



Appendix 7

IP&R Community Engagement, Exhibition and Adoption



Appendix 7

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Campbelltown City Council Integrated Planning and Reporting Community Engagement Strategy

2010



A city of choice and opportunity in a natural environment

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Introduction

Council is about to embark on the development of the City's first Community Strategic Plan. The purpose of the plan is to identify the community's aspirations and objectives for the next 10 years and to plan strategies for achieving these objectives.

A community engagement process will be undertaken to inform the Community Strategic Plan. The process will provide the Campbelltown community, including residents, workers, business and agencies, an opportunity to be involved and contribute to the City's future.

The Community Engagement Strategy outlines Council's intentions for involving the community in the development of the Community Strategic Plan.

What is community engagement?

Community engagement is about involving the community in the decision making processes, for the development of long term objectives and strategies that impact the community.

Community engagement covers a broad range of activities and can take many forms.

This engagement strategy is based on the International Association for Public Participation (IAP2) model. This is outlined in the Division of Local Governments planning and reporting manual. The International Association for Public Participation (IAP2) identifies and defines various levels of community engagement. The IAP2 terminology has been adapted for use in this engagement strategy.

The four levels of community engagement to be adopted by Council include;

- **Inform:** One way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
- **Consult:** Two way communications designed to obtain public feedback about ideas, alternatives and proposals to inform decision making.
- **Involve:** Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.
- **Collaborate:** Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

Background

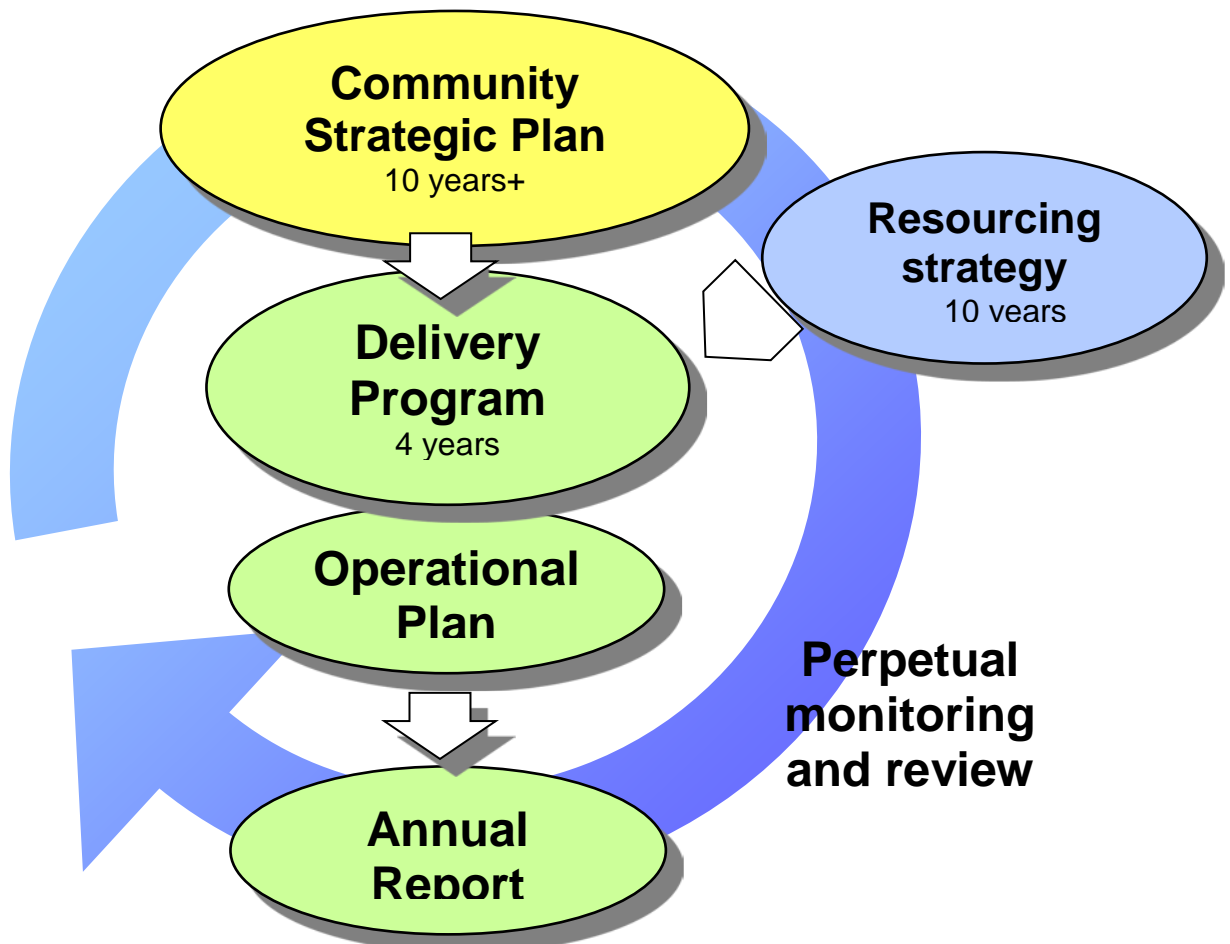
In October 2009, the *Local Government Act 1993* was amended to include requirements related to the Integrated Planning and Reporting framework.

The Integrated Planning and Reporting reforms replaced the former Management Plan and Social Plan with an integrated framework, which includes a new requirement to prepare a long term Community Strategic Plan.

The components of the new framework, and how they fit together, are illustrated below:

- A ten year Community Strategic Plan (CSP)
- A Community Engagement Strategy (CES)
- A Resourcing Strategy consisting of a four year Workforce Management Plan (WMP), a ten year Long Term Financial Plan (LTFP) and a ten year Asset Management Plan.
- A four year Delivery Program
- A one year Operational Plan
- Annual Report

This diagram taken from the Division of Local Governments Integrated Planning and Reporting guidelines best depicts how all of the components of Integrated Planning and Reporting come together:



The *Local Government Amendment (Planning and Reporting) Act 2009* provides transitional provisions for phasing in the legislative requirements of the Integrated Planning and Reporting framework.

In October the Deputy Director General (Local Government) requested that Council nominate a timeframe for implementation of the framework. In November 2009 Council resolved to nominate to

have the 30 June 2012 as its deadline for implementing the framework. This was gazetted by the Division and is now a statutory timeframe that Council must meet.

Principles of Social Justice

The Division of Local Government's guidelines to Integrated Planning and Reporting state that Council's Community Engagement Strategy must be based on the principles of social justice outlined in the Division of Local Government's *Social Justice Framework*. The social justice principles are:

- **Equity:** There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **Access:** All people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights:** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The journey so far...

In the development of the 2009/10 Management Plan Council reviewed its corporate planning framework to ensure that it remained contemporary and addressed the Division of Local Government's draft Integrated Planning and Reporting framework.

This included a review of the Campbelltown City Social Plan 2004/09 (Social Plan), the Campbelltown 2025 – Looking Forward Town Planning Strategy (Campbelltown 2025) and the 2004/09 Corporate Plan (Corporate Plan).

Council has since updated its Social Plan (2010/12) which was developed with extensive community consultation.

Campbelltown 2025 is Council's long term town planning strategy for the City. It was developed after extensive community consultation and public input throughout 2003, and a telephone survey undertaken in late 2004 for the development of the Social Plan. Campbelltown 2025 was adopted in September 2004. It will be reviewed as part of the development of the Community Strategic Plan.

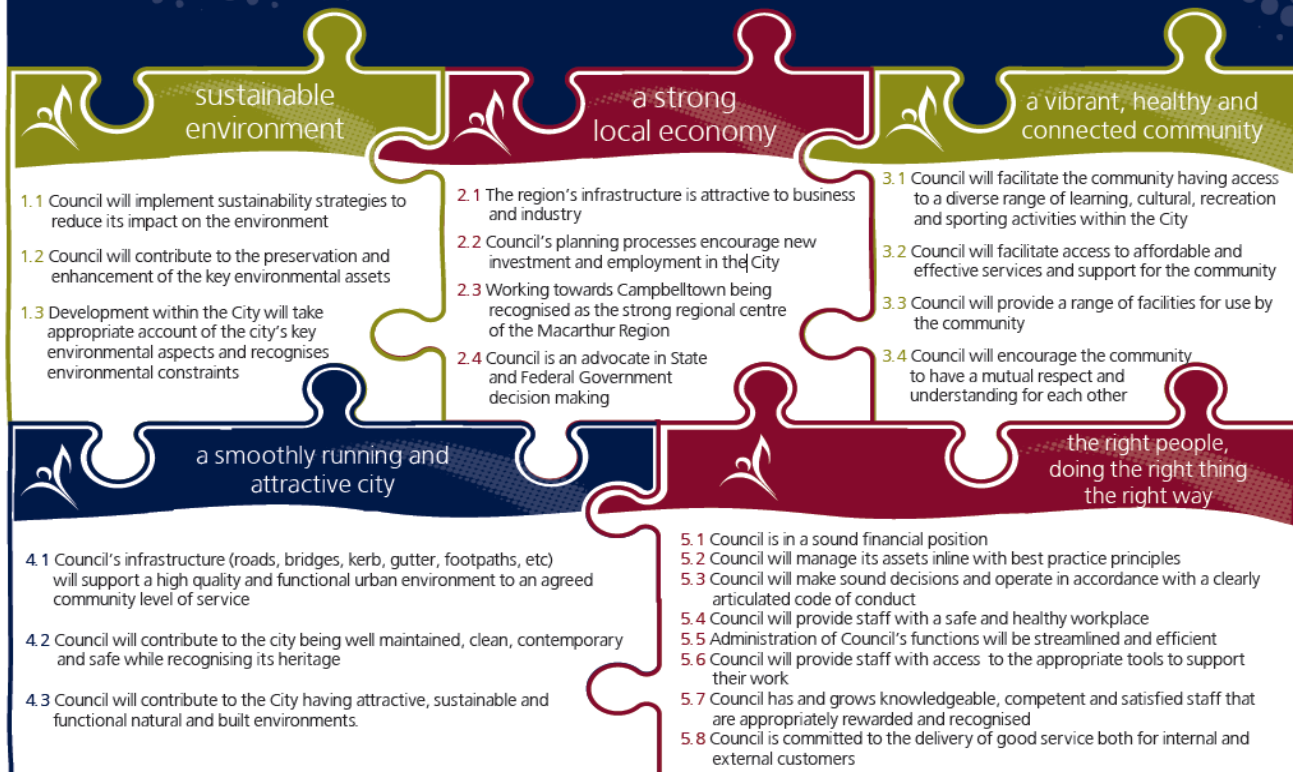
Council's Corporate Plan was adopted in late 2005 and set out the broad strategic direction for Council over 2005/09. The key focus of the plan was to establish a vision that Councillors and staff could work towards, based on priorities identified by the community.

In 2010 Council adopted a new Corporate Plan and the 2010/13 Management Plan. These documents are loosely based around the requirements of Integrated Planning and Reporting.

The new Corporate Plan introduced 5 new corporate objectives and strategies for the organisation. See figure below.

These objectives and strategies set the direction for the organisation for the next two years prior to the commencement of Integrated Planning and Reporting.

vision: a city of choice and opportunity in a natural environment



Purpose

The Community Engagement Strategy identifies the stakeholders involved in the development of the Community Strategic Plan and the methods of engagement for the specific stakeholder groups.

As outlined in the Division of Local Government's Integrated Planning and Reporting guidelines the Community Strategic Plan must adequately address social, environmental, economic and civic leadership considerations. This approach is generally referred to as 'the quadruple bottom line'. In some models the fourth element is described as 'governance'. In the new planning framework, the term 'civic leadership' has been chosen to indicate that it relates not only to the way that Council will interact with the Community Strategic Plan.

The Community Engagement Strategy is designed to provide equal opportunities for each stakeholder to participate by utilising a variety of methods to engage.

Scope

The Community Engagement Strategy is designed to aid Council in identifying relevant methods of engagement for stakeholders that can assist in the development and implementation of the Community Strategic Plan.

Whilst the Community Engagement Strategy can be utilised as a guide across Council for community engagement it was developed specifically as a tool for the implementation of the Integrated Planning and Reporting framework requirements and not as a model for community engagement in general. A broader model may be developed in the future.

Stakeholders

A stakeholder is defined as someone who may be affected by or have a specific interest in the decision or issue under consideration. It is important to develop a consistent approach to ensure equitable inclusion of all potential stakeholders who reflect the demographics of the community. Not only will this ensure a credible process and equitable representation, but the approach will help to develop community trust in the process.

Who are our Stakeholders?

A survey of the organisation has identified an extensive list of stakeholders. These stakeholders can be categorised into the following stakeholder groups:

- Business
- Community groups
- Councillors
- Cultural groups
- Employees (Contractors)
- Environmental groups
- Government agencies / departments
- Non-Government agencies
- Other local governments (Roc's)
- Ratepayers
- Residents / Householders
- Residents action groups
- State & Federal government
- Sport & recreation groups

The Division of Local Government Integrated Planning and Reporting Manual identifies groups of people (formally know as target group's) who may have special needs and who are not normally heard because they face barriers to participation. The target groups will be taken into consideration throughout the engagement process. The groups are:

- Aboriginal and Torres Strait Islander people
- Children
- Young people
- People with disabilities
- People from diverse sexualities
- Women
- People from cultural and linguistically diverse backgrounds
- Older people

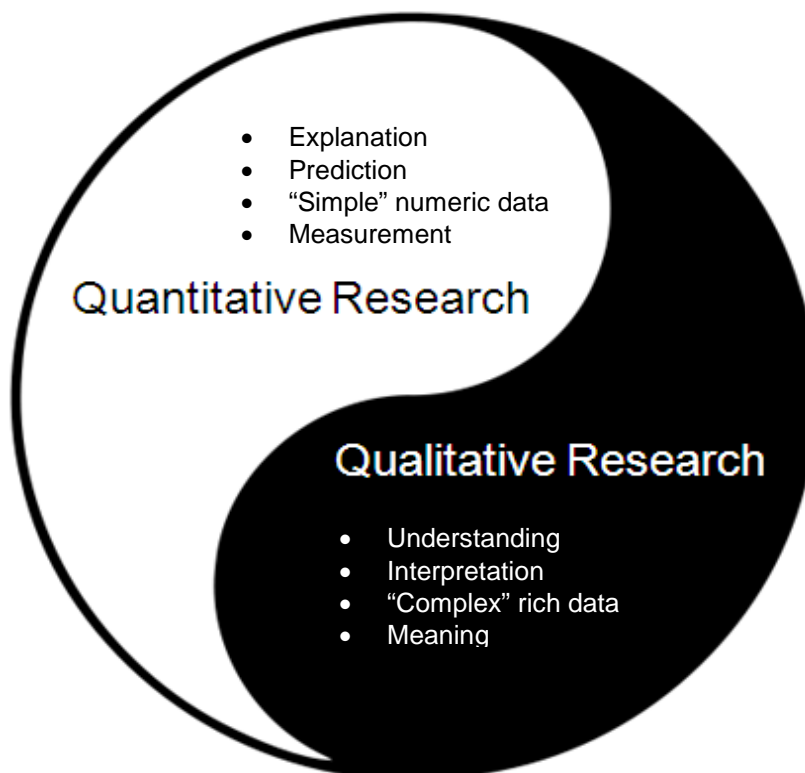
Keeping a record of stakeholders involved, (where possible) can assist in ensuring an inclusive, credible and equitable representation of the community throughout the engagement process. It may also assist in identifying any short falls in representation across the community. Attached is a stakeholder's list template.

Methods

The method selected for engaging the community is dependant on the outcomes and level of engagement desired (Inform, Consult, Involve, and Collaborate). The table on page 11 shows the relationship between the levels and methods of engagement.

Quantitative and Qualitative

The methods selected to engage the community can be quantitative or qualitative. Both methodologies have distinctive features and some can adopt both methodologies. It is important to utilise both quantitative and qualitative research to help give a balanced viewpoint.



Selected Methods

Council currently employs various methods of engagement. These methods along with some of the latest methods available are to be utilised when engaging the community for the development and implementation of the Community Strategic Plan. The methods selected include:

Advertising

Campbelltown City Council regularly advertises in newspapers and other media such as, radio, websites and flyers. Compass is a quarterly newsletter which is sent to all residents within the Campbelltown LGA. Advertising can be utilised across the LGA to increase awareness of the Community Strategic Plan and encourage people to participate in the engagement process. An audio CD version of Compass is also currently being distributed for the visually impaired.

