commercial centres improvements.</p> <p>Monitor insurance claims and include results into Risk Management Plan.</p> <p>Undertake Pedestrian Safety Audit of roads surrounding schools.</p> <p>Monitor the number of trip hazards, make safe where funds permit and develop footpath maintenance plan.</p>
<b>Cyclist Safety</b>	To provide safe access to Council's transport network for all cyclists.	<p>Number of cyclist accidents.</p> <p>Number of successful claims.</p>	<p>Annually review accident information to identify blackspots.</p> <p>Apply for Federal Blackspot funding.</p>

Outcome	Description	Measure	Actions
			<p>Monitor insurance claims and include results into Risk Management Plan.</p> <p>Monitor the number of trip hazards, make safe where funds permit and develop cycleway maintenance plan.</p>
<b>Motorist Safety</b>	To provide safe access to Council's transport network for all motorists.	Number / Severity of motorist Accidents.	<p>Improve safety for heavy vehicles.</p> <p>Reduce risk behaviours.</p> <p>Annually review accident information and identify blackspots and include results for consideration into the Capital Works Program.</p> <p>Seek available external grants funding sources.</p> <p>Monitor insurance claims and include results into Risk Management Plan.</p> <p>Undertake Safety Audits during design stages for large projects.</p>
<b>Roads Outcomes – Accessibility</b>			
<b>Access ramps, and accessible parking</b>	Provide equity of access to Council's roads and transport infrastructure	Provision of access to the road network in accordance with Engineering Specifications,	Undertake audits of Council roads infrastructure and implement recommendations through inclusion in



Outcome	Description	Measure	Actions
		Disability Discrimination Act and Development Control Standards	the Capital Works Program
<b>Roads Outcomes – Capacity</b>			
<b>Road network capacity</b>	Roads are able to cope with increased traffic volumes	Monitor road network performance through the Camden LGA Traffic Model and observations / community issues	<p>Regularly update Traffic Model, monitor road network performance and identify issues.</p> <p>Identify grant funding opportunities for road network improvements.</p> <p>Liaise with RMS on State Road network performance.</p> <p>Identify alternative transport options and update the Integrated Transport Strategy.</p> <p>Advocate for improved public transport.</p>

## Demand Management Plan

Demand for new services will be managed through a combination of:

- Management of existing assets,
- Upgrade of existing assets,
- Providing new assets to meet demand and
- Demand management.

Demand management practices include non-asset solutions e.g. public transport options

The current road and transport network is expected to be adequate for future growth in existing areas, however, as new areas are released for development, pressure on existing road infrastructure will increase. Introducing new and upgrading existing infrastructure will be required to facilitate this growth and rectify infrastructure in poor condition. The scope of the new road infrastructure network will change dramatically with additions from subdivision and developments, including available parking areas.

Opportunities identified to date for demand management are shown below. Further opportunities will be developed in future revisions of this AMP.

Demand Management Plan Summary	
Service Activity	Demand Management Plan
Operation	Modification of access to asset as used in local area traffic management.
Regulation	Restriction on time or type of use of asset (heavy vehicles, speed etc.). Changes in design standards for road pavements
Incentives	Influence use of asset (transport subsidies, parking levies)
Education	Change habits or promote alternatives
Demand Substitution	Provision of alternatives (alternative transport modes, work from home, bicycle racks etc.).

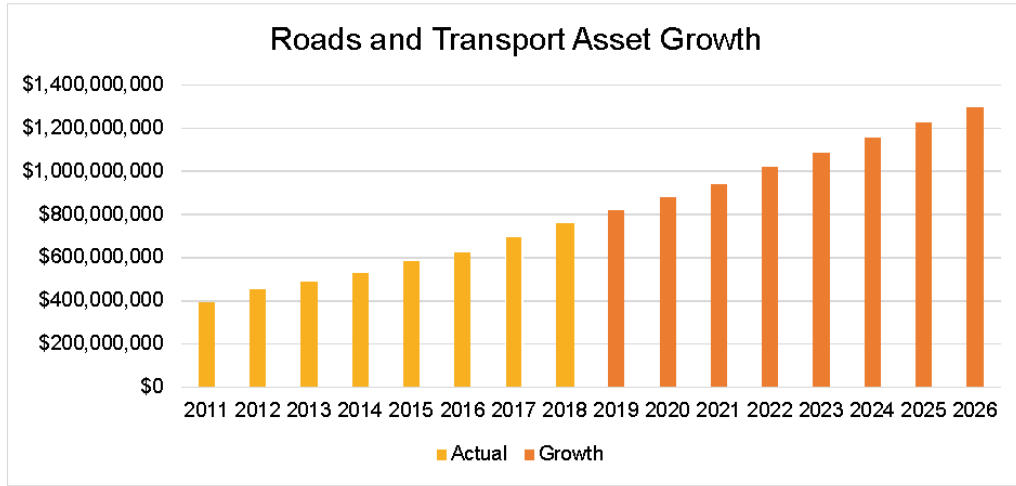
The demand management planning process will need to be applied to all asset groups, types and components to ensure that the Council understands the funding needs to deliver the works. This work should be undertaken as a matter of priority and certainly prior to consideration of any new transport assets.



### Growth Index

The annual growth in the replacement value of the transport assets have averaged 10% pa for the last 7 years. Council's growth forecasts for the next several years show this trend continuing, therefore this figure has been adopted for this analysis.

This growth is due to both dedicated assets, developer and council delivered capital works.



# Building Asset Management Plan

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## Introduction

Camden Council buildings assets include the following asset categories:

- Administration
- Amenities & Toilet Blocks
- Bushfire & SES
- Civic Centre
- Cultural Facilities
- Leased Properties
- Libraries
- Other Buildings
- Public Halls
- Specialised Buildings
- Works Depot

This AMP is to be read with Camden Councils Asset Management Policy, Asset Management Strategy and the following associated documents:

- Camden Community Strategic Plan (2017);
- 4 Year Delivery Program & Operational Plan;
- Asset Management Policy;
- Asset Management Strategy;
- Long-Term Financial Management Plan; and
- Workforce Strategy

## Council's Goals and Objectives for Building Assets

Council operates and maintains buildings assets to achieve the following strategic objectives:

- Meet legislative requirements;
- Ensure that Council's buildings services and assets are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment;
- Safeguard Council assets including physical assets and employees by implementing appropriate management strategies and appropriate financial resources for those services;
- Create an environment where all Council employees have an integral role in overall management of Council services by creating and sustaining service management awareness through training and development;
- Ensure resources and operational capabilities are identified and responsibility for service delivery and management is allocated;
- Ensure that the buildings assets provide full functionality;
- Ensure the network is planned appropriately to cater for future growth;

- Maximise the asset's useful life whilst minimising lifecycle expenditure; and
- Maintain a high level of community satisfaction in the delivery of buildings services.

