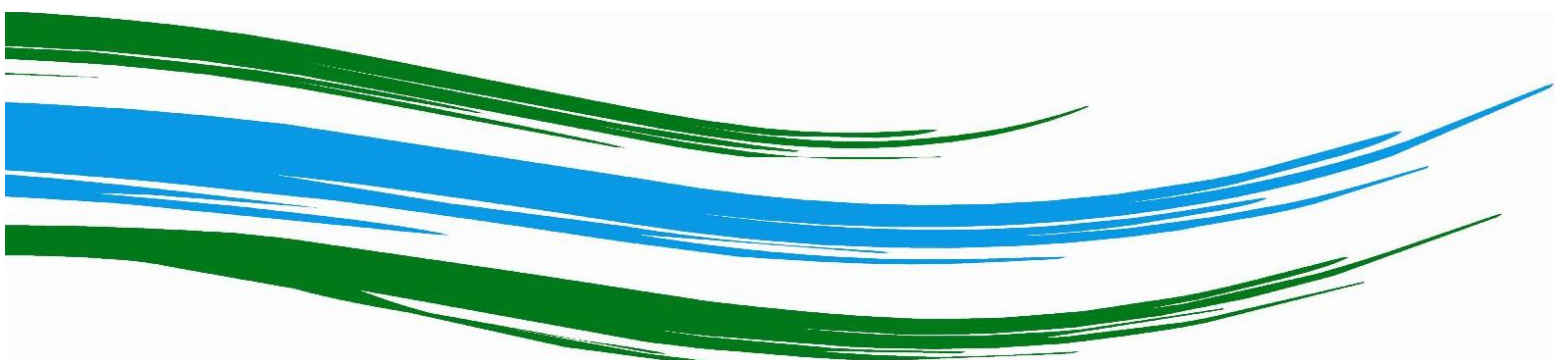


Camden Council

Attachments

Ordinary Council Meeting
10 August 2021



ORDINARY COUNCIL

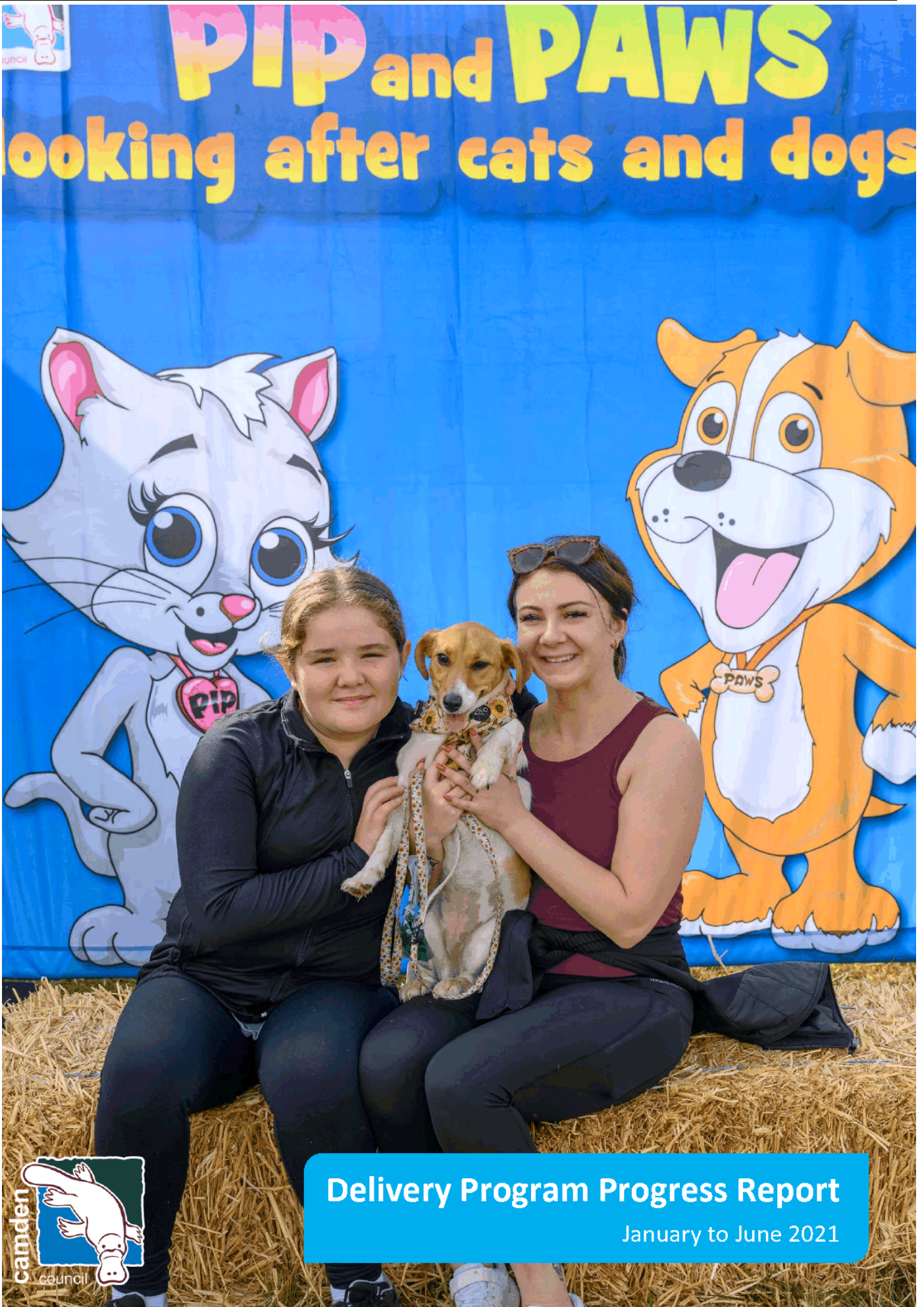
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ORD01

Attachment 1



Cover Page and Back Page:

2021 Paws in the Park event.

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.

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Disclaimer

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.

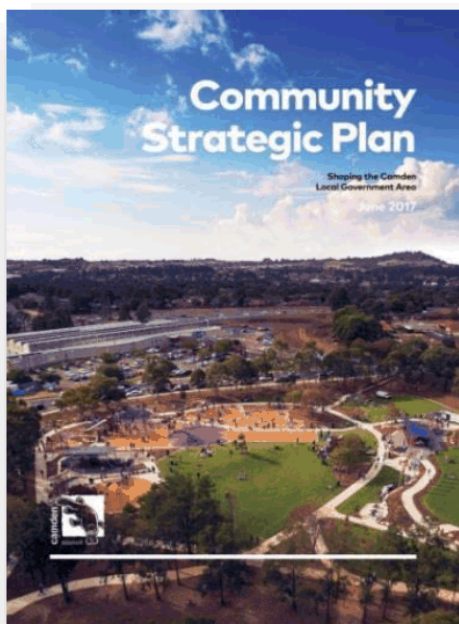
1. Council's Obligations

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.

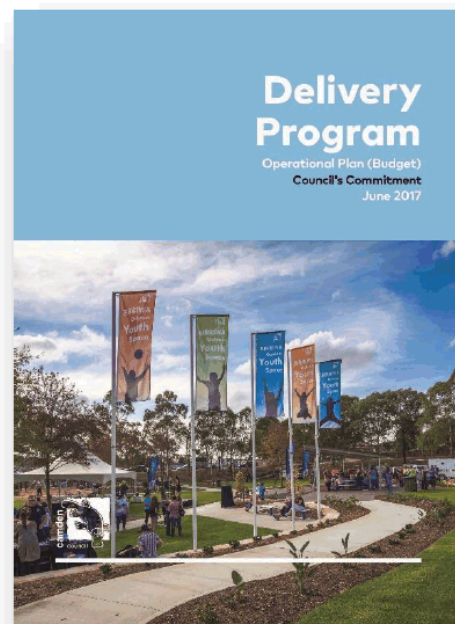
In accordance with the IPR framework, all councils are required to develop a Community Strategic Plan. The Community Strategic Plan provides a clear direction for the long-term community vision and is underpinned by the Delivery Program, Operational Plan (Budget) and Resourcing Strategy. Council reviews 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 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

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.

The COVID-19 pandemic has had a challenging impact on projects, programs, activities and services that Council would ordinarily provide to the community under normal circumstances.

Impacts can be seen in the progress status under Key Direction 5 – *An Enriched and Connected Community*, in relation to the usage of the Camden Civic Centre and Family Day Care and the overall performance status for this reporting period – January to June 2021.






2. Executive Summary

This Delivery Program Progress Report January to June 2021, complies with the adopted Delivery Program 2017/18 – 2020/21 for this Council term.

The report reflects Council's six-month progress status against 39 performance indicators and provides information on how Council is progressing with its Delivery Program.

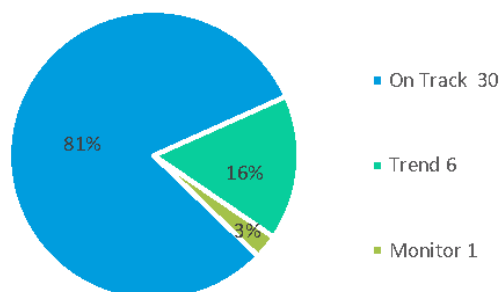
Each Key Direction has a set of individual performance indicators. Council utilises a rating scale to ensure consistency, accountability, and transparency, when assessing the status of each performance indicator under the six Key Directions and associated symbol descriptors. The rating scale is:

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 $\pm 10\%$ applies to the set target and is considered achievable, feasible and realistic for performance improvement, with the exception of Legislative requirements.
"Needs Work"		When the 'actual' is either below or above the corporate variance
"Trend"		Shows a pattern of change data over time where setting a target is not possible
"COVID Impact"		Deliverables impacted by COVID-19 NSW Public Health guidelines and restrictions

The COVID-19 pandemic has had a challenging impact on projects, programs, activities and services that Council would ordinarily provide to the community under normal circumstances. In recognition of this, an additional rating scale has been added for the reporting period, with two performance indicators noted as impacted by the pandemic.

In brief, of the 39 Performance Indicators that were able to be delivered during the reporting period, 30 Indicators (81%) were assessed as 'On Track'; 0 Indicators (0%) as 'Needs Work'; 6 Indicators (16%) as 'Trend'; 1 Indicator (3%) as 'Monitoring'.



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

Key Direction	No. of Performance Indicators	Status				COVID Impact
		On Track 	Monitoring 	Needs Work 	Trend 	
Actively Managing Camden LGA's Growth	4	4	0	0	0	0
Healthy Urban and Natural Environment	12	9	0	0	3	0
A Prosperous Economy	3	1	0	0	2	0
Effective and Sustainable Transport	5	4	1	0	0	0
An Enriched and Connected Community	8	6	0	0	0	2
Strong Local Leadership	7	6	0	0	1	0
TOTALS	39	30	1	0	6	2

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 the six-months (January to June 2021) 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	Status	Progress Comment
Development assessments are completed in a timely fashion	✓	The median processing time (22 days) was within the target service level of 40 days. Council determined Development Applications to the value of \$702,743,941 during this six-month period.
Construction certificates are provided in a timely fashion	✓	Building Construction Certificate processing timeframes (5 days) continued to exceed target service levels of 28 days. This result reflects the strong performance in building certification services provided by Council.
Developers Contribution Plans are developed and monitored in a timely manner	✓	Live tracking has continued and been reported to Council’s Development Contributions Management Committee monthly and Executive Leadership Group bi-annually. Data used for the live tracking of Developer Contribution Plans will inform the Contributions Planning software project, the planning for which has just commenced with Council’s Information Technology branch.

1.2 Rural land is adequately administered

Performance Indicator	Status	Progress Comment
Rural Lands Strategy and associated Action Plan are delivered		<p>The Stage 1 Local Environment Plan (LEP) Review Planning Proposal seeks to enable non-agricultural land uses (including tourism-related uses) where they are compatible with the agricultural, environmental and conservation values of the land. The Planning Proposal was finalised in February 2021.</p> <p>Council continues to participate in the Sydney Peri Urban Network of Councils (SPUN). SPUN aims to deliver on the goals outlined in the Greater Sydney Region Plan and Western City District Plans to protect and enhance rural land and to be a leader and advocate for a solution-focused approach to peri-urban issues.</p> <p>In March 2021, Council endorsed a submission to the NSW Agriculture Commissioner on an Agricultural Land Use Planning Strategy Options Paper. The submission identified where there is consistency between the Options Paper and Council’s Rural Lands Strategy. Council’s submission supports the scope of the options to be expanded to support and enhance agricultural production and rural economies.</p>

 On Track	4	 Needs Work	0	 Monitoring	0	 Trend	0	 COVID Impacted	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	Status	Progress Comment
Waste diverted from landfill		Waste Diversion from landfill has continued to fall as opportunities to recycle or divert waste from being sent to landfill are currently limited. Council's waste processing contractor is investigating new markets for recycled products, however there are limited onshore options. With the Federal ban on waste exports now in effect, new local markets are emerging.
Incidents of illegal dumping (observed by Council Officer)		A total of 194 incidents (32 per month) of illegal dumping were identified and investigated as a result of proactive patrol services by Council Officers. This is a decrease of incidents from the previous period. With Council joining the Regional Illegal Dumping (RID) Squad it will further strengthen its strategic approach to combating illegal dumping within the region.
Incidents of illegal dumping (advice from residents)		Council investigated a total of 404 incidents of illegal dumping (67 per month) as a result of resident reports. This result reflects community awareness to report incidents of illegal dumping and being proactive within their community.
Companion animals are appropriately identified		<p>77 dogs were impounded at Council's Animal Care Facility with 48 microchipped. Rangers returned 85 dogs to their owner instead of transferring to the facility.</p> <p>Five cats were impounded at Council's Animal Care Facility with nil microchipped. Rangers returned one cat to their owner instead of transferring to the Animal Care Facility.</p> <p>Council continues to work with the community to promote and encourage responsible pet ownership, including a free desexing program, education and promotional activity.</p>

Performance Indicator	Status	Progress Comment
Monitor water quality in rivers and waterways		During the reporting period, lakes and waterways monitoring was undertaken across all sites on a monthly basis. 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, in particular Harrington Park Lake and Lake Yandel'ora.
Number of initiatives promoted to reduce air pollution		Council continues 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		There were a total 222 of customer requests received in relation to noise during the reporting period, which is an increase to the 147 received for the previous period. These complaints include noise from barking dogs, trail bikes, music and other sources. All complaints were investigated with appropriate compliance action taken where required.
Increase number of public amenities, recreation facilities, open space and park		Across the Camden Local Government Area there are 322 open spaces and reserves, 27 sports fields, 109 sites with play equipment, 30 sites with exercise equipment, 25 public amenities, 47 sports amenities and 2 swimming leisure centres.
Bushland under active management – number of volunteer bush care hours		With the relaunch of Bushcare following COVID-19, volunteers contributed 644 hours in the reporting period, with a total of 92 days.
Maintain biodiversity across Camden LGA		During the reporting period, Council actively maintained 54ha of natural areas including regenerating Elderslie Banksia Scrub Forest in Spring Farm.
Number of Sustainability community education programs conducted		During the reporting period, Council's scheduled sustainability education programs continued to be on target. Due to COVID-19, initiatives were delivered online including the Connect with Nature, Harrington Forest Nest Box Trail and Waterway Walks.

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Performance Indicator	Status	Progress Comment
Number of community education activities conducted to promote heritage and historical sites across the Camden LGA		<p>Council's Heritage Advisory Committee ran a 'My Camden Story' social media campaign over the 2020/21 festive season, asking residents to uncover their untold stories behind Camden's rich and diverse history. The initial video about the project received three comments, 20 shares and 2,300 views. Five submissions have been received, with work underway to publish the stories on the Camden Library website.</p> <p>In addition, on-going advice was provided to applicants relating to works proposed to heritage items through DA's and DA exemption requests for minor works to a heritage item. Council officers responded to 53 DA Referrals, 9 DA exemption requests for minor works, and 60 customer enquiries.</p>

 On Track	9	 Needs Work	0	 Monitoring	0	 Trend	3	 COVID Impacted	0
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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.

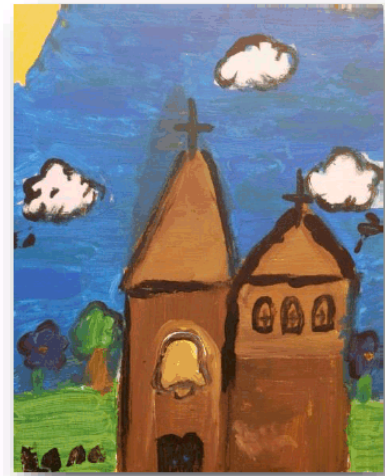
A strong local economy for the Camden LGA is characterised by vibrant towns and commercial centres, thriving local businesses, stable and diverse employment opportunities, skilled local residents, infrastructure that supports economic growth, and a thriving tourist/visitor market.

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	Status	Progress Comment
Utilisation of the regional tourism website is increasing		The Visit Camden website has received 20,240 visits during this period and remained stable. The Macarthur tourism website received 58,815 visits during this period, an increase of 23.9% on the previous period.
Monitor the visitation to the Tourism Information Centre		<p>Visitation to the Visitor Information Centre has been adversely impacted by COVID-19 and closure of the Centre from 20 March 2020 to 21 September 2020. However, the reopening of the Centre has seen an increase in calls and walk in traffic when compared to the period July – December 2020.</p> <p>For the period January – June 2021, the Visitor Information Centre received 93 phone calls (up 5.7%), 43 emails (up 26.5%) and 672 walk ins (up 62.9%). The Centre closed on 27 June 2021 due to NSW Public Health Orders.</p>



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Performance Indicator	Status	Progress Comment
Increase in number of registered businesses operating within the Camden LGA		There is a total of 10,295 active and registered for GST businesses in the Camden LGA, an increase of 6.25% from the previous figure of 9,689 (<i>Source - ABR</i>).

 On Track	1	 Needs Work	0	 Monitoring	0	 Trend	2	 COVID Impacted	0
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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	Status	Progress Comment
Successful completion of Black Spot funded projects		Council successfully secured funding for Cut Hill Road shoulder improvements for implementation in 2021/22.
Number of transport options delivered through Pedestrian Access Mobility Plan (PAMP) and Bike Plan		During the six-month reporting period under the PAMP and Bike Plan programs, four programmed new paths were completed in Boronia Avenue, Mount Annan; Frances Street, Narellan; Dan Cleary Drive, Oran Park and Newmarket Street, Currans Hill (shared path facility).

Performance Indicator	Status	Progress Comment
Number of Road Education Programs conducted		Over the past six-months, Council has coordinated nine road education programs working in partnership with Local Police, RMS and community groups following a COVID-safe format. Programs undertaken are as follows: 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, Traffic Offenders Program, National Families week and Community Safety Plan.

4.2 Road infrastructure and transport connections are effectively established

Performance Indicator	Status	Progress Comment
Traffic Committee recommendations are actioned within the timeframe		During the reporting period, 43 Traffic Committee recommendations were approved. These were all actioned within two months of approval.
Road and traffic facility construction projects completed on-time and within budget.		In accordance with Council’s Project Management Framework, 84% of road and traffic facility construction projects were completed on time and on budget. A number of additional projects such as the Leppington commuter carpark and traffic facilities impacted the delivery program.

	On Track	4		Needs Work	0		Monitoring	1		Trend	0		COVID Impacted	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	Status	Progress Comment
Number of programs delivered to various community groups including identified target groups	✓	<p>A wide range of activities, programs and events have been held. Many of these were moved from face to face provision to online due to COVID-19.</p> <p>These included Camden Interagency meetings, Cohesive Communities Advisory Group meetings, Camden Community Access Advisory Group, Camden Youth Council meetings, Camden Youth Network meetings, Youth Week, National Families Week, Seniors Festival, International Women's Day, Café Connect, establishment of programs at the Julia Reserve Youth Precinct and Community Centre, and Child Safe Training development roll out.</p> <p>Cancelled or postponed activities included Seniors Program Committee meetings and activities and Refugee Week.</p>



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Attachment 1

Performance Indicator	Status	Progress Comment
Number of arts/cultural events hosted across the Camden LGA		<p>The number of Cultural Activations has increased significantly with 153 activations programmed in the six-month period. Some programs, initiatives and events included the Camden Live Kerbside Exhibition, Spotlight - Camden Youth Opportunities Program and Art and Mental Health Workshops as well as Make Music Australia.</p> <p>The Alan Baker Art Gallery hosted and delivered the Face to Face Exhibition, Multicultural March and Harmony Day, the ABAG Public Program engaged 75 community members in arts education programs with six weekly classes, additional monthly pop up portraiture masterclass, Youth Participation Public Art Program, two Seniors art programs and family portrait workshops.</p> <p>The Camden Civic Centre has hosted significant live performances, including Camden Shorts, Effie, Sydney Comedy Festival Showcase, Fishers Ghost, Bee Gees Tribute Band, Irish Dance and Physi Dance, attracting in excess of 4,000 people back into the venue post-COVID and back in to the Camden Town Centre.</p>
Increase number of participants in active recreational activities using Camden Memorial Pool (seasonal)		Whilst the Camden Memorial Pool was operational, restrictions were in place due to COVID-19 limiting capacity and usage during this period, particularly with changes in school use. This has resulted in a reduced usage of the facility from community including organised and casual use.
Increase number of participants in active recreational activities using Mount Annan Leisure Centre (seasonal)		The Mount Annan Leisure Centre was impacted due to COVID-19 restrictions resulting in a reduction of patrons being able to fully utilise the facility. This has resulted in a lower rate than projected for full operation.

Performance Indicator	Status	Progress Comment
Ratio of returning clients to new clients for hiring Camden Civic Centre		Of the 207 community events, 24 were hosted by new clients, indicating a 1:9 ratio of new clients to the Centre. This result has been impacted by COVID-19.
Number of non-Council events hosted at the Camden Civic Centre		<p>The impact of COVID-19 and cancellations on the number of events held within the venue was significant. 347 bookings were held in the January to June period compared to 589 in the 2018/2019 pre-COVID period. Of the 347, a total of 207 were small community non-Council events, equating to 60% of bookings during that period.</p> <p>COVID-19 has reduced the number of bookings generally held within this period by an estimated 41% based on 2018/2019 pre-COVID statistics.</p>

5.2 Opportunities for life-long learning

Performance Indicator	Status	Progress Comment
Number of programs conducted at local libraries		A total of 873 programs were conducted at Council libraries during this period including children's, youth, adult, community learning, local studies, and exhibitions as well as HSC programs and online activities.
Camden families have access to a quality Family Day Care service – hours of care provided		With the reduction in COVID-19 restrictions, over the past three months our Employment Full Time (EFT) numbers are increasing, with a higher rate of enquiries and enrolments. There is a current waiting list, identifying the need for more Educators to meet demand.

 On Track	6	 Needs Work	0	 Monitoring	0	 Trend	0	 COVID Impacted	2
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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	Status	Progress Comment
Number of Community Small Grant Agreements		Stage Three of COVID -19 Response Grants incorporated Small Grants, 24 applications were received of which 17 programs were recommended for funding.
Number of donations for charitable programs		One Donation for Charitable Purposes was provided.
Number of annual subsidies extended to community organisations		This funding round is annual and did not fall within this reporting period. All subsidies were distributed during the previous reporting period.
Number of community sponsorship programs supported		A total of seven Community Sponsorship programs were supported during this period. Support was also provided through Council's Stage Three COVID-19 Response Grants.

6.2 Community and stakeholders are kept informed

Performance Indicator	Status	Progress Comment
Maintain publication of regular Council information		Council continues to produce and promote regular publication of Council information and initiatives within deadline. These publications include: Let's Connect (two editions in the reporting period); rates notice brochures (two editions in the reporting period); Mayoral broadcast messages; media releases; Council's website; social media platforms; flyers, documents and brochures.
Maintain Council's social media platform		Council continues to maintain a seven day a week social media coverage to report on weekend initiatives, improve community engagement, cover events and ensure that online customer enquiries are answered promptly. Over the past six-months, 517 Facebook posts, 222 Instagram posts and 85 LinkedIn posts were published, with followers increasing to 37,000 for Facebook, 4,910 followers for Instagram and 5,649 followers on LinkedIn.
Maintain Council's community engagement and communication practices		Council continues to communicate and engage with the community through print media and its digital media platforms. Council continues to offer a seven day a week social media service and uses these platforms/channels to promote Council services, initiatives, projects and events. Additionally, Council continues to regularly review and update the corporate website and is regularly looking at innovative ways to promote our services and engage with our community.

 On Track	6	 Needs Work	0	 Monitoring	0	 Trend	1	 COVID Impacted	0
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4. Overall Progress Highlights

This section elaborates on a few of the projects, programs and services Council has undertaken over the six-month period (January to June 2021) that supports Council's commitment towards the Community Strategic Plan.



COVID-19 Support Package – Stage Three

To support and assist residents and local businesses during COVID-19, Council developed a support package for residents and local businesses.

The package was implemented in three stages and rolled out over a six-month period. Stage Three, or the Recovery Phase, has \$113.8M worth of projects and programs to be delivered across the next four years.

Stage Three, as a whole, includes 65 projects and initiatives that will:

- improve the physical amenity of the area through upgrades, new projects, and city beautification programs;
- boost local employment opportunities;
- offer grants and financial assistance;
- boost community morale through events.

Most significant are the estimated impacts of Stage Three on the Camden LGA. Economic modelling has determined Stage Three will raise output in Camden by between \$174M and \$195M over 2020-21 to 2024-25. Further, 355 to 437 new Full Time Employment (FTE) jobs will be supported by Stage Three, and it will contribute between \$76.1M and \$89.4M to Camden's Gross Regional Product (GRP).

Works to four playgrounds has already commenced:

- Macquarie Grove Reserve fencing - A wire rope fencing with two gates for maintenance access installed around the perimeter of Macquarie Grove Reserve.
- McCrae Drive Playground upgrade – Installation of new playground equipment and park furniture, replacement of soft-fall rubber and landscaping works.
- Royal George Drive playground upgrade - Installation of new playground equipment and park furniture, replacement of soft-fall rubber and landscaping works.
- Yandel'ora Reserve equipment upgrade – Installation of new contemporary fitness equipment as well as park furniture and a bubbler, replacement of soft-fall rubber and landscaping works.

Over the next 12 months the following projects and initiatives will be implemented:

- upgrades to, and replacement of, play equipment at Ron Dine Reserve; Macarthur Park; and Tredinnick Park in Harrington Park;
- external cleaning of the Camden Senior Citizens Community Centre building;
- building and roof repairs and internal finishes at Camden Sports Club and Ron Dine Reserve Clubhouse;

- building repairs and internal finishes to the amenities building at Jack Nash Reserve;
- general playground upgrade and renewal works at Pomaderris Reserve in Mount Annan, Glenlee Reserve in Narellan Vale and Parkside Reserve in Currans Hill;
- the installation of shade sails to improve existing parks and playgrounds, with locations to be confirmed;
- the extension of the walking track at Camden's Bicentennial Equestrian Park;
- renewal works, painting and improved access at Nugget Beams Reserve, Narellan Vale;
- general renewal works at Birriwa Reserve in Mount Annan, Liquidamber Reserve in Narellan Vale and Fairfax Oval in Harrington Park;
- carparking upgrades and renewal works to the amenities building at Rotary Cowpasture Reserve in Camden;
- improvements to the grandstand, amenities and seating at Onslow Oval, Camden;
- kitchen renewal and upgrades to the amenities building at Wandarrah Reserve, Mount Annan;
- the installation of informal parking by sealing along Thow Place, Nash Place and Kitching Way at Jack Nash Reserve, Currans Hill;
- upgrades to the spa, sauna and steam area at Mount Annan Leisure Centre;
- caravan effluent dump point and associated works, with location to be confirmed;
- building and roof repairs, internal finishes and car park improvements at Camden RSL Youth Club;
- a virtual employment and education expo;
- a post-COVID Event Program, to get people out and about, use the area's exciting spaces, connect friends and enjoy Council's signature events;
- a Program of Activations to bring the Camden Town Centre, Oran Park Town Park and Birriwa Reserve to life with activities and events;
- grants and financial assistance for the community, including Cultural Activation Grants, Sports Grants and Expanded Community Grants;
- the continued expansion of online library programs to increase accessibility;
- Outdoor Dining Acceleration in Camden Town Centre, where Council will undertake designs and pre-approval for all outdoor dining which will expedite the application and approval process;
- Camden Businesses Recovery marketing campaign, which will support local business; and
- Economic Review implementation, where recommendations from the Economic Development Review and Strategy will be implemented to improve the Camden LGA's economy.

[This information relates to activities undertaken during the period January to June 2021 - correct at time of writing]

Recycling Made Easier



Camden residents can now recycle smarter with a number of initiatives introduced by Council.

To make it easier to recycle Council has entered a 12-month trial partnership with RecycleSmart. Residents can download the Recylopedia App which provides access to an educational tool and an Uber-style recycling collection service.

RecycleSmart provides residents with a simple way to conveniently recycle those tricky to recycle items such as:

- E-waste – small electronic items e.g. laptops, tablets charging cords, play-stations, kettles, toaster, iron, etc.
- soft plastics – plastics that can be scrunched up into a ball e.g. plastic bags, bread bags, bubble wrap;
- clothing – wearable clothing and accessories e.g. shoes, belts, handbags;
- problem waste – e.g. household batteries, polystyrene, fluorescent light globes, printer cartridges, x-ray films, smoke alarms.

Residents can sign up to RecycleSmart to receive their free Recycling Starter Kit and book a Power Pickup for free with the code FIRSTFREE at recyclesmart.com or via the app.