Community exhibitions

Exhibitions offer the opportunity to present easy to read information in a public place, such as the Civic Centre, Library foyers or shopping centres. They help to build the profile of an issue and raise awareness across the community.

Telephone survey

Telephone surveys provide an opportunity to engage a random sample of the community. The survey can be used to measure customer satisfaction, importance for services levels with the LGA.

Face to face

For the purpose of this Community Engagement Strategy, face to face communication will be utilised to complete quick questionnaires in high traffic areas such as shopping centres, train stations and Council events.

Technology

Council's internet website is an important tool to engage with the community, with thousands of visitors to the website each week.

Competitions

Competitions are a great way to engage the community, bring their focus onto a specific topic such as the environment or the future of Campbelltown. Current competitions include the nature photography competition and best garden competition.

Education programmes

Educational programmes such as Environmental Planning school programs are a great way to engage the community and educate them on issues that affect the wider community. Council has staff who play key roles in implementing educational programmes including the Waste Education Officer, Community Liaison Officer and the Main Street Ambassador.

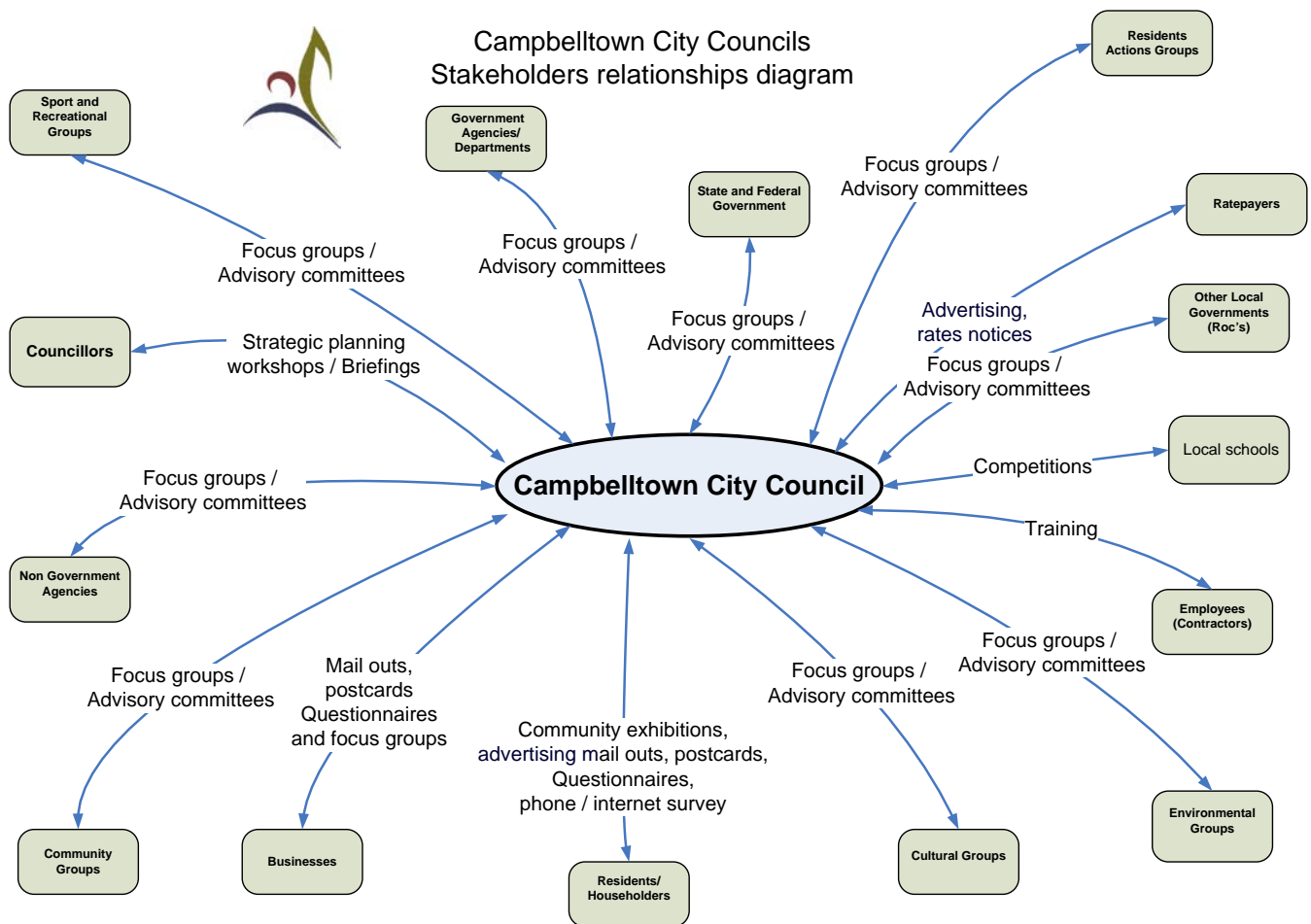
Focus groups

Focus groups are small-group discussions that give in depth information and views on a specific topic. Focus groups are often a helpful addition to resident surveys as they allow any emerging issues to be explored in depth and in a less restrictive way.

Strategic Planning Workshops

Strategic planning workshops are an opportunity for the Councillors and management to come together and brainstorm ideas and actions on the future of Campbelltown as identified by the community.

The diagram below depicts Councils stakeholder groups and the primary selected methods of engagement. Other methods of engagement for each stakeholder group can and will be used as required.



Timeframes

The initial engagement process for the Community Strategic Plan will run from late 2010 to early 2011. The adopted Community Strategic Plan will be reviewed ever 4 years after Council elections. The review of the Community Strategic Plan will also require the community to be engaged throughout the process. The process for this will be refined after the initial engagement.

The feedback and information Council collects throughout the implementation of this Community Engagement Strategy will go towards the development of Campbelltown’s first Community Strategic Plan. The Community Strategic Plan is to be adopted by Council late 2011 with all supporting Integrated Planning and Reporting documentation fully implemented and adopted by 30 June 2012.

Strategies

The following table highlights the Community Engagement Strategy approach. It describes the methods, stakeholders, resources and timeframes that will be used to engage the community. It identifies the location where the method will be used. The target indicator set for Council to work towards and measure its performance in Community Engagement.

Community Engagement Table

Level of Engagement	Method	Location	Targeted Stakeholders	Resources	Timeframes	Performance Measures
Inform	Advertising	<ul style="list-style-type: none"> • Newspapers • Radio • Compass 	General community, residents	Communication and Marketing	September – December 2010	Build public awareness
Inform	Community exhibitions	<ul style="list-style-type: none"> • Libraries • Civic Centre • Leisure Centres • Arts Centre 	General Community and facility users	Design and the use of Councils Foyers C+M, BA	September – December 2010	Displays in all major facilities
Inform	Training	<ul style="list-style-type: none"> • Council 	Councillors, Managers, Employees	BA, HR	August –September 2010	Training completed
Consult	Phone survey	Across Campbelltown	Random residents	BA	August 2010	800 residents
Consult	Face to face surveys (questionnaires)	Across Campbelltown <ul style="list-style-type: none"> •Events (Fisher Ghost etc) •Utilise existing networks- Main street ambassador 	Random Community members	Minimum of two people. BA, C+M, CRD	September – December 2010	10 sites 25 (min) response per site
Consult	Technology	<ul style="list-style-type: none"> • Website 	General Community	IMT	September – December 2010	Website hits
Consult	Mail out postcards questionnaires	<ul style="list-style-type: none"> • Across Campbelltown 	General Community/ Business Community, Commuters	BA, C+M, MACROC	September – December 2010	7000 mail outs
Involve	Competitions and education programmes	Across Campbelltown	Children and young people	Education Officers, BA	September – December 2010	100 entrants
Involve	Focus groups (from phone survey)	Across Campbelltown Suburbs TBA	Community groups, Government agencies, Cultural groups, Service providers, Other Local Governments	Community Resources and Development	September – December 2010	5 sessions 10 people per group.
Collaborate	Strategic planning workshops	<u>Civic Centre</u>	Councillors, Employees	BA, CRD	June- July 2010	All Councillors and Management.

Supporting Documents

All supporting documents are available on Councils website or through contacting Council on the number listed below.

- Campbelltown 2025
- Management Plan
- Corporate Plan
- Social Plan
- Cultural Plan

References

The Division on Local Government
Integrated planning and reporting guidelines and manual
2010

Barbara Chappell
Community engagement Handbook
2008

For Further Information

Call	02 4645 4000
Fax	02 4645 4111
Visit Councils Website	www.campbelltown.nsw.gov.au
In Writing	PO Box 57 Campbelltown NSW 2560

Stakeholders Record Sheet

Organisation/Association	Name	Phone Contact	Address/email	Date	Comments
Business					
i.e. McDonald's	Ronald	0400 111 111	Ronald@bigmac.com	15/3/10	Would like to be contacted
Community Groups					
Councillors					
Cultural Groups					
Employees (Contractors)					
Environmental Groups					
Government agencies / departments					
Non-Government agencies					
Other Local Governments (Roc's)					
Residents / Householders/ Ratepayers					
Residents Action Groups					
State & Federal Government					
Sport & Recreation Groups					

TITLE Integrated Planning and Reporting - Community Strategic Plan

Reporting Officer

Acting Director Business Services

Attachments

Draft Community Strategic Plan (distributed under separate cover)

Purpose

To present the Draft Community Strategic Plan to Council for endorsement prior to public exhibition.

History

The *Local Government Amendment (Planning and Reporting) Act 2009* was assented on 1 October 2009. The amendment detailed the specific requirements for implementation of the Integrated Planning and Reporting (IPR) Guidelines, as prepared by the Director-General of the Division of Local Government.

The Integrated Planning and Reporting Guidelines require councils to prepare a Community Strategic Plan (minimum 10 years), a Resourcing Strategy (inclusive of a Long Term Financial Plan, Asset Management Plans and a Workforce Management Plan), a four year Delivery Program and an annual Operational Plan. The new plans replace the existing arrangements for Management Plans, Social Plans, traditional budgets and fees and charges documentation.

The Division adopted a staged approach to the implementation of the guidelines across councils. This allowed councils to select from three dates for implementation. In November 2009, Council nominated to be a "Group Three Council" for the purposes of implementing the requirements of IPR. This requires Council to have all the relevant plans endorsed by July 2012.

Council has received a number of briefings and reports on the various components of IPR to date.

Report

Section 402 of the *Local Government Act 1993* (the Act), requires Council to develop a Community Strategic Plan that:

- identifies the main priorities and aspirations for the future of the Local Government Area
 - covers a period of at least 10 years from when the plan is endorsed
-

- addresses civic leadership, social, environmental and economic issues in an integrated manner
- is based on social justice principles of equity, access, participation and rights
- has due regard to the State Government's plans and other regional plans
- is developed after a community engagement process to identify the community's aspirations
- is placed on public exhibitions for a period of at least 28 days with submissions considered by the Council before the plan is endorsed by the Council.

The Community Strategic Plan covers the responsibilities of all stakeholders within the Local Government Area. Whilst Council is the custodian of the plan and responsible for the implementation of IPR, other stakeholders such as Federal and State governments and non government entities have accountabilities to deliver programs that address the objectives in the Community Strategic Plan.

In preparing Campbelltown's first Community Strategic Plan, a Community Engagement Strategy was developed to address the guidelines requirements to engage the community in the development of the plan. The strategies implemented to engage the community included undertaking a telephone survey of 800 residents; placing "Creating our Future Together" stalls at the Fishers Ghost Festival and Ingleburn Alive to discuss the needs and ideas of the community; placing stalls at youth events and seniors events; and holding focus groups, advertised in the local papers, for government agencies and the general public, on specific issues arising from the telephone survey. Letters are in the process of being sent to the business community to seek direct feedback from them on the Community Strategic Plan.

The main issues that arose from the community engagement included connectivity in, out and around the City; community safety/targeting anti-social behaviour; local employment/business; services (seniors, disability, family); keeping public places clean; informed participation in decision making; support for youth/education; government working together; changing perceptions of the City and healthy natural environment/waterways.

The Draft Community Strategic Plan has been developed in line with the requirements detailed in the Act and the issues identified above. The plan outlines five objectives the community wishes to aspire to and 16 strategies to focus all stakeholders towards achieving the objectives. The plan also details performance indicators to assess progress towards meeting the objectives.

The Draft Community Strategic Plan was the subject of a briefing on 27 September 2011. A copy has been provided to the Councillors.

It is recommended that Council adopt the Draft 2012–2022 Community Strategic Plan and that it be placed on public exhibition for a period no less than 28 days in accordance with Section 402(6) of the Act. Public submissions will be invited during this period. Submissions will be considered when finalising the Plan for endorsement by Council.

While the Draft Community Strategic Plan is on public exhibition, Council will continue to develop the Delivery Program, Resourcing Strategy and annual Operational Plan.

Officer's Recommendation

1. That the Draft Community Strategic Plan be placed on public exhibition for a period of no less than 28 days.
2. That a report be submitted to Council on any submissions received in regards to the Draft Community Strategic Plan prior to the formal adoption of the document.

5.2 Integrated Planning and Reporting - Community Strategic Plan

Officer's Recommendation

1. That the Draft Community Strategic Plan be placed on public exhibition for a period of no less than 28 days.
2. That a report be submitted to Council on any submissions received in regards to the Draft Community Strategic Plan prior to the formal adoption of the document.

Committee's Recommendation: (Rule/Lake)

That the Officer's Recommendation be adopted.

CARRIED

5.3 Quarterly Report Against the 2011-2014 Management Plan - November 2011

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Borg/Hawker)

That the Officer's Recommendation be adopted.

CARRIED

6. HUMAN RESOURCES

No reports this round

7. INFORMATION MANAGEMENT AND TECHNOLOGY

No reports this round

CORPORATE GOVERNANCE

7.4 Minutes of the Corporate Governance Meeting held 8 November 2011

It was **Moved** Councillor Chanthivong, **Seconded** Councillor Rule that the report as a whole and the recommendations contained therein be adopted.

It was **Moved** Councillor Chanthivong, **Seconded** Councillor Rule that Item 12.2 - Planning Approval process for Transitional Homes from the Director Planning and Environment be brought forward and dealt with in conjunction with Item 8.1 - Housing NSW Property - Haredale Street, Ambarvale.

WON and became part of the Motion.

An **Amendment** in regard to Item 8.1 - it was **Moved** Councillor Chanthivong **Seconded** Councillor Rule that Council write to the Minister for Planning requesting the Governments consideration of the introduction of requirements for transitional housing, ensuring that appropriate notification and community consultation arrangements are put into place prior to such developments proceeding.

WON and became part of the Motion.

An **Addendum** in regard to Item 1.1 - Minutes of the Festival of Fisher's Ghost Sub Committee Meeting held 12 October 2011 - it was **Moved** Councillor Kolkman **Seconded** Councillor Rowell that letters of thanks be forwarded to all those that assisted in the organisation of the 2011 Festival of Fisher's Ghost.

WON and became part of the Motion.

245 The Motion on being Put was **CARRIED**.

REPORTS FROM OFFICERS

8. REPORT OF GENERAL MANAGER

No reports this round

TITLE Draft 2012-2013 Operational Plan, Budget, Fees and Charges, 2012-2016 Delivery Program and 2012-2022 Community Strategic Plan

Attachments

1. 2012-2013 Draft Operational Plan (previously distributed under separate cover)
2. 2012-2016 Draft Delivery Program (previously distributed under separate cover)
3. 2012-2022 Draft Community Strategic Plan (previously distributed under separate cover)
4. 2012-2022 Draft Resourcing Strategy (previously distributed under separate cover)
5. 2012-2022 Draft Asset Management Policy, Strategy and Plan (previously distributed under separate cover)
6. 2012-2022 Draft Long Term Financial Plan (previously distributed under separate cover)
7. 2012-2016 Draft Workforce Management Plan (previously distributed under separate cover)

History

The new integrated Planning and Reporting Framework for NSW local government was introduced in 2009. The framework replaces the former Management Plan, Budget and Social Plan with an integrated framework, which includes a new requirement to prepare a long term Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy.

Transitional provisions were made for phasing in the legislative requirements of the framework over a three year period. At the meeting of 17 November 2009 Council resolved to commence the new framework in 'Group 3'. This required Council to adopt the package of Integrated Planning and Reporting documents by 30 June 2012.

The 2012-2016 Draft Delivery Program and 2012-2022 Draft Community Strategic Plan was previously distributed to the Councillors and the subject of a briefing on 17 April 2012. The 2012-2013 Draft Operational Plan was previously distributed to Councillors and was the subject of a briefing on 24 April 2012.