## Level of Service Outcomes

DESIRED OUTCOMES – BUILDINGS			
Objective	Description	Measure	Actions
<b>Buildings Outcomes – Appearance</b>			
<b>Appearance of assets</b>	<p>The appearance of assets following maintenance or renewal works will also match the prior asset as far as possible, unless:</p> <ul style="list-style-type: none"> <li>• being replaced with a higher quality finish, or</li> <li>• where the previous finish is no longer available, or</li> <li>• one that has been subject to appropriate consultation</li> </ul>	Appearance of assets is maintained or improved	Assessment undertaken as part of major maintenance or renewal works.
<b>Buildings Outcomes – Maintenance and Operations</b>			
<b>Lowest Life Cycle Cost</b>	To provide infrastructure required to provide community services in the most economic and sustainable manner.	Performance monitoring of maintenance	Preparation of a Building Maintenance Plan outlining performance measures for planned maintenance, prioritise unplanned maintenance and monitor deferred maintenance.
<b>Buildings Outcomes - Upgrade and New</b>			
<b>Public Domain</b>	To provide vibrant and safe places to meet	Develop Public Domain Plans	Identify service gaps for consideration Capital Works Program.



Objective	Description	Measure	Actions
<b>Buildings Outcomes – Minimum Standard</b>			
<b>Libraries</b>	Ensure standard provision of library facilities to the community	Library quality is consistent with the building importance levels.	Undertake audit of libraries to determine locations where new facilities, modifications, extensions and refurbishments are required.  List required upgrades for funding consideration into the Capital Works Program.
<b>Amenities</b>	Provision of appropriate amenities to open space, community buildings and sporting facilities	Provision of appropriate amenities to open space, community buildings and sporting facilities.  Amenities quality and size is consistent with the site use and patronage.	Undertake audit of Council's amenities buildings to determine locations where new facilities, modifications, extensions and refurbishments are required.  List required projects for funding consideration into the Capital Works Program.
<b>Leisure Centre's</b>	To provide Leisure Centre's at a modern versatile standard.	Leisure centre quality and size is consistent with the site use and patronage.	Undertake audit of leisure centres to determine the condition and the locations where new facilities, modifications, extensions and refurbishments are required.  List required projects for funding consideration into the Capital Works Program.
<b>Community Centre's</b>	Ensure standard provision of community centre facilities to the community	Community centre quality and size is consistent with the site use and patronage.	Undertake audit of Community Centres to determine the condition and locations where new facilities, modifications,

Objective	Description	Measure	Actions
			<p>extensions and refurbishments are required.</p> <p>List required projects for funding consideration into the Capital Works Program.</p>
<b>Heritage</b>	The protection of heritage buildings.	Heritage building management meets the requirements of the Heritage Act 1997	<p>Review heritage building audit to assess management against the Heritage Act.</p> <p>List any projects for inclusion into maintenance program.</p>
<b>Arts and Cultural</b>	Provide buildings that support and promote the arts and cultural development opportunities.	Arts and Cultural facilities are consistent with site use and meet community requirements.	<p>Undertake audit of Arts &amp; Cultural facilities to determine the condition and locations where new facilities, modifications, extensions and refurbishments are required.</p> <p>List required projects for funding consideration into the Capital Works Program.</p>
<b>Operational</b>	Provide functional buildings to support Council's operations.	Buildings are adequate to support Council operations.	<p>Through consultation with operational staff establish proposals where new facilities, modifications, extensions and refurbishments are required.</p> <p>List required projects for funding consideration into the Capital Works Program.</p>
<b>Buildings Outcomes – Safety</b>			
<b>Fall protection</b>	To provide safe access to Council buildings roofs.	All Council buildings have safe working arrangements to	Install anti-fall devices to Council buildings and identify projects for

Objective	Description	Measure	Actions
		areas with difficult access.	consideration into the Capital Works Program
<b>Emergency Service</b>	To provide safe methods of construction	Management of Emergency and Fire Service assets are in accordance with the BCA and Australian Standards.	Undertake annual Fire Service monitoring and maintenance.
<b>Anti-slip flooring</b>	To provide safe access and passage through Council's buildings for users.	Flooring and anti-slip measures for Council buildings are in accordance with Standards	Undertake anti-slip measure audit of Council buildings and identify projects for consideration into the Capital Works Program
<b>Buildings Outcomes – Accessibility</b>			
<b>Access ramps, accessible toilets and accessible parking</b>	Provide equity of access to Council's building facilities	Provision of access to Council buildings in accordance with Disability Discrimination Act and Development Control Standards	Undertake audits of Council buildings and implement recommendations through inclusion in the Capital Works Program
<b>Buildings Outcomes – Adaptability</b>			
<b>Dual function Buildings / Rooms</b>	Ensure designs allow for variety in activities and use of facilities.	Council's buildings support the requirements of the communities changing needs.	Review the use of Council buildings and plan the best types of buildings to service the community.

Objective	Description	Measure	Actions
<b>Buildings Outcomes – Comfort</b>			
<b>Ensure a comfortable environment through good ventilation and air conditioning.</b>	Council’s buildings satisfy the occupants expectations	Review the type of buildings, the use of the building and current facilities	New facilities being delivered as part of ongoing growth in new release areas to have air-conditioning.
<b>Buildings Outcomes – Capacity</b>			
<b>Buildings are adequately sized to accommodate the community.</b>	Review current use of buildings and model capacity trends.	Continuous monitoring of venue numbers. Identify locations that have insufficient capacity.	New facilities being delivered as part of ongoing growth in new release areas to suit current standards.