In addition, Council is trialing solar compactor bins at Julia Reserve Youth Precinct in Oran Park, Birriwa Outdoor Youth Space in Mount Annan and at the start of the Camden Bike Track, Camden.

Bins are fitted with sensors that when triggered compact the waste, allowing the bin to fit up to two and a half times more waste than a standard bin.

These solar compactor bins are also fitted with smart sensors which provide real-time updates on the status of the bin including when it is full and needs to be emptied. Collection schedules can then be designed around real-time data.

If the trial is successful, Council will consider rolling out solar bins and smart sensors to high volume areas across the Camden area.



Paws in the Park

Council continued to create a program of safe events with a combination of live and online activities for the ever-popular Paws in the Park event.

A mix of both market and online events gave pet owners the chance to still come out and participate in the 2km walk at the Camden Bicentennial Equestrian Park while also taking part in the usual pet competitions from the comfort of their homes.

The event included:

- Paws 2km Walk throughout the park;
- information/market stalls;
- demonstration screen displaying doggy demos;
- Responsible Pet Ownership with Camden Council Rangers;
- free vet checks by The University of Sydney Camden;
- veterinary Services by Macarthur Veterinary Group;
- food and drink stalls as well as roaming entertainment; and
- online activities included Pet Photo Competition and Paws Colouring in Competition.



Support and Enhance Social Inclusion

Camden Council is the first council in NSW to receive Communication Access Accreditation from the Northcott Society.

Council staff in key customer service areas completed communication access training and assessment. This training assists staff to support customers with hearing, visual or speech difficulties.

The Communication Access symbol enables people to know that staff are able to communicate successfully with people with communication difficulties and that communication tools are available to help.

Accredited sites include:

- Oran Park Administration Building;
- Camden Library;
- Narellan Library; and
- Oran Park Library.



Camden Council was also the first in NSW to join the Bins4Blokes men's health campaign.

BINS4Blokes is an Australia-wide awareness and advocacy campaign promoting the installation of sanitary disposal bins in male public toilet facilities.

More than one million men across Australia experience incontinence issues. However, there are very few public toilets that offer men a safe and environmentally friendly place to dispose of incontinence products unlike sanitary bins for girls and women which have long been a fixture in public toilets.

Council is set to change this by installing approximately 70 bin units across the Camden LGA to assist boys and men living with incontinence.



Nest Box Trail in Harrington Forest

Council successfully secured funding of \$20,000 from the Australian Government’s Communities Environment Program, to restore the bushland through woody weed removal and the installation of 10 nest boxes for native species.

Children from a variety of local childcare centres and primary schools decorated the nest boxes which have been installed for native birds and mammals to use.

A Nest Box Trail Map has been created and residents can download it from Council’s website.

The Nest Box Trail Map will encourage the students and community to be citizen scientists for Council and monitor the wildlife that moves into the nest boxes within Harrington Forest.

The installation of the nest boxes marks the competition of the Harrington Forest Restoration Project.

EXPLORE HARRINGTON FOREST'S NEST BOX TRAIL

Like us, animals need a home for shelter and to raise a family. Tree hollows are popular homes for many native animals including mammals, birds, reptiles and even frogs.

Tree hollows are openings found in mature and dead trees either in the trunk or branch. Unfortunately, these hollows are rare and can take up to 100 years to develop naturally.

We can help support our native wildlife by providing safe nest boxes in trees.

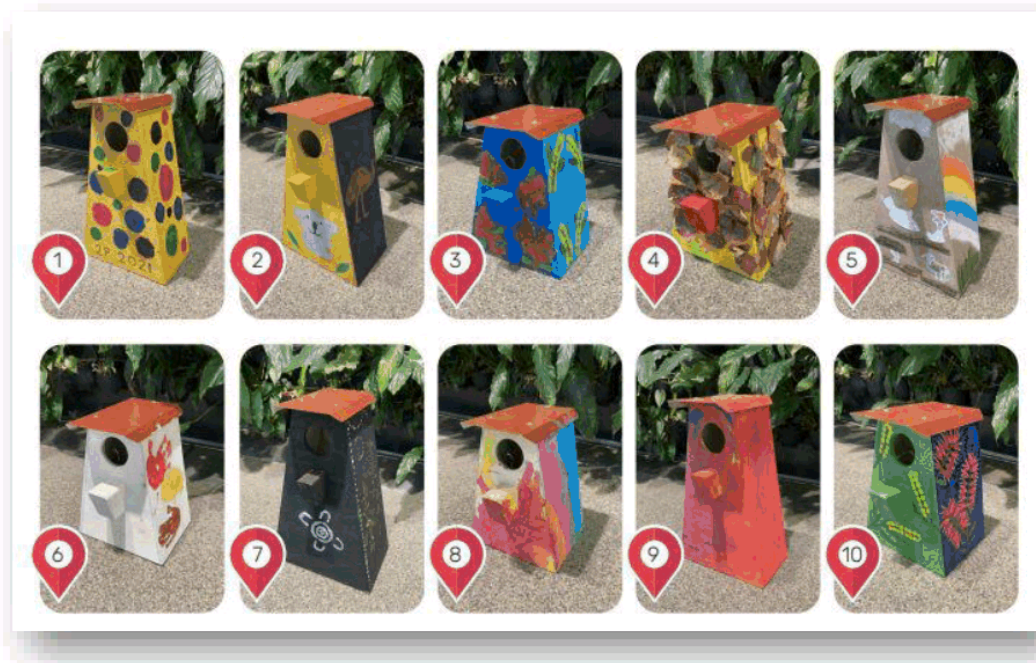
Camden Council has installed 10 nest boxes within mature Eucalypt trees found in Harrington Forest as part of a restoration project.

These nest boxes have been decorated by students from a local primary school and local preschools.

These students have decorated the nest boxes to create a cosy home for our wildlife.

See if you can find all 10 nest boxes while enjoying a bushwalk through Harrington Forest!

Here's a tip!
While you're out exploring take a copy of Council's [Habitat Quest](#) activity guide and play Bird Bingo or go on a Mini Beast Discovery and Scavenger Hunt, available on Council's website.



Road Safety Improvements Around Schools

Local road safety around schools will be improved with almost \$1.5M in grant funding from Transport for NSW under the Federal Government's Road Safety Program.

The program prioritises the development and delivery of road safety infrastructure projects across NSW to support jobs and stimulate local economies.

Projects to be completed include:

- Spring Farm Public School – children's crossing with kerb extensions and footpath (\$50,000);
- Gledswood Hills Public School – children's crossing with kerb extensions (\$35,000);
- St Justin's Catholic Parish Primary School – children crossing (\$20,000);
- Camden Public School – indented bus bay on Mitchell Street, Camden and indented drop off/pick up bay at Exeter Street, Camden (\$110,000);
- Cobbitty Public School – indented bus bay (\$100,000);
- The Hermitage Way – three pedestrian refuges (\$180,000);
- Gledswood Hills Drive – three pedestrian refuges (\$180,000);
- Harrington Park Public School – raise existing pedestrian crossing, upgrade lighting and extend the 40-kilometre per hour zone (\$200,000);
- Elderslie Public School – raise existing pedestrian crossing (\$200,000); and
- Camden Public School – raise existing pedestrian crossing and upgrade lighting on Mitchell and John Streets, Camden (\$400,000).

Safety Signage to Assist School Pick Up

Road safety around local primary schools is set to improve with Council installing yellow bollard signage to assist in identifying No Parking - Pickup/Drop-off zones.

The signs are designed to better indicate the beginning and end of No Parking - Pickup/Drop-off zones, as well as provide information around road rules when using the zones.

The yellow bollard signage is a way to alert drivers to not only follow school drop off and pick up time limits, but also follow all other road rules, and remain safe.

This includes not parking across or in driveways, being patient and considerate to other parents, children, teachers and complying with all bus zone and No Stopping restrictions.



Online Australia Day Celebrations

Australia Day 2021 was celebrated a little differently from previous years with Council’s festivities going online to adhere to COVID-19 restrictions.

Residents were encouraged to show their pride and put their flags out and share with the community by using #camdenausday.

Online activities included a look at the Macarthur Lions Street Parade throughout the years, cork hat making workshop, musical performance and a special address by Camden’s Australia Day Ambassador and Paralympian, George Tonna.

The opportunity to recognise local citizens who have contributed to the Camden LGA through the Australia Day Civic Awards ceremony and a small COVID-safe citizenship ceremony was also held.

The Civic Awards acknowledges those individuals and organisations that have made outstanding contributions to our community in areas such as education, health, fundraising, voluntary services, business, sport, arts, the environment and community events.

The winners in each of the categories were:

Citizen of the Year
Silvana Lofaro

Young Citizen of the Year
Madison Sillett

Arts and Cultural Award
Heather Bieman

Community Group of the Year
Shining Starts Foundation



Silvana Lofaro



Madison Sillett



Camden White Gum Project Assists the Environment

Council is working with the CSIRO Australian Seed Centre on the Connecting White Gum Project.

Funded under the Greening our City Program, 500 genetically diverse Camden White Gum trees will be planted along the Nepean River at Elizabeth Macarthur Reserve in Camden South.

This is a great opportunity to help to cool the suburb of Camden South and reduce the urban heat island effect by increasing the tree canopy and reducing the risk of the Camden White Gum of becoming extinct without intervention.

Two hundred Camden White Gums have already been planted along the Nepean River to promote gene flow with wild stands to ensure the long-term survival of the species.

Residents can play their part in this program by helping out at a tree planting day to be held in September.

For more information or to register your interest go to www.camden.nsw.gov.au or email sustainability@camden.nsw.

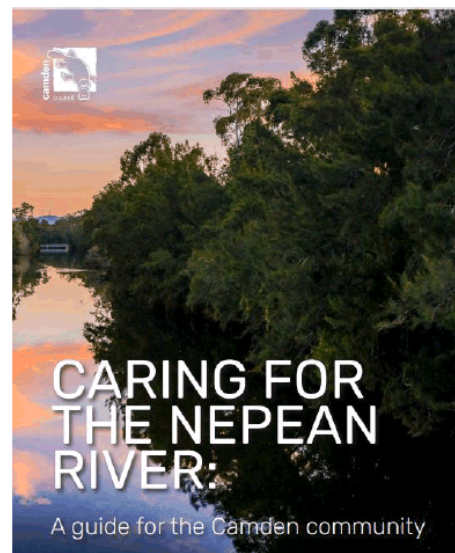
Landholder Guide – Caring for the Nepean River

Council is responsible for managing remnant vegetation within public land, however, the majority of vegetation along the Nepean River corridor is on private land.

Council has developed the Caring for the Nepean River: A Guide for Landholders to summarise the management actions Council will implement to deliver long-term protection and management of the biodiversity values of the Nepean River Corridor.

The guide provides landholders with important information about the bushland found on their property and what key actions can be undertaken to protect the environmental values of this land. It also provides an opportunity for residents to become involved in the conservation of native plants and animals.

A copy of the Guide can be downloaded from Council's website www.camden.nsw.gov.au or hard copies are available from Council's Oran Park Administration Building.



New Off-Leash Park at Emerald Hills

The growing population has led to a surge in local pet ownership in the Camden LGA. Council recognises this fact and is continuing to provide a safe community setting for dogs and their owners.

The newest off-leash dog park is open at Emerald Hills and was constructed as part of the Emerald Hills Voluntary Planning Agreement.

The park includes two separate sections for large and small dogs designed for off-leash play.

Council is committed to promoting responsible pet ownership within the community including providing opportunities for dogs to exercise and socialise.

Not only off-leash parks benefit dogs but offers many benefits to their owners through exercise with their dogs, socialising with other dog lovers, bonding and playing with their animals, practicing their off-leash training skills, and enjoying the frolics of their four-legged friends.



Narellan Sports Hub Stage Two

Stage Two construction work at Narellan Sports Hub is on track to be completed by the end of the year with earthworks and construction commenced.

The cost of Stage Two works is \$17.6M and is funded through a \$5M grant from the Greater Sydney Sports Facility Fund, \$11.3M under the Western Parkland City Liveability Program with the Australian and NSW governments jointly contributing, and Council providing \$1.3M.

New and improved access to the site from Millwood Avenue and Porrende Street as well as new car parking for the hockey and rugby league facilities are now completed, along with a pedestrian bridge and 2km shared path.

Facilities to be completed as part of the project include:

- additional 14 netball courts with floodlighting;
- synthetic athletics track, including field and jump facilities, floodlighting, drainage and irrigation;
- additional full-size rugby league field, including floodlighting and drainage;
- athletics administration/club building;
- additional 1,150 car parking spaces in four new areas;
- internal access roads; and
- criterium cycling track.

Leppington Town Centre

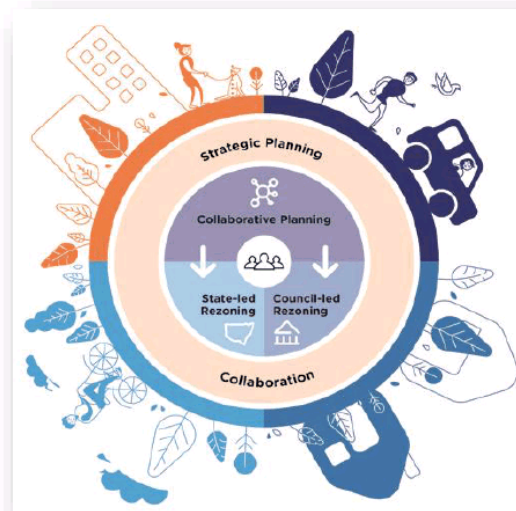
Council accepted the offer of \$700,000 from the Department of Planning, Industry and Environment to progress the review of the planning controls for Leppington Town Centre.

This includes technical reports to inform the project, consultant/contractor costs to review the draft planning proposal and to help prepare the place strategy consultation with the community.

Leppington Town Centre is identified as a 'priority precinct' because of its social, economic and environmental impacts on surrounding areas.

Camden will work in partnership with Liverpool City Council in this new approach to precinct planning which gives councils and communities a greater say in shaping the vision and delivery of projects.

Better coordination across all levels of government will ensure infrastructure such as schools, parks, community facilities, public transport and road upgrades are delivered to



support community needs.

Festival of Place - #camdenlive

Camden celebrated #camdenlive as part of the Festival of Place, re-engaging community through an activated and enlivened town centre and encouraging the community and visitors to engage and safely return to public spaces.

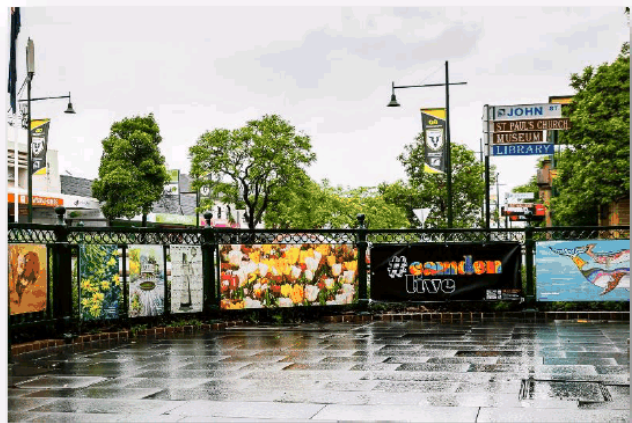
Collaborating with local artists, #camdenlive provided visual artists, street performers, buskers, musicians and creatives with an opportunity to participate and showcase their talent to the community.

The Curated Kerbside Exhibition featured work by 17 local artists as well as 11 students from TAFE NSW and 28 buskers as well as 11 multicultural artists and a dance group were involved in the Multicultural Monday program.

These artworks were displayed in various locations throughout the Camden Town Centre in a variety of locations such as guardrails, planter boxes, Camden Civic Centre, Alan Baker Art Gallery courtyard as well as selected bus shelters throughout the Camden LGA.

Council secured more than \$9000 in funding from the NSW Government's Summer Fund - Festival of Place program, to activate places and engage local creatives.

The #camdenlive hashtag built on the existing #camdenbought and #camdenlove hashtags introduced as part of Council's support for local businesses during COVID-19.



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, via 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 2021.



Next Reporting Period

The next reporting period for the Delivery Program Progress Report will be July to December 2021.

For further information contact

Corporate Planning Team

Camden Council

Phone: 4654 7777

Email: mail@camden.nsw.gov.au

Website: www.camden.nsw.gov.au



**Investment Summary Report
June 2021**



Investment Holdings

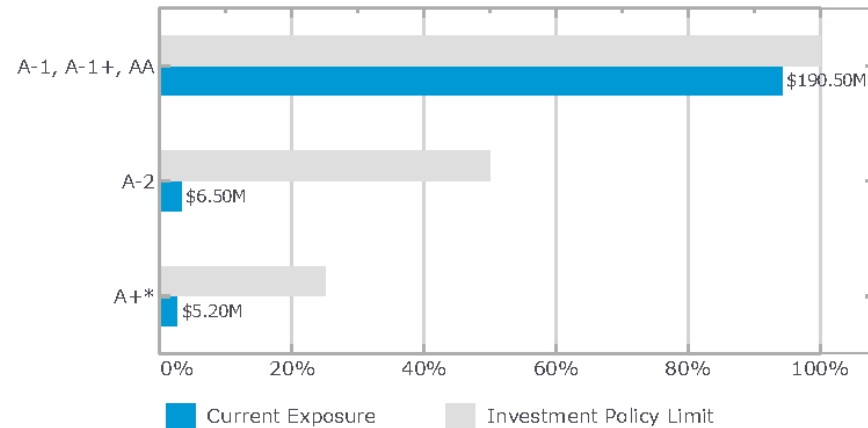
	Amount (\$)	Current Yield (%)
Cash	5,000,000.00	0.20
Term Deposit	197,200,000.00	0.89
202,200,000.00		

Term to Maturity

	Amount (\$)		Policy Max	
Between 0 and 1 Year	173,000,000	86%	100%	▢
Between 1 and 3 Years	28,700,000	14%	60%	▢
Between 3 and 5 Years	500,000	0%	30%	▢
202,200,000				

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

Total Credit Exposure



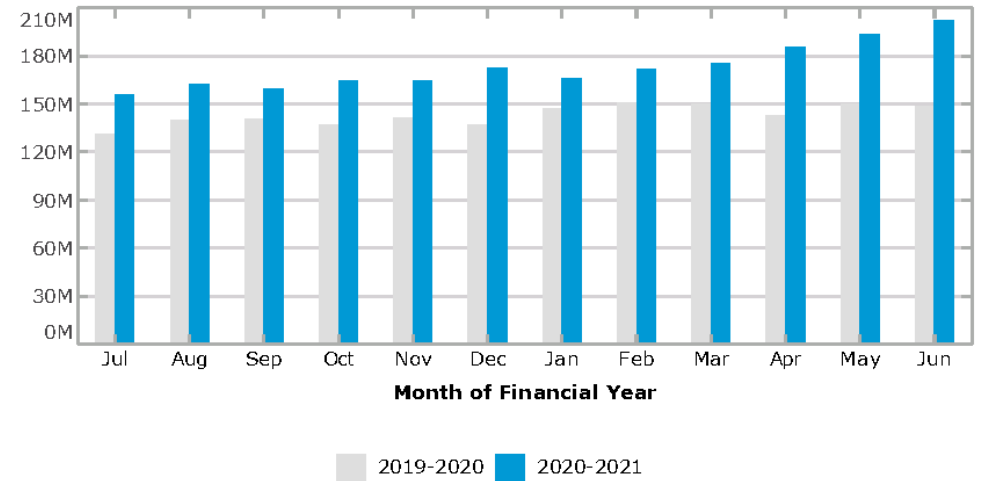
*Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 25% of the total portfolio

Sources of Funds

	Amount (\$)
Section 7.11 Developer Contributions	137,018,912
Restricted Grant Income	13,990,437
Externally Restricted Reserves	16,305,594
Internally Restricted Reserves	31,880,822
General Fund	3,004,235
Total Funds Invested	202,200,000

Council's investment portfolio has increased by \$9m since the May reporting period. The increase primarily relates to developer contributions received during the month. The source of funds invested are indicative only, due to Council's annual financial reports still being finalised for 30 June 2021.

Investment Portfolio Balance





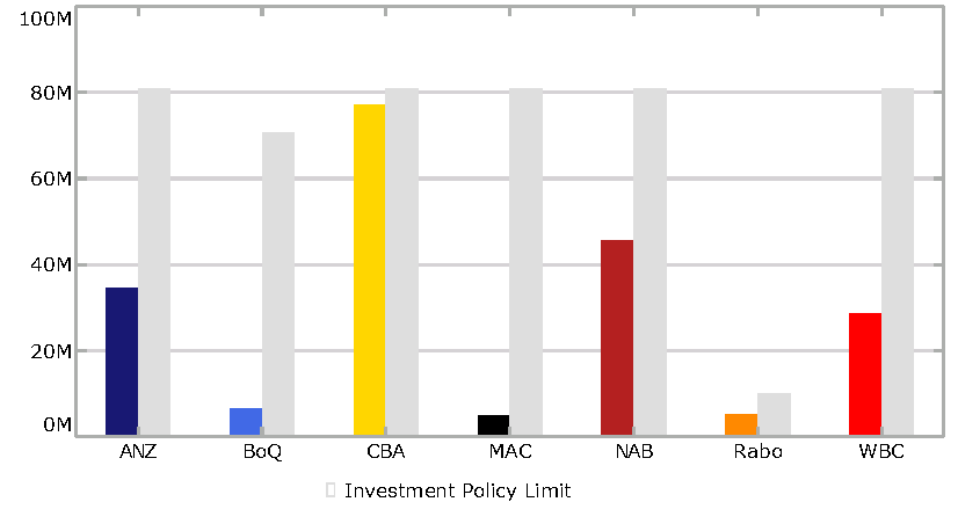
Camden Council
Individual Institutional Exposures Report - June 2021

Attachments for the Ordinary Council Meeting held on 10 August 2021 - Page 42

Attachment 1

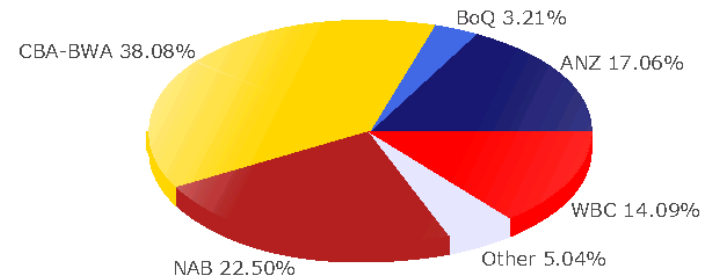
Individual Institutional Exposures **Individual Institutional Exposure Charts**

Parent Group	Exposure (\$M)	Credit Rating	Policy Limit	Actual	Capacity
ANZ Group	34.50M	A-1+, AA-	40.00%	17.06%	46.18M
Bank of Queensland	6.50M	A-2, BBB+	35.00%	3.21%	64.09M
Commonwealth Bank of Australia	77.00M	A-1+, AA-	40.00%	38.08%	3.68M
Macquarie Bank	5.00M	A-1, A+	40.00%	2.47%	75.68M
National Australia Bank	45.50M	A-1+, AA-	40.00%	22.50%	35.18M
Rabobank Aus (Foreign Sub)	5.20M	A-1*, A+*	5.00%	2.57%	4.88M
Westpac Group	28.50M	A-1+, AA-	40.00%	14.09%	52.18M
202.20M					



**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.



Investment Monies - June 2021



Interest Summary

Interest Summary as of June 2021

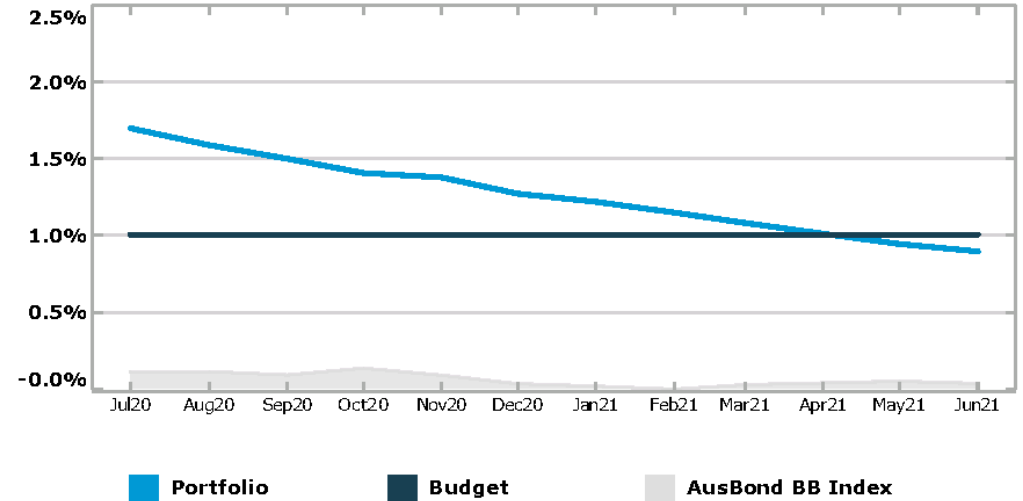
Number of Investments	147
Average Days to Maturity	260
Weighted Portfolio Yield	0.89%
CBA Call Account	0.20%
Highest Rate	3.80%
Lowest Rate	0.19%
Budget Rate	1.00%
Average BBSW (30 Day)	0.01%
Average BBSW (90 Day)	0.03%
Average BBSW (180 Day)	0.06%
Official Cash Rate	0.10%
AusBond Bank Bill Index	0.03%

Interest Received During the 2020/2021 Financial Year

	June	Cumulative	Original Budget	*Revised Budget
General Fund	\$54,046	\$633,885	\$600,000	\$600,000
Restricted	\$93,044	\$1,465,692	\$1,750,000	\$1,750,000
Total	\$147,090	\$2,099,577	\$2,350,000	\$2,350,000

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

Investment Performance



Historical Performance Summary

	Portfolio	AusBond BB Index	Outperformance
Jun 2021	0.89%	0.03%	0.86%
Last 3 Months	0.94%	0.04%	0.90%
Last 6 Months	1.04%	0.02%	1.02%
Financial Year to Date	1.26%	0.06%	1.20%
Last 12 months	1.26%	0.06%	1.20%

Investment Performance

Council's portfolio returned 0.89%pa on a weighted average yield basis during June. This compares favourably with the Ausbond Bank Bill Index's return of 0.03% pa for the month.