Report

In accordance with Section 402, 404 and 405 of the *Local Government Act 1993*, Council's Draft Operational Plan incorporating the Budget and Draft Fees and Charges, the Draft Delivery Program and the Community Strategic Plan are required to be publicly exhibited for a period of at least 28 days. This report recommends to Council that these documents be placed on public exhibition for the prescribed period.

Operational Plan

Supporting the Delivery Program is the annual Operational Plan. This document features the individual services, functions, programs and activities that will be undertaken for the 2012-2013 year to achieve the commitments made in the Delivery Program.

Council's financial framework focuses on continuing to ensure that the financial parameters, principles and objectives applied in developing the Budget achieve a balance between financial stability, asset maintenance, construction and the provision of services to the Campbelltown Community. Supported by a responsible and conservative borrowings program, Council's financial plan does not rely on rate increases above the announced rate variation of 3.6% as determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART) under delegation by the Minister for Local Government.

It is proposed in this budget to apply for \$5m of borrowings under the Local Infrastructure Renewal Scheme. This will fund additional capital road renewal works and reduce the infrastructure backlog. Should Council be successful, Council will receive a 4% interest subsidy from the State Government and the debt service ratio will remain at an acceptable level of around 4%.

The current economic and financial environment presents challenges for Council, all levels of Government, the community and the business community. The 2012-2013 Budget is being delivered within the limitations of the rate peg. Despite these constraints along with the cost of materials and the provision of services increasing well above the Consumer Price Index (CPI), Council remains in a strong financial position through a conservative and responsible approach to financial management.

The continual escalation of non-discretionary costs that have a direct impact on Council services include the increase in public utilities, domestic waste landfill levy, and agency charges, coupled with downward pressure on revenue streams, however Council will continue to maintain its current level of investment in core public and community services and provide a value for money operation.

As reported to Council in previous years, the financial objective has been to budget a surplus to improve Council's liquidity ratio. As Council is aware, the liquidity ratio has improved significantly and reached a satisfactory level and, as such, a balanced budget is proposed for the 2012-2013 financial year.

The proposed Capital Expenditure Program for the 2012-2013 year amounts to \$18.59m. This year's program contains a number of major projects including bridge/culvert construction, cycleway construction, Sport and Recreation projects, roads and footpath construction/reconstruction as well as the programmed childcare centre playground refurbishment.

In this budget there has been more emphasis placed on the funding of asset maintenance in an attempt to upgrade Council's infrastructure however there remains a significant shortfall in the funding required to maintain all Council assets at a 'good' level in accordance with the Division of Local Government's Asset Condition Benchmarking Standard. This budget focuses on improving safety, quality and range of infrastructure, community facilities and open space and is demonstrated in the Capital Works and Asset Maintenance Programs.

Domestic Waste Management

Domestic Waste Management Service Charge is subject to many factors, however is most impacted by collection and disposal costs. The processing and disposal charges of domestic waste are affected by the State Government Waste Levy which is estimated to increase by 15.5% or \$29.10 on 1 July 2012. This increase includes an anticipated effect of the Carbon

Pricing Mechanism on the disposal and collection costs within the Local Government Area. This results in Council not being able to deliver the service for any less than the proposed annual Domestic Waste Management Service Charge of \$280.20 as there can be no cross-subsidisation between the Domestic Waste Management Service and the General Fund. The proposed Domestic Waste Management Availability Charge for vacant land is \$30.90, an increase of \$2.00 per annum.

Rating Structure

The Operational Plan comprises an increase to Council's general rates income of 3.6%. This increase is in accordance with the maximum rate peg as determined by IPART under delegation by the Minister for Local Government. In December 2011, IPART announced the percentage variation using a newly developed Local Government Cost Index. This was calculated to be a 3.4% increase, from which a 0.2% productivity factor had been deducted with a 0.4% allowance added for the anticipated effects on the Carbon Pricing Mechanism to arrive at the 3.6% variation amount. It is important to note that it is the intent of IPART to reverse the 0.4% over the following two years with 0.1% in 2013-2014 and 0.3% in 2014-2015.

Stormwater Management Charge

The Stormwater Management Charge assists Council to undertake works that will provide improved quality of stormwater being discharged into waterways. The charge is proposed to remain the same as the previous year which yielded Council approximately \$880,000 towards new stormwater initiatives. The proposed charge and associated works are clearly defined within Council's Revenue Pricing Policy, appendix one of the Operational Plan. It is proposed that the Stormwater Management Charge remain at \$20 per annum for residential properties and \$10 per annum for residential strata properties.

Delivery Program

The 2012-2016 Draft Delivery Program details the services, functions and programs of works including activities that Council will undertake, within the resources available under the Resourcing Strategy, to implement the objectives and strategies established by the Community Strategic Plan. The Delivery Program also includes a method of assessment to determine the effectiveness of each program of work in implementing the strategies and achieving the strategic objectives at which the principal activity is directed.

Community Strategic Plan

The Community Strategic Plan is the highest level plan that Council prepares. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve the aims and aspirations. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, Council is not wholly responsible for its implementation. Other partners such as State agencies and community groups may also be engaged in delivering the long term objectives of the plan.

Summary

The 2012-2013 Operational Plan shows the commitment to responsible and proactive governance. It demonstrates sound management of the community's assets and aims to develop a sustainable city which is responsive to community needs whilst providing value to the ratepayers.

The 2012-2016 Delivery Program and 2012-2013 Operational Plan provides for the continued delivery and maintenance of services, and requires minimal borrowings to achieve

the identified outcomes. Council has prepared a budget which seeks to balance the demand for services and infrastructure with the community's capacity to pay.

Council is delivering a responsible Delivery Program and Operational Plan, maintaining service levels and programs within the constraints of available funding, whilst adopting the IPART determined rate variation of 3.6%. Council is also delivering a number of major projects through the allocation of Capital Expenditure and Asset Maintenance funding as detailed earlier in this report and highlighted within the Draft Operational Plan.

In particular, over the past several years Council has made significant gains in improving the financial position and working towards achieving long term financial and community objectives detailed within the Community Strategic Plan. These prudent fiscal management decisions now see Council well placed to deal with the present economic challenges that face Local Government.

It is recommended that Council adopt the 2012-2013 Draft Operational Plan including the 2012-2013 Draft Fees and Charges, 2012-2016 Draft Delivery Program and the 2012-2022 Community Strategic Plan, and these documents be placed on public exhibition for a period of at least 28 days in accordance with Sections 402, 404 and 405 of the *Local Government Act 1993*. During this period, public submissions are invited and will be considered when Council considers formal adoption of the documents at the Extraordinary Meeting to be held on 19 June 2012.

Officer's Recommendation

1. That the 2012-2013 Draft Operational Plan incorporating the 2012-2013 Draft Fees and Charges and Revenue Pricing Policy, 2012-2016 Draft Delivery Program and the 2012-2022 Draft Community Strategic Plan be placed on public exhibition for a period no less than 28 days.
2. That a report be submitted to Council on any submissions received in regard to the Draft documents prior to consideration of the formal adoption of the documents for the 2012-2013 financial year.

EXTRAORDINARY MEETING OF THE CAMPBELLTOWN CITY COUNCIL TO BE HELD ON 1 MAY 2012

1. BUSINESS: REPORT OF THE DIRECTOR BUSINESS SERVICES

1.1 Draft 2012-2013 Operational Plan, Budget, Fees and Charges, 2012-2016 Delivery Program and 2012-2022 Community Strategic Plan

Officer's Recommendation

1. That the 2012-2013 Draft Operational Plan incorporating the 2012-2013 Draft Fees and Charges and Revenue Pricing Policy, 2012-2016 Draft Delivery Program and the 2012-2022 Draft Community Strategic Plan be placed on public exhibition for a period no less than 28 days.
2. That a report be submitted to Council on any submissions received in regard to the Draft documents prior to consideration of the formal adoption of the documents for the 2012-2013 financial year.

It was **Moved** Councillor Greiss, **Seconded** Councillor Borg:

1. That the 2012-2013 Draft Operational Plan incorporating the 2012-2013 Draft Fees and Charges and Revenue Pricing Policy, 2012-2016 Draft Delivery Program and the 2012-2022 Draft Community Strategic Plan be placed on public exhibition for a period no less than 28 days.
2. That a report be submitted to Council on any submissions received in regard to the Draft documents prior to consideration of the formal adoption of the documents for the 2012-2013 financial year.

68 The Motion on being Put was **CARRIED**.

TITLE 2012-2022 COMMUNITY STRATEGIC PLAN, 2012-2016 DELIVERY PROGRAM, 2012-2022 RESOURCING STRATEGY AND THE 2012-2013 OPERATIONAL PLAN INCORPORATING THE BUDGET AND FEES AND CHARGES

Attachments

1. External Submission – South Western Sydney Aboriginal Employment & Job Compacts Steering Committee
2. Internal Submission - Revised page 30 of Fees and Charges

Report

At the Extraordinary Meeting of Council held on 1 May 2012, Council resolved to place the 2012-2013 Draft Operational Plan incorporating the 2012-2013 Draft Fees and Charges and Revenue Pricing Policy, 2012-2022 Draft Community Strategic Plan and the 2012-2016 Draft Delivery Program on public exhibition in accordance with the *Local Government Act 1993*.

The documents were placed on public exhibition from 2 May to 8 June 2012 for the required period of 28 days. Advertisements for the public exhibition period were placed on Council's website as well as in the Macarthur Chronicle and Macarthur Advertiser for a two week period. All documents were made available to the community at Council's Administration building, branch libraries and on Council's website.

External Submissions

Council is required under the *Local Government Act 1993* (the Act) to take into consideration any submissions that have been made concerning the exhibited Draft Operational Plan (incorporating the Budget, Fees and Charges and Revenue Policy), Draft Delivery Program and Draft Community Strategic Plan.

During the public exhibition period, one external submission was received regarding the Workforce Management Plan. The external submission was received from the South Western Sydney Aboriginal Employment & Job Compacts Steering Committee. The Workforce Management Plan is a supporting document to those on exhibition and not available for public comment, however the suggestions and issues raised in the submission will be considered and addressed in the Draft Aboriginal Community Plan.

Internal Submissions

During the public exhibition period there was one internal submission received. The submission relates to the 2012-2013 Draft Fees and Charges on the following pages:

Page 2 – Category 3 – Community Halls

Fee	Draft	Revised Draft
Community based Playgroup or Seniors or Community Groups <i>Reason: To correct roundings</i>	\$18.72	\$18.70
Hall Hire – Ambrosia and Rosemeadow – Sat (9am-9pm) – per booking <i>Reason: New Fee to correct consistency between hall hire options</i>	New Fee	\$369.20

Page 3 – Category 4 – Community Halls

Fee	Draft	Revised Draft
Storerooms – where available and on request – each – per week <i>Reason: To correct roundings</i>	\$7.28	\$7.30
Cupboards – where available and on request – each – per week <i>Reason: To correct roundings</i>	\$4.16	\$4.15

Page 30 – Reinstatement – Restoration

Due to the recent revision of Division 81 of *A New Tax System (Goods and Services Tax) Act 1999*, the GST status on all fees on page 30 (numbered 12. – 17) are now classified as GST exempt. Attachment 2 reflects this change. This change will not impact on Council's revenue stream, and therefore does not affect the budget document.

Rating Structure (Revenue Pricing Policy)

In adopting the Operational Plan, the *Local Government Act 1993* requires Council to formally make, by resolution, the rates and charges for the period 1 July 2012 to 30 June 2013. This requirement exists to give legal form to the rating structure, rates and annual charges in addition to the summary information provided in the Operational Plan.

The Campbelltown Local Government Area valuations remain unchanged and valued in accordance with the 1 July 2009 base date valuations made by the Valuer General's Department. These values will form the basis for the proposed 2012-2013 financial year rating structure.

Ordinary Rates

- a. That the Ordinary Rate of 0.5454 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as RESIDENTIAL in accordance with Section 516 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**RESIDENTIAL**'.

- b. That the Ordinary Rate of 0.3352 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as FARMLAND in accordance with Section 515 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**FARMLAND**'.

- c. That the Ordinary Rate of 0.8229 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as BUSINESS in accordance with Section 518 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**BUSINESS**'.

- d. That the Ordinary Rate of 0.8715 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as MINING in accordance with Section 517 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**MINING**'.

Special Rates

- a. That the Special Rate of 0.0428 cents in the dollar with a minimum of \$2.00 in accordance with Section 548(3)(b) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown in accordance with Section 495 of the *Local Government Act 1993* be made for the year 2012-2013.

In accordance with Section 543(2) of the *Local Government Act 1993* this rate be named '**SPECIAL RATE - LOAN**'.

Council's General Income Variation has increased in accordance with the rate pegging limit of 3.6% determined by the Independent Pricing and Regulatory Tribunal (IPART) under delegation by the Minister for Local Government. The Operational Plan incorporating the Budget have been prepared on the basis of a 3.6% increase in the general rate income for 2012-2013 providing a total rate yield of \$64,336,779.

The table and details below show the rating charges based on Council's rating structure and rateable properties that will apply for the 2012-2013 year.

Rate Type	Category	Ad Valorem Amount (¢ in \$)	Minimum Rate \$	Rate Yield \$
Ordinary	Residential	0.5454	567.47	44,744,588
Ordinary	Farmland	0.3352	567.47	403,334
Ordinary	Business	0.8229	567.47	14,996,804
Ordinary	Mining	0.8715	567.47	13,422
Special	Special Rate - Loan	0.0428	2.00	4,178,631
			Total	64,336,779

In accordance with Section 514 of the *Local Government Act 1993*, each parcel of land within the City of Campbelltown has been categorised for rating purposes with owners notified via the annual rate notice.

Domestic Waste Management Service

Council provides a Domestic Waste Management (DWM) Charge for the provisions of the Domestic Waste Management Service for the period 1 July 2012 to 30 June 2013 as follows:

Waste Management Service	Annual Charge \$	Weekly \$
Domestic Waste Management Charge	280.20	5.39
Domestic Waste Management Charge-Business	303.00	5.83
DWM Availability Charge [#]	30.90	0.59

[#] vacant land

It is recommended that all other domestic and commercial/business waste charges be adopted in accordance with the 2012-2013 Fees and Charges document.

Stormwater Management Service Charge

In accordance with Section 496A of the *Local Government Act 1993*, Council makes an annual charge for Stormwater Management Services for each parcel of urban land within the City of Campbelltown and categorised for rating purposes as Residential or Business excluding vacant land and land owned by the Crown (includes Housing NSW). It is recommended for the period 1 July 2012 to 30 June 2013 that the following charges be made in respect of land to which the charge applies:

- \$20 per residential dwelling house assessment
- \$10 per residential unit dwelling assessment
- \$20 per 700m² or part thereof for commercial land, capped to a maximum of \$1,000.

These charges are in accordance with the Division of Local Government's Stormwater Service Charge Guidelines July 2006 and supported by the then Department of Environment, Climate Change and Water, and the Department of Energy, Utilities and Sustainability.

Stormwater Management Service Program of Works

Activity	Description	Amount \$
Water Quality Testing Program (contract)	Extension of existing water quality testing program	80,000
Stormwater Infrastructure Improvement Program (pits reconstruction)	Pit repairs throughout the drainage network within the LGA	100,000
Drainage System Improvement Program (system cleaning and improvements)	Enhancement to remove minor drainage problem and to improve water quality and quantity run-off	150,000
Leumeah Car Park	Piping of open unlined drain at north end of car park	100,000
Macquarie Ave Drainage Improvements	Drainage system improvement flooding private property	180,000
Roof top garden (stage 2)	Extension of roof top garden / assessment of viability	50,000
Main Drain	Removal of silt build up in floor of earth drain and turf. This would be a rolling program over a number of years	90,000
Soldiers Settlement Creek	Bank stabilisation and erosion control	100,000
Park Central	Water reticular from fountain pond to top pond to improve water quality	30,000
TOTAL		\$880,000

Accrual of Interest on Overdue Rates and Charges

In accordance with Section 566(3) of the *Local Government Act 1993* the Minister for Local Government has determined that the maximum rate of interest payable on overdue rates and charges for the 2012-2013 rating year will be 10%.

Officer's Recommendation

1. 2012-2022 Community Strategic Plan and the 2012-2016 Delivery Program

That Council adopt the 2012-2016 Delivery Program and the 2012-2022 Community Strategic Plan.

2. 2012-2022 Resourcing Strategy

That Council adopt the 2012-2022 Resourcing Strategy incorporating the Asset Management Policy, 2012-2022 Asset Management Strategy, 2012-2022 Asset Management Plan, 2012-2016 Workforce Management Plan and the 2012-2022 Long Term Financial Plan.