## Demand Management Plan

Demand for new services will be managed through a combination of:

- managing existing assets,
- upgrading of existing assets and
- providing new assets to meet demand and demand management.

Demand management practices include non-asset solutions such as increasing utilisation of existing assets, insuring against risks and managing failures.

The current buildings assets are expected to be adequate for future growth in existing areas, however, as new areas are released for development, pressure on existing buildings assets and the services they deliver will increase. Introducing new and upgrading existing buildings will be required to facilitate this growth and rectify buildings that are in poor condition or are designed to older standards. The scope of the new building assets will change dramatically with additions from subdivision and developments.

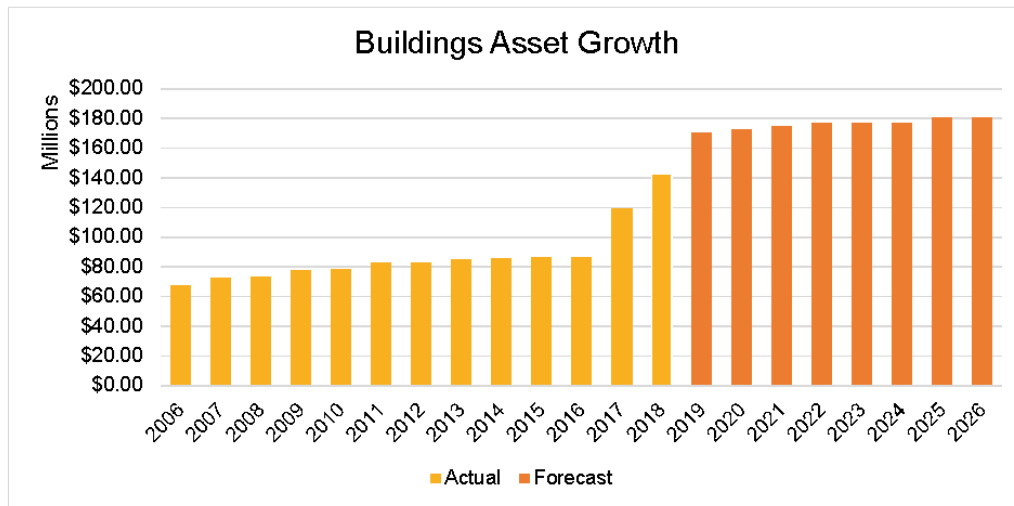
Opportunities identified to date for demand management are shown in below. Further opportunities will be developed in future revisions of this AMP.

Demand Management Plan Summary	
Service Activity	Council - Demand Management Plan
Building Assets	Analyse the cost of providing the service and building utilisation rates
	Assess current capacity to fund at the current level of service
	Monitor community expectations and building user groups / committees' capacity to be involved in operation and maintenance activities of buildings
	Improve the link between asset management plans and the long-term financial plan as asset management progresses to advanced asset management
	Balance priorities for building assets with what the community / user groups are prepared to pay
	Communicate service levels and financial capacity with the community

The Demand Management Planning process will need to be applied to all asset groups, types and components to ensure that Council understands the funding needs to deliver the works. This work should be undertaken as a matter of priority and certainly prior to consideration of any new building assets.

### Growth Index

The annual growth in the replacement value of the buildings assets has increased significantly in recent years with major building additions such as Oran Park Administration building, Oran Park Library and expansion to the Mount Annan Leisure centre. It is expected to average around 5% over the next 10 years.



## Risk Management

There are numerous types of risks that Council must manage, including financial, service delivery and safety. The risks were assessed by their likelihood and consequences to generate solutions to mitigate or eliminate them. Hazards that cause these risks are corrected or prevented through programmed maintenance activities. Current funding levels are not sufficient in this regard and will require additional funding in coming years to manage all assets appropriately.

Council has a 'duty of care' to the community in relation to management of the assets. This covers the various phases of design, construction through to operations and maintenance of the system.

The risk management framework derives from:

- Risks associated with the loss of service by the failure of critical assets;
- Financial risks from a lack of due diligence in the management of funding for the renewal, maintenance and operation of the assets to provide agreed Levels of Service; and
- Operational risks where data and information are not maintained to standards which enable competent management outputs.

The acceptable risk level in relation to the community depends very much on the Likelihood and Consequence descriptors used for the assessment. Council chose to use conservative criteria for Consequence. For example, the first category, "Minor" has no health impact. Risk assessment is based on the formal assessment processes described in the standard and represented below.

### Risk Assessment Process (Source: AS/NZS 31000 Risk Management)

#### Risk Assessment Process

Likelihood	Consequence				
	1 Very Low	2 Low	3 Medium	4 High	5 Very High
5 Almost Certain	Moderate	Moderate	Significant	Extreme	Extreme
4 Likely	Minor	Moderate	Moderate	Extreme	Extreme
3 Possible	Minor	Minor	Moderate	Significant	Extreme
2 Unlikely	Minor	Minor	Moderate	Moderate	Significant
1 Rare	Minor	Minor	Minor	Moderate	Moderate

### Risk Treatment

The risk treatments nominated below have regard for the practical approach to risk management based on:

- Available resources, (and skills);
- Funding; and
- Network needs based on hierarchy and the associated seasonal factors.

The treatments also have regard for the factors that Council can capably manage to ensure that the risks are minimised.

Risk Treatments for Risk Categories	
Risk Category	Control / Treatment
<b>Min = Minor</b>	Reactive Inspection Manage risk by routine procedures Typical response within 48 hours
<b>M = Moderate Risk</b>	Incident Inspection Management responsibility must be specified Typical response within 24 hours
<b>S = Significant</b>	Incident Inspection Risk and management strategy identified in Asset and Services Management Plan Typically, immediate to short term response, (make safe)
<b>E = Extreme</b>	Incident Inspection Risk and management strategy identified in Asset and Services Management Plan Typically, immediate response and remedy as far as is practicable

For each identified risk Council can elect to adopt on of the following positions:

- Accept the risk,
- Transfer the risk,
- Treat the risk, or
- Avoid the risk.