Camden Council
Investment Holdings Report - June 2021



Cash Accounts						
Amount (\$)	Current Yield	Institution	Credit Rating	Amount (\$)	Deal No.	Reference
5,000,000.00	0.20%	Commonwealth Bank of Australia	A-1+	5,000,000.00	535548	
5,000,000.00				5,000,000.00		

Term Deposits										
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
1-Jul-21	3,000,000.00	0.19%	ANZ Banking Group	A-1+	22-Apr-21	3,001,093.15	541275	1,093.15	At Maturity	3504
5-Jul-21	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	11-Dec-20	1,002,379.73	540696	2,379.73	At Maturity	3454 Green
7-Jul-21	1,500,000.00	0.95%	National Australia Bank	A-1+	6-Jul-20	1,514,054.79	540000	14,054.79	At Maturity	3381
12-Jul-21	1,500,000.00	0.93%	National Australia Bank	A-1+	13-Jul-20	1,513,491.37	540025	13,491.37	At Maturity	3383
14-Jul-21	1,000,000.00	0.42%	Commonwealth Bank of Australia	A-1+	17-Dec-20	1,002,255.34	540713	2,255.34	At Maturity	3456 Green
19-Jul-21	1,000,000.00	0.95%	National Australia Bank	A-1+	20-Jul-20	1,009,005.48	540039	9,005.48	At Maturity	3386
21-Jul-21	1,500,000.00	0.42%	Commonwealth Bank of Australia	A-1+	17-Dec-20	1,503,383.01	540714	3,383.01	At Maturity	3457
26-Jul-21	500,000.00	0.42%	National Australia Bank	A-1+	21-Dec-20	501,104.66	540717	1,104.66	At Maturity	3458
26-Jul-21	1,000,000.00	0.27%	ANZ Banking Group	A-1+	15-Mar-21	1,000,798.90	541167	798.90	At Maturity	3490
28-Jul-21	2,000,000.00	0.37%	Commonwealth Bank of Australia	A-1+	5-Jan-21	2,003,588.49	540807	3,588.49	At Maturity	3459
2-Aug-21	2,500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	5-Jan-21	2,504,485.62	540808	4,485.62	At Maturity	3460
3-Aug-21	1,000,000.00	1.90%	Bank of Queensland	A-2	2-Aug-19	1,017,230.14	538357	17,230.14	Annually	3252
9-Aug-21	2,000,000.00	0.85%	National Australia Bank	A-1+	5-Aug-20	2,015,369.86	540085	15,369.86	At Maturity	3393
11-Aug-21	1,500,000.00	0.85%	National Australia Bank	A-1+	10-Aug-20	1,511,352.74	540107	11,352.74	At Maturity	3395
17-Aug-21	1,500,000.00	0.85%	National Australia Bank	A-1+	13-Aug-20	1,511,247.95	540114	11,247.95	At Maturity	3396
18-Aug-21	1,500,000.00	0.81%	National Australia Bank	A-1+	17-Aug-20	1,510,585.48	540120	10,585.48	At Maturity	3399
23-Aug-21	1,000,000.00	0.80%	National Australia Bank	A-1+	19-Aug-20	1,006,926.03	540127	6,926.03	At Maturity	3400
25-Aug-21	1,000,000.00	0.82%	National Australia Bank	A-1+	24-Aug-20	1,006,986.85	540135	6,986.85	At Maturity	3401
30-Aug-21	1,500,000.00	0.85%	National Australia Bank	A-1+	26-Aug-20	1,510,793.84	540146	10,793.84	At Maturity	3403
1-Sep-21	1,000,000.00	0.51%	Commonwealth Bank of Australia	A-1+	27-Nov-20	1,003,018.08	540612	3,018.08	At Maturity	3439
6-Sep-21	1,000,000.00	0.77%	National Australia Bank	A-1+	8-Sep-20	1,006,244.38	540213	6,244.38	At Maturity	3407

Camden Council
Investment Holdings Report - June 2021



Term Deposits											
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference	
6-Sep-21	3,000,000.00	0.37%	Commonwealth Bank of Australia	A-1+	29-Jan-21	3,004,652.88	540915	4,652.88	At Maturity	3467	
8-Sep-21	1,000,000.00	0.51%	Commonwealth Bank of Australia	A-1+	26-Nov-20	1,003,032.05	540607	3,032.05	At Maturity	3438	
13-Sep-21	1,000,000.00	0.65%	Macquarie Bank	A-1	16-Dec-20	1,003,508.22	540711	3,508.22	At Maturity	3455	
15-Sep-21	1,500,000.00	0.75%	Commonwealth Bank of Australia	A-1+	15-Sep-20	1,508,907.53	540246	8,907.53	At Maturity	3410	
20-Sep-21	1,000,000.00	0.73%	Commonwealth Bank of Australia	A-1+	16-Sep-20	1,005,760.00	540252	5,760.00	At Maturity	3411	
22-Sep-21	1,000,000.00	0.71%	Commonwealth Bank of Australia	A-1+	22-Sep-20	1,005,485.48	540272	5,485.48	At Maturity	3414	
27-Sep-21	500,000.00	0.68%	Commonwealth Bank of Australia	A-1+	24-Sep-20	502,608.22	540269	2,608.22	At Maturity	3416	
27-Sep-21	1,000,000.00	0.69%	Commonwealth Bank of Australia	A-1+	28-Sep-20	1,005,217.53	540363	5,217.53	At Maturity	3417	Green
29-Sep-21	1,500,000.00	0.70%	Commonwealth Bank of Australia	A-1+	1-Oct-20	1,507,853.42	540356	7,853.42	At Maturity	3421	Green
5-Oct-21	1,000,000.00	0.35%	National Australia Bank	A-1+	23-Apr-21	1,000,661.64	541283	661.64	At Maturity	3509	
6-Oct-21	3,000,000.00	0.66%	Commonwealth Bank of Australia	A-1+	7-Oct-20	3,014,483.84	540389	14,483.84	At Maturity	3423	Green
11-Oct-21	2,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	6-Jan-21	2,003,857.53	540809	3,857.53	At Maturity	3461	
13-Oct-21	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	8-Jan-21	1,001,906.85	540816	1,906.85	At Maturity	3462	
18-Oct-21	1,500,000.00	0.39%	Commonwealth Bank of Australia	A-1+	13-Jan-21	1,502,708.63	540820	2,708.63	At Maturity	3463	
21-Oct-21	1,000,000.00	0.60%	Commonwealth Bank of Australia	A-1+	23-Oct-20	1,004,126.03	540467	4,126.03	At Maturity	3428	
25-Oct-21	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	15-Jan-21	1,502,745.21	540826	2,745.21	At Maturity	3464	
27-Oct-21	1,500,000.00	0.53%	Commonwealth Bank of Australia	A-1+	26-Nov-20	1,504,726.44	540606	4,726.44	At Maturity	3437	
1-Nov-21	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	18-Jan-21	1,502,695.89	540830	2,695.89	At Maturity	3465	
3-Nov-21	1,500,000.00	0.37%	Westpac Group	A-1+	3-Feb-21	1,502,250.41	540920	2,250.41	At Maturity	3468	
8-Nov-21	1,000,000.00	0.40%	National Australia Bank	A-1+	3-Feb-21	1,001,621.92	540919	1,621.92	At Maturity	3469	
8-Nov-21	500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	5-Feb-21	500,760.00	540929	760.00	At Maturity	3471	
10-Nov-21	2,000,000.00	0.38%	National Australia Bank	A-1+	8-Feb-21	2,002,977.53	540931	2,977.53	At Maturity	3472	
15-Nov-21	1,500,000.00	0.37%	Westpac Group	A-1+	10-Feb-21	1,502,143.97	540939	2,143.97	At Maturity	3473	
17-Nov-21	1,000,000.00	0.37%	Westpac Group	A-1+	15-Feb-21	1,001,378.63	540943	1,378.63	At Maturity	3474	
22-Nov-21	1,000,000.00	0.37%	Westpac Group	A-1+	15-Feb-21	1,001,378.63	540944	1,378.63	At Maturity	3475	
24-Nov-21	2,000,000.00	0.33%	ANZ Banking Group	A-1+	18-Feb-21	2,002,404.93	540952	2,404.93	At Maturity	3476	

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Term Deposits

Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
29-Nov-21	1,500,000.00	0.52%	Commonwealth Bank of Australia	A-1+	1-Dec-20	1,504,530.41	540633	4,530.41	At Maturity	3442 Green
1-Dec-21	500,000.00	0.32%	ANZ Banking Group	A-1+	19-Feb-21	500,578.63	540956	578.63	At Maturity	3478
1-Dec-21	1,000,000.00	0.33%	ANZ Banking Group	A-1+	22-Feb-21	1,001,166.30	540959	1,166.30	At Maturity	3479
1-Dec-21	3,000,000.00	0.31%	ANZ Banking Group	A-1+	22-Apr-21	3,001,783.56	541276	1,783.56	At Maturity	3505
6-Dec-21	1,500,000.00	0.31%	ANZ Banking Group	A-1+	24-Feb-21	1,501,617.95	540966	1,617.95	At Maturity	3480
8-Dec-21	1,000,000.00	0.48%	Commonwealth Bank of Australia	A-1+	8-Dec-20	1,002,695.89	540686	2,695.89	At Maturity	3448 Green
13-Dec-21	1,000,000.00	0.31%	ANZ Banking Group	A-1+	25-Feb-21	1,001,070.14	540974	1,070.14	At Maturity	3482
13-Dec-21	1,000,000.00	0.36%	ANZ Banking Group	A-1+	26-Feb-21	1,001,232.88	540975	1,232.88	At Maturity	3484
15-Dec-21	1,000,000.00	0.34%	ANZ Banking Group	A-1+	2-Mar-21	1,001,127.12	540999	1,127.12	At Maturity	3486
20-Dec-21	2,000,000.00	0.35%	ANZ Banking Group	A-1+	1-Mar-21	2,002,339.73	540990	2,339.73	At Maturity	3485
22-Dec-21	1,000,000.00	0.32%	ANZ Banking Group	A-1+	8-Mar-21	1,001,008.22	541091	1,008.22	At Maturity	3487
4-Jan-22	500,000.00	0.32%	ANZ Banking Group	A-1+	11-Mar-21	500,490.96	541159	490.96	At Maturity	3489
4-Jan-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	25-Mar-21	1,001,020.27	541223	1,020.27	At Maturity	3492
5-Jan-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	26-Mar-21	1,001,009.86	541225	1,009.86	At Maturity	3493
10-Jan-22	3,000,000.00	0.45%	Commonwealth Bank of Australia	A-1+	26-Feb-21	3,004,623.29	540976	4,623.29	At Maturity	3483
10-Jan-22	500,000.00	0.31%	ANZ Banking Group	A-1+	30-Mar-21	500,394.93	541229	394.93	At Maturity	3494
10-Jan-22	1,500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	7-Apr-21	1,501,257.53	541253	1,257.53	At Maturity	3498
12-Jan-22	1,000,000.00	0.38%	Commonwealth Bank of Australia	A-1+	24-Mar-21	1,001,030.68	541217	1,030.68	Annually	3491
17-Jan-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	31-Mar-21	1,001,008.22	541232	1,008.22	At Maturity	3495
19-Jan-22	2,000,000.00	0.37%	Commonwealth Bank of Australia	A-1+	6-Apr-21	2,001,743.56	541240	1,743.56	At Maturity	3497
24-Jan-22	1,500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	7-Apr-21	1,501,292.47	541254	1,292.47	At Maturity	3499
31-Jan-22	1,500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	8-Apr-21	1,501,311.78	541256	1,311.78	At Maturity	3500
1-Feb-22	1,000,000.00	3.60%	Westpac Group	A-1+	1-Feb-17	1,005,819.18	535538	5,819.18	Quarterly	2936
2-Feb-22	1,500,000.00	3.57%	Westpac Group	A-1+	2-Feb-17	1,508,656.03	535539	8,656.03	Quarterly	2937
7-Feb-22	500,000.00	0.38%	Westpac Group	A-1+	4-Feb-21	500,765.21	540927	765.21	At Maturity	3470
7-Feb-22	1,000,000.00	0.34%	ANZ Banking Group	A-1+	30-Apr-21	1,000,577.53	541297	577.53	At Maturity	3511

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Term Deposits											
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference	
10-Feb-22	1,000,000.00	3.56%	Westpac Group	A-1+	10-Feb-17	1,005,071.78	535540	5,071.78	Quarterly	2938	
14-Feb-22	1,500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	4-May-21	1,500,881.92	541304	881.92	At Maturity	3512	
15-Feb-22	1,500,000.00	3.75%	Bank of Queensland	A-2	15-Feb-17	1,520,958.90	535547	20,958.90	Annually	2939	
21-Feb-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	5-May-21	1,000,499.73	541309	499.73	At Maturity	3514	
22-Feb-22	2,000,000.00	3.64%	Westpac Group	A-1+	22-Feb-17	2,007,579.18	535541	7,579.18	Quarterly	2940	
28-Feb-22	1,000,000.00	3.75%	Bank of Queensland	A-2	27-Feb-17	1,012,842.47	535483	12,842.47	Annually	2946	
28-Feb-22	1,000,000.00	3.55%	Westpac Group	A-1+	28-Feb-17	1,003,306.85	535542	3,306.85	Quarterly	2950	
1-Mar-22	1,000,000.00	3.58%	Westpac Group	A-1+	1-Mar-17	1,002,942.47	535543	2,942.47	Quarterly	2952	
2-Mar-22	2,000,000.00	1.40%	Macquarie Bank	A-1	3-Mar-20	2,009,205.48	539519	9,205.48	Annually	3333	
3-Mar-22	1,000,000.00	3.60%	Westpac Group	A-1+	3-Mar-17	1,002,761.64	535545	2,761.64	Quarterly	2954	
7-Mar-22	2,000,000.00	0.35%	Macquarie Bank	A-1	18-Feb-21	2,002,550.68	540953	2,550.68	At Maturity	3477	
9-Mar-22	1,000,000.00	3.61%	Westpac Group	A-1+	9-Mar-17	1,002,175.89	535546	2,175.89	Quarterly	2956	
9-Mar-22	3,000,000.00	0.38%	Westpac Group	A-1+	8-Mar-21	3,000,718.36	541092	718.36	Quarterly	3488	
14-Mar-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	13-May-21	1,500,644.38	541328	644.38	At Maturity	3516	
15-Mar-22	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	22-Apr-21	1,501,150.68	541279	1,150.68	At Maturity	3508	
21-Mar-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	13-May-21	1,500,644.38	541329	644.38	At Maturity	3517	
23-Mar-22	500,000.00	3.80%	Bank of Queensland	A-2	23-Mar-17	505,205.48	535485	5,205.48	Annually	2960	
23-Mar-22	500,000.00	0.37%	Commonwealth Bank of Australia	A-1+	14-May-21	500,243.29	541333	243.29	At Maturity	3520	
23-Mar-22	1,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	19-May-21	1,000,424.11	541352	424.11	At Maturity	3521	
28-Mar-22	1,000,000.00	0.37%	Commonwealth Bank of Australia	A-1+	20-May-21	1,000,425.75	541355	425.75	At Maturity	3522	
28-Mar-22	500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	25-May-21	500,182.47	541365	182.47	At Maturity	3524	
30-Mar-22	3,000,000.00	0.36%	Westpac Group	A-1+	31-Mar-21	3,000,029.59	541235	29.59	Quarterly	3496	
30-Mar-22	1,000,000.00	0.36%	Commonwealth Bank of Australia	A-1+	26-May-21	1,000,355.07	541366	355.07	At Maturity	3525	
4-Apr-22	500,000.00	0.36%	Commonwealth Bank of Australia	A-1+	27-May-21	500,172.60	541379	172.60	At Maturity	3526	
4-Apr-22	1,000,000.00	0.43%	Commonwealth Bank of Australia	A-1+	9-Jun-21	1,000,259.18	541507	259.18	At Maturity	3535	
6-Apr-22	500,000.00	0.32%	ANZ Banking Group	A-1+	9-Jun-21	500,096.44	541506	96.44	At Maturity	3534	

Camden Council
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Term Deposits

Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
6-Apr-22	500,000.00	0.42%	Commonwealth Bank of Australia	A-1+	10-Jun-21	500,120.82	541517	120.82	At Maturity	3536
11-Apr-22	1,500,000.00	0.40%	Commonwealth Bank of Australia	A-1+	12-Apr-21	1,501,315.07	541258	1,315.07	At Maturity	3502 Green
13-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,000,184.11	541518	184.11	At Maturity	3537
19-Apr-22	1,500,000.00	0.36%	National Australia Bank	A-1+	21-Apr-21	1,501,050.41	541274	1,050.41	At Maturity	3503
20-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	10-Jun-21	1,000,184.11	541519	184.11	At Maturity	3538
26-Apr-22	1,500,000.00	0.43%	Commonwealth Bank of Australia	A-1+	10-Jun-21	1,500,371.10	541521	371.10	At Maturity	3539
27-Apr-22	1,000,000.00	0.32%	ANZ Banking Group	A-1+	28-May-21	1,000,298.08	541416	298.08	At Maturity	3527
2-May-22	3,000,000.00	0.36%	Westpac Group	A-1+	22-Apr-21	3,002,071.23	541277	2,071.23	Quarterly	3506
2-May-22	1,500,000.00	0.31%	ANZ Banking Group	A-1+	11-Jun-21	1,500,254.79	541525	254.79	At Maturity	3540
4-May-22	1,000,000.00	3.60%	Bank of Queensland	A-2	8-May-17	1,005,128.77	535487	5,128.77	Annually	2971
9-May-22	1,500,000.00	0.32%	National Australia Bank	A-1+	15-Jun-21	1,500,210.41	541531	210.41	At Maturity	3541
11-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	17-Jun-21	1,000,149.59	541550	149.59	At Maturity	3543
16-May-22	1,500,000.00	0.38%	Commonwealth Bank of Australia	A-1+	16-Jun-21	1,500,234.25	541540	234.25	At Maturity	3542
18-May-22	1,000,000.00	0.33%	ANZ Banking Group	A-1+	18-Jun-21	1,000,117.53	541554	117.53	At Maturity	3544
23-May-22	500,000.00	0.35%	Westpac Group	A-1+	21-May-21	500,196.58	541357	196.58	Quarterly	3523
23-May-22	1,000,000.00	0.40%	Commonwealth Bank of Australia	A-1+	18-Jun-21	1,000,142.47	541555	142.47	At Maturity	3545
25-May-22	1,000,000.00	0.39%	Commonwealth Bank of Australia	A-1+	28-May-21	1,000,363.29	541424	363.29	At Maturity	3528
30-May-22	1,000,000.00	0.34%	ANZ Banking Group	A-1+	18-Jun-21	1,000,121.10	541556	121.10	At Maturity	3546
31-May-22	500,000.00	0.35%	Westpac Group	A-1+	31-May-21	500,148.63	541442	148.63	Quarterly	3531
1-Jun-22	500,000.00	0.32%	ANZ Banking Group	A-1+	22-Jun-21	500,039.45	541562	39.45	At Maturity	3548
1-Jun-22	1,000,000.00	0.35%	ANZ Banking Group	A-1+	28-Jun-21	1,000,028.77	541588	28.77	At Maturity	3553
6-Jun-22	1,500,000.00	0.32%	ANZ Banking Group	A-1+	23-Jun-21	1,500,105.21	541566	105.21	At Maturity	3550
8-Jun-22	1,000,000.00	0.36%	National Australia Bank	A-1+	28-Jun-21	1,000,029.59	541589	29.59	At Maturity	3554
14-Jun-22	500,000.00	0.36%	ANZ Banking Group	A-1+	28-Jun-21	500,014.79	541590	14.79	At Maturity	3555
20-Jun-22	3,000,000.00	0.40%	National Australia Bank	A-1+	30-Apr-21	3,002,038.36	541293	2,038.36	Annually	3510

Camden Council
Investment Holdings Report - June 2021



Term Deposits											
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference	
20-Jun-22	1,500,000.00	0.35%	National Australia Bank	A-1+	21-Jun-21	1,500,143.84	541560	143.84	At Maturity	3547	
22-Jun-22	1,000,000.00	0.42%	Commonwealth Bank of Australia	A-1+	23-Jun-21	1,000,092.05	541565	92.05	At Maturity	3549	
22-Jun-22	2,000,000.00	0.44%	Commonwealth Bank of Australia	A-1+	28-Jun-21	2,000,072.33	541587	72.33	At Maturity	3552 Green	
27-Jun-22	1,500,000.00	2.10%	Bank of Queensland	A-2	26-Jun-19	1,500,258.90	538082	258.90	Annually	3242	
27-Jun-22	500,000.00	0.37%	National Australia Bank	A-1+	25-Jun-21	500,030.41	541586	30.41	At Maturity	3551	
4-Oct-22	3,500,000.00	0.46%	Commonwealth Bank of Australia	AA-	22-Apr-21	3,503,087.67	541278	3,087.67	SemiAnnually	3507	
14-Nov-22	500,000.00	0.47%	National Australia Bank	AA-	13-May-21	500,315.48	541331	315.48	Annually	3519	
30-Nov-22	2,000,000.00	0.50%	National Australia Bank	AA-	31-May-21	2,000,849.32	541441	849.32	Annually	3530	
5-Dec-22	1,500,000.00	0.40%	Westpac Group	AA-	9-Jun-21	1,500,361.64	541511	361.64	Quarterly	3533	
7-Dec-22	1,000,000.00	0.50%	National Australia Bank	AA-	8-Jun-21	1,000,315.07	541501	315.07	Annually	3532	
25-Jan-23	2,000,000.00	0.55%	National Australia Bank	AA-	27-Jan-21	2,004,671.23	540890	4,671.23	Annually	3466	
6-Apr-23	1,500,000.00	0.47%	Westpac Group	AA-	8-Apr-21	1,501,622.47	541257	1,622.47	Quarterly	3501	
3-May-23	1,500,000.00	0.62%	National Australia Bank	AA-	5-May-21	1,501,452.33	541306	1,452.33	At Maturity	3513	
8-May-23	1,500,000.00	0.60%	National Australia Bank	AA-	10-May-21	1,501,282.19	541311	1,282.19	Annually	3515	
10-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	13-May-21	1,000,805.48	541330	805.48	Annually	3518	
29-May-23	1,000,000.00	0.60%	National Australia Bank	AA-	28-May-21	1,000,558.90	541423	558.90	Annually	3529	
11-Dec-23	2,000,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	2,033,139.73	537431	33,139.73	Annually	3070	
18-Dec-23	4,500,000.00	3.15%	National Australia Bank	AA-	19-Dec-18	4,574,564.38	537432	74,564.38	Annually	3071	
3-Jan-24	2,000,000.00	3.40%	Rabobank Australia	A+*	4-Jan-19	2,033,161.64	537443	33,161.64	Annually	3173	
28-Feb-24	1,000,000.00	3.20%	Rabobank Australia	A+*	28-Feb-19	1,010,958.90	537586	10,958.90	Annually	3189	
4-Mar-24	1,200,000.00	3.20%	Rabobank Australia	A+*	4-Mar-19	1,212,519.45	537601	12,519.45	Annually	3192	
27-Mar-24	1,000,000.00	3.00%	Rabobank Australia	A+*	29-Mar-19	1,007,726.03	537765	7,726.03	Annually	3200	
24-Feb-25	500,000.00	0.80%	Westpac Group	AA-	24-Feb-21	500,416.44	540967	416.44	Quarterly	3481	
197,200,000.00						197,790,054.79		590,054.79			

ORD03

Attachment 1



~~Works In Kind~~

~~POLICY 5.73~~

~~WORKS--IN--KIND~~

~~POLICY~~

~~P04.000058.02~~

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WORKS-IN-KIND POLICY AGREEMENTS

~~DIVISION: GOVERNANCE~~

DIVISION: ~~(Insert Division Name here)~~ Sport, Community and Activation

BRANCH: Contributions Planning

CATEGORY: 2

~~FILE / BINDER: Development Contributions/Works in Kind Agreements~~

PART 1 – INTRODUCTION

1. BACKGROUND

- 1.1 Under the provisions of the *Environmental Planning and Assessment Act 1979*, Council has the power to require development contributions toward the cost of providing services and facilities to meet the demand generated by the development. Council has a number of ~~contributions plan~~ Contributions Plans that require contributions toward the provision of open space, recreation facilities, community facilities, roads, drainage and other community infrastructure.
- 1.2 In some instances, a developer may seek to construct public infrastructure in lieu of making a monetary contribution. This is known as ‘works-in-kind’.
- 1.3 ~~Works-In-Kind~~ Agreements provide opportunities for developers to deliver infrastructure for the community much earlier than Council would often be able to achieve, as they are already constructing works on site. By constructing works, developers can offset the development contributions they would otherwise be required to pay to Council

2. OBJECTIVE

- 2.1 To provide a framework for ~~Works-In-Kind~~ Agreements that includes:
 - Procedures for making an application and entering into a ~~Works-In-Kind Agreement~~ and
 - How Council will assess and determine whether it will enter into a ~~Works-In-Kind~~ Agreement.

3. SCOPE

- 3.1 This policy applies to all requests to carry out works-in-kind in full or part satisfaction of conditions of consent requiring development contributions to be made to Council.

4. DEFINITIONS

~~Works-In-Kind Policy~~
Adopted by Council: 13/09/2012

Next Review Date: dd/mm/yyyy
EDMS #:

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- 4.1 **Attributable Cost** means the estimated cost for each item in the works schedules of the relevant Contributions Plan, which may differ from the final actual cost of the item. It will be the value used in determining the amount of any offset of monetary contributions as a result of any works-in-kind proposal.
- ~~4.1 **Attributable Value** means [insert definition]~~
- 4.2 **Bank guarantee** means an irrevocable and unconditional undertaking without any expiry or end date in favour of ~~the~~ Council to pay an amount or amounts of money to ~~the~~ Council on demand issued by an Australian bank, non-bank- financial institution, or insurance company subject to prudential supervision by the Australian Prudential Regulatory Authority and ~~which~~ has a credit rating of "A" or above (as assessed by Standard and Poors) or "A2" or above (as assessed by Moody's Investors Service) or "A" or above (as assessed by FitchRatings).
- 4.3 **Consent** means a development consent issued for a development application.
- 4.4 **Contributions Plan** means a document that has been publicly exhibited and adopted by the Council pursuant to section 7.18 of the ~~EP&A Act~~Environmental Planning and Assessment Act.
- 4.5 **Council** means ~~the~~Camden Council ~~of Camden~~.
- 4.6 **Defects Liability Period** means the period agreed to in relation to the Works where council may give the developer a rectification notice stating the works to be rectified at the developers cost.
- 4.7 **Development contribution** means a contribution referred to in section 7.11 of the EP&A Act.
- 4.8 **Development Contributions Management Committee (DCMC)** means an internal Council committee comprised of management and specialist staff representing strategic planning, development assessment, finance and capital works sections. The committee meets on a regular basis to manage the development contributions system. Committee meetings are closed to the public and decisions are made by consensus. Committee meeting minutes, decisions and recommendations in relation to ~~works in kind agreement~~Works-In-Kind Agreements are communicated directly to the applicant who makes a written application to enter a ~~works in kind agreement~~Works-In-Kind Agreement.
- 4.9 **EP&A Act** means the *Environmental Planning and Assessment Act 1979*.
- 4.10 **EPA Regulation** means the *Environmental Planning and Assessment Regulation 2000*.
- 4.11 **Hand-Over Date** means a date no later than the date specified in a ~~w~~Works-In-Kind agreement in which the developer will hand over the works to ~~C~~ouncil.
- 4.12 **LGA** means the local government area.
- 4.13 **Land Contribution** means the area of land to be dedicated to Council in full or part satisfaction of conditions of consent requiring development contributions to be made to Council.
- 4.14 **Material Public Benefit (MPB)** means ~~that a MPB can consist of either a~~ works-in-kind or the provision of certain public amenities or services that are not scheduled within a ~~C~~ontributions ~~P~~lan in lieu of the part or full payment of either

a monetary contribution or the dedication of land that is required as a condition of development consent.

4.15 Works-in-kind (WIK) means the undertaking of a work or provision of a facility by an applicant which is already nominated in the works Schedule of Works of a Contributions Plan.

4.15.16 Works-In-Kind Agreement means an agreement between Council and a developer concerning works-in-kind.

PART 2 - POLICY STATEMENT

The Council has sole discretion to decide whether it will accept works-in-kind in lieu of monetary contributions toward the provision of community infrastructure. Where the Council agrees to accept the provision of works-in-kind, they must be the subject of a formal Works-In-Kind Agreement. This Agreement is a legally binding contract that is entered into by both developer and Council. The Agreement must be entered into prior to commencing work.

This policy shall not limit or fetter Council's statutory discretion or duty in determining development applications under the Environmental Planning and Assessment Act.

5. WHAT IS THIS POLICY ABOUT?

5.1 Under the provisions of the EP&A Act Environmental Planning and Assessment Act 1979, Council has the power to require development contributions toward the cost of providing services and facilities to meet the demand generated by the development. In order to require development contributions, Council must have a Contributions Plan in place which authorises imposing contributions to be imposed as a condition of development consent. Council has a number of contributions plans Contributions Plans that require contributions toward the provision of open space, recreation facilities, community facilities, roads, drainage and other community infrastructure.

5.2 A Contributions Plan contains a Schedule of Works, which identifies the infrastructure to be provided and includes an estimate of the cost. The cost of providing the infrastructure is then shared across an area or type of development. For Council to levy a contribution, it must impose a condition of consent on the development requiring the development contributions. These contributions may be satisfied by the payment of money, the dedication of land free of cost, or both.

5.3 In accordance with section 94(5)(b) 7.13 of the EP&A Act Environmental Planning and Assessment Act, 1979 (the Act), Council may accept the provision of a Material Public Benefit (other than land or money) in full or part satisfaction of a condition of consent requiring development contributions. The most common form of a 'Material Public Benefit' is the construction of works that have been identified in the Schedule of Works in the Contributions Plan. This is known as 'works-in-kind'.

5.4 Council is ultimately responsible for these facilities and therefore needs to approve the proposed works before the developer commences any works and must ensure the works are carried out appropriately. This policy establishes what the developer needs to do if they want to carry out works-in-kind and— their expectations throughout the process.

5.5 It is entirely at Council's discretion whether it will accept the provision of works-in-kind, instead of a monetary contribution. Where Council does agree to accept works-in-kind, they must be the subject of a formal "Works-In-Kind Agreement" entered into by both the developer and the Council prior to commencement of works. The aAgreement is a legally binding contract. The purpose of this policy is to provide a framework for establishing when and how Council will enter into Works-In-Kind Agreements.

5.6 For the purposes of satisfying the tendering requirements under Section 55 of the *Local Government Act 1993*, in making this pPolicy, Council has resolved, at its meeting of the 24 November 2009 (ORD281/09), that it will not invite tenders in respect of Works-In-Kind Agreements or Voluntary Planning Agreements on the grounds that a satisfactory result will not be achieved due to the unavailability of competitive tenderers in accordance with the provisions of s 55(3)(i) of the EP&A Act.

6. WHAT OTHER COUNCIL DOCUMENTS DOES THIS RELATE TO?

6.1 This policy should be read in conjunction with the relevant adopted Section 7.11 or 7.1294 Development Contributions Plan, the Council Works-in-Kind Template, the Development Application Conditions of Consent and Camden Councilthe Engineering Design Specification.

1. Application

~~This policy applies to all requests to carry out works-in-kind in full or part satisfaction of conditions of consent requiring development contributions to be made to Council.~~

2. Definitions

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

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

~~**Consent** means a development consent issued for a development application.~~

~~**Contributions Plan** is a document that has been publicly exhibited and adopted by the Council pursuant to section 7.1894EA of the *Environmental Planning and Assessment Act*.~~

~~**Council** means The Council of Camden.~~

~~**Defects Liability Period** means the period agreed to in relation to the Works where council may give the developer a rectification notice stating the works to be rectified at the developers cost~~

~~**Development contribution** means a contribution referred to in section 7.1194 of the EP&A Act.~~

~~**Development Contributions Management Committee (DCMC)** means an~~

~~internal Council committee comprised of management and specialist staff representing strategic planning, development assessment, finance and capital works sections. The committee meets on a regular basis to manage the development contributions system. Committee meetings are closed to the public and decisions are made by consensus. Committee meeting minutes, decisions and recommendations in relation to works in kind agreements are communicated directly to the applicant who makes a written application to enter a works in kind agreement.~~

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

~~EPA Regulation means the *Environmental Planning and Assessment Regulation 2000*.~~

~~Hand Over Date means a date no later than that date specified in a works in kind agreement in which the developer will handover the works to council.~~

~~LGA means local government area.~~

~~Land Contribution means the area of land to be dedicated to Council in full or part satisfaction of conditions of consent requiring development contributions to be made to Council.~~

~~Material Public Benefit (MPB) A MPB can consist of either a works in kind or the provision of certain public amenities or services that are not scheduled within a contributions plan in lieu of the part or full payment of either a monetary contribution or the dedication of land that is required as a condition of development consent.~~

~~Works in kind (WIK) means the undertaking of a work or provision of a facility by an applicant which is already nominated in the works schedule of a contributions plan.~~

7. WHEN IS A WORKS-IN-KIND APPLICATION REQUIRED?

~~7.1 If a developer would like to undertake works that are identified in a Contributions Plan in either full or part satisfaction of conditions of consent requiring development contributions to be made to Council then the developer will need agreement from Council that it will accept the provision of the works-in-kind. Also, if a developer would like Council to consider dedication of land identified in a Section 7.1194 Contributions Plan as either full or part satisfaction of conditions of consent requiring development contributions to be made.~~

~~7.17.2 Council will only consider a request by a Developer to enter into a Works In Kind Agreement once the request has been made in writing.~~

~~7.2 This will take the form of a formal Works In Kind Agreement that is entered into by both Council and the developer and is a legal contract relating to the works. This Agreement must be entered into before any works commence. To gain agreement from Council that it will accept the provision of works in kind, the developer will need to make a request in writing.~~

NOTE: A Works-In-Kind Agreement to allow a developer to provide works-in-kind in full or part satisfaction of development contribution requirements is solely at Council's discretion. This ~~Works in Kind Agreement~~Works-In-Kind Agreements policy is intended as a guide only. The applicant should not assume that compliance with the requirements in the policy will automatically give them approval.