3. 2012-2013 Operational Plan incorporating the Budget and Revenue Pricing Policy

That Council adopt the 2012-2013 Operational Plan incorporating the Budget and Revenue Pricing Policy reflecting the rating structure outlined below:

4. Ordinary Rate

That Council adopt the following rate structure:

- a. That the Ordinary Rate of 0.5454 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as RESIDENTIAL in accordance with Section 516 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**RESIDENTIAL**'.

- b. That the Ordinary Rate of 0.3352 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as FARMLAND in accordance with Section 515 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**FARMLAND**'.

- c. That the Ordinary Rate of 0.8229 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as BUSINESS in accordance with Section 518 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**BUSINESS**'.

- d. That the Ordinary Rate of 0.8715 cents in the dollar with a minimum of \$567.47 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as MINING in accordance with Section 517 of the Act be made for the year 2012-2013.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**MINING**'.

5. Special Rates

- a. That the Special Rate of 0.0428 cents in the dollar with a minimum of \$2.00 in accordance with Section 548(3)(b) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown in accordance with Section 495 of the *Local Government Act 1993* be made for the year 2012-2013.

In accordance with Section 543(2) of the *Local Government Act 1993* this rate be named '**SPECIAL RATE - LOAN**'.

6. Domestic Waste Management Service

- a. That the Domestic Waste Management Charge be made for the provision of Domestic Waste Management Services for each parcel of occupied land for which the service is available in the amount of \$280.20 per annum representing a weekly amount of \$5.39 in accordance with Section 496 of the *Local Government Act 1993* for the year 2012-2013.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**DOMESTIC WASTE MANAGEMENT CHARGE**'.

- b. That the Domestic Waste Management Availability Charge be made for the availability of the service to vacant land in the amount of \$30.90 per annum representing a weekly amount of \$0.59 in accordance with Section 496 of the *Local Government Act 1993* for the year 2012-2013.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**DOMESTIC WASTE MANAGEMENT AVAILABILITY CHARGE**'.

- c. That all other Domestic and Commercial Waste Management Charges be adopted in accordance with the 2012-2013 Fees and Charges.

7. Stormwater Management Service

That in accordance with Section 496A of the *Local Government Act 1993* Council make an annual charge for stormwater management services for each parcel of urban land within the City of Campbelltown and categorised for rating purposes as Residential or Business excluding vacant land, land owned by the Crown (includes Housing NSW) or land within the Ingleburn and Minto Business Industrial area.

For the 2012-2013 year the following charges be made in respect of land to which the charge applies:

- \$20.00 per residential dwelling house assessment
- \$10.00 per residential unit dwelling assessment
- \$20.00 per 700m² or part thereof for commercial land, capped to a maximum of \$1,000.00.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**STORMWATER MANAGEMENT CHARGE**'.

8. Stormwater Management Service Program of Works

That Council adopt the Program of Works for Stormwater Management Service as follows:

Activity	Description	Amount \$
Water Quality Testing Program (contract)	Extension of existing water quality testing program	80,000
Stormwater Infrastructure Improvement Program (pits reconstruction)	Pit repairs throughout the drainage network within the LGA	100,000
Drainage System Improvement Program (system cleaning and improvements)	Enhancement to remove minor drainage problem and to improve water quality and quantity run-off	150,000
Leumeah Car Park	Piping of open unlined drain at north end of car park	100,000
Macquarie Ave Drainage Improvements	Drainage system improvement flooding private property	180,000
Roof top garden (stage 2)	Extension of roof top garden / assessment of viability	50,000
Main Drain	Removal of silt build up in floor of earth drain and returf. This would be a rolling program over a number of years	90,000
Soldiers Settlement Creek	Bank stabilisation and erosion control	100,000
Park Central	Water reticular from fountain pond to top pond to improve water quality	30,000
TOTAL		\$880,000

9. Accrual of Interest on Overdue Rates and Charges

That in accordance with the determination by the Minister for Local Government the maximum rate of interest payable on overdue rates and charges for the 2012-2013 rating year is 10%.

10. 2012-2013 Fees and Charges

That Council adopt the 2012-2013 Fees and Charges including the amendment of:

Page 2 – Category 3 – Community Halls

Fee	Draft	Revised Draft
Community based Playgroup or Seniors or Community Groups <i>Reason: To correct roundings</i>	\$18.72	\$18.70
Hall Hire – Ambrosia and Rosemeadow – Sat (9am-9pm) – per booking <i>Reason: New Fee to correct consistency between hall hire options</i>	New Fee	\$369.20

Page 3 – Category 4 – Community Halls

Fee	Draft	Revised Draft
Storerooms – where available and on request – each – per week <i>Reason: To correct roundings</i>	\$7.28	\$7.30
Cupboards – where available and on request – each – per week <i>Reason: To correct roundings</i>	\$4.16	\$4.15

Page 30 – Reinstatement – Restoration

That page 30 of the Fees and Charges document be amended to reflect Attachment 2.

ATTACHMENT 1

Friday, 8 June 2012
SOUTH WESTERN SYDNEY ABORIGINAL EMPLOYMENT & JOB COMPACTS
STEERING COMMITTEE

COMMENTS AND FEEDBACK

CAMPBELLTOWN CITY COUNCIL'S WORKFORCE MANAGEMENT PLAN

LG administration is one of the fastest growing industries in Australia. A 34% increase in the period 2001-06 up to 129,100 in 2006 makes it the 7th fastest growing industry in Australia; almost one third of the LG industry is aged over 50.

– **Bernard Salt, keynote address to LGMA
National Congress, May 2009**

INTRODUCTION & PURPOSE

This paper responds to the opportunity to comment on the Campbelltown City Council Workforce Management Plan 2012-2016. The paper has been prepared by the South Western Sydney Aboriginal Employment & Job Compacts Steering Committee and is in relation to Aboriginal and Torres Strait Islander employment.

It is divided into four main parts:

- **Part 1** : Background and Campbelltown context
- **Part 2** : Role of Local Government
- **Part 3** : Suggestions and Recommendations
- **Part 4** : Supports available to Council

PART 1 : BACKGROUND & CAMPBELLTOWN CONTEXT

Aboriginal and Torres Strait Islander Population:

Campbelltown is home to a large, young and growing Aboriginal population. According to the 2006 Census, 3,832 people, 2.7% of all residents, (higher than the State average of 2.1%) identified as Aboriginal or Torres Strait Islanders, a rise of 185 or 5.1% over five years. Of these, 3,579 were Aboriginal and 181 were Torres Strait Islanders; 72 identified as both. This is likely to be an undercount as ABS advised that the undercount for Aboriginal people in NSW in the 2006 Census was 6%. Around 44% were in the 15 and under age range.

Labour Force participation

Labour force participation affects a community's income, so is an important indicator of well-being. Of the 2,140 Aboriginal residents of Campbelltown region aged 15 or over, 1,139 were in the labour force in 2006, a participation rate of 53%. This was 10% lower than the general population. The participation rate for women (47%) was much lower than for men (61%).

Employment

Aboriginal unemployment rates are high, ranging from 30% among those 15–24 years old and 18% among those 25–34 years. The unemployment rate was 17% higher among those aged 15–24 years and 10% higher among those aged 25–34 years. Of the local Aboriginal labour force, 223 were unemployed, giving an unemployment rate of 20% (20% for men and 19% for women).

Employment sectors relevant to Campbelltown

The largest employer of local Aboriginal people was the manufacturing industry, The next largest employers of Aboriginal people were health care and social assistance, retail trade, transport, postal & warehousing and public administration & safety Industries with the lowest Aboriginal employment relative to non-Aboriginal included financial & insurance services (1% of the Aboriginal workers but 5% of others), manufacturing (13% vs. 15%) and retail trade (10% vs. 12%).

Occupational groups

The largest occupational group of local Aboriginal people was labourers, Within the Aboriginal community; men were most likely to be labourers, technicians & trades workers or machinery operators & drivers, while women were more likely to be clerical & admin workers, community & personal workers, or professionals.

The next most common occupations of Aboriginal workers were community & personal workers, clerical & admin workers, technicians & trades workers and professionals The occupations with the fewest Aboriginal workers, relative to non-Aboriginal, were clerical & admin workers (14% of the Aboriginal workers but 19% of others), managers (4% vs. 9%) and professionals (11% vs. 13%).

Source: *Portrait of Campbelltown Region Partnership Community compared with NSW Published by Aboriginal Affairs NSW as a Two Ways Together initiative.*

PART 2: ROLE OF LOCAL GOVERNMENT IN RELATION TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

Under the Charter of local government in the *Local Government Act 1993* there are several elements pertinent to councils working more closely with Aboriginal residents, notably the obligation to social justice. Access to employment and economic development can make a huge contribution to improving Aboriginal health and well-being generally.

There is a strong case for the development of a proactive strategy to increase Aboriginal employment in Local Government. This case is well canvassed in the 2010 Green Paper produced by the Australian Centre for Excellence in Local Government (ACLEG).

In brief, the Local Government workforce has been recognised as a crucial element to the future sustainability of the sector, as salaries make up a considerable proportion of Council budgets. Local Government is a significant employer in NSW with about 50,000 direct staff. The sector also injects approximately \$6-7 billion into the NSW economy each year.

As recognised by the Campbelltown City Council Workforce Management Plan, Local Government has an ageing workforce and will increasingly have to compete for talent with the private and non-government sectors. This will become acute in regional areas where the mining boom draws labour from other sectors. Acute skills shortages in areas such as town planning and engineering will affect local government, including Campbelltown. Such skills shortages offer longer term opportunities for Aboriginal people to take advantage of employment, career development and business development through and with Local Government. This highlights the importance of planning for strategic engagement with this sector now.

Local Government recognition of its unique role in Indigenous development

Nationally, Local Government itself has recognised the unique role it can play in Indigenous employment as a place-based employer with national reach:

“Local government has a central role to play in closing the gap between Indigenous and non-Indigenous Australians – with grassroots, practical solutions delivered locally. To achieve

national goals to turn around Indigenous disadvantage, we need to harness the capacity of all levels of government. On the ground, we need to tap into the opportunities and services offered by local government.”

Source: *(Closing the Gap: Indigenous Engagement in Local Communities background paper to November 2008 Australian Council of Local Government (ACLG)).*

ACELG – Green paper on Indigenous Employment in Local Government

The Australian Centre of Excellence for Local Government (ACELG) outlined the strong business case for Indigenous employment in the *Local Government Indigenous Employment Program Green Paper 2010 – Closing the Gap Through Place-based Employment*.

The Green Paper notes that Local Government has additional pressures to deal with which make the need for new talent more urgent. For example, “LG will be at the front line in the provision of local responses to the new demands of climate change which will inevitably involve additional human resources and tapping into traditional Indigenous approaches”;

Local Government is able to take advantage of its unique position as a ‘place based’ employer, a point that is particularly attractive to potential Indigenous employees given the importance of place in Indigenous culture. ‘Place-based’ employment in turn has the additional advantage of improving community cohesion.

The Green Paper highlights the workforce ageing issue. *The non-Indigenous Australian workforce is getting older and the ageing workforce crisis is looming;*

- Approximately 2 of every 5 workers are aged 45 years or older;
- Around half of the workforce in agriculture, forestry and fishing, education, health and community services are aged over 45 years;

While the Indigenous population is getting younger ... and the fastest rate of growth is projected for the urban areas:

- The Indigenous population is growing and is younger than the non-Indigenous population.
- In 2006, 38% of Indigenous people were under 15 years, compared to 19% of non-Indigenous people; and
- 32% of Indigenous people live in major cities and 43% in regional areas.

The Green Paper outlines the benefits of a LG Indigenous employment program
The many benefits include:

- Recruitment and engagement of Aboriginal staff will enable the LG sector to be viewed as an employer of choice for Indigenous Australians in the future, particularly when the competition for talent and skill accelerates, and will raise the sector’s profile as a good place to work;
- Unlike the trend in the rest of the Australian population, the Indigenous population is young and growing, with the potential to form a substantial part of the LG workforce;
- Indigenous employment has a profound multiplier effect with potential for community cohesion and stability. It extends to improving the lives of that person’s whole family and community, e.g. Ganbina in Shepparton Victoria work with approximately 250 young people, however the benefits of employment ripple through and ultimately enhance the lives of approximately 1,000 family and community members;
- Different cultural perspectives, experience and knowledge contributed by Indigenous employees can add substantial value to the development and provision of services to the Australian community; and

- Creating a more culturally diverse LG workforce encourages improved cross-cultural awareness and interaction.

Further, it notes that the benefits of employing a local Indigenous workforce, detailed in an Australian Government publication targeted at the mining industry, could equally be extended to the local government sector. These include:

- Having a pool of local employees who can move between projects and operations as demand changes;
- A stable workforce of local employees who are not intent on leaving the region to pursue careers elsewhere;
- A stable, mature workforce living 'at home' and participating in the activities of strong local community groups and civic institutions;
- Facilitating legal compliance through the protection of Indigenous cultural heritage;
- Ensuring better outcomes in environmental management through access to local and traditional ecological knowledge; and
- Enhancing the industry's sustainable development credentials by contributing to the development of prosperous and sustainable regional communities.

Sources: *The Local Government Practice Unit of the Australian Centre of Excellence for Local Government: Local Government Indigenous Employment Program Green Paper 2010 - Closing the Gap Through Place-based Employment; and*
- National LG Skills Shortage Steering Committee National Skills Shortage Strategy for Local Government. May 2007

PART 3: SUGGESTIONS & RECOMMENDATIONS

In consultation with the local Aboriginal community, the Steering Committee recommends that Council consider developing a Campbelltown City Council Aboriginal Employment, Education and Training Strategy & Action Plan in recognition that Campbelltown City Council:

- identifies the leadership role that Council can play in Whole of Government action to meeting COAG commitments under the Closing The Gap employment targets;
- is committed to taking practical action to recognise the unique position of Aboriginal people and their culture and to overcome the entrenched disadvantage experienced by Aboriginal people and their communities over many generations; and
- recognises the opportunity provided to Council's workforce sustainability by a young, growing, local and increasingly well-educated Aboriginal population available at a time of skills shortages, an ageing workforce and increasing demands on local government to respond to growing and complex range of social, economic and environmental challenges such as climate change and demographic shift.

This could be carried out as part of a Council Reconciliation Plan.

Council may also wish to consider signing an Aboriginal Job Compact with the NSW government through Aboriginal Affairs. This commits signatories to:

- recognising entrenched disadvantage experienced by Aboriginal communities;
- take action to make their workplaces more welcoming and culturally appropriate for Aboriginal people;
- take action to increase employment opportunities for Aboriginal people in their businesses.

Council's Aboriginal community sub-committee, its current Aboriginal and Torres Strait Islander employees and community consultation processes could provide advice and input on priorities and strategies

Suggestions and recommendations in relation to the plan

It is suggested that Council consider:

- Formalising a role for the Council's Aboriginal Advisory Sub-Committee to help drive development and implementation of an appropriate and effective strategy that has support from the broader Aboriginal community;
- Setting an initial baseline target of 2.7% to mirror the proportion that Aboriginal people represent in the Campbelltown population; confirming its baseline Aboriginal and Torres Strait Islander staff already employed within Council as soon as practicable as a crucial first step – this is currently at 1.7% according to the Workforce Management Plan.
- Setting a medium-term 2.7% target as a minimum across the various categories of employees within Council (e.g. in each work unit as well as in each of the main occupational groups);
- Linking this Plan to the Council's Integrated Planning Processes and in particular to its Workforce Strategy and EEO Policy.

The following strategies, actions and projects are suggested for consideration by Council:

Increase, encourage and foster opportunity

- Identify specific opportunities within Council to create traineeships for Aboriginal positions that require specific Aboriginal knowledge relating to Council functions (e.g. heritage and cultural maintenance; youth support; land management and horticulture).

Identify opportunities (e.g mainstream procurement and partnerships)

- Identify and harness opportunities offered by high population growth rates in the region and the need for continual review on how providing services to its increasing population can be used to expand opportunities for Aboriginal employment.
- Identify opportunities through Council's mainstream and social procurement policies to create opportunities for economic development and participation by Aboriginal people.
- Develop partnerships with government including other local governments, local businesses, community and employment agencies to explore opportunities for collaboration such as:
 - Engaging with large employers in the LGA with which Council has developed good relations (such as big retailers, Clubs, the health and community sector etc) to promote opportunities for Aboriginal employment more broadly in the LGA.
 - Engaging with JSAs and DESs and local education providers to inform them of the skills sets required to fill Council roles and to encourage planning for the acquisition of these skills sets and applications from suitably skilled Aboriginal and Torres Strait Islander Jobseekers on their caseloads.