## Plan Improvement and Monitoring

### Performance Measures

The effectiveness of this AMP can be measured in the following ways:

- The degree to which the required cash flows identified in the development of the final Plan are incorporated into Council's long-term financial plan and Community/Strategic Planning processes and documents,
- The degree to which 1 to 4-year detailed works programs, budget, business plan and organisational structure take into account the 'global' works program trends provided this the AMP;
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into Council's Strategic and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0. In this regard it is noted that due to the high growth in new assets (which do not need asset renewal in the short to medium term), it is not expected that this ratio will be achieved for the foreseeable future.

### Improvement Plan

Camden Council has implemented an improvement plan which has progressed our asset management position since 2009, including:

- Significantly increased staffing levels, and now has a dedicated team devoted to the sole task of asset management, including 2 dedicated staff for inspecting assets on a regular basis.
- Completed a major process to complete its inventory of assets and their condition, for roads infrastructure, stormwater and drainage, buildings and open space assets
- Reviewed its internal processes for managing assets, particularly the large volume of new assets being created through growth
- Reviewed its capitalisation and End of Financial Year processes
- Reviewed its depreciation modelling
- Prepared a new asset management plan
- Increased our ability to undertake financial modelling of current and future funding needs for renewal and maintenance

### Monitoring and Review Procedures

This Plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.

This Plan is due for major review in mid-2020.

## Appendices

### Appendix A – Asset Management Practices

Camden Council is currently using the Conquest Asset Management System to maintain its core asset registers and condition data (roads, drainage, buildings and open space), which is used to generate asset accounting reporting and related reporting functions.

The intention is to record, further develop and consolidate the processes used for asset and services management, and then review the systems available which will complement those processes. The timeframe for that review has been included in an Asset Management Improvement Plan adopted in October 2018.

Conquest has an Asset Database module that Council uses to monitor their assets. In this way the asset and financial data bases can be aligned.

#### The key information flows into the system will ultimately include:

- Council corporate and operational plans,
- Service requests from the community,
- Network assets information,
- The unit rates for categories of work/materials,
- Current levels of service and expenditures,
- Projections of various factors affecting future demand for services and new assets acquired by Council,
- Future capital works programs,
- Financial asset values.

#### The key information flows from this system will be:

- The projected Works Program and trends,
- The resulting budget and long term financial plan expenditure projections,
- Financial sustainability indicators.

These will impact the Long Term Financial Plan, Strategic Longer-Term Plan, annual budget and branch business plans and budgets.

#### Standards, guidelines and policy documents referenced in this service management plan are:

- Community Strategic Plan;
- Operational Plan;
- Asset Management Policy;
- Asset Management Strategy;
- Austroads technical specifications and guidelines;
- Councils adopted engineering specifications;
- IPWEA standard drawings;
- Disability Discrimination Act;

- Applicable Australian Standards associated with asset maintenance, renewal and upgrade works; and
- Various informal service planning and strategy documents

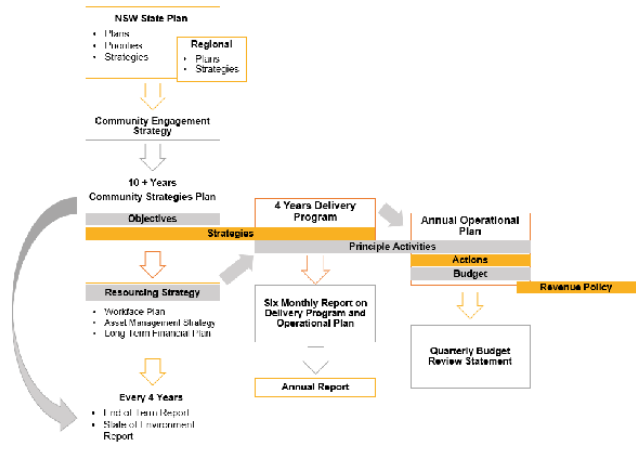
**Appendix B - Legislative Requirements**

Council is required to meet many legislative requirements including Australian and State legislation and State regulations.

The key requirements for Asset Management in particular are the Integrated Planning and Reporting Framework (IPR) in accordance with the State Governments' requirements under the Local Government Act,

This Asset Management Plan is one of the components of Councils' Resourcing Strategy, linking with the following plans and documents in accordance with the State Government's Integrated Planning and Reporting (IPR) Framework (diagram below).

- Community Strategic Plan
- Resourcing Strategy
  - Long Term Financial Plan (LTFP)
  - Workforce Plan
  - Asset Management Strategy
- Asset Management Policy
- Asset Management Plan (Roads & Transport; Stormwater Drainage; Open Space; and Buildings).



Other key relevant legislation is shown below.

Legislation	Requirement
Local Government Act 1993	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long-term financial plan supported by AMPs for sustainable service delivery.
Environmental Planning & Assessment Act 1979	This Act sets out the requirements in respect to planning and development legislation.

Legislation	Requirement
Biodiversity Conservation Act 2016	<p>The objects of this Act are as follows:</p> <ol style="list-style-type: none"> <li>To conserve biological diversity and promote ecologically sustainable development;</li> <li>To prevent the extinction and promote the recovery of threatened species, populations and ecological communities;</li> <li>To protect the critical habitat of those threatened species, populations and ecological communities</li> <li>To eliminate or manage certain processes that threaten the survival or evolutionary development of threatened species, populations and ecological communities</li> <li>To ensure that the impact of any action affecting threatened species, populations and ecological communities is properly assessed; and</li> <li>To encourage the conservation of threatened species, populations and ecological communities by the adoption of measures involving co-operative management.</li> </ol>
Onslow Park Act 1924	<p>Lands to be held for public recreation</p> <ol style="list-style-type: none"> <li>The council shall, subject to the said lease, hold the lands as and for a park to be used for the purposes of public recreation; and shall have the care, control and management thereof.</li> <li>The provisions of Part 12 of the Local Government Act 1919, or any Act amending or replacing the said provisions, shall be deemed to extend to the said lands.</li> </ol>
Australian Accounting Standard AASB13 and AASB116	Reporting on asset condition and consumption to Councillors, management and the community.
Work Health and Safety Act 2011	To ensure compliance with rules around workplace health and safety and minimise the potential for employee harm or injury.
Local Government (General) Amendment (Stormwater) Regulation under the Local Government Act 1993	<p>The object of this Regulation is to amend the Local Government (General) Regulation 2005:</p> <ol style="list-style-type: none"> <li>To prescribe the maximum amount that may be charged by a council for the provision of stormwater management services;</li> <li>To provide that certain information regarding stormwater management services is to be included in a council's draft management plan; and</li> <li>To provide that a council's annual report is to include certain information relating to the provision of stormwater management services.</li> </ol> <p>This regulation is made under the Local Government Act 1993, including 403 (1), 482 (2) (r) 496A and 748 (the general regulation-making power).</p>