8. WHAT IS THE PROCESS FOR OBTAINING APPROVAL TO PROVIDE WORKS-IN-KIND?

8.1 *Step 1 – Initial Discussions with Council's ~~Section 94 Planner~~Contributions Planner*

Prior to applying for Council's approval, an appointment should be made to discuss the Council's requirements in relation to the proposed works. This will include a discussion of the ~~A~~'attributable ~~C~~cost' of the land/works ~~(i.e. the amount of 'credit' for the works)~~. Please contact Council's ~~Section 94 Contribution Planner~~Contributions Planner to schedule a meeting.

These discussions should occur as early as possible and, in the case of land subdivision, certainly well before time constraints are likely to impact on the ability for Council to issue a prompt ~~s~~Subdivision ~~c~~Certificate.

8.2 *Step 2 – Written Application*

The applicant must write to Council advising of its desire to undertake the land dedication/works that are identified in a Contributions Plan and request approval to enter into a Works-In-Kind Agreement. The applicant should do this as soon as they have received their development consent. The information provided should explain details of the works involved, ~~its~~their location and estimated costs in the form of detailed quotations (refer to ~~s~~Section 7-9 – *What information is required in the written application?*).

NOTE: The applicant should lodge the written application as early as possible to allow sufficient time for Council to assess the application without impacting on the applicant's development schedule. Failure to meet these timeframes may result in delays to the development. Delays in development are not a relevant factor in considering any application.

8.3 *Step 3 – Council considers your application*

Upon receipt, Council will assess the information the applicant has provided against the provisions criteria outlined ~~(refer to in part section '8-10 – How will Council assess a proposal to accept works-in-kind?')~~. This may include referral to the ~~Development Contributions Management Committee~~DCMC for consideration. In some circumstances, referral to the elected Councillors may be required. Council will then determine whether or not it is prepared to support the proposal and enter into a Works-~~i~~n-Kind Agreement with the applicant.

8.4 *Step 4 – Determination*

Council (~~Development Contributions Management Committee~~DCMC under delegation) will advise the applicant whether or not it will accept the provision of works-in-kind. Where Council does agree to accept the land/works, the developer and Council will enter into a Works-In-Kind Agreement using Council's template Works-In-Kind Agreement (attached to this policy). This document ~~is a legally binding contract relating to the works and~~ establishes the scope of works, the rights and responsibilities of each party and the financial arrangements relating to the ~~A~~'attributable ~~V~~value of the land/works and their offset against development contribution requirements.

If the applicant wishes to vary any of the clauses in Council's template Works-

Works-In-Kind Agreement, the applicant is to provide a detailed description or marked up version of Council's template Works-In-Kind Agreement with justification to Council's ~~Section 94 Contribution Planner~~ Contributions Planner. Council's ~~Section 94 Contribution Planner~~ Contributions Planner will refer all the applicant's proposed variations to Council's legal representatives for legal opinion and drafting. The applicant is liable for all of Council's legal costs with respect to considering variations to the template Works-In-Kind Agreement.

Council officers will consider the legal opinion and drafting received. All proposed variations to the legal drafting of the template Works-In-Kind Agreement must be approved by the ~~Development Contributions Management Committee~~ DCMC. The legal opinion received by Council is confidential. However, the applicant will be advised of any legal drafting changes once the ~~Development Contributions Management Committee~~ DCMC has made a decision to approve/reject variations after due consideration is given to the legal opinion provided by Council's legal representatives.

NOTE: The applicant should lodge all proposed variations to Council's Works-In-Kind Agreement template with the written application as early as possible to allow sufficient time for Council to obtain legal advice. Failure to meet these timeframes may result in delays to the development.

The ~~Section 94 Contribution Planner~~ Contributions Planner will forward a copy of the DCMC endorsed Works-In-Kind Agreement to the applicant for signing. The applicant is to return a hardcopy and electronic copy of the signed Works-In-Kind Agreement to the ~~Section 94 Contribution Planner~~ Contributions Planner. Council's ~~General Manager~~ Coordinator Contributions Planning has delegated authority to sign the Works-In-Kind Agreement on behalf of Camden Council.

Council expects Works-In-Kind agreements to be signed by the applicant within a reasonable period. A final approval to enter the Works-In-Kind agreement by DCMC remains valid for three months or otherwise negotiated between the applicant and Council. Should the agreement not be signed within three months, the applicant should seek re-approval by DCMC.

8.5 Step 5 – Approvals for the works

It is the responsibility of the applicant to obtain all necessary approvals for the works and relevant land dedications. The applicant must work cooperatively with relevant Council staff regarding design and specifications for the proposed works prior to submitting a dDevelopment aApplication and prior to submitting an application for a cConstruction cCertificate.

Prior to commencing design of any Items of wWorks which relate to a community and recreation facilities, including parks and playgrounds or other unique type of facility, the dDeveloper is to request that the Council provide the dDeveloper with its requirements for the design, materials and specifications for the provision of the Works. The dDeveloper may provide a proposal, including preliminary concept designs as a starting point for discussion with Council as to the proposed wWorks.

The Council is to advise the dDeveloper in writing whether it approves of the initial design of Works within 40 working days/2 months of receiving the initial design from the Developer.

It is important for the developer to understand that Council entering into a Works

In-Kind Agreement does not imply that development consent for the subject work has, or will, be given. The normal development assessment process under Section 4.15-79 C of the Environmental Planning and Assessment Act EP&A Act will apply.

In the event that the applicant has obtained development consent for the subject work prior to entering a Works-In-Kind Agreement with Council and working with Council to develop the approved scope and concept design the applicant may be required to amend the development application so that the proposed works are in accordance with Council's designs, specifications, standards and intentions for infrastructure. Any modifications to development consents for subject works and land dedications will attract fees and costs that are to be entirely borne by the applicant. Council takes no responsibility for costs incurred by the applicant.

NOTE: All works shall be in accordance with Council's design, specification standards, or as otherwise agreed.

8.6 Step 6 – Construction Phase

Upon completion of the first five steps and compliance with the Works-In-Kind Agreement, construction of the work may commence. No additions or alterations, including variations to costs, should be made to the works without Council's consent in writing. This consent may need to include a Section 4.55-96 Development Consent Modification Approval.

The works will be inspected by Council as stated in the Works-In-Kind Agreement and/or Development Approval consent, including an inspection when construction is complete, to ensure the facility has been built to an acceptable standard. Any defects must be rectified during the Defects Liability Period in accordance with the provisions of the Works-In-Kind Agreement. Council's Assets team is to be consulted with as to the general maintenance periods and Defects Liability Periods required for different Asset Classes. The agreed periods will be listed in the Works-In-Kind Agreement.

8.7 Step 7 – Handover Phase

The applicant must submit an AutoCAD drawing file or equivalent file form as required by Council. This AutoCAD drawing file must be provided in electronic format including all notation. PDF documents are not satisfactory.

The applicant is also required to complete and submit Council's Asset Data Sheet or Fair Value Valuation for each asset to be handed over to Council. The Asset Data Sheet is available on Council's website.

The Developer is to give the Council not less than 20 calendar days' written notice of the date on which it proposes to Hand-Over any Works to the Council, being a date not later than the Hand-Over Date and the Items of Work the subject of the notice.

NOTE: Where there is deviation from Council's standards, specifications, plans, data or otherwise at handover, this could result in delays to the development.

9. WHAT INFORMATION IS REQUIRED IN THE WRITTEN APPLICATION?

9.1 The applicant must provide the following information as a minimum:

- Detailed description of the works proposed to be undertaken and/or land to be dedicated to Council in lieu of section 7.1194 conditions of consent. It would be desirable for the description to be supported by concept/detailed design drawings.
- Legal description of the land to be dedicated and/or land on which any works are proposed to be carried out under the agreement.
- If the applicant seeks to claim the value of works on land that is not owned by the applicant, all the landowners must be identified as parties to the ~~Works-In-Kind works in kind Agreement~~. It is the responsibility of the applicant to obtain written confirmation from all the landowners that they raise no objection to the applicant claiming the ~~Attributable Value~~ of works on their property, forfeiture of the landowner's rights to enter an agreement for the subject works at a later date, and an understanding that Council has discretion to accept the land dedication as a ~~contribution~~ at a later date.
- The estimated ~~Attributable Cost~~ of the land and works. A sufficient level of detail will be required to enable Council to verify the value of works.

(Note: Council will only provide an offset against development contributions at a maximum to the extent of the ~~Attributable Cost~~ of the works i.e. the amount provided for in the Contributions Plan.)

- A schedule identifying the relationship between those land dedications and works and the relevant Contributions Plan.
- An explanation as to whether the proposed works are intended to be completed in full or to be partially completed, relative to the specifications contained in the Contributions Plan and any existing development consent approval/s for works.
- Detailed description of the expected timeframe and staging for design, construction and handover of works.
- A summary table of the development contributions payable on conditions of consent and the extent the proposed ~~Works-In-Kind Agreement~~ will offset these conditions of consent.
- For applicants who have accrued a surplus credit in previous ~~Works-In-Kind~~ agreements, identify the current and remaining surplus credit position if the ~~Works-In-Kind Agreement~~ is entered into.

~~10. HOW WILL COUNCIL ASSESS A PROPOSAL TO ACCEPT WORKS-IN-KIND?~~

~~10.1 The Council will consider the following when assessing a proposal to provide works in-kind:~~

- ~~• The standard and timing of delivery of, and security arrangements applying to the works the subject of the offer, are to Council's satisfaction.~~
- ~~• The conditions applying to the transfer of the asset to the Council are to~~

Council's satisfaction.

- ~~The provision of the works will not prejudice the timing or the manner of the provision of public facilities included in the works program.~~
- ~~The benefit of the works to the community.~~
- ~~Council's priorities for infrastructure delivery.~~
- ~~The financial implications for cash flow and the continued implementation of the works schedule included in the relevant Contributions Plan; Council's adopted works program and requirements for ongoing management, operation and maintenance of the works in kind.~~
- ~~Variations to the items listed in the Contributions Plan, will only to be considered at Council's sole discretion, with and items that are not listed in the Contributions Plan will not qualifying for a Works in Kind credit.~~
- ~~The monetary value of the proposed works in kind works in kind and the amount of 'credit' or offset sought by the developer.~~
- ~~The design concept plans of the proposed works.~~
- ~~The overall benefit of the proposed land and/or works in kind works in kind to the current and future development in the area.~~
- ~~The feasibility of constructing the proposed land and/or works in kind works in kind within amounts budgeted in the relevant Contributions Plan.~~
- ~~Whether Council may directly or require the applicant to consult with other developer stakeholders who would be required to contribute to the works, prior to accepting the works in kind works in kind proposal.~~
- ~~Council's capacity to deliver the works and whether this would provide better value for money.~~

44.10. WHAT ARE YOUR (THE APPLICANT'S) RESPONSIBILITIES?

44.10.1 If Council agrees to accept the proposal to provide works-in-kind, the applicant must:

- Work cooperatively with Council to develop a design that achieves a positive outcome for the community having regard to aesthetics, sustainability, life cycle costs and value for money prior to lodgement of a DA for the works.
- Comply with all statutory requirements and regulations that relate to the works.
- Fulfill any requirements set out in the Works in Kind Agreement Works-In-Kind Agreement.
- Indemnify Council against all claims etc related to the works undertaken.

ORD03

Attachment 1

- Retain a suitable public risk insurance policy with a minimum liability of \$20,000,000 (or other minimum required by Council) and present Council with a copy of this policy and other insurances set out in the ~~Works in Kind Agreement~~Works-In-Kind Agreement.

- Not make any variations to the agreed works without written approval from Council.

NOTE: Council is not liable for any variations between the ~~Attributable Value~~Value of the works/land in the Contributions Plan and estimated (actual) construction costs.

- Notify Council when all inspections are required as per ~~the Works in Kind Agreement~~Works-In-Kind Agreement and/or Development Consent.
- Provide Council with a Land Tax Clearance issued by the Office of State Revenue dated less than one month prior to the land transfer to Council.
- To pay all costs incurred with Council appointing a qualified quantity surveyor to provide a "fair value" valuation for the asset/s to be dedicated to Council. The valuation must be carried out by a registered valuer and in accordance with AASB 116 and the NSW Department of Local Government Code of Accounting Practice and Financial Reporting. Valuations are not required for roads, bridges or drainage. The valuation of buildings should be componentised and land valued on the basis of its intended use. i.e. operational or community land.
- When the works-in-kind are complete they will need to be handed over to Council. The ~~Works in Kind Agreement~~Works-In-Kind Agreement will specify the ~~Hand-Over Date~~Hand-Over Date and provisions relating to rectification of defects. Generally, items of work will need to be maintained in accordance with Council's Engineering Specifications.
- Upon the hand-over or dedication of land, property and buildings to Council, the applicant must provide an AutoCAD drawing file or equivalent to Council and notice of intended ~~date to handover~~Hand-Over Date ~~the works to Council~~.
- Provide security for rectification of defects for the duration of the Defects Liability Period in accordance with Council's Engineering Specifications.

These responsibilities will be further explained in the ~~Works In Kind Agreement~~Works-In-Kind Agreement.

NOTE: Council maintains the right to instruct the developer to modify the form, quality or quantity of the works.

~~42.11.~~ **HOW WILL THE VALUE OF WORKS BE OFFSET AGAINST REQUIREMENTS TO MAKE DEVELOPMENT CONTRIBUTIONS?**

~~42.411.1~~ The purpose of providing works-in-kind is to satisfy the conditions of development consent that require contributions to be made (i.e. to construct works instead of making a cash payment to Council).

~~42.211.2~~ Council will only offset the value of works-in-kind against the development contribution required for that particular type of work. For example, construction of a community centre can only be offset against contributions required for the purposes of 'community facilities'. The construction of the community centre would not satisfy contributions that were required for the purposes of open space, roads or drainage etc.

~~42.311.3~~ Council preference is to only accept land and ~~works-in-kind~~ works-in-kind to the value of the development contributions required by conditions of consent. It is at Council's discretion whether it will accept the provision of works-in-kind where the combined value of the land and works exceeds the value of development contribution required by conditions of consent. For example, where the ~~A~~attributable ~~Cost~~ of constructing a community centre is \$1,500,000, but the contribution required for the purposes of community facilities is only \$900,000.

~~42.411.4~~ Works--in-k-Kind credit will be applied as an agreed reduction of contributions payable under the relevant development consent in accordance with s_947.11(5) of the EPA Act. The condition requiring the payment of the contributions does not need to be modified. ~~Works-Works-in-in-k~~Kind credit can not be applied once development contributions have been paid.

~~42.511.5~~ In the exceptional circumstances where Council agrees to accept works with a value greater than the contributions required, Council will hold the 'surplus value' of the works as a credit in favour of the developer and will apply this credit against future development contribution requirements for that particular type of work.

For example, the surplus value of constructing a community centre with an ~~A~~attributable ~~Cost~~ of \$1,500,000, where the contribution required is only \$900,000, would be \$600,000 (\$1,500,000-\$900,000 = \$600,000). In this instance, the surplus value of \$600,000 will be held as a credit and will only be used to offset future requirements to make development contributions for the purposes of community facilities and indexed. Council will not offset requirements to make contributions for the purposes of recreation facilities, open space land acquisition, plan administration and the like against this surplus value, as the surplus value relates only to the provision of community facilities.

~~42.611.6~~ A developer providing ~~works-in-kind~~ works-in-kind that are in excess of its contribution requirements should not expect monetary payment from Council until all contributions toward the provision of the works have been collected from other developers. This is usually at the end of the life of the relevant Contributions Plan i.e. when the relevant Contributions Plan is repealed.

~~42.711.7~~ Where the value of works undertaken is equal to the contribution required as a condition of consent, Council will consider those works to be the equivalent of the payment of the contribution in full.

~~42.811.8~~ Where the value of the works undertaken is less than the contribution required as a condition of consent, the developer will be required to pay the difference.

~~42.911.9~~ Council will not offset against the value of required development contributions, the value of any work which is required under Section ~~4.17 80-A(4)~~ (f) of the Act, being works required as a result of the considerations of Section ~~4.17 79-C~~ of the Act.

NOTES:

Council does not accept any financial risk associated with the construction of the works and will only cover those ~~A~~attributable ~~C~~costs agreed to in the Works-In-Kind Agreement entered into by the developer. Any costs beyond this will be borne by the developer.

Council does not accept any liability for costs associated with altering the design or construction of works or land dedications if the applicant has received development consent for the land/works prior to execution of a ~~works-in-kind agreement~~Works-In-Kind Agreement.

Developers should not expect reimbursement of surplus value in full. The possibility and level of reimbursement is limited to the funds collected from contributions received from other developers for those works pursuant to the relevant Contributions Plan (at the time of plan repeal) and the possibility funds shall be distributed equitably to multiple developers as reimbursement of their respective surplus values. Council also retains the right to repay Council's outstanding financial liabilities for local infrastructure projects forward funded by Council's Capital Works Program and invest funds collected from other developers to other local infrastructure projects.

~~13.12.~~ **WHAT SECURITY ARRANGEMENTS WILL BE REQUIRED FOR THE WORKS-IN-KIND?**

~~13.412.1~~ As Council is agreeing to offset the value of works-in-kind against the requirements to pay development contributions, satisfactory security arrangements need to be in place. This falls into two main categories: works that will be completed prior to a ~~s~~Subdivision ~~c~~Certificate being issued and works that will be completed after a ~~s~~Subdivision ~~c~~Certificate is issued.

~~13.212.2~~ Generally, all works-in-kind are to be completed prior to a ~~s~~Subdivision ~~c~~Certificate being issued for the development consent which is the subject of the development contributions. However, in some circumstances this may not be possible.

~~13.312.3~~ Council may accept a bank guarantee if the applicant, or any other person entitled to act upon the relevant consent, makes a written request and can satisfy the Council that non-compliance with the ~~works-in-kind agreement~~Works-In-Kind Agreement is justified. Acceptance of any request is entirely at the discretion of the Council. The ~~Development Contributions Management Committee~~DCMC will consider each proposal on a case-by-case basis.

~~13.412.4~~ The ~~Section 94~~Contributions Planner shall prepare a report to the ~~Committee~~DCMC outlining the request against the following criteria.

Bank guarantees may be permitted in any one or more of the following circumstances:

- Making of the contribution at the time stipulated in the development consent or the relevant ~~contributions plan~~Contributions Plan is unreasonable or unnecessary in the circumstances of the case.
- Deferral of the contribution by means of a bank guarantee will not prejudice the timing or the manner of the provision of public facilities included in the

~~contributions plan~~ Contributions Plan works program.

- The execution of a ~~works in kind agreement~~ Works-In-Kind Agreement in lieu of a ~~section 947.11~~ monetary contribution is required is imminent.
- A Works In Kind agreement is 'imminent' if ~~Council is satisfied the draft agreement:~~
 - ~~Council is satisfied the draft agreement~~ is expected to be executed within a three month timeframe;
 - The draft ~~works in kind agreement~~ Works-In-Kind Agreement has progressed through Steps 1 to 3 of the Works-~~in-~~Kind process outlined in ~~s~~Section 6 of this Policy; ~~and~~
 - There are no outstanding legal matters to be resolved ~~that is, no~~ matters pending a legal opinion or legal drafting of variations to ~~Works in Kind Agreement~~ Works-In-Kind Agreement template.
- In the case of a voluntary planning agreement, Council will only accept a bank guarantee if, at an Ordinary ~~m~~Meeting of Council, Council has resolved to publicly exhibit a draft voluntary planning agreement.
- There are extenuating circumstances justifying the deferred or periodic payment of the contribution.

~~43.512.5~~ 43.512.5 The ~~Committee DCMC~~ will consider the request and make a recommendation as to whether the request is in the public interest.

~~43.612.6~~ 43.612.6 If the Council does decide to accept deferred or periodic payment, the payment may be deferred for a period not exceeding 12 months from the date that such payment is due under the relevant conditions.

- The Bank Guarantee must be for the amount of the total contribution, or the amount of the outstanding contribution.
- If the applicant has not entered an agreement with Council within the abovementioned timeframes, the bank guarantee be for the amount of the total contribution, or the amount of the outstanding contribution, plus an amount equal to 10 percent of the outstanding amount plus any charges associated with establishing or operating the bank security.
- A non-refundable administration charge must be paid to Council at the date of lodgement of the Bank Guarantee to cover any bank charges and to contribute to the coverage of Council administration costs. Refer to Council's adopted Fees and Charges for current administrative charges. Administrative charges are also payable for substituting bank guarantees with Council.
- The developer may, at any time after lodging the Bank Guarantee, make part payments of either 25% or 50% of the Bank Guarantee amount. An adjustment to the interest payable will be made after the payment of the contribution in full.
- If the amount of the total contribution, or the amount of the outstanding

contribution, plus an amount equal to twelve months interest has not been paid within 12 months from the date that the payment of the development contribution was due or the ~~works in kind~~ Works-In-Kind Agreement has not been executed, the Council will call on the Bank Guarantee without reference to the developer, landowner or other person who lodged the guarantee, and without regard to any dispute, controversy, issue or other matter relating to the development consent or the carrying out of development to which the Bank Guarantee relates.

- The bank's obligations are discharged when payment to the Council is made in accordance with the Bank Guarantee or when council notifies the bank in writing that the Bank Guarantee is to be released. Where a bank guarantee has been deposited with the Council, the guarantee shall not be cancelled until such time as the original consent contribution plus induction in accordance with this Plan from the date of the consent has been paid.

13.7.12.7 Security requirements for works to be completed prior to a ~~s~~Subdivision ~~c~~Certificate being issued

For works that are being constructed and handed over to Council prior to a ~~s~~Subdivision ~~c~~Certificate being issued, Council acknowledges that the ~~s~~Subdivision ~~c~~Certificate itself is a form of security. As a result, Council will only require security to be provided in the following instances:

- Works constructed on privately owned land – NIL
- Works constructed on publicly owned land where there will be no disruption to existing services and facilities – an amount sufficient for Council to make the works safe if they are left incomplete. This will be negotiated on a case-by-case basis and could be as minimal as the cost to erect a fence around the works.
- Works constructed on publicly owned land where there will be disruption to existing services and facilities – an amount will be negotiated on a case-by-case basis. In some instances (such as road works on an existing public road) Council may require an amount equal to the cost of completing the works.

Any exclusion from the need to lodge Bank Guarantees for the purposes of development contributions does not extend to Bank Guarantees for performance or damage to existing infrastructure.

13.8.12.8 Security arrangements for works to be completed after a ~~s~~Subdivision ~~c~~Certificate has been issued

For works that are to be completed and handed over to Council after a ~~s~~Subdivision ~~c~~Certificate has been issued, Council will require a security equal to 115% of the cost of the remaining works.

14.13. OWNERSHIP OF WORKS PROVIDED BY WORKS IN KIND AGREEMENTS

14.13.1 Works become the property of the Council when they are 'handed over to the Council. The ~~Works In Kind Agreement~~ Works-In-Kind Agreement will specify a 'Hand-Over Date'. No credit will be provided for the works until they have been handed over to the Council or in the case of works to be completed

after a ~~s~~Subdivision ~~c~~Certificate has been issued, appropriate bank guarantee arrangements are in place.

~~44.2~~13.2 When the work undertaken by the applicant is for the 'design' of an item of infrastructure, the design work will become the intellectual property of the Council. All plans and related documentation must be provided to the Council for credit to be acknowledged for the work.

~~44.3~~13.3 If the applicant is to dedicate land to Council in a ~~Works in Kind Agreement~~Works-In-Kind Agreement, the landowner is to provide a land tax clearance certificate to Council.

~~15.14.~~ PAYMENT OF LEGAL COSTS

~~15.1~~14.1 Council has invested its resources in preparing a ~~Works In Kind Agreement~~Works-In-Kind Agreement template, which is a standard agreement to be used for ~~Works In Kind Agreement~~Works-In-Kind Agreements. Council is allowing applicants to use this agreement free of cost.

~~15.2~~14.2 Variations to the ~~Works In Kind Agreement~~Works-In-Kind Agreement template will only be considered in unique circumstances. Where a variation is required, the applicant must bear all of the legal costs of drafting the amendment to the template agreement, including Council's legal costs.

~~16.15.~~ TREATMENT OF SURPLUS VALUE

~~16.1~~15.1 In certain circumstances applicants may, through previous development applications, have contributed more to the Council than was required. This would only likely have occurred when the applicant provided land or other material public benefit through a works-in-kind or land dedication agreement and this extra provision is referred to as 'surplus value'.

~~16.2~~15.2 If a person seeking to settle a contribution obligation with the Council would like Council to consider accrued surplus value relating to an earlier consent and agreement, ~~then~~ they must submit a written request together with details of the earlier agreement. The earlier agreement should explicitly acknowledge that previous 'payments' exceeded contributions that were required at that time. In such circumstances, Council may offset the surplus value from an earlier agreement against a current application or more recent consent.

~~16.3~~15.3 Council will only consider applying the surplus value to future developments after land and works in previous ~~works in kind agreement~~Works-In-Kind Agreements have already been completed and dedicated to the Council.

~~16.4~~15.4 Whether Council has already granted consent or not, the subject development application will, if granted, include the relevant condition(s) requiring full payment of development contributions and land dedications. The offset against surplus value will be resolved externally to the consent in an agreement.

~~16.5~~15.5 The surplus value of land is not subject to indexation. However, the surplus value of works in previous agreements is subject to indexation consistent with the indexation approach set out in the relevant Contributions Plan.

~~16.6~~15.6 The settlement of contributions against those paid under previous consents should be viewed as a variation of that earlier agreement. The applicant

is effectively submitting a request for variation of the agreement. If Council agrees, it will issue a 'Letter of Variation of the Past Agreement', which both parties must sign.

~~46.7~~15.7 The written application to Council must contain the following information:

- Particulars of executed ~~works in kind agreement~~ Works-In-Kind Agreements: Date of execution and Surplus Value
- Letter(s) of Variation of the Past Agreement issued by Council (if any), and
- Recent section ~~94-7.11~~ advice obtained from Council's Section 94 Contribution Accountant on the indexed monetary contributions payable.

~~46.8~~15.8 The ~~Development Contributions Management Committee~~ DCMC may at its discretion permit the offset. Each request will be considered on a case by case basis using the following minimum criteria:

- Evidence of the applicant's compliance with executed ~~works in kind agreement~~ Works-In-Kind Agreements, ~~that~~ that is, the handover of land to Council, completion of works and acceptance by Council
- The applicant ~~seeks~~ seeking to offset surplus value in accordance with the relevant infrastructure category and ~~contributions plan~~ Contributions Plan that the monetary contribution is due, and
- The financial implications for cash flow and the continued implementation of the works schedule being included in the relevant Contributions Plan(s).

~~46.9~~15.9 Landowners/developers who ~~m~~ provided land contributions or works-in-kind in excess of their contribution requirements should not expect monetary payment (reimbursement) from Council until all contributions toward the provision of the land and/or works have been collected from other developers. This is generally the end of the life of the relevant Contributions Plan, ~~that~~ that is, when the Contributions Plan is repealed.

~~46.10~~15.10 Landowners/developers should not expect reimbursement of surplus value in full or at a predetermined date. The possibility and level of reimbursement is limited to the funds collected from other developers received for those works pursuant to the relevant Contributions Plan. The timing and level of reimbursement may be affected by financial liabilities associated with forward funded local infrastructure projects directly undertaken by Council, the possibility that Council may reimburse multiple developers' surplus values (to the extent of contributions collected from other developers) and that Council may apply development contributions received towards a public purpose other than the public purpose specified in the ~~Works-In-Kind Agreement~~ Agreement if the Council considers that the public interest would be better served by applying the development contributions towards that other public purpose rather than the purpose so specified.

~~46.11~~15.11 An applicant may make a written application to Council to transfer part or all of surplus value to a third party. The following criteria will be used to determine whether this arrangement is acceptable:

- The current surplus value held in favour of the applicant relevant to each Contributions Plan and infrastructure category (e.g. community facility, open space)
- The level of section 94.7.11 offsets sought from the third party in relation to development consents granted
- Implications on Council's financial position
- Impact on Council's ability to deliver infrastructure.