Cultural respect, mentoring and support:

- Ensure that all Council staff undertake appropriate cultural respect training to support and promote the development cultural competencies across the Council workforce.
- Provide culturally appropriate mentoring and support to both Aboriginal employees and to supervisors and peers to ensure that Council workplaces are supportive and culturally welcoming for Aboriginal people.
- Investigate strategies for existing and new Aboriginal staff to prevent workplace isolation and to provide both cultural and employment related support.
- Maintain flexible work practices to accommodate Aboriginal family and community responsibilities.

Facilitate access to mainstream opportunities across all Council functions

- Actively pursue job rotation, acting opportunities and secondments for Aboriginal employees to ensure that all access to all functional areas of Council and to ensure that Aboriginal staff are not restricted to Aboriginal-specific roles.
- Identify and implement culturally and vocationally appropriate professional development opportunities to provide Aboriginal people with pathways to sustainable career progression at all stages of the career cycle.

Consider participating in ACELG demonstration projects

- Work with the Australian Centre for Excellence in Local Government (ACELG) to explore how Council could participate in implementing strategies from the White Paper on Aboriginal Employment in Local Government Roundtable.

Communication and Promotion of the Strategy and Plan

- Include information about the strategy and plan in all relevant Council documents.
- Include training in the Strategy and Plan for all HR staff and incorporate key elements in induction training for all new staff.

Monitoring, Evaluation and ongoing development

- Ongoing monitoring of the development, implementation and outcomes of the strategy will be needed so as to ensure its effectiveness. It is suggested that this include qualitative and quantitative elements including staff attitudes (both Aboriginal and non-Aboriginal) and changes over time in rates of recruitment, retention and grades across all Council business units.

PART 4 SUPPORTS & ASSISTANCE AVAILABLE TO COUNCIL***Supports & Services available to assist Council to implement Aboriginal employment and retention strategies:***

The Steering Committee draws the attention of Council to the commitment by the range of supports and services available locally to assist it in recruiting and retaining suitable Aboriginal staff. These include:

- TAFE NSW may be able to access a wide range of contestable funding sources and initiatives to provide fully or partially funded competency and professional development training services for jobseekers, new and existing workers, in collaboration with the local Aboriginal community, schools and industry partners.
- TAFE NSW South Western Sydney Institute can offer an array of consultancy and workforce development products and services to support and inform the overall Council strategy, modelling best practice frameworks for workforce capability development.

- The Network of Job Services Australia (JSAs), Indigenous Employment Panel Members (IEPs) and Disability Employment Services (DESS) who can work with Council to ensure that its needs for skilled labour are planned for and met at no cost to Council through their existing and future caseloads of Aboriginal Jobseekers.
- Indigenous Employment Program (IEP) Panel Members can work with Council to submit proposals for funding to the Department of Education, Employment & Workplace Relations to increase the skills levels of the existing Aboriginal labour force as well as providing development opportunities for Aboriginal workers employed by Council.
- The DEEWR Local Employment Co-ordinator and the Aboriginal Employment & Job Compacts Steering Committee can support access to government programs and subsidies for Council to assist with meeting its targets for Aboriginal employment. For example,
 - The Indigenous Cadetship Program could be used to support the higher skill and executive roles in local government for Aboriginal people. This program links full-time Aboriginal students undertaking a diploma, an advanced diploma or their first undergraduate degree with employers who can give work placements and ongoing employment once they finish their studies. Financial support of \$14,100 per annum is provided to employers to support cadets with a living allowance and study-related costs and offset employer administration costs.
- NSW State Training Service can provide advice and support through a range of programs.

SUMMARY & CONCLUSIONS

There is no doubt that Local Government is uniquely placed to play a major role in improving the health and well-being as well as socio-economic status of the Aboriginal people who live within the LGA. Local Governments with large Aboriginal populations such as Campbelltown, have a particularly important contribution to make. But this must be planned for and supported at the highest level of Council and adequately resourced.

Considerable support is available to Council to assist in its efforts to close the gap on its own doorstep. The Steering Committee commends the Council for the positive steps it has taken to date and is willing to provide whatever support it can to Council in developing its Aboriginal workforce to meet its future needs.

From:

South Western Sydney Aboriginal Employment & Job Compacts Steering Committee

For further information contact the Secretariat at: fidelma.rogers@dhs.nsw.gov.au

Mob: 0449 702 777

8 June 2012

ATTACHMENT 2



2012-2013 FEES and CHARGES AMENDMENTS

	Pricing Policy	GST	2011-2012 Including GST \$	2012-2013 Including GST \$	Page			
AMENDED								
CATEGORY 3 - COMMUNITY HALLS								
OLD	Community based PLAYGROUP or SENIORS or COMMUNITY groups	per hour						
NEW	Community based PLAYGROUP or SENIORS or COMMUNITY groups	per hour	18.00	18.72	2			
NEW	Hall Hire - Ambrosia and Rosemeadow	Sat (9am - 9p per booking)	Community Services	Y	New Fee 369.20	2		
CATEGORY 4 - COMMUNITY HALLS								
OLD	Storerooms - where available and on request.	each	per week	Community Services	Y	7.00	7.28	3
NEW	Storerooms - where available and on request.	each	per week	Community Services	Y	7.00	7.30	3
OLD	Cupboards - where available and on request.	each	per week	Community Services	Y	4.00	4.16	3
NEW	Cupboards - where available and on request.	each	per week	Community Services	Y	4.00	4.15	3
REINSTATEMENT - RESTORATION								
12. Road - excludes saw cutting (see item 11)								
OLD	a) Areas to 5 square metres	per sq metre	User Pays Principle	Y	323.65	382.70	30	
OLD	b) Areas 5 square metres to 10 square metres	per sq metre	User Pays Principle	Y	312.00	368.90	30	
OLD	c) Areas 10 square metres to 20 square metres	per sq metre	User Pays Principle	Y	298.30	352.80	30	
OLD	d) Areas above 20 square metres	per sq metre	User Pays Principle	Y	284.40	POA + GST	30	
12. Road - excludes saw cutting (see item 11)								
NEW	a) Areas to 5 square metres	per sq metre	User Pays Principle	G4	323.65	347.90	30	
NEW	b) Areas 5 square metres to 10 square metres	per sq metre	User Pays Principle	G4	312.00	335.35	30	
NEW	c) Areas 10 square metres to 20 square metres	per sq metre	User Pays Principle	G4	298.30	320.70	30	
NEW	d) Areas above 20 square metres	per sq metre	User Pays Principle	G4	284.40	POA	30	
13. Footpath - excludes saw cutting (see item 11)								
13.1 Pavers								
OLD	a) Areas to 5 square metres	per sq metre	User Pays Principle	Y	320.25	380.50	30	
OLD	b) Areas 5 square metres to 10 square metres	per sq metre	User Pays Principle	Y	321.40	381.80	30	
OLD	c) Areas 10 square metres to 20 square metres	per sq metre	User Pays Principle	Y	322.50	383.15	30	
OLD	d) Areas above 20 square metres	per sq metre	User Pays Principle	Y	POA + GST	30		
OLD	13.2 Grassed areas	< 5 square m	per sq metre	User Pays Principle	Y	196.50	233.40	30
		> 5 square m	per sq metre	User Pays Principle	Y			
OLD	13.3 Bitumen	per sq metre	User Pays Principle	Y	236.60	281.05	30	
13.4 Concrete								
OLD	a) Areas to 5 square metres	per sq metre	User Pays Principle	Y	300.95	357.50	30	
OLD	b) Areas 5 square metres to 10 square metres	per sq metre	User Pays Principle	Y	293.50	348.70	30	
OLD	c) Areas 10 square metres to 20 square metres	per sq metre	User Pays Principle	Y	285.45	339.15	30	
OLD	d) Areas above 20 square metres	per sq metre	User Pays Principle	Y	278.95	331.45	30	
OLD	13.5 Pram ramps - (including bitumen reinstatement)	each	User Pays Principle	Y	1,345.50	1,598.40	30	
13. Footpath - excludes saw cutting (see item 11)								
13.1 Pavers								
NEW	a) Areas to 5 square metres	per sq metre	User Pays Principle	G4	320.25	345.90	30	
NEW	b) Areas 5 square metres to 10 square metres	per sq metre	User Pays Principle	G4	321.40	347.10	30	
NEW	c) Areas 10 square metres to 20 square metres	per sq metre	User Pays Principle	G4	322.50	348.30	30	
NEW	d) Areas above 20 square metres	per sq metre	User Pays Principle	G4	POA	30		
NEW	13.2 Grassed areas	< 5 square m	per sq metre	User Pays Principle	G4	196.50	212.20	30
NEW		> 5 square m	per sq metre	User Pays Principle	G4			
NEW	13.3 Bitumen	per sq metre	User Pays Principle	G4	236.60	255.50	30	
13.4 Concrete								
NEW	a) Areas to 5 square metres	per sq metre	User Pays Principle	G4	300.95	325.00	30	
NEW	b) Areas 5 square metres to 10 square metres	per sq metre	User Pays Principle	G4	293.50	317.00	30	
NEW	c) Areas 10 square metres to 20 square metres	per sq metre	User Pays Principle	G4	285.45	308.30	30	
NEW	d) Areas above 20 square metres	per sq metre	User Pays Principle	G4	278.95	301.30	30	
NEW	13.5 Pram ramps - (including bitumen reinstatement)	each	User Pays Principle	G4	1,345.50	1,453.10	30	

**2012-2013
FEES and CHARGES
AMENDMENTS**

						2011-2012	2012-2013	
						Including GST	Including GST	Page
						\$	\$	
<u>14. Kerb and Gutter - (excludes saw cutting and bitumen reinstatement)</u>								
OLD	a) Kerb and Gutter	per lineal metre	User Pays Principle	Y		502.35	596.75	30
OLD	b) Layback	per lineal metre	User Pays Principle	Y		502.35	596.75	30
NEW 14. Kerb and Gutter - (excludes saw cutting and bitumen reinstatement)								
NEW	a) Kerb and Gutter	per lineal metre	User Pays Principle	G4		502.35	542.50	30
NEW	b) Layback	per lineal metre	User Pays Principle	G4		502.35	542.50	30
<u>15. Vehicular Driveway - (excludes saw cutting see item 11)</u>								
OLD	a) Residential	125 mm per sq metre	User Pays Principle	Y		373.85	444.05	30
OLD	b) Industrial	150 mm per sq metre	User Pays Principle	Y		413.10	487.40	30
OLD	b) Industrial	175 mm per sq metre	User Pays Principle	Y		490.85	583.10	30
NEW 15. Vehicular Driveway - (excludes saw cutting see item 11)								
NEW	a) Residential	125 mm per sq metre	User Pays Principle	G4		373.85	403.70	30
NEW	b) Industrial	150 mm per sq metre	User Pays Principle	G4		413.10	443.10	30
NEW	b) Industrial	175 mm per sq metre	User Pays Principle	G4		490.85	530.10	30
<u>16. TELSTRA Concrete Restorations</u>								
OLD	a) Footpath	of disturbed	per sq metre User Pays Principle	Y		543.95	646.25	30
OLD	b) Residential driveway	of disturbed	per sq metre User Pays Principle	Y		741.80	881.20	30
OLD	c) Medium density driveway	of disturbed	per sq metre User Pays Principle	Y		870.75	1,034.45	30
OLD	d) Industrial driveway	of disturbed	per sq metre User Pays Principle	Y		995.15	1,182.15	30
NEW 16. TELSTRA Concrete Restorations								
NEW	a) Footpath	of disturbed	per sq metre User Pays Principle	G4		543.95	587.50	30
NEW	b) Residential driveway	of disturbed	per sq metre User Pays Principle	G4		741.80	801.10	30
NEW	c) Medium density driveway	of disturbed	per sq metre User Pays Principle	G4		870.75	940.40	30
NEW	d) Industrial driveway	of disturbed	per sq metre User Pays Principle	G4		995.15	1,074.70	30
<u>17. Kerb Inlet Lintels</u>								
OLD	a) < 1.2 metres	each	User Pays Principle	Y		1,804.10	2,143.25	30
OLD	b) > 1.2 metres < 1.8 meters	each	User Pays Principle	Y		1,831.40	2,175.70	30
OLD	c) > 1.8 metres < 2.4 meters	each	User Pays Principle	Y		2,207.40	2,622.40	30
OLD	d) > 2.4 metres < 3.0 meters	each	User Pays Principle	Y		1,896.95	2,253.55	30
OLD	e) > 3.0 metres	each	User Pays Principle	Y		POA + GST		30
NEW 17. Kerb Inlet Lintels								
NEW	a) < 1.2 metres	each	User Pays Principle	G4		1,804.10	1,948.40	30
NEW	b) > 1.2 metres < 1.8 meters	each	User Pays Principle	G4		1,831.40	1,977.90	30
NEW	c) > 1.8 metres < 2.4 meters	each	User Pays Principle	G4		2,207.40	2,384.00	30
NEW	d) > 2.4 metres < 3.0 meters	each	User Pays Principle	G4		1,896.95	2,048.70	30
NEW	e) > 3.0 metres	each	User Pays Principle	G4		POA		30

- 1.1 2012-2022 Community Strategic Plan, 2012-2016 Delivery Program, 2012-2022 Resourcing Strategy And The 2012-2013 Operational Plan Incorporating The Budget And Fees And Charges
-

**EXTRAORDINARY MEETING OF THE CAMPBELLTOWN CITY COUNCIL
HELD ON 19 JUNE 2012**

1. BUSINESS: REPORT OF THE DIRECTOR BUSINESS SERVICES

- 1.1 2012-2022 Community Strategic Plan, 2012-2016 Delivery Program, 2012-2022 Resourcing Strategy and the 2012-2013 Operational Plan incorporating the Budget and Fees and Charges**

It was **Moved** Councillor Rule, **Seconded** Councillor Lake that the Officer's Recommendation be adopted.

107 The Motion on being Put was **CARRIED**.

Campbelltown City Council Integrated Planning and Reporting Community Engagement Strategy

2012



A city of choice and opportunity in a natural environment

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Introduction

In June 2012, Council adopted Campbelltown's first Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy as part of the Integrated Planning and Reporting Framework known as IPR.

As part of the requirements of IPR, Council is required to review the long term objectives and strategies outlined in the Community Strategic Plan within nine months of the local government elections. The review is to consider whether anything has significantly changed in the local community since the development of the initial Community Strategic Plan in 2011.

Given that the IPR documents were created throughout 2011 after extensive community consultation it is unlikely that the communities overall long term aspirations would of significantly changed in such a short period of time. Nevertheless Council is required to engage with the community to review the Community Strategic Plan before July 2013.

In order to confirm the aspirations of the community outlined in the Community Strategic Plan, a community engagement process will be undertaken.

The Community Engagement Strategy outlines Council's intentions for involving the community in the review of the Community Strategic Plan.

What is community engagement?

Community engagement is about involving the community in the decision making processes, for the development of long term objectives and strategies that impact the community.

Community engagement covers a broad range of activities and can take many forms.

This engagement strategy is based on the International Association for Public Participation (IAP2) model. This is outlined in the Division of Local Governments Planning and Reporting Manual. The IAP2 model identifies and defines various levels of community engagement. The IAP2 terminology has been adapted for use in this engagement strategy.