Legislation	Requirement
Protection of the Environment Administration Act 1991	<p>The objects of this Act are as follows:</p> <ol style="list-style-type: none"> <li>To constitute the Environmental Protection Authority;</li> <li>To provide the integrated administration for environment protection;</li> <li>To require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment.</li> </ol>
Water Management Act 2000	<p>The objects of this Act are to provide for the sustainable and integrated management of the water sources of the State for the benefit of both present and future generations and, in particular:</p> <ol style="list-style-type: none"> <li>To apply the principles of ecologically sustainable development;</li> <li>To protect, enhance and restore water sources, their associated ecosystems, ecological processes and biological diversity and their water quality;</li> <li>To recognise and foster the significant social and economic benefits to the State that result from the sustainable and efficient use of water, including: <ol style="list-style-type: none"> <li>Benefits to the environment;</li> <li>Benefits to urban communities, agriculture, fisheries, industry and recreation;</li> <li>Benefits to culture and heritage;</li> <li>Benefits to the Aboriginal people in relation to their spiritual, social, customary and economic use of land and water,</li> </ol> </li> <li>To recognise the role of the community, as a partner with government, in resolving issues relating to the management of water sources;</li> <li>To provide for the orderly, efficient and equitable sharing of water from water sources;</li> <li>To integrate the management of water sources with the management of other aspects of the environment, including the land, its soil, its native vegetation and its native fauna;</li> <li>To encourage the sharing responsibility for the sustainable and efficient use of water between the Government and water users; and</li> <li>To encourage best practice in the management and use of water.</li> </ol>
Disability Discrimination Act 1992	<ol style="list-style-type: none"> <li>To eliminate, as far as possible, discrimination against persons to the ground of disability in the areas of: <ol style="list-style-type: none"> <li>work, accommodation, education, access to premises, clubs, and sport;</li> <li>the provision of good, facilities, services and land;</li> </ol> </li> </ol>

Legislation	Requirement
	<ul style="list-style-type: none"> <li>iii. existing laws; and</li> <li>iv. the administration of Commonwealth laws and programs; and</li> </ul> <p>b. To ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community; and to promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.</p>
Heritage Act 1997	<p>The objects of this Act are as follows:</p> <ul style="list-style-type: none"> <li>a. to promote an understanding of the State's heritage;</li> <li>b. to encourage the conservation of the State's heritage;</li> <li>c. to provide for the identification and registration of items of State heritage significance;</li> <li>d. to provide for the interim protection of items of State heritage significance;</li> <li>e. to encourage the adaptive reuse of items of State heritage significance;</li> <li>f. to constitute the Heritage Council of New South Wales and confer on it functions relating to the State's heritage; and</li> <li>g. to assist owners with the conservation of items of State heritage significance.</li> </ul>
Valuation of Land Act 1916	This Act sets out the requirements in respect to Land Valuation.
Building Code of Australia	The goal of the BCA is to enable the achievement of nationally consistent, minimum necessary standards of relevant, health, safety, (including structural safety and safety from fire), amenity and sustainability objectives efficiently.
Roads Act 1993	<p>The objects of this Act are:</p> <ul style="list-style-type: none"> <li>a. To set out the rights of members of the public to pass along public roads;</li> <li>b. To set out the rights of persons who own land adjoining a public road to have access to the public road;</li> <li>c. To establish the procedures for the opening and closing of a public road;</li> <li>d. To provide for the classification of roads;</li> <li>e. To provide for the declaration of the RTA and other public authorities as roads authorities for both classified and unclassified roads;</li> <li>f. To confer certain functions (in particular, the function of carrying out road work) on the RTA and on other roads authorities;</li> </ul>



Legislation	Requirement
	<ul style="list-style-type: none"> <li>g. To provide for the distribution of the functions conferred by this Act between the RTA and other roads authorities; and</li> <li>h. To regulate the carrying out of various activities on public roads.</li> </ul>
Protection of the Environment Administration Act 1991	The objects of this Act are as follows: <ul style="list-style-type: none"> <li>a. To constitute the Environmental Protection Authority;</li> <li>b. To provide the integrated administration for environment protection;</li> <li>c. To require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment.</li> </ul>
Road Transport (Safety & Traffic Management) Act 1999	The objects of this Act are as follows: <ul style="list-style-type: none"> <li>a. To provide for a system of safety and traffic management that is consistent with the uniform national approach envisaged by the agreements scheduled to the National Road Transport Commission Act 1991 of the Commonwealth;</li> <li>b. To re-enact with some modification's certain other provisions of the <i>Traffic Act 1909</i> (as in force immediately before its repeal by the <i>Road Transport Legislation Amendment Act 1999</i>) relating to safety and traffic management,</li> <li>c. To improve safety and efficiency of transport on roads and road related areas,</li> <li>d. To reduce the costs of the administration of road transport.</li> </ul>

## Appendix C – Maintenance Response Levels of Service

Stormwater Maintenance Service Levels				
Activity	Priority	Description of Work	Intervention Levels	Response Times
Blocked Drains and Culverts	High Priority – Major culvert blockages	Undertake necessary works to remove blockage	Inspect within 2 working day and determine appropriate action to make safe	Make safe repair within 10 working days, from initial CRM or programmed inspection. Permanent repair within 90 working days.
	Medium/ Low – General network		Inspect within 3 working days and determine appropriate action to make safe	Make safe repair within 10 working days, from initial CRM or programmed inspection. Permanent repair within 120 working days.
Gross Pollutant Traps	High Priority	Undertake GPT cleaning works to make safe and clear blockages	Inspect within 2 working day and determine appropriate action to make safe	Action GPT cleaning as a high priority based on identified risk and contractor availability. Current general quarterly inspection program, and quarterly maintenance program
	Medium/ Low		Inspect within 3 working days and determine appropriate action to make safe	All maintenance outside of emergency works is subject to quarterly inspection and quarterly maintenance programs
Sign Maintenance – Detention Basins and Riparian Areas (CCM)	Warning signs and regulatory signage	Rectify / replace damaged or missing information signs	Inspect within 1 working day and determine appropriate action to rectify	Urgent signage: Inspect within 1 working days and action within 40 days
Graffiti (MTDBS)	High Priority – Offensive graffiti	Paint over or remove graffiti and return surface to existing condition	Inspect within 1 working day to determine appropriate action	Remove graffiti within 2 working days
	Medium/ Low- general graffiti		Inspect within 2 working days to determine appropriate action	Remove graffiti within 10 working days