15.12 Should Council approve the transfer of surplus value, this will be subject to conditions including but not limited to the following:

- The applicant agrees to pay all legal costs.
- All parties (Council, applicant and third party) must enter a legally binding agreement - a 'Letter of Variation of the Past Agreement'.
- The third party acknowledges that they has-have read and understood this Works in Kind Policy.
- Neither ~~the~~ applicant nor third party can transfer surplus value to another party without Council's prior approval.
- The arrangement to transfer surplus value shall expire (i.e. cease to have effect) if the third party has failed to use the agreed surplus value to satisfy development conditions of consent within 28 days or as otherwise notified in writing by the applicant and third party and agreed by Council.
- The applicant is to make a subsequent written application to Council after 28 days have lapsed.

□ * * *

RELEVANT LEGISLATIVE INSTRUMENTS: *Environmental Planning and Assessment Act 1979*

RELATED POLICIES, PLANS AND PROCEDURES:

RESPONSIBLE DIRECTOR: Sport, Community and Activation

APPROVAL: Council

HISTORY:

Version	Approved by	Changes made	Date	EDMS Number
1	Council	New	13/09/2012	
2	Council	Minor amendments		



DRAFT

Camden Libraries Strategy 2021-2025

April 2021



Acknowledgement of Country

Camden Council acknowledges the Dharawal people as the traditional custodians of this land and pay our respect to their Elders both past and present.



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DRAFT

Libraries offer people a “third place” separate from home or work, and are anchors of community life, facilitating creative interactions between people.”

- Ray Oldenberg



Narellan Library plaza at Narellan Rhythms festival (2015)
(Photo source: Silvia Grimm, Camden Libraries website.
Reference number: CLS0731)

Executive Summary

About this Strategy

Libraries have evolved from a place of books and information to more expansive 'third' places and community hubs. They play a crucial role in bringing people together from across socioeconomic backgrounds; forging greater understanding of other perspectives and cultures; offering a safe and free public space; and providing a place for people who otherwise might feel excluded.

Libraries are also focal points and drivers of local liveability. By providing a free, equal access space where everyone is welcome, libraries help to build healthier and more connected communities.

The Camden Libraries Strategy 2021-2025 sets out the strategic framework for the delivery of Camden Council's library services across the Camden Local Government Area (LGA).

This Strategy aligns with the overarching community vision of 'A Sustainable Camden LGA by 2040' and the established Community Strategic Plan key directions, in particular Key Direction 5 - An enriched and connected community and Strategy 5.2.1 Provide library services that promote community hubs, enable people to connect, stimulate opportunities to share information and learn, and foster cultural and social exchange.

The Strategic Framework

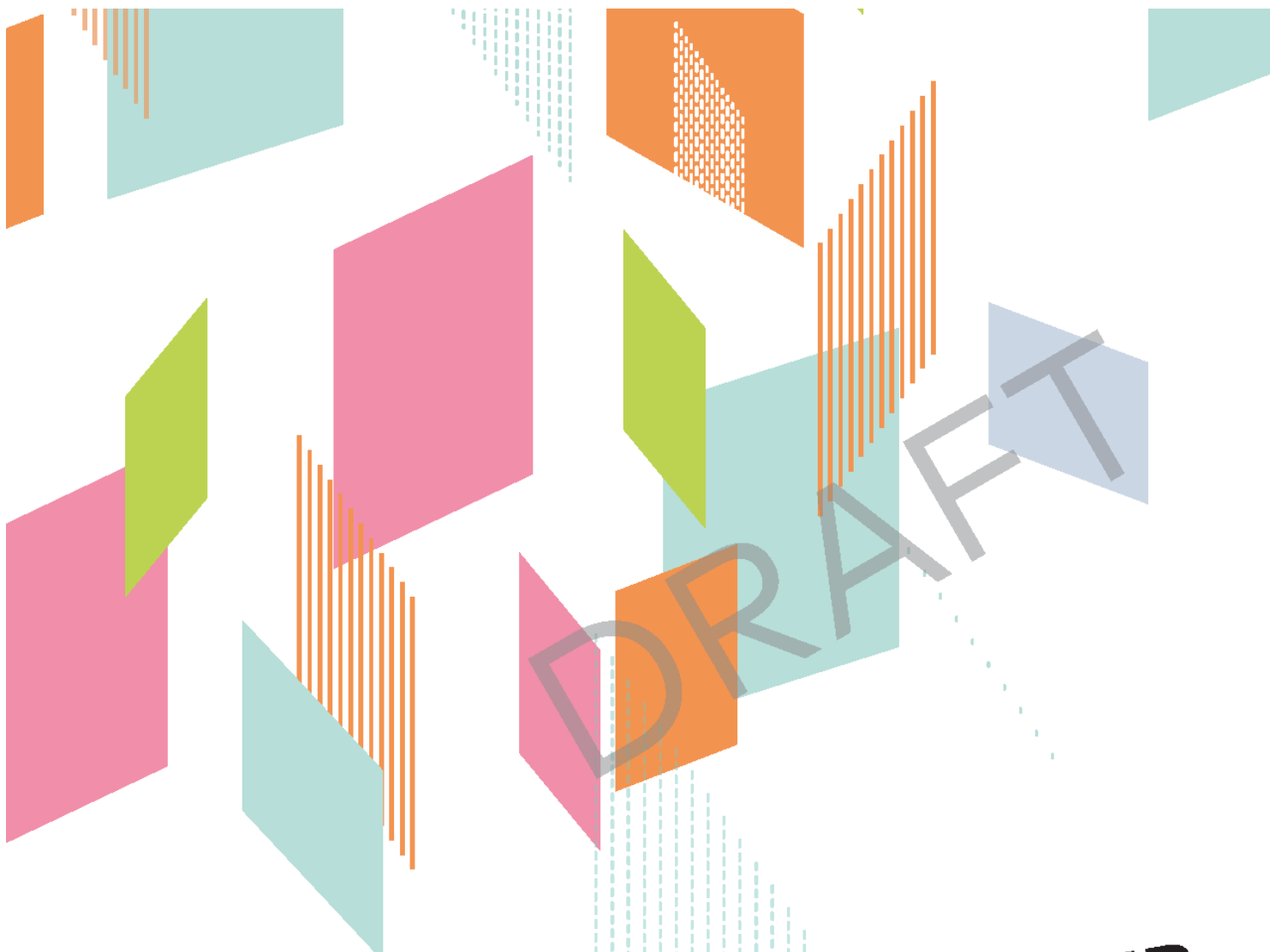
our aspiration is:

Within the library walls, beyond the buildings and in the virtual spaces, Camden Libraries provide a place for the community to connect; share interests, stories and experiences; discover new skills and knowledge; inspire creativity; and read a good book.

Our libraries are places where everyone is welcome.

our strategic priorities are:

- 1 Our community feels welcome, safe and connected**
- 2 Our library spaces are vibrant, well utilised and provide for everyone in our community**
- 3 Our inclusive library programs and activities inspire learning, creativity and discovery**
- 4 Our collections and resources provide contemporary opportunities for lifelong learning and to tell our stories**
- 5 Our well managed libraries continue to support our growing and changing community**



BACKGROUND + CONTEXT

Introduction

Over the past decades, libraries have expanded their roles “beyond the shelves” to become community and cultural hubs. Today, libraries are some of the top visited and trusted public institutions in Australia, providing access to vital resources, services and information that support the wellbeing, liveability, connectivity and productivity of our cities and communities.

Camden Libraries are highly valued by our community as places where people of all ages and backgrounds are welcome. By providing a free place where people can meet, participate in programs and events, learn, find information, and feel connected to their community and place, our libraries help to build social cohesion and resilience.



Photo source: Cred Consulting

About this Strategy

This Strategy has been developed in partnership with the community to ensure our people are at the heart of our libraries and that we respond to their changing needs with opportunities to learn, connect, share stories and experiences, be creative and discover new skills.

In preparing this Strategy, we reviewed the relevant policy context, explored the Camden community's current and future characteristics and analysed the local place context. We also assessed gaps and opportunities in library service provision and were inspired by a review of best practice and emerging trends (see appendix).

We have listened to our community and their ideas, views, experiences and values have shaped the aspiration, priorities and actions outlined in this Strategy.

Council would like to thank everyone who values our libraries and has contributed to developing this Strategy, especially those who took the time to complete a survey and attended a conversation.

850+ locals have helped shape the Camden Libraries Strategy



444 community survey responses

Online from 3 January - 21 February 2020



250+ responses at pop-up stalls

via staffed and unstaffed pop-ups at the three libraries in August-September 2020



200+ school survey responses

from children and young people across a range of ages from K-12



Advisory committee focus groups

with the Youth Council and the Cohesive Communities and Access Advisory Committees



Staff workshops

with Library Services staff and staff across a variety of Council teams

The Value of Libraries

Building social capital

Libraries help build what social scientists call 'social capital'. Research shows that people who live in closer proximity to amenities, such as libraries, are more content with their neighbourhood, more trusting of others and less lonely regardless of whether they live in large cities, suburbs or small cities or towns.

More and more, libraries are expanding their reach beyond their physical buildings, with many providing access to digital spaces and e-resources, as well as home delivery and outreach services for those who are vulnerable or not able to visit their local library. For many, libraries also provide an important link to government information and other services.

Access + Participation

A 2017-2018 survey from ABS found that one in three Australians aged 15 years or over had attended a library, with similar visitation rates across people of different income ranges.

Libraries had relatively high rates of frequent visits, with a third of attendees visiting more than 10 times in the 12 month period.



Contributor to liveability

Libraries are focal points and drivers of local liveability. Research shows that people prefer to live near a public library if they have a choice, and often perceive library access as part of an enhanced quality of life. There is increasing recognition of the benefits of libraries including healthier and more connected communities.

Lifelong learning

One of the understood roles of libraries is fostering learning and education. This is achieved through access to printed and digital information and resources, educational programs and events as well as spaces for study and learning outside the home.

There is increasing focus on how libraries can support learning throughout a person's lifespan, from babies through to the elderly. There is also increased focus on how libraries can support a broader spectrum of learning beyond basic literacy. Research from the Australian Council for Educational Research indicates that students tend to be more engaged with learning on the whole if they engage with library resources, interact with library staff, and spend time using libraries.

Moreover, libraries can contribute to learning throughout a person's lifespan, from young to old and also play a role in facilitating intergenerational skill-sharing.



Building our community resilience

The impacts of the COVID-19 pandemic have taught us the importance of ensuring our communities are resilient and able to survive and adapt in the face of the chronic stresses and unexpected shocks that we may face.

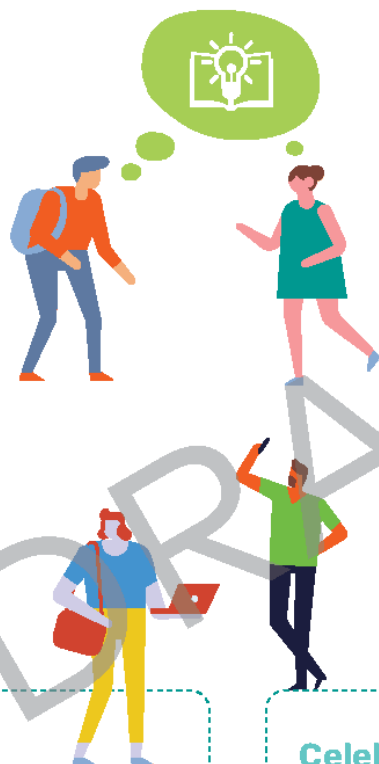
Libraries are increasingly playing a role in supporting the resilience of communities, by linking people to resources and information that can help connect people to their community, local service providers and other support. During the pandemic, Camden Libraries was quick to adapt, providing programs and resources online and expanded home delivery services for those in need.

Building community connections

Libraries play a crucial role in bringing people together from across socioeconomic backgrounds, forging greater understanding of other perspectives and cultures, offering a safe and free public space and providing connection into the community for people who are otherwise excluded.

They do this by providing places where people can meet and stay such as comfortable lounge rooms and multipurpose rooms, as well as sharing and celebrating local strengths and stories.

This is particularly important in new residential communities such as those in Camden's growth areas. While these new areas develop there may be limited spaces for the incidental connections that support neighbourliness, and libraries can serve as a community meeting place.



Flexible, multipurpose community spaces

Across the globe, there is a trend towards multipurpose library spaces that allow for flexible use and for function to change over time as community needs change and/or grow. Design trends include moveable furniture, bookshelves and walls that allow for reconfiguration of spaces when required, such as provided at Oran Park Library.

Multi-functional and adaptable library spaces are important in growing communities, such as Camden, as there may be limited social infrastructure available in new growth areas and needs may change over time.

Local economic benefits

Libraries can have economic benefits for communities too. A three-year study in Victoria shows that for every dollar invested in libraries, the community receives triple the value (McDougall, 2011). For every dollar spent on NSW public libraries the value back to the community is, on average, between \$2.82 and \$4.24 (Berryman, 2005).

Overcoming the digital divide

Libraries are often the only places where communities can access the internet and computers for free, playing a crucial role in ensuring that people on low incomes and other disadvantaged groups are able to access information and technology and develop the necessary skills to use these.

Many libraries today also offer public access to emerging and specialised technology programs and resources such as 3D printers and scanners, virtual reality and coding clubs. Providing public access to and education around these emerging technologies is important to develop skills that will be increasingly important in future jobs.

Celebrating local culture + creativity

Libraries support local culture and creativity in a range of ways including through exhibitions and displays, workshops, programs and events and through providing access to creative technology, equipment or software. There is also an increasing trend towards providing makerspaces within libraries where people can come to create and produce their own work.

Library collections can be troves of local knowledge and culture and should aim to reflect the diversity of the local community, including its shared histories, cultural backgrounds and a diversity of interests.



Context

Community and Place Context

The Dharawal people are the traditional custodians of Camden's land and their spiritual and cultural connection to Country is respected and acknowledged as a fundamental part of this area. The Camden Local Government Area (LGA) also sits at the intersection of three Aboriginal Nations boundaries. The groups include the Gundungurra to the west and south, the Dharawal to the south and east and the Darug to the north. This connection long pre-dates European settlement and despite modification of the land through urban development, many places of significance remain.

Today, the area is characterised by a rural and heritage features set in landscapes of scenic and natural beauty, offering a mix of agricultural land, towns and villages, new residential areas and industrial areas.

The Camden LGA is located approximately 60kms south-west of the Sydney CBD. The LGA covers a total land area of 206 square kilometres and is bounded by Liverpool City in the north, Campbelltown City in the east, and Wollondilly Shire in the south and west.

Camden is one of the fastest growing LGA's in Australia, with the population forecast to grow from 78,220 in 2016 to 233,950 by 2036. This growth, and major investment in the nearby Western Sydney Aerotropolis, presents significant challenges as well as opportunities.

Over the next 20 years, Council will need to plan for new homes, jobs and services for an additional 140,000 people.

The Camden LGA is home to 101,437 people (2019). The current community is characterised by a younger age profile, with a relatively low, but increasing cultural diversity including people speaking English as a second language and those recently arrived to Australia.

An analysis of likely library participation and needs by community cohort has been undertaken to ensure the strategic priorities and actions consider the specific needs for different groups, ages, cultural backgrounds and incomes.

The largest increase in persons between 2016 and 2026 is forecast to be in ages 'parents and homebuilders aged 35 to 49 years' (+37,576), followed by 'young workforce aged 25 to 34 years' (+23,030). The following graphics (on page 11) provide a snapshot of the key current and future demographic information relevant to the future planning of the Camden Libraries network.

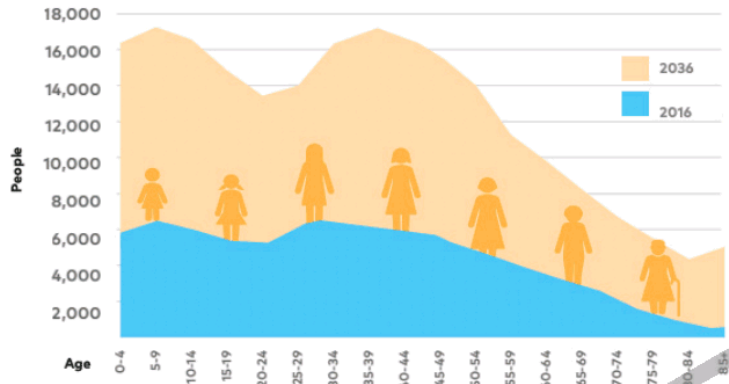
A significant portion of the northern part of Camden has been identified for future urban development, known as the South West Growth Area (SWGA). Ensuring the timely delivery of new and upgraded quality social infrastructure, including libraries, and enhancing Camden's distinctive local character and natural environment is integral to our community's wellbeing and resilience as we grow and change.

Leppington Town Centre Precinct is a strategic centre within the Western Parkland City in the Greater Sydney Commission's Our Greater Sydney 2056 and is part of Sydney's South West Growth Area (SWGA). It is expected the development will be predominantly high density with a forecast population of 45,947 residents and 12,500 jobs¹.

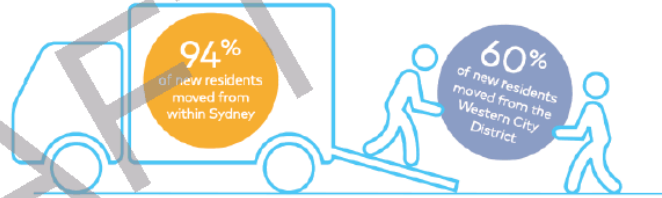
As our community grows and becomes more diverse, our libraries can play an important role in providing access to resources and information as well as provide crucial meeting places that can play an important role in fostering community connections and a sense of community identity, belonging and place and particularly for new residents.

1. Elton Consulting 'Leppington Town Centre Precinct Social Infrastructure, Open Space and Demographics (December 2018)

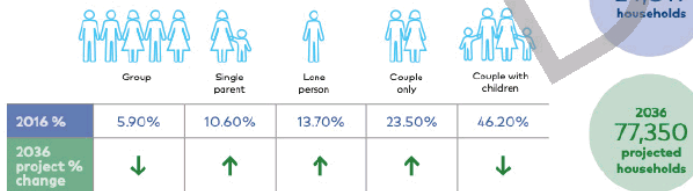
Age Profile (2016 & 2036)



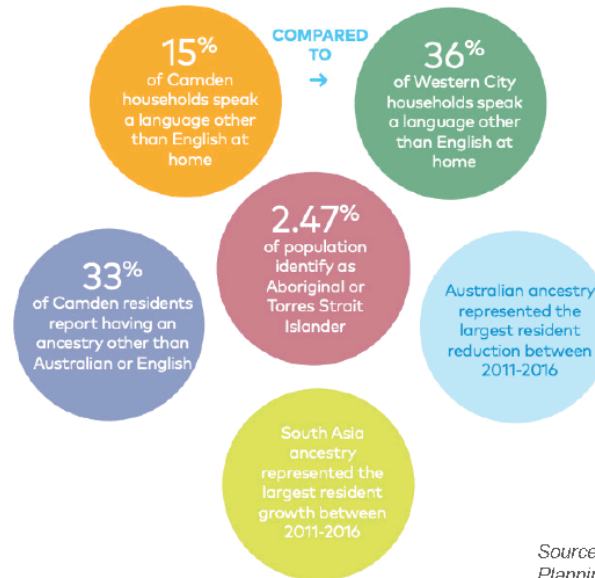
New Residents (net 2011-2016)



Projected Household Structure (2016 & 2036)



Diversity



Education (2016)



Source: Camden Council Local Strategic Planning Statement (March 2020)

Snapshot of library participation & needs by community cohort

CHILDREN AND FAMILIES (0-11)

Children and families are key users of libraries with a focus on informal learning, play and storytelling. Libraries support literacy with free resources as well as programs for a range of ages from storytime for babies through to school holiday programs.

YOUNG PEOPLE (12-24)

Libraries provide a free public space for young people to access resources, study alone or in a group, relax or meet with friends. As 'digital natives' young people are keen users of libraries technology resources. Young people may require access to the library at night and on the weekend, particularly during exam periods.

WORKING AGED ADULTS

Adults are libraries' largest target group. Working-aged adults require access to libraries outside of work hours and on the weekend, and may often visit with their children.

OLDER PEOPLE (65+)

Older people are major users of libraries and this trend is likely to grow as the population ages. Many seniors live alone and may seek social interaction at libraries. As well as visit to participate in organised social programs. Computer literacy is becoming increasingly important for all ages as services and information move online.

FIRST NATIONS PEOPLE

Libraries can provide welcoming and trusted environments for Aboriginal and Torres Strait Islander peoples by creating visibly cultural inclusive spaces, for example through acknowledgement signage, artworks and through programs and collections that relate to Aboriginal and Torres Strait Islander Cultures.

PEOPLE FROM CULTURALLY DIVERSE BACKGROUNDS

Libraries play an important role in supporting people from culturally and linguistically diverse backgrounds through the provision of multilingual resources and collections, signage and English language classes. Ensuring libraries are welcoming and culturally appropriate is a priority.

PEOPLE WITH DISABILITY

People living with disability may have specific needs that cannot be easily fulfilled through standard library services. Adapting the physical space, offering materials in accessible formats and accessible programs are some ways that libraries can support participation.

LOW INCOME HOUSEHOLDS

As free public spaces, libraries aim to be accessible and welcoming for people of all socioeconomic backgrounds. Libraries are important for lower-income households as they may not be able to afford access to resources such as computers with internet access and books at home.

Strategic Policy Considerations

This Strategy sits within a wider international, national, state and local policy framework.

Libraries play an important role in contributing towards achieving the **United Nations 2030 Agenda for Sustainable Development Goals** to create more sustainable societies, by providing public, equitable access to information and resources and providing safe and inclusive meeting spaces where cost is not a barrier to developing knowledge.

The impact of libraries can be measured through a variety of outcomes such as literacy and lifelong learning, informed and connected citizens, digital inclusion and economic and workforce development as outlined in the **Australian Library and Information Association Guidelines for Australian Public Libraries**.

The NSW Government **Cultural Infrastructure Plan 2025+** recognises the opportunity for libraries to increase cultural participation and is committed to assisting their continued development as community and cultural hubs and technology and connectivity access points for communities.

The **Greater Sydney Region Plan & Western City District Plan** includes a focus on providing social infrastructure such as libraries to meet demand from population growth and to support the liveability, productivity and sustainability of the area. Council is investigating the provision of an additional library in the northern part of the **South West Growth Area Precinct**.

The **Children and Families Strategy** and **Active Ageing Strategy** both identify the important role that libraries play in facilitating opportunities for lifelong learning and skills development and for people to connect to their community through access to resources, programs and information.

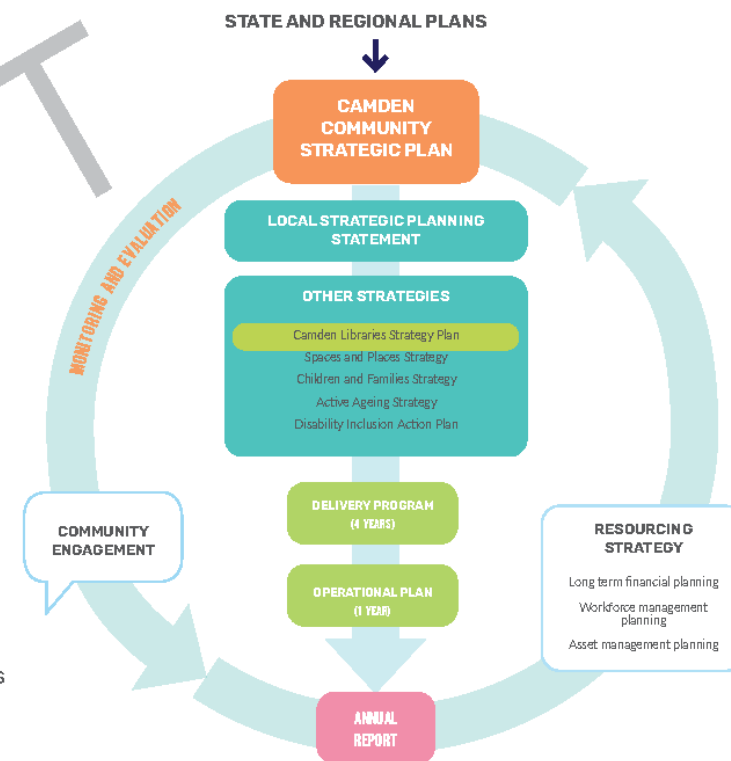
Aligning with the **Disability Inclusion Action Plan**, Camden Libraries should incorporate universal design principles and provide inclusive places for social connection, information in accessible formats and technologies, and offer support in navigating systems and processes to accessing services.

The **Camden Community Strategic Plan** (CSP) vision is for “a Sustainable Camden Local Government Area by 2040.” This Strategic Plan aligns with the CSP focusing on:

- recognising Camden’s heritage character including through provision of local and family history services, collections and programs and cooperation with the Camden Museum;
- providing libraries and library services that foster a healthy, resilient, inclusive and socially connected community;
- fostering vibrant town centres that reflect Camden’s evolving character; and
- fostering culture and creativity through the provision of cultural infrastructure.

The **Local Strategic Planning Statement** (LSPS) is the basis for Council’s strategic land use planning, in consideration of local economic, social and environmental matters. This Strategic Plan aligns to the following priorities:

- Local Priority L2 is “celebrating and respecting Camden’s proud heritage” which libraries currently and will continue to play a significant role;
- Local Priority L3 is “providing services and facilities to foster a healthy and socially connected community,” including library provision that responds to existing gaps and future demand;
- Local Priority L4 is “encouraging vibrant and connected centres which reflect Camden’s evolving character” which libraries play a significant role and provides opportunities for increased activation of the public spaces near the libraries; and
- Local Priority L5 is “supporting cultural infrastructure to promote cultural and creative spaces” which includes library spaces now and as they evolve and their collections and resources expand. The co-location of libraries with other cultural and creative spaces provides opportunities to expand programs, skills development, learning and workshops to meet the diverse interests of our community.



*Integrated Planning and Reporting Framework and strategic policy context
(Source: Cred Consulting)*

Camden Libraries: Now and Future

Camden Libraries are important places that play multiple roles in the community. Camden Libraries has three sites located at Camden, Narellan and Oran Park.

Camden Libraries' network does not have a central library, with each individual library being largely self-contained with a core collection and services. Additional resources and distinct specialisations at each library depending on the size and nature of demand in its catchment.



Camden Libraries snapshot (2017-2018)

Camden Library

Camden Library is located within the historic Camden Town Centre and was refurbished in 2006 to be co-located with the Camden Museum, Camden Historical Society and Camden Area Family History Society. Offering specialised collections for local studies, family history and agriculture, the library provides a strong link between heritage and contemporary Camden. The library provides a range of printed, digital and technology resources and programs and events. It also includes a meeting room within the former Fire Station building.

Facilities + spaces

- 806m² floorspace
- Co-located with Camden Museum and Camden Area Family History Society
- Multipurpose meeting room
- Public access computers
- Foyer offering seating and meeting place

Programs + services

- Range of programs for babies and children, including Babies into Books, Storytime, Mini Builders, after school make and do and school holiday activities
- Book discussion groups
- Specialised family history, local studies and agriculture collections
- Programs for youth including school holidays activities
- Programs for seniors

Narellan Library

Narellan Library is located adjacent to the Narellan Town Centre shopping precinct and opened to the public in 2005. The library includes a range of spaces including an indoor/outdoor play space for children, three study rooms and The Space Digital Studios providing access to a semi-professional recording studio and computer lab.

Facilities + spaces

- 3,111m² floorspace
- The Space Digital Studios including recording studio and computer lab
- 3 study rooms and 2 multipurpose community rooms
- Large forecourt with shaded seating

Programs + services

- Range of programs for babies and children including Babies into Books, Storytime, after school make and do, school holiday activities
- Programs for youth including HSC Lock In, Dungeons and Dragons Saturday sessions, Code Club, school holiday activities and Homeschoolers day
- Alternative lending collections (e.g. Telescopes, science kits, book club kits)
- Other programs including movie club

Oran Park Library

Opened in 2018, Oran Park Library is Camden's newest library service located within the new master planned Oran Park Town Centre. The building features a striking and colourful design that serves as an urban marker and helps to create a sense of place and identity in this new urban centre. It is located next to Council's administrative centre to the south, as well as a planned leisure centre to the north.

The library has been designed to include for the provision of digital services and flexible and multipurpose spaces, including bookshelves on wheels for increased flexibility that can be adapted, modified and changed over time to meet the community's needs. The new building is a transparent, open, flexible and multipurpose space. The library has a large forecourt plaza with shaded seating and covered grass area that provides opportunities for indoor/outdoor events and programs.

Facilities + spaces

- 2,500m² floorspace
- 3 study rooms and 3 multipurpose community rooms
- Large forecourt with shaded seating
- Community support organisations on the first floor

Programs + services

- Range of programs for babies and children, including Babies into Books, Storytime, Saturplay, after school make and do, school holiday activities, 3D print workshops
- Programs for youth including after school and school holidays activities
- Alternative lending collections (e.g. Science kits)

Beyond the Building

Beyond physical facilities, Camden Libraries' network is supported by the library website, home delivery service and Books Unbound 'pop-up' library, an outreach service visiting shopping centres, schools and other community locations.

Camden Libraries' online e-resources and Home Library Service have proven to be particularly important and in high demand during the COVID-19 pandemic which saw the closure of public buildings. This demonstrates the value of providing library resources through a range of channels, including to those in the community who are more vulnerable and may be housebound.

Going forward, there are opportunities to expand Camden Libraries' presence beyond the library buildings. In particular, there are currently no library services in the rural areas with opportunities for alternative delivery models such as pop-up libraries and shared-use arrangements.



What is planned for the future

To support Camden's existing and new residents, Council is investigating opportunities to locate a new library within Leppington Town Centre to be co-located with a multipurpose community centre and cultural and performing arts centre.