The four levels of community engagement to be adopted by Council include;

- **Inform:** One way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
- **Consult:** Two way communications designed to obtain public feedback about ideas, alternatives and proposals to inform decision making.
- **Involve:** Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.
- **Collaborate:** Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

Background to IPR

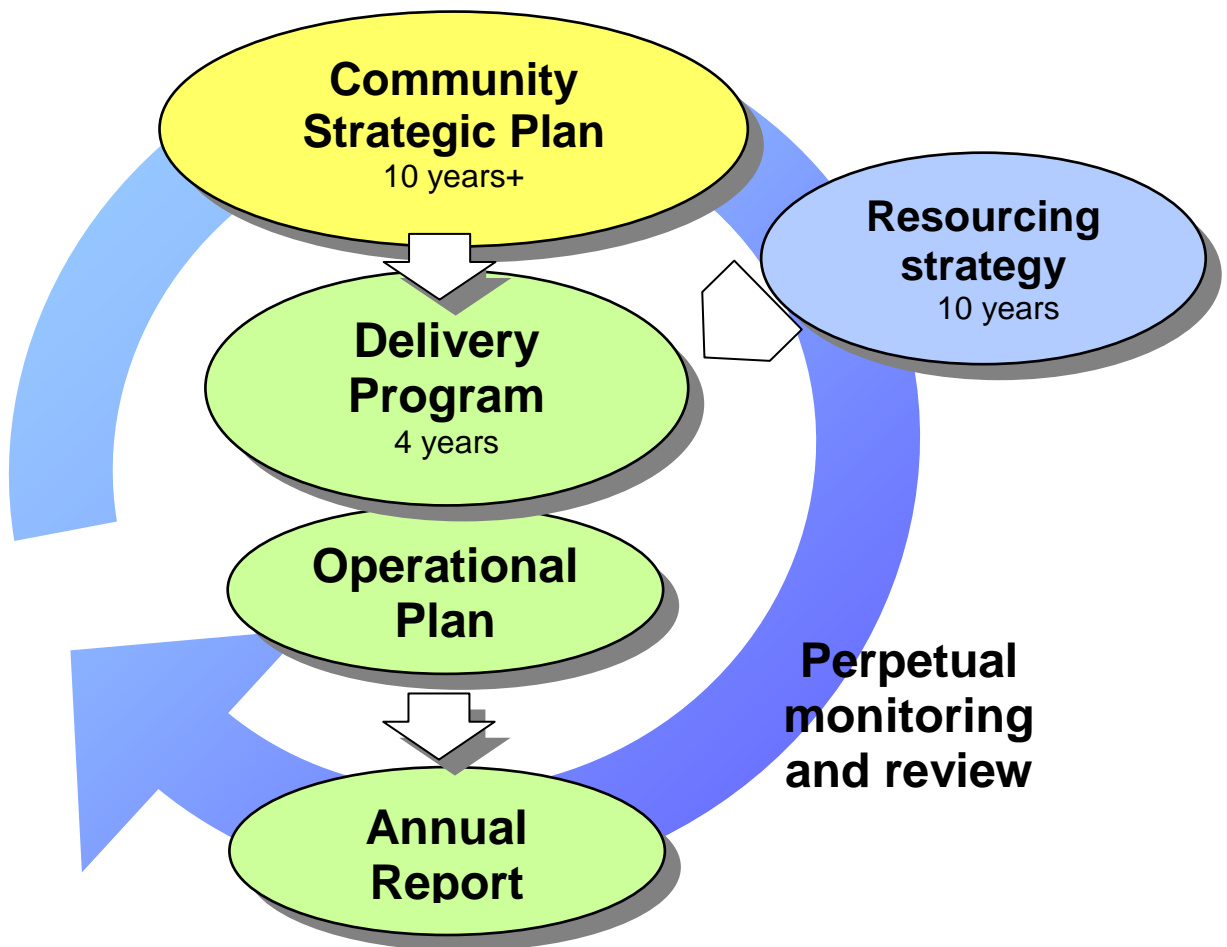
In October 2009, the *Local Government Act 1993* was amended to include requirements related to the Integrated Planning and Reporting framework.

The Integrated Planning and Reporting reforms replaced the former Management Plan and Social Plan with an integrated framework, which includes a new requirement to prepare a long term Community Strategic Plan.

The components of the new framework, and how they fit together, are illustrated below:

- A 10 year Community Strategic Plan (CSP)
- A Community Engagement Strategy (CES)
- A Resourcing Strategy consisting of a four year Workforce Management Plan (WMP), a 10 year Long Term Financial Plan (LTFP) and a 10 year Asset Management Strategy, Plan and Policy
- A four year Delivery Program
- An annual Operational Plan
- Annual Report

This diagram, taken from the Division of Local Governments Integrated Planning and Reporting guidelines, best depicts how all of the components of Integrated Planning and Reporting come together:



Principles of Social Justice

The Division of Local Government's guidelines to IPR state that Council's Community Engagement Strategy must be based on the principles of social justice outlined in the Division of Local Government's *Social Justice Framework*. The social justice principles are:

- **Equity:** There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **Access:** All people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights:** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

The journey so far...

Council developed and implemented the IPR framework requirements as adopted by Council at an Extraordinary Meeting on 19 June 2012.

The Community Strategic Plan was developed based on a community vision that was created from the responses from the initial round of community engagement throughout 2009-2011. The community vision for Campbelltown is:

“a connected community with opportunities to grow
in a safe and natural environment”

Five objectives were created as a means to fulfil the community vision. The objectives identified were; a sustainable environment, a strong local economy, an accessible City, a safe, healthy and connected community and responsible leadership. Each objective has a series of strategies generated by the community which help guide the operations of Council.

A four year Delivery Program for Council was developed based on the above objectives and strategies outlining the principle activities to be undertaken by Council. An annual Operational Plan was developed outlining, in greater detail, the specific actions to be completed within that Financial Year.

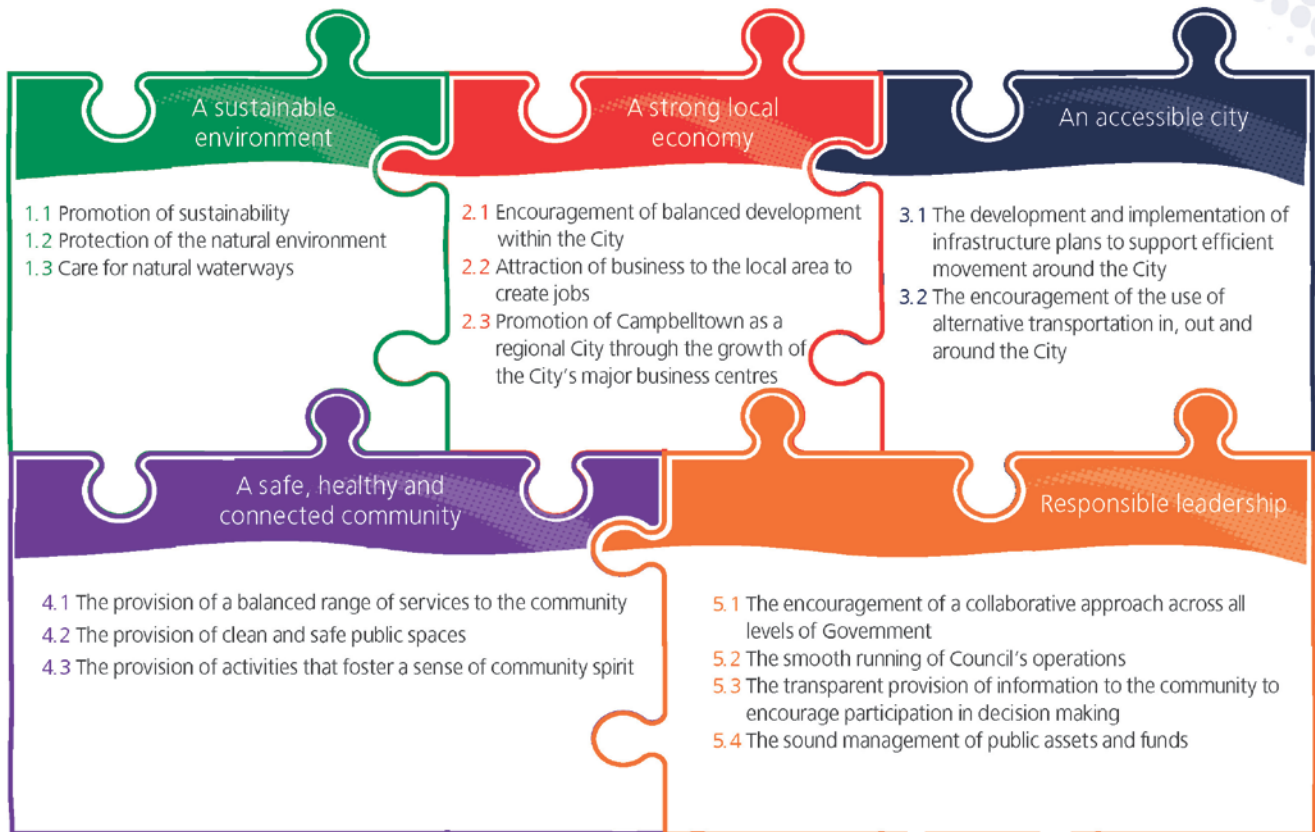
A Resourcing Strategy was developed to assist the implementation of the activities outlined in the Delivery Program by having the human, financial and asset resources available.

Council is required to review the IPR documents every four years, within nine months of the local government election.

The diagram over the page provides an overview of the key components of the Community Strategic Plan, the vision statement, objectives and strategies. These components will be the focal point of the community engagement as we seek to confirm they are still relevant to the community.

An overview of Campbelltown's Community Strategic Plan

Community vision statement: a connected community with opportunities to grow in a safe and natural environment



Purpose

The Community Engagement Strategy identifies the stakeholders who will be consulted in the review of the Community Strategic Plan and the methods of engagement for the specific stakeholder groups.

The Community Engagement Strategy is designed to provide equal opportunities for each stakeholder groups to participate by utilising a variety of methods to engage.

Scope

The Community Engagement Strategy is designed to aid Council in identifying relevant methods of engagement for stakeholders that can assist in review of the Community Strategic Plan.

Whilst the Community Engagement Strategy can be utilised as a guide across Council for community engagement it was developed specifically as a tool for the review of the IPR framework requirements and not as a model for community engagement in general. A broader model will be developed in the future.

Stakeholders

A stakeholder is defined as someone who may be affected by or have a specific interest in the decision or issue under consideration. It is important to develop a consistent approach to ensure equitable inclusion of all potential stakeholders who reflect the demographics of the community. Not only will this ensure a credible process and equitable representation, but the approach will help to develop community trust in the process.

Who are our stakeholders?

A survey of the organisation has identified an extensive list of stakeholders. These stakeholders can be categorised into the following stakeholder groups:

- Business
- Community groups
- Councillors
- Cultural groups
- Employees (Contractors)
- Government agencies / departments
- Non-Government agencies
- Ratepayers
- Residents / Householders
- State & Federal government

The Division of Local Government Integrated Planning and Reporting Manual identifies groups of people (formally known as target groups) who may have special needs and who are not normally heard because they face barriers to participation. The target groups will be taken into consideration throughout the engagement process with additional efforts made to engage with this hard to reach section of the community. The groups are:

- Aboriginal and Torres Strait Islander people
- Children
- Young people
- People with disabilities
- People from diverse sexualities
- Women
- People from cultural and linguistically diverse backgrounds
- Older people

Methods

The method selected for engaging the community is dependant on the outcomes and level of engagement desired (Inform, Consult, Involve, and Collaborate). The table on page 9 shows the relationship between the levels and methods of engagement. Council currently employs various methods of engagement. These methods along with some of the latest methods available are to be utilised when engaging the community for the review the Community Strategic Plan. The methods selected include:

Advertising

Council regularly advertises in newspapers and other media such as, radio, websites and flyers. Compass is a quarterly newsletter which is sent to all residents within the Campbelltown LGA. Advertising can be utilised across the LGA to increase awareness of the Community Strategic Plan and encourage people to participate in the engagement process.

Community exhibitions

Exhibitions offer the opportunity to present easy to read information in a public place, such as the Civic Centre, Library foyers or shopping centres. They help to build the profile of an issue and raise awareness across the community.

Face to face

For the purpose of this Community Engagement Strategy, face to face communication will be utilised to complete quick questionnaires, surveys and interactive activities in high traffic areas such as shopping centres, train stations and Council events.

Technology

Council's website is an important tool to engage with the community, with thousands of visitors to the website each week. An online survey will be developed and made available on the website. Council's existing presence on social media will be utilised to direct people to the online survey. Social Media will also be utilised as an additional form of consultation.

Mail outs

A mail out of a quick questionnaire across the LGA is an effective and efficient way to provide every household and business the opportunity to have their say. The questionnaire will direct people to the Council website if they wish to be further consulted or require additional information.

Focus groups

Focus groups are small-group discussions that give in depth information and views on a specific topic. Focus groups are often a helpful addition to resident surveys as they allow any emerging issues to be explored in depth and in a less restrictive way. This method was used in the first round of consultation with minimal attendance. The approach will be streamlined this time.

Strategic Planning Workshops

Strategic planning workshops are an opportunity for the Councillors and management to come together and brainstorm ideas and actions on the future of Campbelltown as identified by the community.

Community working groups

Council has established working relationships with numerous community groups across the LGA. These community groups will be consulted and involved in the review process of the IPR documents.

Timeframes

The engagement process for the review of the Community Strategic Plan will run from November 2012 to early 2013. The reviewed IPR documents will be presented to Council for adoption prior to July 2013

Strategies

The following table highlights the Community Engagement Strategy approach. It describes the methods, stakeholders, resources and timeframes that will be used to engage the community. It identifies the location where the method will be used. The target indicator set for Council to work towards and measure its performance in Community Engagement.

Community engagement table

Level of Engagement	Method	Delivery	Targeted Stakeholders	Resources	Timeframes	Performance Measures
Inform	Advertising	Newspapers Compass Radio	General community	Communication and Marketing	November 2012 – March 2013	N/A
Inform	Community exhibitions	Libraries Civic Centre Arts Centre	General community	Design and the use of Councils Foyers C+M, BA	November 2012 – March 2013	Displays in major facilities
Consult	Face to face surveys (questionnaires)	Across Campbelltown <ul style="list-style-type: none"> • Events (Fisher Ghost etc) • Utilise existing networks- Main street ambassador 	General community	Minimum of two people. BA, C+M, CRD	November 2012 – March 2013	5 sites
Consult	Technology	Website	General community	IMT	November 2012 – March 2013	100 website hits
Involve	Focus groups	Across Campbelltown Suburbs TBA	Business, community and cultural groups, government and non-government agencies, other local governments, ratepayers, residents / householders	Community Resources and Development	November 2012 – March 2013	2 sessions 10 people per group.
Collaborate	Strategic planning workshops	Civic Centre	Councillors, employees	BA, CRD	November 2012 – March 2013	All Councillors and Management.

* The general community is referenced when an individual stakeholders group is not being targeted.

For Further Information

Call	02 4645 4000
Fax	02 4645 4111
E-mail	thefuture@campbelltown.nsw.gov.au
Visit Councils Website	www.campbelltown.nsw.gov.au
In Writing	PO Box 57 Campbelltown NSW 2560

TITLE DRAFT 2013-2014 OPERATIONAL PLAN, BUDGET, FEES AND CHARGES, 2013-2017 DELIVERY PROGRAM AND 2013-2023 COMMUNITY STRATEGIC PLAN

Attachments

1. 2013-2014 Draft Operational Plan (distributed under separate cover)
2. 2013-2017 Draft Delivery Program (previously distributed under separate cover)
3. 2013-2023 Draft Community Strategic Plan (previously distributed under separate cover)
4. 2013-2023 Draft Resourcing Strategy (previously distributed under separate cover)
5. 2013-2023 Draft Asset Management Policy, Strategy and Plan (previously distributed under separate cover)
6. 2013-2023 Draft Long Term Financial Plan (distributed under separate cover)
7. 2013-2017 Draft Workforce Management Plan (previously distributed under separate cover)

Note: All of the above attachments are available via this web link:

<http://www.campbelltown.nsw.gov.au/IntegratedPlanningandReportingPublicExhibition>)

History

The Integrated Planning and Reporting Framework for NSW local government was introduced in 2009 and replaces the former Management Plan, Budget and Social Plan. The integration of these documents includes the requirement to prepare a long term Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy.

Council is required to review Integrated Planning and Reporting documents before 30 June following an ordinary election of Councillors. This requirement is in accordance with the *Local Government Act 1993*.

The above draft documents were distributed to Councillors on 2 April 2013 in conjunction with a briefing. Councillor comments have been received and analysis and research of those questions presented at a briefing on 30 April 2013.

Report

In accordance with Section 402, 404 and 405 of the *Local Government Act 1993*, Council's Draft Operational Plan incorporating the Budget and Draft Fees and Charges, the Draft Delivery Program and the Community Strategic Plan are required to be publicly exhibited for a period of at least 28 days. A summary of the content included in each of the documents is provided in this report.

Operational Plan

Supporting the Delivery Program is the annual Operational Plan. This document features the individual services, functions, programs and activities that will be undertaken in the 2013-2014 year to achieve the commitments made in the Delivery Program.

Council's financial framework focuses on continuing to ensure that the financial parameters, principles and objectives applied in developing the Budget achieve a balance between financial stability, asset maintenance, construction and the provision of services to the community. Supported by a responsible and conservative borrowings program, the financial plan does not rely on rate increases above the announced rate variation of 3.4% as determined by the Independent Pricing and Regulatory Tribunal of NSW (IPART) under delegation by the Minister for Local Government.