Activity	Priority	Description of Work	Intervention Levels	Response Times
Litter (SCR)	Drainage swales, basins	Undertake litter collection	Inspect and complete within 10 working days	Implement litter collection on a 2 weekly program

#### Open Space Maintenance Service Levels

High Profile Open Space Areas Response Times						
Location	Amenities Cleaning	Mowing	Litter Collection	Landscape Maintenance	Parks surround maintenance	BBQ clean
Curry Reserve Water Play Space and surrounds	3 per day (7 days) (peak times)	Weekly / Fortnightly	Daily	Weekly	Weekly	Daily
Birriwa Youth Play Space	3 per day (7 days) (peak times)	Weekly / Fortnightly	Daily	Weekly	Weekly	Daily
Harrington Park Lake Youth Play Space	3 per day (7 days) (peak times)	Weekly / Fortnightly	Weekly	Fortnightly	Monthly	N/A
Riverside Park Play Space	3 per day (7 days) (peak times)	Three weekly	Daily	Fortnightly	Monthly	Weekly
Sedgwick Youth Play Space	3 per day (7 days) (peak times)	Weekly / Fortnightly	Weekly	Fortnightly	Monthly	N/A

### General Open Space Maintenance Service Levels

Activity	Current Maintenance Standard
Loose litter pick up	At mowing / landscape Service
Inspection walkthrough	Informal
Playground mulch rake levelling	Reactive – CRM/inspection
Playground rubber blowing	Reactive, during mowing service
BBQ cleaning	Weekly
Furniture clean (wipe down)	Reactive – CRM/inspection
Furniture clean / bin clean	Reactive – CRM/inspection
Bin clean out of surround	Reactive – CRM/inspection
Clean playground	Monthly
Paint / stain timber bridges	Reactive – CRM/inspection
Bin clearance	Weekly
Hose down covered picnic concrete areas	Reactive – CRM/inspection
High pressure cleaning paths/ concrete areas	Reactive – CRM/inspection
Garden Maintenance (weed/prune)	
Replacement planting	Reactive – CRM/inspection
Fertilise gardens	Reactive – CRM/inspection
Mulch top up	Reactive – CRM/inspection
Turf Mowing	3 weekly
Broadleaf spray - turf	Not programmed – subject to assessment
Fertilise turf	Not programmed – subject to assessment
Turf conditioning – liquid feed	Not programmed – subject to assessment
Turf aeration	Not programmed – subject to assessment
Topdress	Not programmed – subject to assessment
Turf Repair	Reactive – CRM/inspection
Landscape audit / assessment for replacement of plants	Reactive – CRM/inspection
Watering new plants	Reactive – CRM/inspection
Annual display	As required
Tree inspections and work	Reactive – CRM/inspection

### Roads and Transport Maintenance Service Levels

Activity	Priority	Description of Work	Intervention Levels	Response Times
Footpaths	High Priority – high pedestrian activity areas, or trip height greater than 20mm.	Undertake necessary works to make safe – grinding of steps at panel edges, replacement of failed footpath panels	Inspect within 1 working day and determine appropriate action to make safe	Make safe repair within 10 working days, from initial CRM or programmed inspection.  Permanent repair within 100 days.
	Medium/ Low – low pedestrian activity areas, trip height below 20mm.		Inspect within 2 working days and determine appropriate action to make safe	Make safe repair within 10 working days, from initial CRM or programmed inspection.  Recurring issues to be programmed for permanent repaired within 120 working days.  Other works will be prioritised and listed permanent replacement works as resources permit
Potholes	High Priority – high traffic volume roads, large pothole (greater than 200mm)	Undertake necessary works to make safe	Inspect within 1 working day and determine appropriate action to make safe	Repair within 3 working days from CRM or inspection.
	Medium/ Low		Inspect within 1 working days and determine appropriate action to make safe	Repair within 3 working days from CRM or inspection.
Street Sweeping	High Priority	Street sweeping service on identified high priority locations	Inspect within 1 working day and determine appropriate action to make safe	Programmed daily service conducted on identified high priority locations, 1-day response

Activity	Priority	Description of Work	Intervention Levels	Response Times
		including CBDs, and high priority carparks		
	Medium/ Low	Street Sweeping Maintenance programs to reduce leaf and litter build-up across the LGA	Inspect within 3 working days and determine appropriate action to address issue	Urgent reactive program based on CRMs being completed within 10 days.  Non-urgent works placed on a street sweeping maintenance program
<b>Sign Maintenance</b>	High Priority – high traffic volumes, regulatory signage	Rectify / replace damaged or missing information, traffic and regulatory signs	Inspect within 2 working days and determine appropriate action to rectify	Traffic and regulatory signage: action within 40 working days
	Medium/ Low		Inspect within 2 working days and determine appropriate action to rectify	General signage inspected within 2 working days and actioned within 40 working days
<b>Graffiti</b>	High Priority – Offensive graffiti	Paint over or remove graffiti and return surface to existing condition	Inspect within 1 working day to determine appropriate action	Remove graffiti within 2 working days
	Medium/ Low- general graffiti		Inspect within 2 working days to determine appropriate action	Remove graffiti within 10 working days
<b>Roadside Litter</b>	High Priority – CBDs, high priority carparks, roads and facilities	Undertake litter collection	Inspect within 1 working day to determine appropriate action	Implement litter collection on a daily program
	Medium/ Low – all other areas		Inspect within 2 working days to determine	Implement litter collection on a monthly program



Activity	Priority	Description of Work	Intervention Levels	Response Times
			appropriate action	
<b>Post Flood Events</b>	High	Undertake inspections on critical structures following flood events	Inspection prior to reopening bridge.  Identify criticality and appropriate priority and actions.	Dependent on issue identified.  Debris and sand on roads to be removed within 2 working days, or road closed to traffic based on risk assessment.  Blockages to be removed within 2 working days depending on scale of works required.