While a new library in this location has been identified, the specific location within this precinct is yet to be determined as the planning and its development continues.

In proximity to a train station in a strategic centre with significant forecast population growth, this library could potentially be delivered as a joint service between Camden Council and neighbouring Liverpool City Council.

In consultation undertaken for Council's Spaces and Places Strategy (2020), it notes that the Camden and Narellan libraries were nearing capacity and only housed an English language collection, with books in other languages available through an interlibrary loan system. Primary user groups are parents with children and key periods are Saturdays, school holidays and during the HSC and university exams.

Increased hours, staffing, parking at Narellan, digital resources and meeting rooms spaces were identified to meet future growth.

1. *Camden Council Spaces and Places Strategy (March 2020)*
2. *Elton Consulting 'Leppington Town Centre Precinct Social Infrastructure, Open Space and Demographics (December 2018)*

Benchmarking future library provision

Council's **Spaces and Places Strategy** applies the established population-based library benchmark of one local library for every 40,000 people. Figure 2 shows the distribution of forecast population growth to 2036 with current and planned library provision.

The Strategy notes that based on this benchmark Camden LGA currently has a good provision of libraries for the existing population, with one local library for every 26,073 people. By 2036, the benchmark indicates there will be a shortfall of two libraries¹.

The total recommended floor space for a co-located library space and community centre space for the precinct is 5,000-5,600m². It has also been identified that there is a lack of arts and cultural facilities and recommended that the community facility is co-located with the library in the Leppington Town Centre Precinct which could include performing arts spaces, exhibition, workshop and studio spaces and other art and cultural spaces².

Demand for additional library provision will predominantly be in the Growth Districts. However, with provision of district level services provided in Leppington and Oran Park, this demand may be met, and additional need should be monitored.

While Camden's rural areas have limited population growth, they currently have no library services. To provide improved equity of provision, alternative delivery models could be considered, such as pop-up libraries and shared use arrangements².

It is important that the community are invited to inform the design of any new library or upgrades to existing libraries, including First Nations Peoples, new residents, people with disability, young people and children, older people and people from culturally diverse backgrounds. This engagement would aim to understand their needs and start building strong connections.

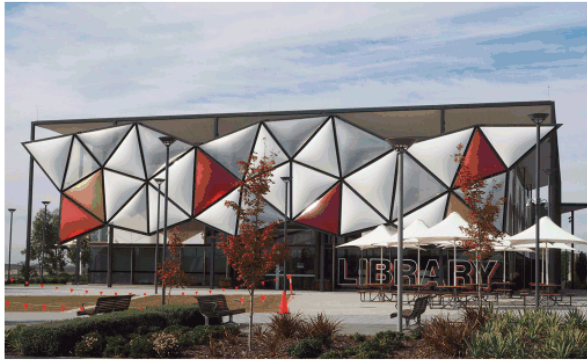
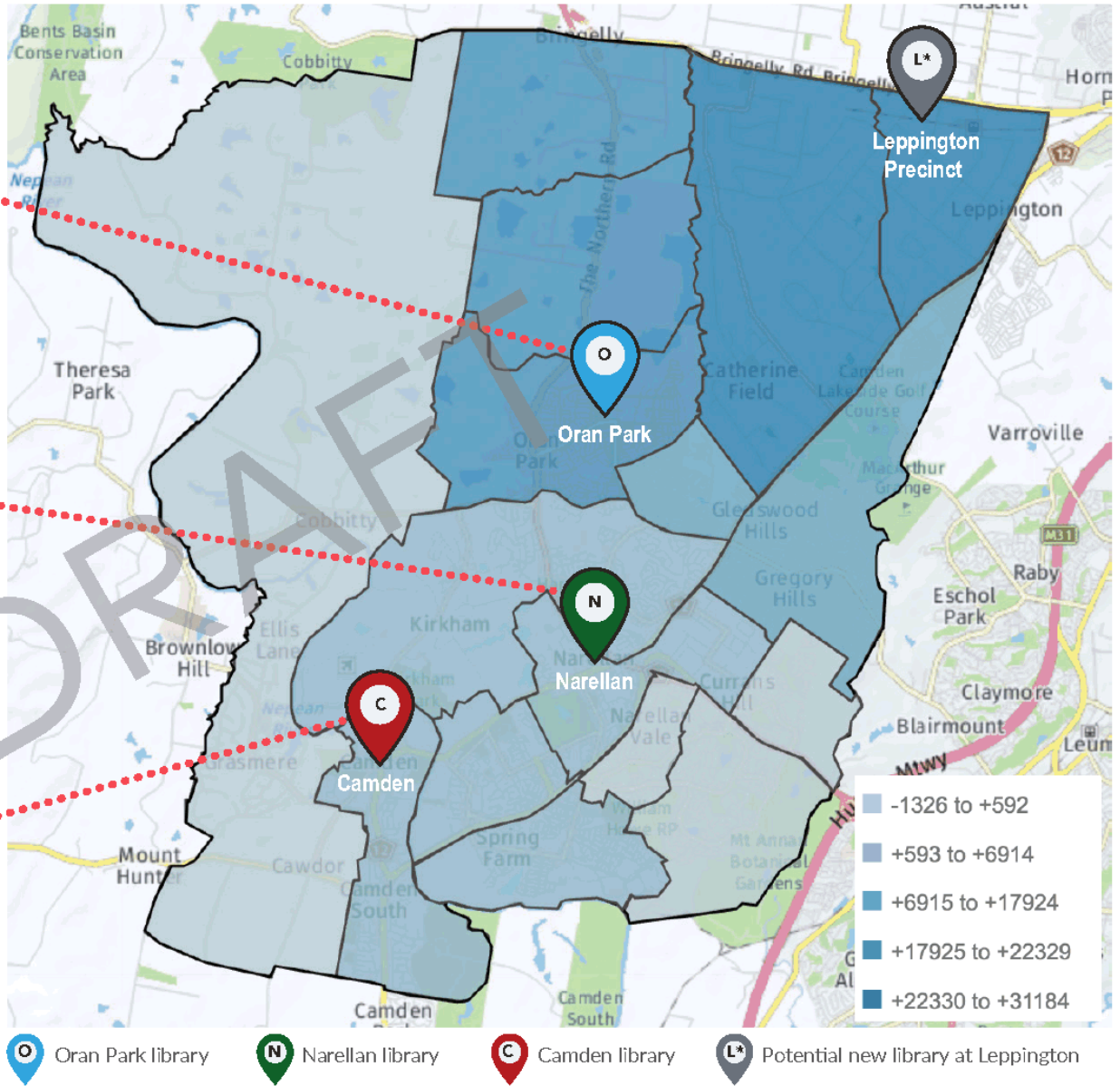


Figure 2: Distribution map of forecast population growth to 2036 and library provision (Map source: Forecast.id; (Photo source: Cred Consulting, April McCabe)





OUR COMMUNITY TOLD US



Introduction

The purpose of community engagement was to understand the Camden community's library service needs, priorities and aspirations to inform the development of the Camden Libraries Strategy.

The impacts of the COVID-19 pandemic and associated physical distancing requirements as well as the temporary closure of Camden Libraries required us to rethink our approach to community engagement. Cred Consulting and Council collaborated to deliver creative community engagement activities from July to September 2020 that ensured the safety of the community and staff.

What we did

Over 850 responses and conversations with children through to older residents, library users, staff and advisory groups members have shaped this Strategy.

Engagement built on findings from a Library Services survey conducted in early 2020, which provided baseline data about service delivery priorities that Council can benchmark against over time.

The second stage of engagement included a pop-up installation within each of the three libraries; two Saturday morning, in-person pop ups at Narellan and Oran Park Libraries and a series of focus groups and workshops with young people, community, people with disability and staff from across Camden Council.

Three separate surveys were also distributed to children and young people through schools and the library programs. Over 250 surveys were received from young children (4-8yrs); primary school children (9-12yrs) and young people (13+ yrs) which provided information about the types of activities and spaces within the library they would like as well as writing about and drawing their dream libraries. All their ideas have helped to shape the direction of this Strategy.



Key themes

An assessment of all the responses and data received across all the engagement activities identified a number of key themes. These themes were:

Camden Libraries are highly valued

Our community told us that they appreciate their local libraries as places to learn, relax, read, participate in activities and programs, access a variety of resources and services, and meet and engage with other people in the community. People also said they value that their libraries are free public spaces where everyone in the community is welcome to 'just be'.

Results from the community survey indicated high levels of satisfaction with Camden Libraries (see Figure 3).

Providing access to a range of resources

Our community told us that, while they understand that libraries are no longer just books, "books are still important" and they want to see Camden Libraries continue to provide access to a range of resources to borrow and use, including books, CDs and DVDs.

We also heard from people who told us that access to computers, printers and copiers at the library had helped them through a challenging period in their life, for example when they first moved to the country, or were unemployed. They noted that digital technology resources may be particularly important for vulnerable community members who may not have access at home.

Camden Libraries are community hubs

Our community told us they would like to see Camden Libraries continue to expand their role as focal points for community life and be welcoming and inclusive for everyone.

People suggested ideas for increased library programs, for a range of cohorts to further connect and support the community. People would like to see longer opening hours at all libraries to support people to access them outside of work and school hours and on the weekend.

We also heard from Council's advisory committees about how Camden Libraries provide crucial support for young people, people from diverse cultural and linguistic backgrounds, older people and people with disability. Library staff emphasised that future planning should "keep the needs of the community at the heart of all decision making."

A summary of engagement findings are provided in the Appendix.



Figure 3: Percentage of respondents satisfied or very satisfied across a range of benchmarks (444 surveys, Feb 2020)

What libraries mean to the Camden community

People value libraries in Camden as places for all ages to come to learn, relax, read, participate in activities and programs, access a variety of resources and services, and meet and engage with new people in the community. Below are selected verbatim comments from community engagement.

“A free meeting hub, with helpful everyday life tools and resources”

“A calm place to come and borrow books for my kids’ reading journey, particularly 5 & 8 year olds. Great you have home readers”

“It’s a place I feel welcome - It’s like a community lounge room”

“The Camden Library is like a refuge for me. I can sit and read or just sit and no-one bothers me. The wide selection of books is a real asset. To walk into the library and be greeted with a smiling face behind reception is a blessing”

“A vital educational, information and cultural centre promoting literacy and learning and community connections”

“The library is welcoming and homelike, especially in the sense that it is one of the few locations one is allowed to exist, without demanding a charge. Peacefully.”

“A safe and welcoming space where everyone in the local community can come and just be. Whether they want to study or participate in programs, or simply meet a friend, it’s just a place to go for all, like a large community lounge room”

“Language and literature skills, exposing to children and adults of all ages to a variety of stories and reading”

“I have always had a fondness for the library, with many fond childhood memories of time spent there. Life has become busy and the library is a place where the pace slows a little”

“A space to connect with my knitting group and friends. Also a cosy, homely space outside of home to be around people and books without too much socialising”

“Great place for the whole family to have some quiet, educational entertainment”

“It is a place for interaction and sourceable material so that I can pursue interests important to me. I like the staff who are so helpful & share my love of reading & education and staying in touch with ideas”

“A central meeting point; a relaxing “time out” environment to browse through old and new reading material and catch up, coming community events, and a chance to read books without having to buy”



How do Camden’s children and young people see future libraries?

In a fun and creative approach and a focus on storytelling, we asked young children, primary school aged children and secondary school aged young people about the preferences and aspirations for libraries.

Children and young people told us about what their dream library would look like through a range of surveys aimed at different age groups. Common features of children’s drawings included a range of resources including:

- books, computers and gaming consoles;
- comfortable areas to sit with sofas and bean bags;
- colourful and creative design elements;
- separated study and quiet areas;
- areas for play, art and craft;
- indoor plants and trees.

High school students told us that things that could make libraries better for young people include:

- longer opening hours;
- areas to meet with friends and study groups;
- more study support programs; and
- more social groups they can join, such as Minecraft club, chess club, gaming club and book club.

Young people also told us that they highly value access to free Wi-Fi at the library, and would like to see more technology at libraries including computers, 3D printers, ipads and charging stations.

Draw your dream library here:

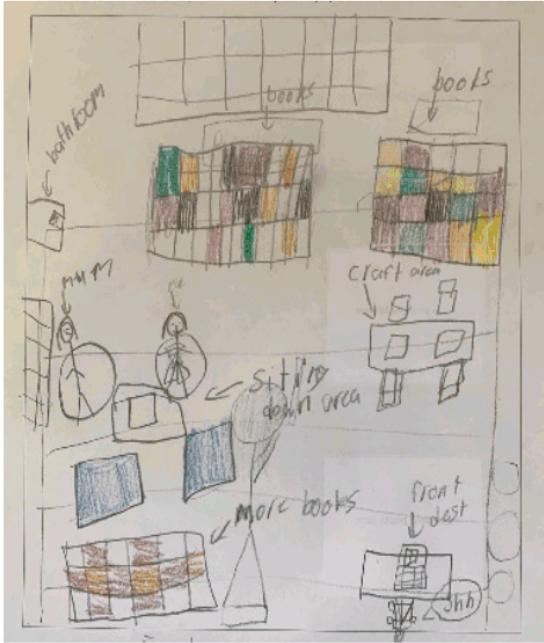


Figure 3 & 5 (above): Drawings of local children’s ideas and their dream libraries

Figure 4 (left): Top 4 images chosen by children about the look, feel and activities they would like in libraries

Community ideas and opportunities for future library provision

Across all engagement activities, our community was asked about their ideas and opportunities for the future library provision that would meet their needs and enhance their experience. The key themes were:

Activities for young people

- More young people focused programs and activities, including recreational activities like arts and craft, science, music, gardening and coding.
- More programs specifically for young Aboriginal people at the library (e.g. weaving group).

Social spaces inviting you to stay

- Libraries could be more social spaces and provide a noisy, youth space (e.g. at Narellan library in the back of the library, or create a busy space in the centre with quiet edges).
- A café with food and drink where you can go and relax or grab a snack whilst you read a book.

Reflecting our community's cultural diversity

- Participants would like to see more resources for culturally and linguistically diverse community members at the libraries including books, signage and information in multiple community languages.
- Programs focused on cultural inclusion, for example providing free English classes at the library, using the demonstration kitchen at Oran Park Library where people can learn to cook different cultural cuisines.

Place to study and learn

- Homework hub for children that have learning difficulties, to learn how to source information and have someone that can read to them or listen to them read as literacy is still a big issue for many children.
- Programs like after school study groups or study skills programs for students and young people

Opportunities to explore and show creativity

- More creative activities and workshops.
- Art exhibitions to support local and emerging artists (e.g. in the Narellan Library foyer).
- Reading groups, music groups and craft groups for all ages.
- More access to creative technology resources (e.g. computers, 3D printers, video and sound editing).

Programs and events

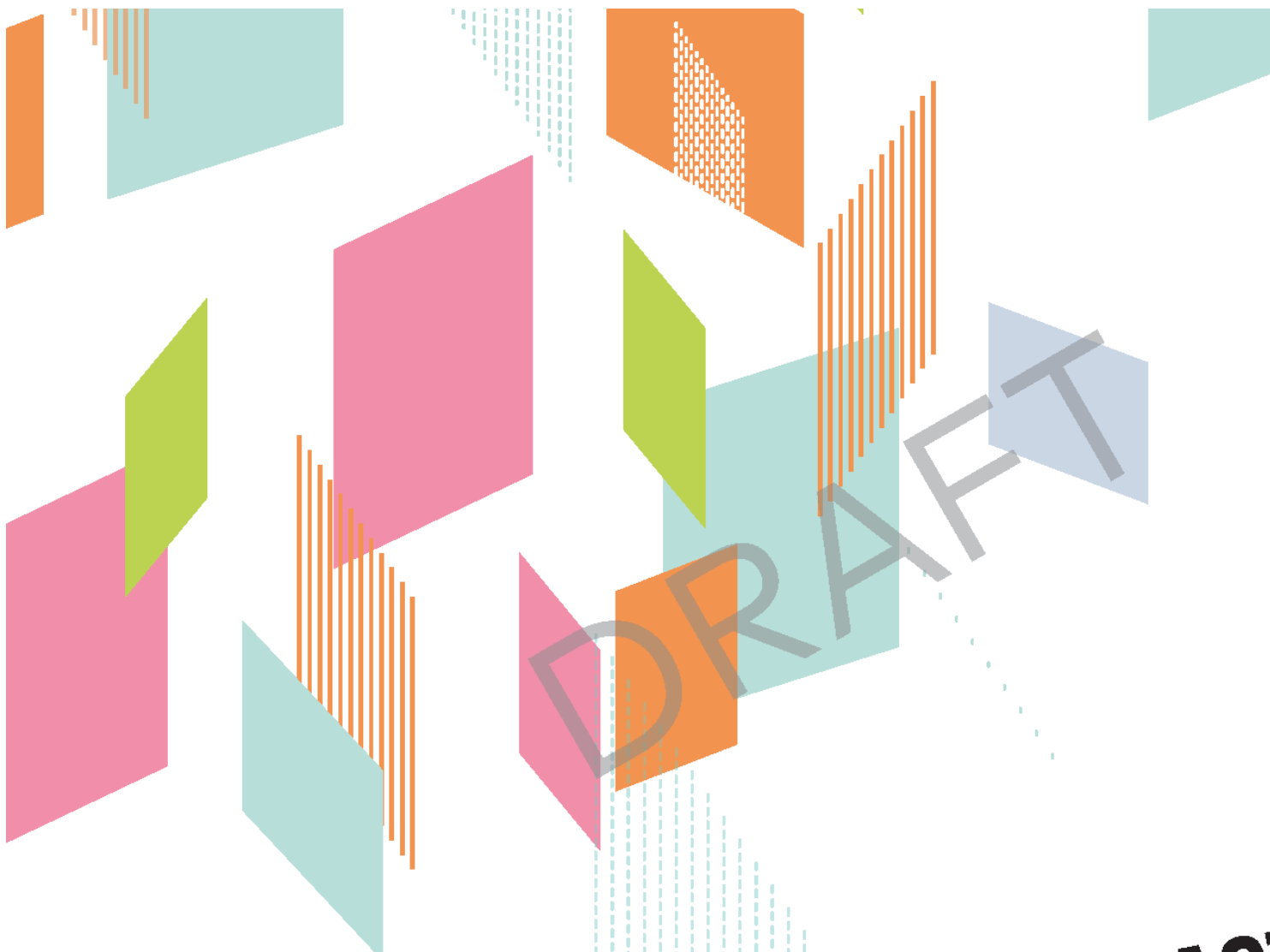
- Author talks (and happy with a small cost).
- Having stories with signing – or teaching children some basic signing at story time.
- Sustainability workshops including gardening or reuse clothing and more sustainable 'environmental' activities.
- Expand skill development programs such as life skills (e.g. online shopping, how to change a tyre), developing young people's leadership skills and confidence and/or work readiness.

Sensory spaces, hours and experiences

- Pods to escape noise and read a book or alternatively taking the library to outdoor spaces to sit and read amongst the trees or an outdoor classroom.
- Sensory space or science station that families can explore and enjoy the experience together.
- Headphone stations with soft relaxing music, with big cushions to lay on or pods.
- Sensory time of day for people with a disability – lighting down, calm music, reduced stimulus or having an evening library time that can help families establish a bedtime routine, relaxation activities and story time.

Outreach and taking the library to people

- Opportunity for library pop-ups at shopping centres to attract more people and to isolated areas, such as new housing areas, so you can access the library even without transport.
- Libraries playing a bigger role in supporting vulnerable community members, including people who may be at risk of homelessness, family violence or other challenges.
- Opportunities to pursue more local partnerships to deliver additional resources or programs.



STRATEGY + ACTIONS

Our aspiration

Within the library walls, beyond the buildings and in the virtual spaces, Camden Libraries provide a place for the community to connect; share interests, stories and experiences; discover new skills and knowledge; inspire creativity; and read a good book.

Our libraries are places where everyone is welcome.



Photo source: Matthew Duchesne ©
FancyBoy Photography



Photo source: Cred Consulting (April McCabe)

Our libraries are welcoming and inclusive places where everyone in our community can belong - no matter who you are, where you are from, what your abilities are and how much you earn.

We support our new and existing residents to meet, share and connect, especially as our community grows and changes, to build social capital and resilience, and reduce social isolation.

WHY IT'S IMPORTANT...

Libraries have evolved from a place of books and information to community hubs. They play a crucial role in bringing people together from across socioeconomic backgrounds, forging greater understanding of other perspectives and cultures, offering a safe and free public space and providing a place for people who otherwise might feel excluded.

Libraries are focal points and help to build healthier and more connected, resilient communities. This is increasingly important with issues such as social isolation on the rise. We pride ourselves on our libraries connecting residents to each other, providing information, resources and services, programs that encourage life long learning and supporting our collective resilience.

Our community highly value Camden Libraries and love visiting, having a chat with library staff and meeting like-minded people. As our population grows and changes, providing opportunities for existing and new residents to meet and interact will become even more important to help foster cohesion, resilience and a sense of belonging in our community, and particularly in Camden's new growth areas.

At Camden Libraries, we welcome and include everyone, no matter who you are, where you are from, how much you earn or what your abilities are. We focus on people, and our spaces and activities reflect the diversity of our community and respond to their needs.

"The library is welcoming and homelike, especially in the sense that it is one of the few locations one is allowed to exist, without demanding a charge. Peacefully."

- Survey response

WHAT THE COMMUNITY TOLD US...

- They support the idea of libraries as community hubs, and think there is room for even more social interaction to connect community members.
- They think the ideal library is one that is "a warm, friendly, helpful, safe place that you can receive help to connect to community in an inclusive, non-judgmental way. Information presented in a variety of ways to meet all learning needs".
- They would like to see libraries continue to expand their role as focal points for community life and be welcoming, inclusive and accessible for everyone, including the most vulnerable in our community to ensure no one gets left behind.

WHAT WE WILL DO...

- Put the needs of our community at the heart of our planning and decision-making.
- Provide spaces for incidental social connections and for new and existing residents to get to know one another.
- Connect and support social programs and groups that bring people together around shared interests and learning.
- Be a place that our community can access information and the resources they need.
- Be responsive to our community's diverse and changing needs.
- Continue to ensure that everyone in our community belongs and feels welcome, including our most vulnerable community members.



STRATEGIC PRIORITY

2

Our library spaces are vibrant, well utilised and for everyone in our community.

Photo source: Cred Consulting (April McCabe)

We provide library spaces that are welcoming, free and accessible for everyone to enjoy.

Our spaces are comfortable, inviting and change responding to how our community want to use them, whether for community gathering, hands on learning, study or for quiet reflection and to just be.

We think beyond the buildings to how we can expand the library into outdoor, temporary and virtual spaces.

WHY THIS IS IMPORTANT...

Libraries are no longer just spaces with shelves, they are now multipurpose facilities that cater for a variety of activities, experiences and are an expression of who we are - our local stories, diversity, culture and creativity.

As our community grows we need to provide additional library floorspace to meet increased demand. Our libraries can serve as a community meeting place or community lounge room for new residents within our growth areas to connect.

The look and feel of our libraries is fundamental to them being vibrant, utilised and welcoming. Using colour and greening as well as maximising natural light and views to the outside contribute to a feeling of comfortable and encourage people to stay and relax.

Functionality is critically important for people to easily find what they are looking for and being able to seek help and information. Providing a range of spaces from enclosed spaces to just be with your own thoughts and quiet reading, working and study spaces to collaborative study areas, social spaces to meet others or, to technology pods and noisy, messy creative and maker spaces.

We also think beyond the library buildings and how to use both inside and outside spaces. There are opportunities to use the civic spaces surrounding our libraries to provide different experiences and spaces.

There are also opportunities for alternative delivery models, such as temporary, pop-up libraries or programs outdoors in local parks, taking the library to those who are not able to visit through outreach and home delivery services and using the virtual spaces to expand the capacity and reach of our libraries and increase participation.

WHAT THE COMMUNITY TOLD US...

- They love that Camden Libraries are comfortable, welcoming spaces that encourage you to stay.
- Through the community engagement (from children to seniors) a number of desired design elements emerged that contribute to a positive library experience.
- They would like to see library spaces for different uses, from quiet reading to collaborative study.
- They suggested inclusive sensory spaces, hours and experiences for children, people with disability and families to learn and experiment with science together.
- They would like to see the upstairs spaces and resources at The Space at Narellan Library used more by the community.

WHAT WE WILL DO...

- Plan and provide adequate library floorspace to meet the demand of our growing population.
- Ensure our library spaces are multipurpose and allow for flexible use to meet the diverse needs and interests of our community.
- Consider the layout, look and feel of our libraries to activate and create inviting, vibrant, comfortable and welcoming spaces for everyone in our community.
- Engage with our community to inform future design briefs to ensure the look, feel and function supports the role of our libraries' as community hubs.

"I would love a library where you have the space to do different things. My dream library would have a tech area where you can have experts help you use 3D printers and computers etc. You could also have a quiet corner so you can relax and enjoy."

- Primary school student response



3
 STRATEGIC
 PRIORITY

Our inclusive library programs & activities inspire learning, creativity and discovery.

Photo source: Camden Council Libraries

Libraries are places where anyone can learn and try out something new. Through shared experiences we can connect, inspire and learn from each other.

We deliver inclusive programs and activities that build skills, unlock creativity, spark curiosity and bring people together.

WHY THIS IS IMPORTANT...

Providing opportunities for learning, literacy, discovery and creativity is fundamental to everything we do at Camden Libraries. Along with our local schools, tertiary education, museums and community groups, our libraries are an important part of Camden's learning ecosystem.

Through our free library programs, activities and events we provide a sense of connectedness and opportunities for people of all ages, backgrounds and abilities to meet new friends and find like-minded people with shared interests and passions.

They offer lifelong learning opportunities, encourage people to build their skills, explore their creativity, debate and discuss contemporary topics, discover something new and let their curiosity run wild.

Our programs and activities play an important role in creating greater understanding, awareness and education about our First Nations community; their history and traditions, learning about our community's different cultural backgrounds and sharing the stories and learning from people with disability, the LGBTQIA+ community, people young and old.

In the ever changing world we live, our libraries provide hands on learning and build skills to use technology and increase the ability to learn, connect, create and access information.

Our programs and activities will continue to evolve to reflect the changing interests and needs of our community. The ongoing conversations help us to better understand what is needed and enable us to design and deliver programs and activities for all library users.

WHAT THE COMMUNITY TOLD US...

- They want to see more programs and social groups for children and young people with a focus on learning, creativity and skill-development.
- They had ideas for programs that support and connect people across different ages, cultural backgrounds and abilities - as well as new and established community members.
- They think that library programs and activities should be inclusive and welcoming for people with disability, people from culturally diverse backgrounds, young people and the LGBTQIA+ community.
- They suggested more hands-on workshops focused on life skills sustainability, creativity and making.

WHAT WE WILL DO...

- Support lifelong learning across all ages, from babies and children through to elderly people in our community.
- Build the capacity of our community to harness the power of technology to learn, create, connect and be informed.
- Provide the spaces to increase understanding and learning from and about our local First Nations people, their culture, stories and traditions.
- Reflect the diverse interests, issues that matter to our community, encourage creativity, learning and provide the opportunity to try something new.
- Seek partnerships with individuals, community groups and other organisations to expand our reach, build local capacity and to share the knowledge and skills that already exist in our communities.
- Provide opportunities via digital spaces and outside the physical buildings for people to participate and enjoy what our libraries have to offer.



4 Our collections & resources provide contemporary opportunities for lifelong learning & to tell our stories.

STRATEGIC PRIORITY

Photo source: Camden Council Libraries

Our collection and resources continue to evolve and provide contemporary approaches and opportunities share knowledge. Combining our valued book collections with digital technologies, equipment and other resources, we will encourage new ways to learn and collaborate.

Our local heritage archives and stories connect us with our past and will continue to be collected for future generations.

WHY THIS IS IMPORTANT...

Our programs, activities, collections and resources continue to evolve and deliver contemporary learning approaches. Our collections and resources provide broad access to support learning and the exploration of interests and new skills. They include our much loved book and alternative lending collections, our technology equipment and our digital resources and activities.

The use of technology for learning and literacy is becoming increasingly important for everyone in our community - young and old. We are committed to help 'bridge the digital divide' for those who may not have access to the internet, computers or other technology at home. Access to creative technology resources provide a new way to tell our stories and enable our imagination to come to life.

Camden Library, co-located with the Camden Museum, Camden Historical Society and Camden Area Family History Society will continue to offer specialised collections for local studies and family history linking us to our past and assisting people to curate, capture and share their own stories and local heritage.

Having a collection, digital technologies and resources that our community use and want to keep coming back for, relies on us understanding our community's interests, needs and passions. Our collections will continue to evolve and grow to reflect our diverse community needs.

"Good to have the family history library and museum supporting each other. A great resource for the district"
- Pop-up activity response

WHAT THE COMMUNITY TOLD US...

- They want to see more and a wider variety of books and resources for all ages (such as DVDs, magazines and newspapers).
- They said there is a need to provide more books and resources in diverse community languages.
- They would like increased access to creative technology resources (e.g. computers, 3D printers, video and sound editing).
- They want improved access to library resources online via the website.

WHAT WE WILL DO...

- Review our library collections on a regular basis to reflect the diversity and changing interests of our communities.
- Continue to build our local heritage archives, to tell and preserve our history and stories for future generations.
- Provide access technology and digital tools to help 'bridge the digital divide' and support our community to learn, connect and collaborate.
- Consider increasing available resources to include different types of equipment and technologies.
- Continue to work to make our collections more accessible to our community, including the digitisation of information.

Photo source: Matthew Duchesne/FancyBoy Photography



5

STRATEGIC
PRIORITY

Our well managed libraries continue to support our growing & changing community.