The current economic and financial environment presents challenges for Council, all levels of government, businesses and the community as a whole. The 2013-2014 budget is being delivered within the limitations of the rate pegging limit. Despite these constraints, along with the cost of materials and the provision of services increasing well above the Consumer Price Index (CPI), Council remains in a strong financial position through a conservative and responsible approach to financial management.

The continual escalation of non-discretionary costs that have a direct impact on Council services include the increase in public utilities, domestic waste landfill levy, and agency charges, coupled with downward pressure on revenue streams. However, Council will continue to maintain its current level of investment in core public and community services and provide a value for money operation.

As reported in previous years, the financial objective has been to budget a surplus to improve Council's liquidity ratio. The liquidity ratio has improved significantly and reached a satisfactory level and, as such, a balanced budget is proposed for the 2013-2014 financial year.

The proposed Capital Expenditure Program for the 2013-2014 year amounts to \$16.64m. This year's program contains a number of major projects including bridge/culvert construction, cycleway construction, sport and recreation projects, roads and footpath construction/reconstruction, as well as the programmed childcare centre playground refurbishment.

In this budget, there has been more emphasis placed on the funding of asset maintenance in an attempt to upgrade Council's infrastructure. However, there remains a significant shortfall in the funding required to maintain all Council assets at a "good" level in accordance with the Division of Local Government's Asset Condition Benchmarking Standard. This budget focuses on improving safety, quality and range of infrastructure, community facilities and open space and is demonstrated in the Capital Works and Asset Maintenance Programs.

Domestic Waste Management

Domestic Waste Management Service Charge is subject to many factors, and is mostly impacted by collection and disposal costs. The processing and disposal charges of domestic waste are also affected by the State Government Waste Levy which is estimated to increase by 14.4% on 1 July 2013. This results in Council not being able to deliver the service for any less than the proposed annual Domestic Waste Management Service Charge of \$292.10, as there can be no cross-subsidisation between the Domestic Waste Management Service and the General Fund. The proposed Domestic Waste Management Availability Charge for vacant land will increase by \$1 per annum to \$31.90.

Rating Structure

The Operational Plan comprises an increase to Council's general rates income of 3.4%. This increase is in accordance with the maximum rate pegging limit as determined by IPART under delegation by the Minister for Local Government. In November 2012, IPART announced the percentage variation using the Local Government Cost Index to be 3.7%, from which a 0.2% productivity factor and 0.1% carbon tax advance was deducted. It is important to note that IPART will also reverse 0.1% in 2013-2014 and 0.3% in 2014-2015.

Stormwater Management Charge

The Stormwater Management Charge assists Council to undertake works that will provide improved quality of stormwater being discharged into waterways. The charge is proposed to remain the same as the previous year, which yielded Council approximately \$894,000 towards new stormwater initiatives. The proposed charge and associated works are clearly defined within Council's Revenue Pricing Policy, appendix one of the Operational Plan. It is proposed that the Stormwater Management Charge remain at \$20 per annum for residential properties and \$10 per annum for residential strata properties.

Delivery Program

The 2013-2017 Draft Delivery Program details the services, functions and programs of works including activities that Council will undertake within the resources available under the Resourcing Strategy, to implement the objectives and strategies established by the Community Strategic Plan. The Delivery Program also includes a method of assessment to determine the effectiveness of each program of work in implementing the strategies and achieving the strategic objectives at which the principal activity is directed.

Community Strategic Plan

The Community Strategic Plan is the highest level plan that Council prepares. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve these aims and aspirations. While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, Council is not wholly responsible for its implementation. Other partners such as state agencies and community groups may also be engaged in delivering the long term objectives of the plan.

Summary

The 2013-2014 Operational Plan shows the commitment to responsible and proactive governance. It demonstrates sound management of the community's assets and aims to develop a sustainable city which is responsive to community needs, while providing value to ratepayers.

The 2013-2017 Delivery Program and 2013-2014 Operational Plan provides for the continued delivery and maintenance of services, and requires minimal borrowings to achieve the identified outcomes. Council has prepared a budget which seeks to balance the demand for services and infrastructure within the limitations of revenue projections.

Council is delivering a responsible Delivery Program and Operational Plan, maintaining service levels and programs within the constraints of available funding, while adopting the IPART determined rate variation of 3.4%. Council is also delivering a number of major

projects through the allocation of Capital Expenditure and Asset Maintenance funding as detailed earlier in this report and highlighted within the Draft Operational Plan.

In particular, over the past several years, Council has made significant gains in improving the financial position and working towards achieving long term financial and community objectives detailed within the Community Strategic Plan. Prudent fiscal management decisions have resulted in Council being well placed to deal with the financial challenges in the short to medium term.

It is recommended that Council adopt the 2013-2014 Draft Operational Plan including the 2013-2014 Draft Fees and Charges, 2013-2017 Draft Delivery Program and the 2013-2023 Community Strategic Plan, and these documents be placed on public exhibition for a period of at least 28 days in accordance with Sections 402, 404 and 405 of the *Local Government Act 1993*. During this period, public submissions are invited and will be considered when Council considers formal adoption of the documents at the Extraordinary Meeting to be held on 11 June 2013.

Officer's Recommendation

1. That the 2013-2014 Draft Operational Plan incorporating the 2013-2014 Draft Fees and Charges and Revenue Pricing Policy, 2013-2017 Draft Delivery Program and the 2013-2023 Draft Community Strategic Plan be placed on public exhibition for a period no less than 28 days.
2. That a report be submitted to Council on any submissions received in regard to the Draft documents prior to consideration of the formal adoption of the documents for the 2013-2014 financial year.

**EXTRAORDINARY MEETING OF THE CAMPBELLTOWN CITY COUNCIL
HELD ON 7 MAY 2013**

1. BUSINESS: REPORT OF THE DIRECTOR BUSINESS SERVICES

1.1 Draft 2013-2014 Operational Plan, Budget, Fees and Charges, 2013-2017 Delivery Program and 2013-2023 Community Strategic Plan

It was **Moved** Councillor Borg, **Seconded** Councillor Kolkman:

1. That the 2013-2014 Draft Operational Plan incorporating the 2013-2014 Draft Fees and Charges and Revenue Pricing Policy, 2013-2017 Draft Delivery Program and the 2013-2023 Draft Community Strategic Plan be placed on public exhibition for a period no less than 28 days.
2. That a report be submitted to Council on any submissions received in regard to the Draft documents prior to consideration of the formal adoption of the documents for the 2013-2014 financial year.

76 The Motion on being Put was **CARRIED**.

TITLE 2013-2014 OPERATIONAL PLAN INCORPORATING BUDGET AND FEES AND CHARGES, 2013-2017 DELIVERY PROGRAM, 2013-2023 COMMUNITY STRATEGIC PLAN AND 2013-2023 RESOURCING STRATEGY

Attachments

1. List of fees affected by changes to GST determination
2. Submission from Womensport and Recreation NSW on the Community Strategic Plan

Report

At the Extraordinary Meeting of Council held on 7 May 2013, Council resolved to place the 2013-2014 Draft Operational Plan incorporating the 2013-2014 Draft Fees and Charges and Revenue Pricing Policy, 2013-2017 Draft Delivery Program and the 2103-2023 Draft Community Strategic Plan on public exhibition in accordance with the *Local Government Act 1993*.

The documents were placed on public exhibition from 8 May to 4 June 2013 for the required period of 28 days. Advertisements for the public exhibition period were placed on Council's website as well as in the Macarthur Chronicle and Macarthur Advertiser for a two week period. All documents were made available to the community at Council's administration building, branch libraries and on Council's website.

External submissions

A submission was received from the Womensport and Recreation NSW. The submission requested that we continue to consider women's needs when developing sport and recreation assets and programs. The suggestions raised in the submission are covered by 4.1.3 - Provision of Sport and Recreational Services and 5.4.2 - Asset Management of the Delivery Program.

Internal submissions

During the public exhibition period, there were two internal submissions received. The submissions relate to the 2013-2014 Draft Fees and Charges to be included within the Planning and Environment and Community Services Divisions.

Page 16 - Planning and Environment - Certificates of Compliance for Swimming Pools

Fee	Draft	Revised Draft
Registration on behalf of owner by Council	new fee	\$10
Inspection fee - first inspection - Clause 18A	new fee	\$100
Inspection fee - second inspection - Clause 18A	new fee	\$150

Various pages - Community Services - Healthy Lifestyles

Fee	Draft	Revised Draft
Pool entry - child general swim eligible group (page 24)	new fee	\$3
Benham Oval - hire of playing field (page 26)	\$1635	\$830

FISHER'S GHOST FUN RUN (page 29)	Draft	Revised Draft
Standard entry - adult	new fee	\$30
Standard entry - child	new fee	\$20
Late entry - adult	new fee	\$40
Late entry - child	new fee	\$30

Changes to Goods and Services Tax (GST) legislation

There previously existed an exemption to a range of government fees and charges. This exemption was provided under Division 81 of the *A New Tax System (Goods and Services Tax) Act 1999*. Under transitional arrangements, Division 81 was withdrawn by the Australian Taxation Office (ATO). A number of councils collaborated to obtain a class ruling from the ATO as to the applicability of GST on the fees and charges previously encompassed within Division 81. The services of an external advisor who specialises in taxation rulings was secured to assist in preparing a case to gain a ruling from the ATO on the various fees and charges previously included in the Division 81 ruling.

The Revenue Pricing Policy 2013-2014 contained within the Operational Plan, requires alterations. This is due to a recent ruling of the ATO (as highlighted above) in relation to the treatment of GST applicable to a number of Council's fees and charges. The advice of the principle based changes was received by Council on 4 June 2013. Due to the volume of adjustments required, a list has been included as attachment 1 detailing those fees that have been reduced by the value of GST and those fees that have increased due to the value of GST.

Rating structure (Revenue Pricing Policy)

In adopting the Operational Plan, the *Local Government Act 1993* requires Council to formally make, by resolution, the rates and charges for the period 1 July 2013 to 30 June 2014. This requirement exists to give legal form to the rating structure, rates and annual charges in addition to the summary information provided in the Operational Plan.

The Campbelltown Local Government Area has been re-valued by the Valuer General's Department. This process occurs every three years with the valuations used in the calculation and distribution of annual rate levies. The values have been determined as at 1 July 2012 and will form the basis for the proposed 2013-2014 financial year rating structure.

Ordinary Rates

- a. That the Ordinary Rate of 0.5230 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as RESIDENTIAL in accordance with Section 516 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**RESIDENTIAL**'.

- b. That the Ordinary Rate of 0.3709 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as FARMLAND in accordance with Section 515 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**FARMLAND**'.

- c. That the Ordinary Rate of 0.9847 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as BUSINESS in accordance with Section 518 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**BUSINESS**'.

- d. That the Ordinary Rate of 0.9046 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as MINING in accordance with Section 517 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**MINING**'.

Special Rates

- a. That the Special Rate of 0.0401 cents in the dollar with a minimum of \$2 in accordance with Section 548(3)(b) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown in accordance with Section 495 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(2) of the *Local Government Act 1993* this rate be named '**SPECIAL RATE - LOAN**'.

Council's General Income Variation has increased in accordance with the rate pegging limit of 3.4% determined by the Independent Pricing and Regulatory Tribunal (IPART) under delegation by the Minister for Local Government. The Operational Plan incorporating the Budget has been prepared on the basis of a 3.4% increase in the general rate income for 2013-2014 providing a total rate yield of \$67,099,281.

The table and details below show the rating structure based on the rateable properties applicable to the 2013-2014 year.

Rate Type	Category	Ad Valorem Amount (¢ in \$)	Minimum Rate \$	Rate Yield \$
Ordinary	Residential	0.5230	586.76	46,699,867
Ordinary	Farmland	0.3709	586.76	415,459
Ordinary	Business	0.9847	586.76	15,792,496
Ordinary	Mining	0.9046	586.76	14,988
Special	Special Rate -Loan	0.0401	2.00	4,176,471
			Total	67,099,281

In accordance with Section 514 of the *Local Government Act 1993*, each parcel of land within the City of Campbelltown has been categorised for rating purposes with owners notified via the annual rate notice.

Domestic Waste Management Service

Council provides a Domestic Waste Management (DWM) Charge for the provisions of the Domestic Waste Management Service for the period 1 July 2013 to 30 June 2014 as follows:

Waste Management Service	Annual Charge \$	Weekly \$
Domestic Waste Management Charge	292.10	5.62
Domestic Waste Management Charge-Business	317.00	6.10
DWM Availability Charge [#]	31.90	0.61

[#] vacant land

It is recommended that all other domestic and commercial/business waste charges be adopted in accordance with the 2013-2014 Fees and Charges document.

Stormwater Management Service Charge

In accordance with Section 496A of the *Local Government Act 1993*, Council makes an annual charge for Stormwater Management Services for each parcel of urban land within the City of Campbelltown and categorised for rating purposes as Residential or Business excluding vacant land and land owned by the Crown (includes Housing NSW). It is recommended for the period 1 July 2013 to 30 June 2014 that the following charges be made in respect of land to which the charge applies:

- \$20 per residential dwelling house assessment
- \$10 per residential (strata) unit dwelling assessment
- \$20 per 700sqm or part thereof for commercial land, capped to a maximum of \$1000.

Stormwater Management Service Program of Works

Activity	Description	Amount \$
Water Quality Testing Program (contract)	Ongoing	80,000
Stormwater Infrastructure Improvement Program	Rolling program	100,000
Drainage System Improvement Program	Rolling program	150,000
Water quality devices	Construction of bio-retention system at Leumeah car park	94,000
Rose Park	Water quality improvement works	150,000
Flood basin investigation	Investigation into silt build up within basin to determine capacity reduction	60,000
Main drain (extension of previous years' work)	Stabilisation of erosion areas and removal of silt build up at outlets into drain	125,000
Flood protection works	To be tabled in reports during the 2013-2014 financial year	135,000
TOTAL		894,000

Accrual of Interest on Overdue Rates and Charges

In accordance with Section 566(3) of the *Local Government Act 1993*, the Minister for Local Government has determined that the maximum rate of interest payable on overdue rates and charges for the 2013-2014 rating year will be 9%.

Officer's Recommendation

1. 2013-2023 Community Strategic Plan and the 2013-2017 Delivery Program

That Council adopt the 2013-2023 Community Strategic Plan and the 2013-2017 Delivery Program.

2. 2013-2014 Operational Plan incorporating the Budget and Revenue Pricing Policy

That Council adopt the 2013-2014 Operational Plan incorporating the Budget and Revenue Pricing Policy reflecting the rating structure outlined below:

3. Ordinary Rate

- a. That the Ordinary Rate of 0.5230 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as RESIDENTIAL in accordance with Section 516 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**RESIDENTIAL**'.

- b. That the Ordinary Rate of 0.3709 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as FARMLAND in accordance with Section 515 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**FARMLAND**'.

- c. That the Ordinary Rate of 0.9847 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as BUSINESS in accordance with Section 518 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**BUSINESS**'.

- d. That the Ordinary Rate of 0.9046 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as MINING in accordance with Section 517 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**MINING**'.

Special Rates

- a. That the Special Rate of 0.0401 cents in the dollar with a minimum of \$2 in accordance with Section 548(3)(b) of the *Local Government Act 1993* on the land

value of all rateable land in the City of Campbelltown in accordance with Section 495 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(2) of the *Local Government Act 1993* this rate be named '**SPECIAL RATE - LOAN**'.

4. Domestic Waste Management Service

- a. That the Domestic Waste Management Charge be made for the provision of Domestic Waste Management Services for each parcel of occupied land for which the service is available in the amount of \$292.10 per annum representing a weekly amount of \$5.62 in accordance with Section 496 of the *Local Government Act 1993* for the year 2013-2014.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**DOMESTIC WASTE MANAGEMENT CHARGE**'.

- b. That the Domestic Waste Management Availability Charge be made for the availability of the service to vacant land in the amount of \$31.90 per annum representing a weekly amount of \$0.61 in accordance with Section 496 of the *Local Government Act 1993* for the year 2013-2014.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**DOMESTIC WASTE MANAGEMENT AVAILABILITY CHARGE**'.

- c. That all other Domestic and Commercial Waste Management Charges be adopted in accordance with the 2013-2014 Fees and Charges.

5. Stormwater Management Service

That in accordance with Section 496A of the *Local Government Act 1993*, Council make an annual charge for stormwater management services for each parcel of urban land within the City of Campbelltown and categorised for rating purposes as Residential or Business excluding vacant land, land owned by the Crown (includes Housing NSW) or land within the Ingleburn and Minto Business Industrial area.