### Buildings Maintenance Service Levels

Activity	Priority	Description of Work	Intervention Levels	Response Time
Graffiti	High Priority – Offensive graffiti	Paint over or remove graffiti and return surface to existing condition	Inspect within 1 working day to determine appropriate action	Remove graffiti within 2 working days
	Medium/ Low-general graffiti		Inspect within 2 working days to determine appropriate action	Remove graffiti within 10 working days
Customer Requests	General	As identified by customer	Inspect within 2 working day to determine appropriate action	In accordance with Corporate standards: Update to customer within 10 days. Rectification within 10 working days
Programmed Maintenance / renewal	High Priority Buildings	Inspections Cleaning Preventative maintenance	Implement individual Building Maintenance Plans	Dependent on issue identified.
	Medium / Low priority Buildings	Condition inspections as per program, ad-hoc inspections	Implement works as identified within budget	Semi proactive program of works limited by budget

## Appendix D – Asset Useful Lives and Hierarchy

Council has reviewed its assumed useful lives for all assets in 2018, based on Council's original assumptions from 2015, a consultant review in 2016, and benchmarking of a number of Sydney councils through engaging UWS to undertake a formal review.

Stormwater			
Category	Type	Component	Useful Life years
Pits, Pipes and Structures	Drainage Pipes	Concrete	150
	Culvert	Concrete Box Culvert	100
		Concrete Pipe Culvert	100
	Culvert Headwall	Concrete	90
		Sandstone/rock	70
	Pipe Culvert	Concrete Pipe	150
	Drainage Pits	Standard kerb inlet/junction pits	90
Spillways	Concrete	100	
Channels, Retaining Walls and Structures	Gabion / reno mattresses	Wire baskets	50
	Channel	Concrete	100
		Earth	Infinite
	Retaining Wall	Concrete	80
	GPT	CDS	100
		Pit Baskets	10
		Steel trash rack	60
Concrete		100	
Net traps		20	
Sand Filters		60	
Dams, Lakes and Detention Basins	Dam Wall	Earth wall and earthworks	Infinite
	Flow control structures	Concrete	100

Open Space			
Category	Type	Component	Useful Life Years
Playground Equipment			20
Irrigation			5
Furniture and structures			5
Fences			10

Roads and Transport			
Category	Type	Component	Useful Life Years
Bridges	Pedestrian Bridge	Foot Bridge Abutment Concrete	80
		Foot Bridge Abutment Timber	40
		Foot Bridge General	40
		Foot Bridge Sub Structure - steel	80
		Foot Bridge Sub Structure - Timber	40
		Foot Bridge Super Structure	80
		Foot Bridge Super Structure Timber	40
		Pedestrian Concrete Bridges	100
		Pedestrian Steel Bridges	100
		Pedestrian Timber Bridge	40
	Road Bridge	Concrete Road Bridge - Bridge General Miscellaneous – fencing, guardrail	40
		Concrete Road Bridge - Bridge Abutment	100
		Concrete Road Bridge - Bridge Deck (Super Structure)	100
		Concrete Road Bridge - Bridge Sub Structure	100
Carpark	Formation	Formation for Sealed and Unsealed Carpark	Infinite
	Other	Recycled Plastic Wheel Stops	50
	Pavement	Concrete Pavement	100
		Road Base (Fine crushed rock / Sandstone)	90
		Recycled Crushed Concrete / stabilised granular pavement	80
		Interlocking Pavers 80mm thickness	25



	Surface	Spray Seal	20	
		Asphaltic concrete	30	
		Gravel surfacing	10	
Cycleways	Surface	Asphalt	30	
		Concrete	60	
Footpaths	Surface	Asphalt	30	
		Interlocking pavers	50	
		Concrete + paving combination	60	
		Concrete	60	
		Crushed Granite / gravel	10	
		Timber Footpath edging	20	
Kerb & Gutter	Concrete	Standard concrete	80	
	Sandstone	Heritage sandstone kerb	100	
Road Furniture	Fencing & Guard Rail	Chain Mesh Fencing	30	
		Galvanised Iron Pipe Fencing	30	
		Steel Guard Rails	40	
	Line Marking	Line Marking (100mm width) - Double	10	
	Litter Bins	Customised Litter Bins (240 litres)-stainless top powder coated sides	20	
		Standard Round Litter Tins (55 to 80 litres) with stand	20	
	Seats	Bench type seats on precast concrete legs	20	
		Powder coated cast aluminium timber slat bench seats	20	
		Precast Concrete tables with 2 seats	20	
		Sandstone Bench	20	
	Signs	All Signs	20	
	Road Structure	Bus Shelter	Bus Stop Concrete Set Down Slab	60
			Corrugated Iron Circular Roof Shelter	25
Corrugated Iron Sloped Roof Shelter			25	
Flat Brick Roof Bus Shelter			25	
Flat Steel Roof Bus Shelter			25	
Central Island		Kerb blister-Islands	70	
		Median Island Concrete Infill	70	
		Midblock Threshold	70	
	Pedestrian Refuge	70		

		Retaining Wall (Blockwork)	50	
		Semi Mountable (Type C)-Asphalt	40	
		Semi Mountable (Type C)-Concrete	80	
		Semi Mountable (Type E and F)-Concrete Annulus - 200mm thickness	80	
		Splitter Island	70	
	LATM	Low cost Drive over centre (Type A and B) _Concrete	80	
		Concrete Slow Point	70	
		Speed Hump 2.0 metre width (along the road)	40	
		Speed Hump 500mm width	40	
		Wombat Crossing - Asphalt 100mm	40	
	Roads	Formation		Infinite
		Pavement		90
			Rigid (Concrete) Pavement 150mm thick	100
Seal		AC	30	
		Concrete 150mm thickness	50	
		Interlocking Pavers 80mm thickness	25	
		S45R Seal and 35mm AC	30	
		Single Coat S45R Seal	20	
		Single Coat S45R Seal with 50mm AC	30	
		Spray Seal Surfacing (standard 1 coat Seal)	20	
	Spray Seal Surfacing (standard 2 coat Seal)	20		
Sprayed Patterned Stencilled Asphalt	30			