Our libraries contribute to an enriched and connected community. They help build resilience, cultivate creativity, respond to the diverse needs of our community and provide access to information and services.

Through effective governance, resourcing and partnerships, our libraries and valued staff will continue to be a vital part of Camden's learning ecosystem.

WHY THIS IS IMPORTANT...

Camden Libraries have always played an important role in our community. As our population grows and changes, they will be central to building social capital and cohesion, supporting our community resilience and be a place that everyone can come together.

Our libraries are only as good as our people - staff, library members and the community organisations we work with. Our community highly value our libraries and staff and we will continue to support staff professional development to ensure they have the skills and resources to support our community.

Creating effective partnerships with individuals, local groups, service providers, schools and tertiary education helps us share the skills and knowledge that we have here in Camden and build a strong, local learning ecosystem.

Camden Libraries operate as a network, sharing resources across all of our libraries. However, each have their unique offering that reflects the local context, community and place identity - expressed through the collection, resources and building design.

Ensuring our library network continues to be well-resourced and managed will enable us to deliver spaces, programs, collections and resources that inspire our communities, respond to the changing needs and interests, expand our service delivery beyond the library walls and create a space for learning, understanding and connection.

"The library staff make us feel at home and provide creative solutions"
- Pop-up activity response

WHAT THE COMMUNITY TOLD US...

- They want longer opening hours, especially on the weekends to support working people and families to come and use the library more often.
- They would like to see social media platforms provide information about events and programs and about new books and resources.
- They want the library website to be more user-friendly and easy to understand and navigate.

WHAT WE WILL DO...

- Provide well-managed and resourced network of libraries and services that meet the needs of residents across the Camden LGA.
- Promote our library services and their value broadly to the Camden community, particularly new residents.
- Seek partnerships to deliver new library services, programs and resources, including across Council teams and with external organisations in the Camden area.
- Provide a variety of services, programs and events delivered by knowledgeable, customer-focused and innovative staff.
- Support the professional development of our library staff to ensure they have the skills to support the varying community needs, including those most vulnerable.
- Continue to engage with the Camden community to understand their needs and priorities and refine the delivery of services and programs.

Actions

Timeframes:
Short: 0 to 12 months
Medium: 1 to 2 years
Long: 2+ years

Strategic Priority 1: Our community feels welcome, safe and connected within our libraries.

Actions	Measures	Timeframe	Responsibility
1.1 Provide opportunities for people of all ages, abilities and backgrounds to connect and come together to learn, work and play within our libraries.	<ul style="list-style-type: none"> Conduct regular surveys to assess and review diversity strategies. Encourage and support community use of libraries as meeting places for formal and informal activities. 	Ongoing	<ul style="list-style-type: none"> Library Services
1.2 Support our growing community and new residents to connect to their neighbours, local services, information, activities and resources.	<ul style="list-style-type: none"> Expand outreach library services to new and growing communities. 	Ongoing	<ul style="list-style-type: none"> Library Services Technology and Information Management Solutions Economic Development and Activation
1.3 Celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people and provide opportunities for our culturally diverse community to share and connect through culture.	<ul style="list-style-type: none"> Collaborate across Council to deliver programs and activities to celebrate history and culture. Create targeted programs for Aboriginal and culturally and linguistically diverse communities. 	Ongoing	<ul style="list-style-type: none"> Library Services Economic Development and Activation

Strategic Priority 2: Our library spaces are vibrant, well utilised and for everyone in our community.

Actions	Measures	Timeframe	Responsibility
2.1 Improve utilisation by activating both indoor and outdoor library spaces to accommodate a variety of uses and activities.	<ul style="list-style-type: none"> Review indoor and outdoor library spaces to provide flexible options for delivery of programs and activities. 	Medium	<ul style="list-style-type: none"> Library Services
2.2 Optimise existing library spaces, layouts and improve wayfinding to and within the libraries to support a variety of users and their experience.	<ul style="list-style-type: none"> Review library spaces, floor layouts and identify options for improvement and programming. 	Ongoing	<ul style="list-style-type: none"> Library Services Technology and Information Management Solutions
2.3 Monitor community need to inform the planning and delivery of adequate library space to support residents within the Camden LGA.	<ul style="list-style-type: none"> Library spaces provided according to best-practice models and relevant standards. 	Ongoing	<ul style="list-style-type: none"> Library Services Strategic Planning

Strategic Priority 3: Our inclusive library programs and activities inspire learning, creativity and discovery.			
Actions	Measures	Timeframe	Responsibility
3.1 Run targeted programs, activities and events that support skill development, improve literacy, increase digital capabilities, and support lifelong learning of our community.	<ul style="list-style-type: none"> Number and diversity of activities provided. Participation rates in activities. 	Ongoing	<ul style="list-style-type: none"> Library Services Technology and Information Management Solutions
3.2 Deliver programs, activities and events focusing on community needs and interests.	<ul style="list-style-type: none"> Conduct regular surveys to assess and review diversity strategies. 	Ongoing	<ul style="list-style-type: none"> Library Services
3.3 Building on the existing artisan Camden community, deliver creative programs, activities and events that encourage, celebrate and showcase local arts, crafts and culture.	<ul style="list-style-type: none"> Number of activities provided. Occasions of library spaces used for the delivery of creative programs. Participation rates in activities. 	Ongoing	<ul style="list-style-type: none"> Library Services
Strategic Priority 4: Our collections and resources provide contemporary opportunities for lifelong learning and to tell our stories.			
Actions	Measures	Timeframe	Responsibility
4.1 Develop our library collections to reflect our growing and diverse communities' needs.	<ul style="list-style-type: none"> Library collections developed using customer recommendations collected through the library survey. Evaluate library collections to ensure relevance, customer satisfaction, utilisation and value for money. 	Ongoing	<ul style="list-style-type: none"> Library Services
4.2 Build the physical Local Heritage Collection as well as digitise it to expand its reach and accessibility.	<ul style="list-style-type: none"> Increased collection including physical and digitised formats. 	Ongoing	<ul style="list-style-type: none"> Library Services Technology and Information Management Solutions
4.3 Continue to 'think beyond the books' and investigate alternative resources and equipment that enable exploration and discovery.	<ul style="list-style-type: none"> Increased alternate lending collection and resources. Number of activities provided to upskill community and facilitate discovery. Participation rates in activities. 	Ongoing	<ul style="list-style-type: none"> Library Services Technology and Information Management Solutions
4.4 Develop and deliver programs that meet the multiple literacy needs of diverse audiences.	<ul style="list-style-type: none"> Provide relevant technology to support staff and customers to create successful learning outcomes. Number of activities provided to meet the diverse needs of the community. Participation rates in activities. 	Ongoing	<ul style="list-style-type: none"> Library Services Technology and Information Management Solutions

Timeframes:
Short: 0 to 12 months
Medium: 1 to 2 years
Long: 2+ years

Strategic Priority 5: Our well managed libraries continue to support our growing and changing community.

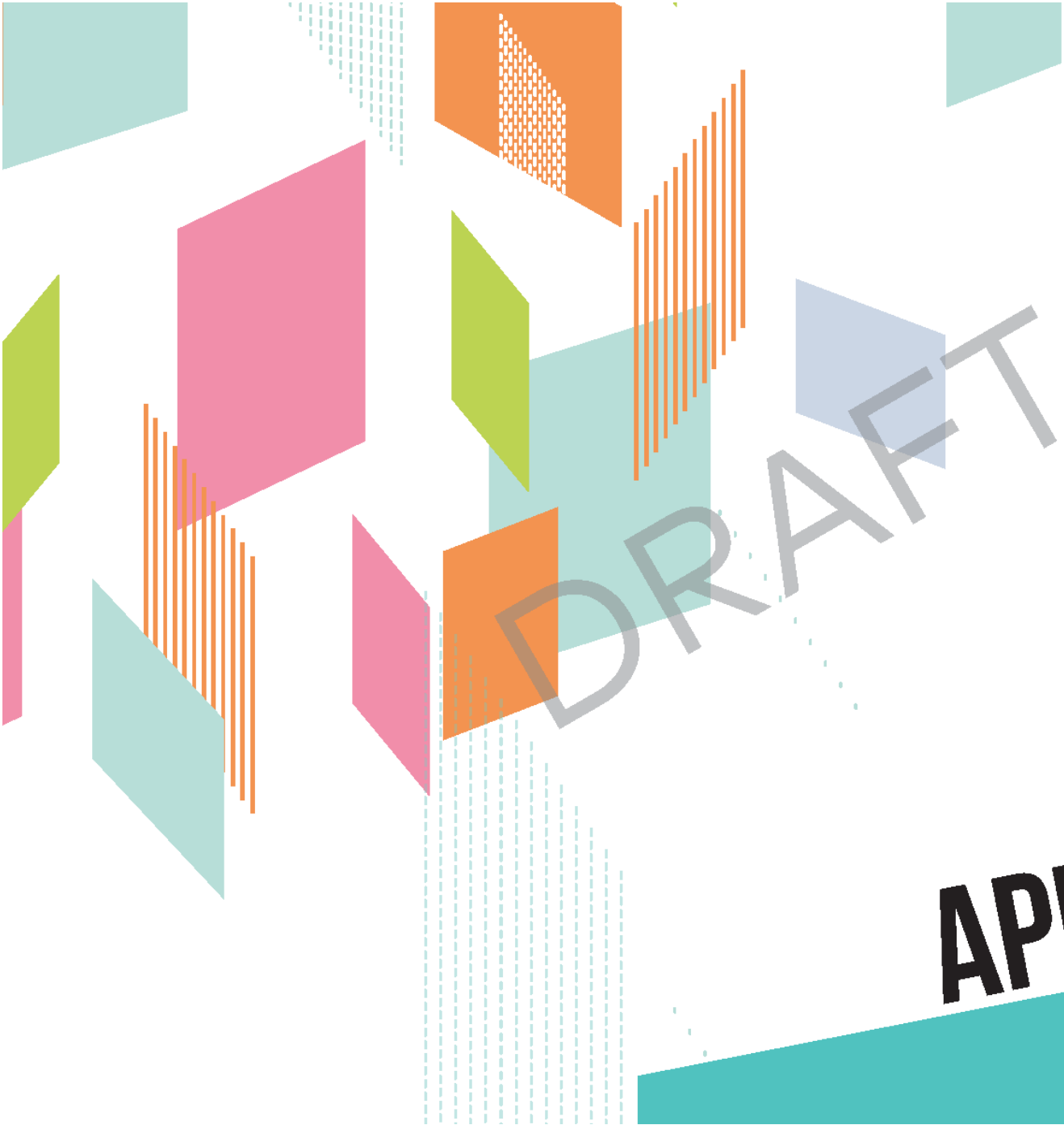
Actions	Measures	Timeframe	Responsibility
5.1 Review the opening hours to ensure our community has access to libraries at times that suit their lifestyles.	<ul style="list-style-type: none"> Consult with the community and staff. Investigate options to expand or change services and implement as resources allow. 	Short to Medium	<ul style="list-style-type: none"> Library Services Corporate Performance & Customer Service
5.2 Provide a variety of services, programs and events delivered by knowledgeable, customer-focused and innovative staff.	<ul style="list-style-type: none"> Conduct a Library Service Review. Encourage and support individual and professional staff skill development to enable delivery of contemporary library services. Evaluate and improve our customer service. 	Short to Medium Ongoing	<ul style="list-style-type: none"> Library Services People & Learning
5.3 Engage with local organisations, stakeholder groups and community volunteers to co-produce and co-deliver programs, activities and services.	<ul style="list-style-type: none"> Number of activities provided. Participation rates in activities. Number of new groups established and/or services promoted. 	Ongoing	<ul style="list-style-type: none"> Library Services



Photo source: Matthew Duchesne©/ FancyBoy Photography

Attachment 1

ORD04



APPENDIX

Ideas to deliver on our strategic priorities

The following ideas were suggested through the engagement by the community and Council staff as ways to implement each of the five strategic priorities.

Ideas to achieve these priorities	Relates to
Strategic Priority 1: Our community feels welcome, safe and connected within our libraries.	
<ul style="list-style-type: none"> Investigate further opportunities to provide a safe, comfortable and inclusive place for people of all ages, backgrounds and people with disability. Continue to provide opportunities for our children and young people to feel welcome and connect and learn with their family and friends. 	Action 1.1
<ul style="list-style-type: none"> Investigate opportunities to engage with local Aboriginal Elders and Aboriginal community to increase visibility and share knowledge and stories through our library services. Investigate opportunities to trial a local 'story walk' leading to the libraries telling the story of the place including Aboriginal stories to foster greater cultural understanding and learning. 	Action 1.,3
Strategic Priority 2: Our library spaces are vibrant, well utilised and for everyone in our community.	
<ul style="list-style-type: none"> Investigate ways to increase utilisation of The Space at Narellan Library as a makerspace for creative 'hands on' workshops and activities. Collaborate with Council's venues team to increase use of bookable event and meeting spaces within the libraries. Investigate opportunities and spaces for outdoor learning. Investigate opportunities to activate the outdoor spaces at the libraries through the day and at night to encourage people to experience our libraries differently. 	Action 2.1
<ul style="list-style-type: none"> Review the current access and comfort of library spaces being used for work or study and where community groups can meet to offer social spaces. 	Action 2.2
<ul style="list-style-type: none"> Investigate opportunities for temporary and pop-up library spaces in growth areas to support access to library services in new communities. Consider best practise library design principles and engage with the community as a key input to inform the design, look and feel of future library spaces and building. 	Action 2.3
Strategic Priority 3: Our inclusive library programs and activities inspire learning, creativity and discovery.	
<ul style="list-style-type: none"> Continue to provide opportunities for the whole of the Camden community to improve digital and information literacy skills. In consultation with children and young people, review the activities on offer to ensure that they support social interaction, skill development and learning for all ages. Investigate opportunities to build business and employment skills, particularly for young people, people with disability and newly arrived residents from culturally diverse backgrounds. 	Action 3.1
<ul style="list-style-type: none"> Develop a series of workshops focused on cultural learning and understanding, environmental sustainability and STEM. Continue to connect the community through their shared interests with one-off events such as author talks and panel discussions on relevant issues. 	Action 3.2
<ul style="list-style-type: none"> Collaborate across Council to identify opportunities to present local creativity in library spaces that reflect our culturally and artistically diverse community. Investigate opportunities for hands-on learning workshops and provide access to creative technology and spaces for making. 	Action 3.3

Ideas to achieve these priorities	Relates to
Strategic Priority 4: Our collections and resources provide contemporary opportunities for lifelong learning and to tell our stories.	
<ul style="list-style-type: none"> Expand access to e-collections and digitisation of the existing collection, to provide access for people that can't get to the library. 	Action 4.2
<ul style="list-style-type: none"> Expand the collection of community language books, materials and resources to reflect the increasing cultural diversity of the Camden community. 	
<ul style="list-style-type: none"> Continue to provide access to library services, programs and resources online via the Library website, social media and other virtual spaces. 	Action 4.3
<ul style="list-style-type: none"> Review the current technology resources available across all libraries and identify existing equipment to be updated and/or inclusion of new equipment to build capacity and technology skills. 	Action 4.4
Strategic Priority 5: Our well managed libraries continue to support our growing and changing community	
<ul style="list-style-type: none"> Investigate opportunities for longer weekend or evening hours to maximise the times the community can use the libraries. 	Action 5.1
<ul style="list-style-type: none"> Investigate opportunities to trial low-sensory hours at the libraries for people with disability. 	
<ul style="list-style-type: none"> Consider training for staff to effectively respond to the changing needs of our communities and provide support for those in our community who are vulnerable and/or hard to reach. 	Action 5.2
<ul style="list-style-type: none"> Continue the strong connection between all libraries and teams across Council to increase community use and connections with their local library. 	
<ul style="list-style-type: none"> Continue to work with local schools to understand the learning needs of local kids and explore partnerships to deliver programs and activities. 	Action 5.3
<ul style="list-style-type: none"> Explore opportunities for local partnerships with other organisations to deliver additional resources/activities. 	

Library Inspiration: Best Practice Case Studies

Planning for the future provision of library space, programs and services should respond to the researched and expressed needs of the local community. Consideration of trends and leading practice in library space, programs and service provision can also provide inspiration and be a catalyst for the implementation of new ideas to enhance the user experience.

The following provides a series of local, national and global case studies relevant to this Strategy.



WHITLAM LIBRARY, CABRAMATTA

Size: GFA 3,000m²

Whitlam Library is an example of how the boundaries of the traditional library can be pushed to deliver services that actively respond to community needs.

The creative re-use of spaces has resulted in 'the Workary,' 'Studio 2166' and a VR technology space. These spaces provide resources and support to develop business ideas, produce music and video in the studio, as well as learn and trial different technology.

The business incubator space; located upstairs; provides a variety of resources including bookable meeting rooms, dedicated work space and a variety of business support programs available.

Located in the Whitlam Library's busy foyer, The Alcove offers performers maximum visibility to visitors with high foot traffic. It is open to performers for 30-60 minute intervals weekly.

The library has also extended its opening hours to midnight, enabling students who may not have a dedicated quiet study space in their own home to be able to study at the library into the evening.



DARLING SQUARE LIBRARY, HAYMARKET

Size: GFA 3,145m²

The Darling Square Library, opened in 2019, is part of the redevelopment of Darling Harbour. The library is located over three floors of The Exchange building.

Darling Square Library houses a collection of more than 30,000 items (including an Asian literature collection), bookable meeting rooms, intuitive digital technology, workspaces, public computers with free Wi-Fi, children's area (with bilingual rhyme-time and storytime sessions) and a space for hands-on workshops and events.

The Ideas Lab is a dedicated 200m² makerspace and multipurpose room to create, invent or tinker. The space focuses on supporting start-ups and entrepreneurs. The program of hands-on workshops features 3D design and printing, robotics and electronics to help startups and curious makers upskill, share knowledge and network.

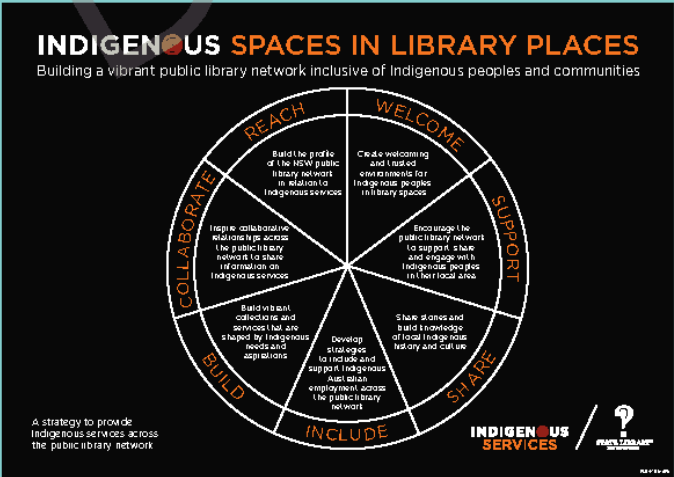




INDIGENOUS SPACES IN LIBRARY PLACES

The State Library of New South Wales has developed an online toolkit to provide guidance to the public library network, as a part of their ongoing commitment to enhancing services dedicated to the local Indigenous population. The toolkit provides a number of strategies, tools and case studies with key strategies including:

- Create a visible Indigenous presence in the library spaces - for example through welcome or acknowledgment signs of the local Indigenous community;
- Promote event programs and collections related to Australian Indigenous history and culture;
- Acknowledge and share successful stories and feedback from the Indigenous local population accessing the library;
- Liaise with the local Indigenous groups and associations regarding shared aspirations and programs — for example, Reconciliation groups and Land Councils;
- Explore collaborations with their local council and other organisations involved with Indigenous peoples in the community;
- Collect, expose and share local and national resources on Australian Indigenous culture and history;
- Collaborate with local Indigenous peoples and communities to create and share stories — for example, collecting local histories relating to experiences of the Indigenous community, collecting ephemera, collaborating with Indigenous artists etc; and
- Develop volunteer and/or other work experience or placement opportunities for Indigenous Australian students in public libraries.



State Library of NSW,
Indigenous Spaces in Library Places Strategy



DOK DEFT LIBRARIES, THE NETHERLANDS

Size: GFA 4,300m²

Delft's award-winning central public library service (DOK) reopened to the public in 2017 following an extensive renovation. With the aim to breathe new life into the library and get people curious, it was rebranded as a "library concept centre."

DOK features bright and colourful design and has introduced a range of different and fun experiences into the library space, including music listening and Xbox gaming pods, and an atrium cafe on the first floor.

DOK provides a flexible space that aims to create more space for people by storing the majority of books in bookshelves with wheels so they can be moved around making space for readings and other programmes.

DOK Delft Library is co-located with a music school and an art school, with a design that emphasises mix of uses rather than separation (shown in first image below) to stimulate circulation through the building and provide a staying place for all users.





ALBURY LIBRARY MUSEUM

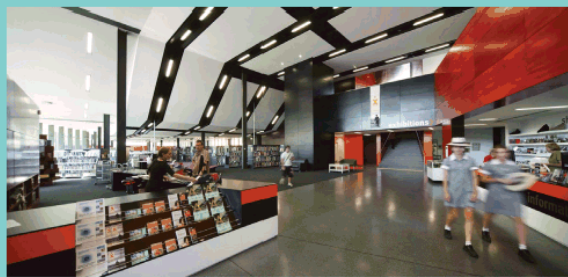
Size: GFA 3,000m²

Opened to the public in 2007, Albury Library Museum is Australia's first purpose-built library and museum under one roof. It serves a population catchment of 50,000 people.

The Albury Library Museum functions as a public library, research and technology centre, social history museum and community meeting place, providing integrated spaces, services and management across the Library and Museum. One of the benefits of this model is the potential for audience development.

The Library Museum is a superb showcase for national and international touring exhibitions, and for works from the Albury City Collection housed in the permanent exhibition, Crossing Place. Crossing Place is also the starting point for many of the educational programs offered by the Library Museum, including resources for school teachers, an audio tour and guided tours for members of the public.

The Library Museum is characterised by a striking design that provides an urban marker within the Albury town centre. The Library Museum was developed as part of a masterplan that combines cultural buildings with a new public square and landscaping, providing access via pathways to the neighbouring Albury Art Gallery and Entertainment Centre.



BANKSTOWN LEARNING & KNOWLEDGE CENTRE

Size: GFA 7,235m²

The Bankstown Learning and Knowledge Centre is a public library and community centre encompassing a series of indoor and outdoor public spaces and connected community facilities, to create a civic centre at the heart of Bankstown.

Bankstown Library and Knowledge Centre provides an integrated and flexible space containing a new library over three levels, 300 seat theatre, four new multipurpose rooms and a new café. The library is also adjacent to Paul Keating Park, which is a popular community park with a range of programs, events and festivals.

The library is co-located with Brian Brown Theatre and Function Centre. The 300-seat theatre hosts touring performances as well as local community showcases and initiatives such as Bankstown Poetry Slam.

Environmental initiatives include a geothermal heat exchanger, thermal labyrinth, high performance facade, greenwall bio-filter, rainwater collection and recycling. The building performs extremely well relative to other comparable public buildings with the energy use approximately 42% less than the average Sydney based public building.



TURANGA CHRISTCHURCH LIBRARY, NEW ZEALAND

Size: GFA 10,000m²

Tūranga Christchurch Library is a new, earthquake-resistant library in Christchurch, New Zealand. Located at the center of the earthquake-damaged city's redevelopment, the five-story building provides a 10,000m² public space that strengthens the local community and aims at drawing people back to the historic city center.

The ground floor is designed as a continuation of the historic square, (design as an 'urban carpet' acting as a link to the neighbouring performing arts precinct and convention centre) offering public spaces for gatherings, events, markets, and performances. The second level of the library houses a community arena as well as a children's area which includes a reading cave and an activity room. The upper three floors house various book collections, staff offices, meeting and study rooms, a production studio, a computer lab and a music studio.

The library features creative and entertainment spaces, including music and video editing studios, rooms for activities such as craft sessions, up to 100 computers, innovation zone for trialling new technology, Spark Place offering flexible space for seminars, presentations and workshops, free Wi-Fi internet access and 3D printers and laser cutters.





MARRICKVILLE LIBRARY & PAVILLION

Size: GFA 3,600m²

The building integrates contemporary design and technology with the original, conserved heritage elements of the main hospital building. It is incorporated with recycled elements and design features that reduce energy consumption.

Home to a collection of 85,000 books, it also has a robotic collection available to borrow. The second floor is dedicated to the Council's historic art book collection that previously was not easily accessible to the public.

The library offers 1,200m² of landscaped outdoor garden and a 100m² children's playground, small study rooms, a technology teaching area, printing facilities, Wi-Fi connectivity throughout the building, 26 public computers, cafe with indoor and outdoor seating and underground car parking.

The Pavilion is a 120m² large, bookable event room fitted with conference facilities and a commercial catering kitchen.



THE HUMAN LIBRARY, COPENHAGEN

Size: NA

The Human Library or "Menneskebiblioteket" was created in Copenhagen. It is a global innovative and hands-on learning platform and was designed to build a positive framework for conversations that can challenge stereotypes and prejudices through dialogue.

The Human Library is a place where real people are on loan to readers. A place where difficult questions are expected, appreciated and answered. While starting in Copenhagen, Denmark, it is available in more than 80 countries.

'A book' in the Human Library is a person that volunteered to represent a stigmatized group in the community and based on their personal experiences can answer questions from readers to help challenge what is being said/told/understood about a given topic. To help shed light on the facts as you know them. 'Books' are not political, but rather able to surrender to the agenda of the reader and allow them control of the conversation.

Embedded in high school to higher learning, medical training to civic engagement, the aim is to improve understanding of diversity in order to help create more inclusive and cohesive communities across cultural, religious, social and ethnic differences.



A 'book' and his reader

source: humanlibrary.org



THE CONTAINER LIBRARY, AUCKLAND

The Container Library is situated in a picturesque setting on Te Wero Bridge on the waterfront in Auckland. Library visitors can lay back on their bean bags and read to their heart's content.

Open to the public during daylight hours on sunny days, it's a public spot where library visitors are both librarian and borrower, custodian and patron.

This is a wonderful place to stop with friends, letting visitors relax and read a story together while enjoying a view of the water. Visitors can also rotate their own personal book collection here, with a 'take one, leave one' swap system.

The container library was put together by Panuku Development Auckland with sixty-five dollars cash and the generous offerings of books from Auckland Council Libraries, plants from Auckland Council City Parks and some great furniture from lovely free-cycle donors.

This is a great example of how pop-up and alternative, low-tech library spaces can activate neighbourhoods and encourage social interaction for communities.



The Container Library

source: heartofthecity.co.nz/

Community Engagement Findings

The following provides a summary of the key community engagement findings that have shaped the aspiration and strategic priorities of the Camden Libraries Strategy.



Engagement promotional poster

Library Installations + Pop Ups

Cred Consulting installed unmanned feedback stations at Camden Library, Oran Park Library and Narellan Library over a four-week period in September. Across all libraries, over 200 responses were received.

The feedback stations provided an opportunity for library visitors to have their say over a relatively longer period of time compared to a traditional pop-up, a benefit considering lower library visitation during the COVID-19 pandemic. They also allowed visitors to view and be inspired by responses from other people.

At each library, visitors were encouraged to respond to the following questions by writing their comments on a post-it note and sticking it on a poster:

- What do you love about your library?
- What would you change about your library?
- What are your future ideas for your library?

Visitors were also encouraged to provide written feedback on a colourful card to the question: "What does your library mean to you?" These cards were then attached to a piece of string to create a colourful bunting that decorated the library throughout the engagement period.

Ensuring COVID-19 safe practices, Cred Consulting facilitated two physically-distanced pop-ups at Oran Park Library and Narellan Library on Saturdays in September. The purpose of these pop-ups was to collect qualitative data through conversations and observations with community members about the questions posed through the feedback stations. Across both pop-ups, we spoke with over 50 community members including families and children, older people, and people from culturally diverse backgrounds.

Feedback about Narellan Library

Participants *loved*:

- Friendly, helpful and kind staff;
- The wide range and variety of books to borrow;
- The light and airy space;
- Quiet places to work and study;
- It is a peaceful, calm and pleasant atmosphere;
- Take-home kits to keep you occupied at home;
- The large and easy design and access;
- Other resources for loan including DVDs, CDs, and telescopes;
- Range of technology, including computers;
- The range of programs and groups (e.g. tech savvy service, knitting groups) ;
- Being able to come and sit and read;
- Desks for studying;
- Being able to do family history research; and
- The enclosed play area.

Things they *would change*:

- Longer opening hours, especially on Saturdays;
- More and improved study spaces (e.g. improved lighting and more modern and fun design);
- More of and a wider variety books;
- Wider range of DVDs and newer CDs;
- Better promotion of resources and facilities available upstairs;
- More staff to have help at hand for everyone;
- Improved system to return books; and
- Improved parent room facilities.

People wrote down the reasons **why Narellan Library was important to them** on a card that was attached to a colourful bunting and decorated the building throughout the engagement period. Common themes included:

- Wide range of books that cater for all interests;
- The atmosphere of the library, with key words used to describe the place including: quiet, tranquil, safe, peaceful, comfortable, clean, helpful, productive and accessible;
- A quiet place to read and/or study without distractions or with friends;
- To borrow books, audio books, DVDs and CDs;
- Access to free resources and information;
- Access to technology including computers, Wi-Fi, printers and photocopiers;
- Staff are helpful and friendly;
- Borrowing is easy, affordable and eco-friendly;
- Size and open spaces of the library;
- Aesthetically pleasing design and layout;
- An important place to escape to during the COVID-19 pandemic;
- A place to socialise and talk to people;
- A free service for the community; and
- Open for many hours in the day.

Feedback about Oran Park Library

Participants **loved**:

- The modern and colourful design of the building, including the artworks and metal bugs;
- A good selection of books to borrow;
- The quiet and relaxing atmosphere;
- Good customer service;

- Nice study areas;
- The large windows that provide a lot of natural light;
- The large size of the library, and the split level which allows for quiet studying upstairs and play downstairs;
- Programs for young children, which are great for kids and a nice place for parents to connect and meet; and
- The fun and interactive play areas for children.

Things they **would change**:

- More of and a wider variety books and resources, including books in diverse community languages;
- Longer opening hours, to make it more accessible for people who work during the day;
- Would like to be able to log in to computers for a longer period of time;
- Would like study rooms to be available to everyone in the community and not just students;
- More programs for children and young people; and
- More programs available in the evening or on weekends to enable people to attend outside of work hours.

The reasons **why Oran Park Library was important to the community** was:

- The importance of the library during the COVID-19 pandemic;
- Provides a quiet and calm place to come to study, work or borrow resources such as books and DVDs;
- Access to computers and free Wi-Fi at the library; and
- The colourful artworks and metal bugs.

Feedback about Camden Library

Participants **loved**:

- Friendly, helpful, supportive and positive staff;
- The history and character of the old building;
- It's quiet, calm, relaxing and comforting;
- Fast computers;
- Air conditioning;
- No traffic to get here;
- Co-location with the family history library and museum;
- The great collection; and
- Generally happy with the services.

Things they **would change**:

- More separated spaces for quiet study;
- More space for young people / larger youth space;
- More computer time for students that have no internet at home;
- Prefer books for children rather than screens;
- Increase the size of the library;
- More social activities for seniors;
- More social groups after hours, for example reading clubs for working parents;
- Lounge and comfortable seating to relax;
- More new audio fiction books and DVDs; and
- Provide hot water for tea.

The reasons **why Camden Library was important to the community** was:

- It's a welcoming and safe place;
- Provides good access to resources including books, information and computers; and
- Staff are known to the community.

School Engagement

As there was a relatively lower response rate from children in the online community survey (conducted by Council in February 2020), Cred Consulting prepared three surveys aimed at very young children, primary school aged children and secondary school aged young people. These were distributed by Council to local primary and secondary schools and were also distributed at each library.

The surveys aimed to be fun and creative, with a focus on storytelling, and also to collect meaningful information about the preferences and aspirations of children for their libraries.

Over 250 survey responses were received from the following schools:

- Camden Public School;
- Elderslie High School;
- Elizabeth Macarthur High School;
- Harrington Park Public School;
- Magdalene Catholic College;
- Mater Dei School;
- Mount Annan Christian College;
- Mount Annan High School; and
- Narellan Vale Public School.

Young Children's Survey (age 4-8 yrs)

The survey for young children included two activities. The first activity asked children to draw a picture of themselves visiting the best library in the world.

A few drawings are pictured on the following pages, with common elements including:

- books and comic books;
- computers;
- bean bags;
- play spaces;
- quiet areas;
- indoor plants or trees;
- cool design elements;
- arts and crafts areas;
- tech areas including 3D printers; and
- study area with desks and chairs.
- Other elements include:
 - gaming devices
 - food and drink
 - animals (dogs and cats)
 - happy smiling faces and lots of kids
 - beehive.

For the second activity, a sheet of images was provided and the children were asked to cut out their three favourite images and write down what they like about that image. The top images are shown to the right.



- There's a lot of colour and books and a slide
- It looks fun and exciting



- Kids might get tired & they can have a lie down
- So many books, curved shelves
- Fun places
- Looks like a tree house



- Play video games or ipad reading
- Kids are learning on their devices and having fun



- Comfortable
- Reading makes you smart
- It is colourful
- Bean bags



- We could have so much fun
- Love watching youtube
- Play games

Primary School Children (9-12 yrs)

Children said that what they like doing now in the libraries is reading and borrowing books, using the computers, relaxing and resting, seeing people be happy and doing arts and craft including drawing.

Based on a series of pictures provided on a worksheet, the following activities were identified as being those they would like to see or do in the future:

- computers;
- books to read;
- 3D printers;
- bean bags;
- places for art and craft;
- quiet areas;
- lots of plants;
- play spaces; and
- toys and games to borrow.

Children were asked to draw and/or describe their dream library, with descriptions including:

"A library that when you walk in it feels like heaven. Decorations above, lots of kids books, lots of sofas, lots of bean bags, a wall of plants, some computers and a projector, and wooden walls. And if you can, plants hanging"

"My dream library has computers and has 2 storeys. The upstairs area is where kids can play and read, also there is a room up there with computers. Down stairs there is an area for parents and a quiet area"

Young People Survey (age 13+ yrs)

Survey respondents were most likely to have visited Narellan Library, followed by Camden Library and Oran Park Library. Young people were most likely to have used the library for study or research. Common uses included:

- study or research;
- meet with friends;
- borrow books, DVDs, CDs, audiobooks, magazines;
- Wi-Fi;
- use as a quiet place to read; and
- use the internet.

Young people were asked what they think would make Camden Libraries better places for young people, and the most common selections were:

- Longer opening hours;
- More places to study in groups;
- More homework and study support programs;
- More social places to relax and meet friends;
- Bigger variety of books;
- More access to creative technology resources (e.g. computers, 3D printers, video and sound editing); and
- More free and affordable programs and activities.

Young people had the following ideas to help make Camden Libraries better places for young people:

- 24 hours access;
- More study areas, including for groups;
- Designated areas for junior students, senior students, uni/TAFE, the elderly, children;
- Programs to encourage literature acquisition for all ages;
- More study groups for year 11 and 12;
- Inviting outdoor garden space that can be used as a study escape and where people can relax;
- Laptop charging stations or even ones for iPods for those who bring their own devices;
- More study materials (e.g. textbooks, study guides);
- Outdoor space, nature, fresh air, windows; and
- More group study space.

Stakeholder engagement

We held three focus groups with Council advisory committees, including the Youth Council, the Access Advisory Committee and the Cohesive Communities Advisory Committee. We also hosted two workshops with Council staff, one with the Library team to better understand the role of libraries in the Camden LGA, what is working well and challenges as well as ideas for the future spaces, programs and how to respond to the needs of the Camden community.

Stakeholders told us that libraries in Camden are inclusive community spaces that are welcoming, safe and non-transactional for everyone to enjoy. They indicated libraries have a range of roles within the community, such as acting as a community hub, information resource centre, as well as recreational space for people to enjoy.

Staff told us the community values their libraries as places to meet, gather and socialise. Particularly during the COVID-19 pandemic restrictions, participants told us the important role libraries play in fostering social connections and supporting individual wellbeing through the programs, activities and spaces they provide.

Stakeholders also indicated libraries within Camden are places that encourage and nurture education and learning experiences for people of all ages. Participants expressed that libraries provide additional resources and support, whether it be online or face-to-face, including classes, workshops and other training sessions that enable the community to continue to learn and grow.

Library staff discussed that their aspiration for libraries in Camden is to be:

- The role of libraries should be fluid – they should be all things to all people. With the local community changing we have to change with them;
- Sometimes a homeless person just wants to be – the role of libraries should be to be open to everyone in our community to do what they need. We need to keep the needs of the community at the heart of all decision making;
- Libraries should provide a ‘third place’ for the community and be welcoming and supportive. This means that anyone and everyone should be represented and included at the library, including culturally diverse community members and First Nations people. The library design itself can be powerful in this sense;
- Libraries should be open to everybody. We need to have a clear purpose and mission in everything we do when it comes to programs because we are competing with commercial offerings;
- Libraries should be setting goals to reduce emissions and waste and be a leader in the community. We can play a role in creating the sustainable and renewable environment;
- Libraries can play an important role in reaching the UN goals and in particular related to inclusion across income;
- Libraries can connect people across different cultural backgrounds and to their local place; and
- We are specialists in finding information and connecting people to that information.

Staff noted that they would like to see new and innovative approaches adopted to library service delivery in new areas. For example, when discussing a possible new library at Leppington Town Centre, staff noted opportunities to implement pop-up approaches, such as shipping containers or moveable, temporary structures.

Stakeholders said that library services could play an important role in connecting community members in new neighbourhoods, contributing to a strong emerging sense of place, bringing people together and connecting them to important resources and information about their new area. In this sense, the new library could play a dual role as a customer service centre in the early days.

Staff think that there is opportunity for increased internal stakeholder partnership at Council to realise interesting new projects, as well as partnerships with non-Council partners and industry.

All stakeholders also noted that it will be important to ensure future library service delivery responds to the changed characteristics of the Camden community, including increasing cultural diversity with potential need for more resources in community languages, English as a Second Language programs and library design that actively celebrates cultural diversity and local connection

to place.

Other ideas across all libraries included:

- Acknowledgment of country at all library locations;
- Opportunity for increased awareness of the value of libraries within Council;
- Increased multicultural collections including books and newspapers;
- Increased promotion of library services and programs;
- Improved promotion of library programs with library logo included on promotional materials;
- Increased opportunity for partnerships around programs and events. Would be good to have a library stall at the Camden Show and other community events to promote the library; and
- Opportunity for more 'life skills' programs for all ages (e.g. how to change a tyre, how to pay taxes etc).



Photo source: Matthew Duchesne©
FancyBoy Photography

DRAFT



ORD05

Attachment 1



Camden Council Minutes

Audit, Risk and Improvement Committee Meeting

31 March 2021

Please note due to COVID-19
restrictions this meeting was
held as a teleconference
4:30PM



AUDIT, RISK AND IMPROVEMENT COMMITTEE

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Voting members present:

Elizabeth Gavey	Independent Member (Chair)
John Gordon	Independent Member
Bruce Hanrahan	Independent Member
Cr Paul Farrow	Camden Council Councillor

Attendees:

General Manager
 Manager Safety and Risk
 Chief Financial Officer
 Internal Audit Coordinator
 Internal Audit Analyst

Invitees:

Director Customer and Corporate Strategy	
Director Community Assets	
Director Planning and Environment (left 6:13 pm)	
Acting Director Sport, Community and Activation	
Manager Legal and Governance (left 6:22pm)	
Jeremy Elman	Principal, Risk Consulting RSM (left 5:06 pm)
Ken De Negri	Senior Manager RSM (left 5:06 pm)
Caroline Karakatsanis	The Audit Office of NSW (External Auditor) (left 5:55 pm)
Rochele Antolin	The Audit Office of NSW (External Auditor) (left 6:42 pm)

Apologies

Cr Lara Symkowiak	Camden Council Councillor
Director Sport, Community and Activation	

The Committee meeting commenced at 4:32 pm.

The meeting commenced with the General Manager acknowledging the work of the Committee since inception and thanking all members for their continued participation. The General Manager thanked Mr Gordon for his leadership as Chair over the past six years in establishing a high functioning Audit, Risk and Improvement Committee. The General Manager also welcomed Ms Gavey as incoming Chair to the Audit, Risk and Improvement Committee.

BUS01 Apologies**RECOMMENDED**

That leave of absence be granted.

DECISION

Leave of absence granted to Cr Lara Symkowiak.

BUS02 Declaration Of Interest**RECOMMENDED**

That the Audit, Risk and Improvement Committee declarations be noted.

DISCUSSION

Ms Gavey advised the following declarations:

- appointment as Deputy Chair of Penrith City Council Audit, Risk and Improvement Committee;
- retirement from Georges River Council Audit, Risk and Improvement Committee.

Mr Gordon advised the following declarations:

- appointment to the South West Sydney – Local Health District as a board member ceased on 31 December 2020;
- retirement from Georges River Council Audit, Risk and Improvement Committee;
- appointment to the Sutherland Shire Council as Independent Chair of Audit, Risk and Improvement Committee.

No further declarations were made.

DECISION

The Audit, Risk and Improvement Committee noted the declarations.

BUS04 Pandemic Response Review - Enhanced Business Impact Analysis Report

RECOMMENDED

That the Audit, Risk and Improvement Committee note the Pandemic Response Review – Enhanced Business Impact Analysis Report.

DISCUSSION

Mr Jeremy Elman, Principal of Risk Consulting at RSM, provided a brief summary of the report which covered how Council managed the incident and recovery phases of its response to the COVID-19 pandemic. Mr Elman praised the proactive communication from Council Management throughout the crisis and discussed a number of positive findings identified in the report.

Mr Elman advised 11 improvement opportunities were identified as part of their review to build on the good work already undertaken by Council. The key items from the improvement opportunities were discussed.

The Committee praised Council Management's response to the disruptions and emphasised the importance of continued preparedness for future disruptions.

The General Manager welcomed the report and advised Management were happy with Council's response to the pandemic and also felt it important to undertake a lessons learned review to ensure Council has a roadmap to continue to improve in preparing for significant events.

The General Manager also advised that the pandemic and the findings of the report reinforced Council's culture of being a flexible and adaptable organisation that can effectively manage change and that Council had maintained or improved its corporate

health indicators related to services to the community even with the significant changes that occurred. The General Manager also commented on the strong guidance from Councillors in relation to Council's community response to the pandemic.

The Director Planning and Environment, Director Community Assets and Director Customer and Corporate Strategy also supported the report and commented on the effective management of staff health and safety during the pandemic and that the staff surveys continue to demonstrate a high level of staff engagement.

The Committee commended the report and noted that it lays the groundwork for any future disruption handling. The Committee advised that Camden Council is one of the few Councils which had proactively commissioned an external high quality review to assess Council against the Australian Standard and should be congratulated for this.

The Committee advised the skills matrix recommendation would be a valuable tool to have and also requested the Committee be provided 6 monthly updates on its cyber security action plan mentioned in the report.

The Committee asked RSM if the review considered if Council was equipped to deal with both long term and short term type events and Mr Elman advised that they did consider this as part of the review and outlined the need for businesses to distinguish between crises and a new style business as usual

DECISION

Following review and discussions, the Audit, Risk and Improvement Committee:

- i. noted the Pandemic Response Review – Enhanced Business Impact Analysis Report;
- ii. congratulated Council management on their effective response to the pandemic disruptions;
- iii. raised the following action:
 - a. requested a six monthly update in IT cyber security actions as outlined in the Pandemic Response Review – Enhance Business Impact .

Moved: John Gordon
Seconded: Bruce Hanrahan

Mr Jeremy Elman and Mr Ken De Negri from RSM left after this item.

BUS03 Minutes To The 23 November 2020 And 25 November 2020 Audit, Risk And Improvement Committee Meetings

RECOMMENDED

That the Audit, Risk and Improvement Committee:

- i. approve the minutes to the 23 November 2020 and 25 November 2020 Audit, Risk and Improvement Committee meetings; and
- ii. note the status of actions included in the actions list.

DISCUSSION

The Committee advised that in the 25 November 2020 minutes, an action item raised during the discussion on BUS05 – Enterprise Risk Management, namely consulting with the Chief Information Officer to ensure Cyber Crime insurance was sufficient to

cover a full rebuild of Council's systems, was missing. Council's Internal Audit Coordinator advised this would be added as an action and included in the actions list.

The Internal Audit Coordinator discussed the status of the outstanding actions list with the items related to insurance to be discussed as part of BUS05.

DECISION

The Audit, Risk and Improvement Committee:

- i. approved the minutes to the 23 November 2020 and 25 November 2020 Audit, Risk and Improvement Committee meetings subject to the action on cybercrime insurance being added to the 25 November 2020 meeting; and
- ii. noted the status of actions included in the actions list.

Moved: Elizabeth Gavey
Seconded: John Gordon

BUS05 Enterprise Risk Management

RECOMMENDED

That the Audit, Risk and Improvement Committee note the Enterprise Risk Management report.

DISCUSSION

The Manager Safety and Risk provided an update on a number of actions from previous Committee meetings. The Manager Safety and Risk also explained Council's fidelity insurance cover and that any fidelity coverage is difficult generally for councils to obtain with Camden Council's coverage considered adequate.

The Committee sought clarification on whether the Audit, Risk and Improvement Committee reviewed Council's insurance renewal and excess prior to finalisation. It was advised the Committee do review it annually however it may be after the fact due to the timing of Committee meetings. The renewal information however will be scheduled as early as possible.

The Manager Safety and Risk provided an update on the changes to the Safety and Risk structure. It was advised the Branch will be scanning for emerging risks as well as meeting with directors periodically to update their strategic risks.

The Committee suggested the Executive Leadership Group meet collectively periodically to discuss emerging risks. The Committee also requested a paragraph on emerging risks be included in each Audit, Risk and Improvement Committee risk report.

The independent Committee members advised that because they are on Audit, Risk and Improvement Committees of other Councils they can also provide input on emerging common risks across Councils.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the Enterprise Risk Management report.
- ii. raised the following actions:
 - a. include a paragraph about emerging risks in future Enterprise Risk Management reports;
 - b. requested the report on Council's insurance renewal be provided to the Committee as early as possible each year.

Moved: Bruce Hanrahan
Seconded: Cr Paul Farrow

BUS06 External Audit Update

RECOMMENDED

That the Audit, Risk and Improvement Committee note the external audit update.

DISCUSSION

Ms Karakatsanis from the Audit Office of NSW provided a summary of Council's Management Letter from the financial audit for the year ended 30 June 2020.

The Committee asked about the engagement plan and mentioned that additional work will likely be required on provisions and other estimates as a result of the new auditing standard. The new requirements of AASB 1059 Service Concession Arrangements was also discussed. The Chief Financial Officer advised they are prepared for the new requirements and challenges this year and that the finance team is currently fully resourced.

The Committee asked about the impact of recent floods on the revaluation of Council's assets. The Director Community Assets advised that fortunately there was no significant damage to Council's assets. Ms Karakatsanis said they will be assessing the fair value/revaluations and impairments in the upcoming audit.

The Chief Financial Officer also highlighted outcomes from a debrief session held with the Audit Office and Council on the 2020 audit.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the external audit update.

Moved: Elizabeth Gavey
Seconded: John Gordon

BUS07 Audit Report Recommendations - Implementation Status Update - February 2021

RECOMMENDED

That the Audit, Risk and Improvement Committee note the Audit Recommendations Implementation Status Update for 28 February 2021.

DISCUSSION

The Internal Audit Coordinator outlined the Audit Recommendations Status Update report for 28 February 2021 and advised the Committee there are only 14 audit recommendations outstanding with seven not yet due for implementation.

The Internal Audit Coordinator introduced the recently recruited Internal Audit Analyst and advised the internal audit function intends to increase the number of recommendations verified from past audits over time.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the Audit Recommendations Implementation Status Update for 28 February 2021.

Moved: John Gordon
Seconded: Bruce Hanrahan

BUS08 Legislative Compliance Process

RECOMMENDED

That the Audit, Risk and Improvement Committee note the annual update on the legislative compliance process.

DISCUSSION

The Manager Legal and Governance outlined the improvements to the legislative compliance process since last reporting.

The Committee commended Management on the flowchart included in the procedure. The Committee also advised the quarterly review process is good and requested any non-compliance identified from that process be reported to the Audit, Risk and Improvement Committee. The Committee confirmed the format of the sample included in the current report was appropriate for reporting.

The Committee asked whether there was a culture of staff willingness to report non-compliance. The Manager Legal and Governance advised that this process encouraged the reporting of any non-compliance and Managers had provided positive feedback on the process.

The Committee asked if Management were satisfied all legislation, including work, health and safety and industrial legislation was captured. The Manager Legal and Governance advised Council subscribe to the appropriate legal updates and have confirmed with management all applicable legislation.

The Committee requested a briefing to a future Committee meeting on the system for ensuring legislative changes are captured and actioned. The briefing should include:

- How does Council ensure all legislation is captured
- How does Council ensure internal policies and procedures are updated for legislative changes
- How frequently do reviews of policies and procedures occur to ensure legislative changes are updated in a timely manner
- How do Managers stay updated on relevant legislation that applies to their branch

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the annual update on the legislative compliance process.
- ii. raised the following actions:
 - a. requested a briefing on the processes that demonstrate how Council ensures all legislation is included, how policies and procedures are updated in a timely manner to reflect legislative changes, and how managers stay updated on relevant legislation that applies to their branch;
 - b. requested statistics on non-compliance with legislation be reported to the Audit, Risk and Improvement Committee after each quarterly review.

Moved: Elizabeth Gavey

Seconded: John Gordon

Ms Caroline Karakatsanis from the Audit Office of NSW left after this item.

BUS09 Work Health And Safety Update - July To December 2020RECOMMENDED

That the Audit, Risk and Improvement Committee note the Work Health and Safety Update.

DISCUSSION

The Manager Safety and Risk provided the six monthly Work, Health and Safety update. The Manager Safety and Risk also provided an update on the Work Health and Safety improvement project and the status of the nine projects underway. This included discussion on Council's assessment against ISO standard 45001. The Committee requested a briefing at the appropriate time on Council's performance against the ISO standard.

The Manager Safety and Risk highlighted the new incident management system and advised that reporting on safety hazards has improved.

The Manager Safety and Risk also highlighted the new format of the Work, Health and Safety report to the Committee and additional data and information included.

The Committee asked why the Employee Assistance Program (EAP) usage had increased. The Manager Safety and Risk advised Council did not normally receive information about the types of cases due to confidentiality. The Committee advised they had seen EAP statistics at other organisations that included some information on the type of claim. The Manager Safety and Risk advised Council has just commenced with a new EAP provider and if such information is available it will be included in future reports.

The Committee asked about activities Council has undertaken as a result of the heightened sensitivity and discussion regarding the safety of women in the workplace raised in the media recently. The General Manager explained Council's policy on domestic violence and its workplace accreditation from White Ribbon. The General Manager also discussed its mental health first aid program and the training provided to leaders in Council on both mental health and violence against women.

The Committee requested future Work, Health and Safety reports split the safety occurrence risk ratings between incidents, near misses and hazards. The Committee also requested future reports present percentages for mandatory Work, Health and Safety training.

The Manager Safety and Risk advised mandatory all staff trainings are generally 100 per cent complete whereas specialised trainings are conducted on need basis.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the Work Health and Safety Update.
- ii. raised the following actions:
 - a. requested a future briefing on Council's performance against the ISO Standard 45001;
 - b. requested more detail on the type of matters be included in future EAP statistics if available
 - c. Requested that the safety occurrence ratings on page 125 of this Agenda be split between incidents, near misses and hazards in future reports;
 - d. Requested future reports include the percentage of Council staff that have attended mandatory training.

Moved: Elizabeth Gavey

Seconded: John Gordon

BUS10 Governance Information Report - 31 December 2020

RECOMMENDED

That the Audit, Risk and Improvement Committee note the Governance Information Report for the 6 months to 31 December 2020.

DISCUSSION

The Committee discussed the Governance Information Report at a high level with no issues identified.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the Governance Information Report for the 6 months to 31 December 2020.

Moved: Elizabeth Gavey

Seconded: John Gordon

BUS11 Internal Audit Plan Status Update

RECOMMENDED

That the Audit, Risk and Improvement Committee note the internal audit plan status update.

DISCUSSION

The Internal Audit Coordinator provided an update on the current status of the internal audit program. It was advised that the six month plan to 31 December 2020 was nearing completion with the management response on the procurement and tendering audit report just received. An update of the 2021 program was also provided.

The Internal Audit Coordinator advised that actions from the Internal Audit self-assessment are on track for completion by the due dates.

The Committee raised concern that the time spent on facilitating the Audit, Risk and Improvement Committee was higher than expected. The Internal Audit Coordinator advised that the percentage was expected to reduce with the recruitment of the internal audit analyst.

The Committee suggested benchmarking against the Local Government Internal Audit Network and the Internal Audit Coordinator advised the Committee that the survey undertaken last year will likely be repeated in June/July this year with results to be reported back to the Committee.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the internal audit plan status update.

Moved: John Gordon
Seconded: Bruce Hanrahan

BUS12 Audit, Risk And Improvement Committee Charter And Internal Audit CharterRECOMMENDED

That the Audit, Risk and Improvement Committee:

- i. endorse the revised Audit, Risk and Improvement Committee Charter for recommendation to Council for adoption; and
- ii. endorse the revised Internal Audit Charter for recommendation to Council for adoption.

DISCUSSION

The Committee advised that minor amendments to the Audit, Risk And Improvement Committee Charter And Internal Audit Charter were circulated prior to the meeting and were agreed in principle at the meeting.

It was agreed the Internal Audit Coordinator will update the Committee and Internal Audit Charters in line with the proposed changes and recirculate to Committee members via e-mail for circular resolution.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the Audit, Risk and Improvement Committee Charter;
- ii. noted the Internal Audit Charter;
- iii. raised the following actions:
 - a. requested the Audit, Risk and Improvement Committee Charter be revised in line with amendments proposed and circulated to Committee members for circular resolution out of session;
 - b. requested the Internal Audit Charter be revised in line with amendments proposed and circulated to Committee members for circular resolution out of session.

Moved: John Gordon
Seconded: Bruce Hanrahan

The Director Planning and Environment and Manager Legal and Governance left after this item.

BUS13 Audit, Risk And Improvement Committee Self-Assessment Results

RECOMMENDED

That the Audit, Risk and Improvement Committee:

- i. note the Audit, Risk and Improvement Committee self-assessment results; and
- ii. identify any actions required in response to the self-assessment results.

DISCUSSION

The Committee appreciated the fact that the survey was comprehensive and the questions were of a high quality.

The Committee discussed whether any members had seen any external quality assessments of Audit, Risk and Improvement Committees. The Committee were not aware of any specific reviews but suspect it may form part of the upcoming internal audit quality assessment.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the Audit, Risk and Improvement Committee self-assessment results; and
- ii. did not identify any specific actions required in response to the self-assessment results.

Moved: Elizabeth Gavey
Seconded: Bruce Hanrahan

BUS14 Audit, Risk And Improvement Committee And Internal Audit Annual Report 2020

RECOMMENDED

That the Audit, Risk and Improvement Committee:

- i. approve the Audit, Risk and Improvement Committee and Internal Audit Annual Report for presentation to Council.

DISCUSSION

The Committee advised the annual report was already reviewed out of session. The Internal Audit Coordinator advised that a date for the outgoing Chair to brief Council on the annual report and to introduce the new Chair of the Audit, Risk and Improvement Committee to Councillors would be circulated.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. approved the Audit, Risk and Improvement Committee and Internal Audit Annual Report for presentation to Council.

Moved: Bruce Hanrahan

Seconded: John Gordon

BUS15 Update On Reports From Authoritative Bodies

RECOMMENDED

That the Audit, Risk and Improvement Committee note the update on reports from authoritative bodies.

DISCUSSION

The Internal Audit Coordinator advised the Committee that in addition to the items included in the report, the Independent Commission Against Corruption (ICAC) had released its report on Operation Dasha. The report relates to the former Canterbury City Council and includes recommendations for internal audit to periodically review a number of areas as part of their internal audit program. It was advised a gap analysis on this report will be presented to a future Committee meeting.

The Committee also recommended internal audit review any Royal Commission reports that may include matters relevant to Council for consideration. Examples given include aged care, child safety and bushfire preparation.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the update on reports from authoritative bodies.

Moved: Elizabeth Gavey

Seconded: Bruce Hanrahan

BUS16 Checklist Of Compliance With Committee Requirements

RECOMMENDED

That the Audit, Risk and Improvement Committee note the checklists of compliance with the Audit, Risk and Improvement Committee Charter and TPP 15-03 for the 2021 calendar year.

DISCUSSION

The Internal Audit Coordinator informed the Committee that the checklist for compliance would be updated for the revised Audit, Risk and Improvement Committee Charter after it is approved by Council.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee noted the checklists of compliance with the Audit, Risk and Improvement Committee Charter and TPP 15-03 for the 2021 calendar year.

Moved: John Gordon
Seconded: Elizabeth Gavey

BUS17 General Business

RECOMMENDED

That the Audit, Risk and Improvement Committee note any General Business items discussed.

DISCUSSION

The General Manager provided the Committee an update on Council's community support package and significant major projects on the horizon.

The Oran Park Leisure Centre project was highlighted with the centre planned to open in 2024 and is to include an indoor 50 meter swimming pool and fitness areas. The General Manager offered to provide a presentation to a future Committee meeting on the project. The Committee requested this be included as an action.

The General Manager outlined stage three of Council's community support package which is a \$114 million program. An Economic Impact Statement on the package was undertaken as part of its preparation with projected benefits to the Community outlined.

The General Manager offered to provide a presentation or further information on the Community Support Package with statistics on the benefits. The Committee requested this be included as action item.

The General Manager briefly provided information about Council's Eat. Learn. Share. event regarding mental health and the Committee appreciated the benefits of such events.

The Committee requested a tour of the Camden local government area be arranged for independent Committee members to better understand the growth in the area.

The Committee also requested an update briefing on Project 24 and it was advised that

this was already scheduled as part of the Committees forward program.

DECISION

Following review and discussion, the Audit, Risk and Improvement Committee:

- i. noted the General Business items discussed;
- ii. raised the following actions:
 - a. requested a briefing on the Oran Park Leisure Centre project be presented to a future meeting
 - b. requested a briefing on Council's Community Support Package and its projected economic benefits be presented to a future meeting
 - c. requested a tour of the Camden local government area be organised for Committee members
 - d. requested an update on Project 24 be provided to a future Committee meeting.

Meeting closed: 6:47 pm

Next Meeting:

The next meeting of the Audit, Risk and Improvement Committee is scheduled for Monday, 24 May 2021 at the Oran Park Executive Board Room, commencing at 4.30pm.

Note also the non-compulsory meeting for presentations to the Audit, Risk and Improvement Committee is to be held on 26 April 2021 at the Oran Park Executive Board Room, commencing at 10:am.