Buildings			
Asset Class	Asset Category	Sub-Category	Useful Life Years
Buildings	Heritage buildings	Various	150
	Brick/concrete structures	Various	75
	Steel/colourbond structures	Various	45

## Appendix E - Key Stakeholders

External Stakeholder	Internal Stakeholder
<ul style="list-style-type: none"> <li>• Federal and State Governments</li> <li>• Utility Companies</li> <li>• Local Community, including Rate Payers</li> <li>• Sports Clubs</li> <li>• Facility Hirers</li> <li>• Community Groups</li> <li>• Tourists/Visitors</li> <li>• Developers</li> <li>• Employees/Volunteers</li> <li>• Emergency Services</li> <li>• Contractors/Suppliers</li> <li>• Insurers</li> <li>• Sport &amp; Recreation Departments</li> <li>• Environment &amp; Climate Change Departments</li> <li>• Natural Resource Departments</li> <li>• National Parks &amp; Wildlife Service</li> <li>• Local Schools (Department of Education)</li> <li>• Utility Companies</li> <li>• Roads and Maritime Services</li> <li>• Department of Planning</li> </ul>	<p><b>Growth and Advocacy</b> Responsible for setting LGA wide strategic infrastructure outcomes: developer funded infrastructure, VPA and WIK agreements.</p> <p><b>Assets and Design Services</b> Responsible for managing all assets, setting service levels, engineering specifications, design and documentation of asset improvements, development of asset renewal works programs, maintain asset registers and asset financial reporting.</p> <p><b>Major Projects</b> Responsible for the delivery of major infrastructure projects including buildings, open space and roads.</p> <p><b>Construction and Civil Maintenance</b> Responsible for the provision of civil services, construction and maintenance of civil assets.</p> <p><b>Traffic, Depot and Building Services</b> Responsible for buildings maintenance and renewal, depot services, traffic management</p> <p><b>Sport, Recreation and Sustainability</b> Responsible for the provision of recreation services, open space maintenance, minor works.</p> <p><b>Finance and Property Services</b> Responsible for provision of finance to manage acquisition, renewal and maintenance of assets, setting financial standards.</p> <p><b>Employees</b></p> <p><b>Councillors</b></p>

## Appendix F – Abbreviations

<b>AAAC</b>	Average annual asset consumption
<b>AMP</b>	Asset management plan
<b>ARI</b>	Average recurrence interval
<b>BOD</b>	Biochemical (biological) oxygen demand
<b>CRC</b>	Current replacement cost
<b>CWMS</b>	Community wastewater management systems
<b>DA</b>	Depreciable amount
<b>EF</b>	Earthworks/formation
<b>IRMP</b>	Infrastructure risk management plan
<b>LCC</b>	Life Cycle cost
<b>LCE</b>	Life cycle expenditure
<b>LGIS</b>	Local Government Infrastructure Services
<b>MMS</b>	Maintenance management system
<b>PCI</b>	Pavement condition index
<b>RV</b>	Residual value
<b>SS</b>	Suspended solids
<b>VPH</b>	Vehicles per hour



## Appendix G – Glossary

### Annual service cost (ASC)

#### 1) Reporting actual cost

The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

#### 2) For investment analysis and budgeting

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

### Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

### Average annual asset consumption (AAAC)\*

The amount of an Council's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

**Capital expenditure**

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

**Capital expenditure - expansion**

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the Council's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

**Capital expenditure - new**

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

**Capital expenditure - renewal**

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

**Capital expenditure - upgrade**

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the Council's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

**Capital funding**

Funding to pay for capital expenditure.

**Capital grants**

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

**Capital investment expenditure**

See capital expenditure definition

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**Carrying amount**

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

**Class of assets**

See asset class definition

**Component**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**Cost of an asset**

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

**Current replacement cost (CRC)**

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**Depreciated replacement cost (DRC)**

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

**Depreciation / amortisation**

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

**Economic life**

See useful life definition.

**Expenditure**

The spending of money on goods and services. Expenditure includes recurrent and capital.



**Fair value**

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

**Heritage asset**

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

**Impairment Loss**

The amount by which the carrying amount of an asset exceeds its recoverable amount.

**Investment property**

Property held to earn rentals or for capital appreciation or both, rather than for:

- a) use in the production or supply of goods or services or for administrative purposes; or
- b) sale in the ordinary course of business.

**Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

**Level of service**

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

**Life Cycle Cost**

**Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

**Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

### Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the actual or planned annual operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

### Loans / borrowings

See borrowings.

### Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **Planned maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

- **Reactive maintenance**

Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

- **Significant maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

### Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

### Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

### Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

**Materiality**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

**Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

**Net present value (NPV)**

The value to the Council of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

**Non-revenue generating investments**

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

**Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

**Operating expense**

The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement management system**

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

**PMS Score**

A measure of condition of a road surface segment determined from a Pavement Management System.

**Rate of annual asset consumption**

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

**Rate of annual asset renewal**

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

**Rate of annual asset upgrade**

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

**Recoverable amount**

The higher of an asset's fair value, less costs to sell and its value in use.

**Recurrent expenditure**

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

**Renewal**

See capital renewal expenditure definition above.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**Revenue generating investments**

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

**Risk management**

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

**Section or segment**

A self-contained part or piece of an infrastructure asset.

**Service potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

**Strategic Longer-Term Plan**

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in Council's longer-term plans such as the AMP and the long-term financial plan. The plan is prepared in consultation with the community and details where Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Specific Maintenance**

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including pothole repairs, replacement of pump equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

**Sub-component**

Smaller individual parts that make up a component part.

**Useful life**

Either:

- a) The period over which an asset is expected to be available for use by an entity, or
- b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by Council.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future



economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary



70 Central Ave.  
Oran Park NSW 2570



PO Box 183, Camden 2570



4654 7777



ABN: 31117 341 764



mail@camden.nsw.gov.au



camden.nsw.gov.au



www.facebook.com/camden council



camden  
council