For the 2013-2014 year, the following charges be made in respect of land to which the charge applies:

- \$20 per residential dwelling house assessment
- \$10 per residential unit (strata) dwelling assessment
- \$20 per 700sqm or part thereof for commercial land, capped to a maximum of \$1000.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**STORMWATER MANAGEMENT CHARGE**'.

6. Stormwater Management Service Program of Works

That Council adopt the Program of Works for Stormwater Management Service as follows:

Activity	Description	Amount \$
Water Quality Testing Program (contract)	Ongoing	80,000
Stormwater Infrastructure Improvement Program	Rolling program	100,000
Drainage System Improvement Program	Rolling program	150,000
Water quality devices	Construction of bio-retention system at Leumeah car park	94,000
Rose Park	Water quality improvement works	150,000
Flood basin investigation	Investigation into silt build up within basin to determine capacity reduction	60,000
Main drain (extension of previous years' work)	Stabilisation of erosion areas and removal of silt build up at outlets into drain	125,000
Flood protection works	To be tabled in reports during the 2013-2014 financial year	135,000
TOTAL		894,000

7. Accrual of Interest on Overdue Rates and Charges

That in accordance with the determination by the Minister for Local Government the maximum rate of interest payable on overdue rates and charges for the 2013-2014 rating year is 9%.

8. 2013-2014 Fees and Charges

That Council adopt the 2013-2014 Fees and Charges including the amendment of:

Page 16 - Planning and Environment - Certificates of Compliance for Swimming Pools

Fee	Draft	Revised Draft
Registration on behalf of owner by Council	new fee	\$10
Inspection fee - first inspection - Clause 18A	new fee	\$100
Inspection fee - second inspection - Clause 18A	new fee	\$150

Various pages - Community Services - Healthy Lifestyles

Fee	Draft	Revised Draft
Pool entry - child general swim eligible group (page 24)	new fee	\$3
Benham Oval - hire of playing field (page 26)	\$1635	\$830

FISHER'S GHOST FUN RUN (page 29)	Draft	Revised Draft
Standard entry - adult	new fee	\$30
Standard entry - child	new fee	\$20
Late entry - adult	new fee	\$40
Late entry - child	new fee	\$30

Goods and Services Tax (GST) - various amendments

That the Fees and Charges document be amended to reflect attachment 1.

ATTACHMENT 1

FEES THAT ARE NOW GST FREE			OLD	NEW	PAGE
GENERAL MANAGER					
Event Stallholders					
Stall fee - standard applicant	Ingleburn Festival & Fisher's Ghost	3 x 3 mtrs	110.00	\$100.00	1
	Riverfest	3 x 3 mtrs	80.00	\$73.00	1
	Other (New Yrs Eve & Australia Day)	3 x 3 mtrs	160.00	\$145.00	1
Stall fee - charities/non-profit		3 x 3 mtrs	33.00	\$30.00	1
PLANNING & ENVIRONMENT					
Amending an undetermined application - Cl 55. Developments exceeding \$1million		per hour	192.50	\$175.00	6
Basix Pre-Occupation Certificate		each	121.00	\$110.00	10
Damage Inspection Fee - for DA and CDC					
New dwellings, commercial and industrial group			264.00	\$240.00	10
Additions/Alterations			203.50	\$185.00	10
In ground swimming pool			203.50	\$185.00	10
Resite buildings			203.50	\$185.00	10
Subdivision Works - Development and Engineering (road and drainage works)					
Road and drainage construction			550.00	\$500.00	10
PLUS - per lineal metre of road	full or half construction		30.00	\$27.30	10
OR - per lineal metre of drainage	if no road construction		13.00	\$12.00	10
Minimum Fee			952.00	\$865.00	10
Engineering Inspection Fees					
Single Engineering Inspection other than Driveway and Laybacks		per inspection	300.00	\$273.00	10
Additional Engineering inspection and work not ready or satisfactory		per inspection	300.00	\$273.00	10
Miscellaneous Engineering Fees					
Vehicle crossover fee (includes Engineering Inspection)		per crossover	300.00	\$273.00	10
Engineering advice and floor levels		per hour	300.00	\$273.00	10
Compliance certificates for flood advice		per hour	300.00	\$273.00	10
Minor jobs	less than half day	per hour	300.00	\$273.00	10
Department of Housing - Plan approval, inspections etc			300.00	\$273.00	10
SECTION 68 APPROVALS					
Modification to Waste Water Approval - 50% of applicable fee					
Inspections			121.00	\$110.00	11
SUBDIVISION CERTIFICATE (Linen Release)					
Strata Title subdivision certificate		per lot	275.00	\$250.00	11
OTHER FEES & CHARGES					
Carnivals, Circuses, Amusement Devices Erection Fee					
			300.00	\$273.00	11
Filming Activities for Public Advertisement					
Lodgement of Filming Proposal	1-2 days of filming		157.00	\$143.00	11
	More than 2 days		311.00	\$283.00	11
Occasional/infrequent low impact filming activities			311.00	\$283.00	11
Occasional/infrequent medium impact or regular low impact filming activity			892.00	\$810.00	11
Occasional high impact or regular medium impact filming activity			1,561.00	\$1,420.00	11
Filming activities that would have considerable impact for extended periods and require extensive notification and community consultation			1,955.00	\$1,777.00	11
Council endorsement of Linen Plans or documents submitted for signing under s88 of the Conveyancing Act 1919 - (excludes linen release) to vary/release/modify		each	142.00	\$130.00	11
		each additional set	35.00	\$32.00	11
Lost or destroyed replacement linen plan re-signing		each	214.50	\$195.00	11
OTHER DEVELOPMENT SERVICES					
Copy of Construction Certificate or Development approved plans		per set	140.00	\$127.00	12
INFORMATION SERVICES					
Generalised zone map of city area		A1	60.00	\$55.00	12
Local Environmental Plan 2002 (Urban area)	per sheet	A1	72.50	\$66.00	12
	full set (9 sheets)	A3	200.00	\$182.00	12
	full set (9 sheets)	A1	285.00	\$260.00	12
Map/Information Extract	Basic "Screen dump"	A4	16.00	\$15.00	12
	Customised extract	A4	35.00	\$32.00	12
Hardcopy of an aerial photograph		Each A1	90.00	\$82.00	12
		Each A2	60.00	\$55.00	12
		Each A3	48.00	\$44.00	12
		Each A4	36.00	\$33.00	12

FEES THAT ARE NOW GST FREE			OLD	NEW	PAGE	
Copies of -						
Local Environmental Plan 2002 (Urban area)	CD (pdf)		12.50	\$11.50	12	
	black & white		30.00	\$27.30	12	
DCP's and IDO's other Council policies (exc. SCDCP)	black & White		17.50	\$16.00	12	
Campbelltown Sustainable Cities DCP (SCDCP)	CD (pdf)		12.50	\$11.50	12	
	black & white		30.00	\$27.30	12	
	colour		69.00	\$63.00	12	
Preparation of Environmental Study - a fee will be required to cover the actual costs incurred in			Price on application (POA)		13	
BUILDING CERTIFICATES						
Notification fee - where structure subject to prior complaints			125.00	\$114.00	13	
WASTE MANAGEMENT						
<u>Additional Services</u>						
	Domestic Garbage	per annum	172.68	\$157.00	17	
		per week	3.32	\$3.02	17	
	Business Garbage	per annum	230.18	\$209.25	17	
		per week	4.43	\$4.02	17	
	Recycling	per annum	65.36	\$59.45	17	
		per service	2.51	\$2.29	17	
	Green Waste	per annum	60.06	\$54.60	17	
		per service	2.31	\$2.10	17	
<u>COMMUNITY SERVICES</u>						
<u>LIBRARY SERVICES</u>						
Inter Library Loan items		per day	0.50	\$0.50	18	
Overdue item collection fee		per visit	42.35	\$42.35	18	
Community Information - Printouts from database search		per sheet	0.20	\$0.20	19	
Replacement of Lost Patron Card			3.00	\$3.00	19	
<u>Lost & Damaged Books & Audio Visual Items</u>						
Cost for items/part items lost and damaged beyond repair		Full cost recovery	10.00	\$10.00	19	
<u>Minimum</u> charges for lost or damaged items from inter library loans		Full cost recovery or minimum	25.00	\$23.00	19	
Replacement Barcode label			5.00	\$5.00	19	
<u>CITY SERVICES</u>						
Tender Documents -						
	- Quotation / Expression of Interest		67.00	\$60.00	30	
	- Standard Tender (including attachments)		124.00	\$113.00	30	
	- Project Tender		250.00	\$227.00	30	
APPLICATION FEES						
Vehicular crossing			124.30	\$113.00	30	
Road and Footpath opening			143.45	\$130.40	30	
Private Tree Prune or Removal						
	5 or less		84.65	\$76.95	30	
	greater than 5 < 15		105.60	\$96.00	30	
	greater than 15		Price on application (POA)		30	
	URGENT response - 48 hours		163.80	\$148.90	30	
Additional Inspection Fees - any application			each	42.35	\$38.50	30
Traffic Control Equipment						
a) Barricade (1x board 2x legs)		per week	34.60	\$31.45	30	
b) Barricade light	each	per week	9.50	\$8.65	30	
c) Standard traffic sign	each		19.50	\$17.75	30	
d) Drop off	Mon - Fri	6am to 4pm	226.95	\$206.30	30	
e) Drop off and Pick up	each way	after hours	667.45	\$606.75	30	
f) Replacement of lost/damaged equipment - cost + 15% administration fee			Price on application (POA)		30	
g) Traffic Controller			Price on application (POA)		30	
Public Safety equipment - emergency installation						
Erection of barricades/parawebbing - min charge 4hrs 2 persons	plus material hire (item 6)	per hour	148.30	\$134.80	30	
Erection of barricades/parawebbing - min charge 4hrs 2 persons	plus material hire (item 6)	per hour	297.95	\$270.85	30	
TRAFFIC MANAGEMENT						
Higher Mass Limit Application			each	2,821.50	\$2,565.00	32
Application for use of HML vehicles - each application					32	
Road Occupancies					32	
<u>a. Application Fees for</u>					32	
1. Road occupancy / opening for car parks, standing plant, roads and footpath	more than 1 hour and less than 1 week		181.50	\$165.00	32	
	greater than 1 week		489.50	\$445.00	32	
2. Assessment of street lighting design	each		181.50	\$165.00	32	
3. Work Zone			489.50	\$445.00	32	

FEES THAT ARE NOW GST FREE		OLD	NEW	PAGE
<u>b. Occupancy Charges - min 1 day</u>				32
1. Footpath / Nature Strip (other than for vehicle crossing)	per metre per day (min 6 m)	6.05	\$5.50	32
2. Parking Lane - Residential zone (other than vehicle crossing)	per metre per day (min 6 m)	6.60	\$6.00	32
3. Parking Lane - Industrial and CBD areas	per metre per day (min 6 m)	8.25	\$7.50	32
4. Trafficable Lane Occupancy	per metre per day (min 6 m)	11.30	\$10.25	32
5. Car park Occupancy	per space per day	79.20	\$72.00	32
6. Standing Plant (skips, concrete pumps, cranes etc)	per metre length of plant per day	6.60	\$6.00	32
7. Work Zone (CBD and shopping precincts) - standing plant fees additional	per metre per week	35.20	\$32.00	32
Work Zone (other areas) - standing plant fees additional	per metre per week	17.60	\$16.00	32
<u>c. Erection or Changes to regulatory signs</u>				32
- Single pole sign	each	341.00	\$310.00	32
- multi pole sign		Price on application (POA)		32

BUSINESS SERVICES

Copies of property / rates assessment information / plans (Extracts from Councils databases) minus ownership details

(b) Additional charge when assisted by Council Staff	per half hour	59.40	\$54.00	33
Enquiry assistance - other than ratepayers	per day	364.10	\$331.00	33
	per half hour	76.80	\$69.80	33

LAND and PROPERTY

Walkway Closure Application Fee	each	1,264.30	\$1,149.35	33
Road Closure Application Fee	per section of road	1,896.45	\$1,724.00	33
Structure/ Services access Road Reserve	per site	644.60	\$586.00	33
Advertising Signage - phone booths/ road reserves	per site	6,570.70	\$5,973.35	33
If DA approval exists (per annum fee)				
Telecommunication Access Administration Fee	per site	668.50	\$607.70	33
(Refundable if legal agreement completed)				
<u>New Telecommunication Site Access fees - on Council's land</u>				
Minimum Annual Fee (subject to commercial rate) Council pole, shelter hut and access	per site	35,097.80	\$31,907.10	33
Minimum Annual Fee (subject to commercial rate) shelter hut and access	per site	16,044.70	\$14,586.10	33
Minimum Annual Fee (subject to commercial rate) access only	per site	9,359.40	\$8,508.55	33
Permit of Entry (Technical Investigations)	each permit	663.40	\$603.10	34
Occupation Fee (access without Easement/ Tenure)		Price on application (POA)		34
Minimum Fee (Higher of \$2,000 or \$33/sqm plus GST per annum)	each site	2,379.30	\$2,163.00	34

INFORMATION MANAGEMENT and TECHNOLOGY

Imaging and data retention fee	DA's CC's & CDC's	each	40.00	\$36.36	34
Imaging and data retention fee	Build Certs - illegal works	each	40.00	\$36.36	34

FEES THAT ARE NOW GST TAXABLE

COMMUNITY SERVICES

Specialist Activities - learn to swim ONLY	per person - 2hr activity	9.00	\$9.00	24
Department of Education - Special Swim Scheme	per person	2.50	\$2.50	24

ATTACHMENT 2

CAMPBELLTOWN'S COMMUNITY STRATEGIC PLAN 2013-2023 – "CREATING OUR FUTURE TOGETHER" - DRAFT CSP SUBMISSION – 4 JUNE 2013

Submission by:
Michelle Boon

Good afternoon.

I am making this submission as a Board member on behalf of Womensport & Recreation NSW Inc, a state-wide not for profit organisation that promotes equity, access & participation for women & girls through sport & recreation. Through our current long-term strategic planning project one of our deliverables is to work with the NSW Division of Local Government (DLG) to develop procedures for Councils to address the objectives of increased equity, participation & access for women & girls in sport & recreation.

While we note that some aspects of the above mission have been addressed in Council's Draft CSP "Campbelltown's Community Strategic Plan 2013-2023" (refer Strategic Goal 4.1.3), we believe that Council could achieve greater outcomes through further enhancement of the CSP by actively including more detailed actions around these strategies & service strategies or performance standards to allow for progressive measurement of achievements.

Relevant demographic statistics from within the Campbelltown LGA reveal that:

- 50% of the population is aged between 0 & 34 years of age;
- 51% of the population is female; &
- Council controls 57 sports grounds containing 215 playing fields;

so we view this focus as potentially being of great benefit to a wide section of Council's population.

We have developed some proposals in conjunction with Rockdale City Council and are discussing with DLG that they be disseminated to all NSW Councils as best practice.

Following is a suggested approach that could be integrated into the relevant area/s of the current draft CSP:

- **Theme:** *Rockdale is a welcoming and creative City with active, **healthy** and safe communities.*
- **Objective:** *Our community's **health and well being will increase.***
- **Strategy:** *Improve the **access and effectiveness of services and facilities all members of the community to encourage active living to improve health and well being***
- **Delivery Program Principal Activity 2013 – 2017:** *Ensure that a **range of active recreation, leisure and sporting opportunities is available for all ages, genders, ethnicities, ability levels and socio-economic groups.***

- **Operational Plan Action 2013 – 2014: Partnerships established with service providers, neighbouring councils, the South Sydney Regional Organisation of Councils, sporting associations and sports clubs to improve participation outcomes to under represented groups.**
- **Delivery Program Assessment Methods: Community Survey satisfaction with opportunities to participate in sporting and recreation opportunities is increasing**

Some additional suggestions for incorporation into the Delivery Program 2013-2017 & Operational Plan 2013-2014 & beyond are:

- As a further measure of access to recreation facilities for females, it would be great if Council commenced (or continues if so doing) collecting data on sports field & facilities bookings by gender to provide a baseline for determining future progress. Information provided by other councils indicates the level of usage by females is likely to be less than 20% of all Council bookings. Having this type of data would enable Council to engage with the local Youth Advisory Groups & existing sport & recreation organisations to consider ways of increasing this to something nearer to 50%;
- In regards to the facilities upgrades being undertaken to Campbelltown Sports Stadium & Athletics Centre & Macquarie Fields Swimming Centre, we would like Council to consider the following:
 - amenities - incorporate features that address females' needs, such as working locks on cubicles & showers; mirrors; adequate lighting etc;
 - referees' & officials' rooms - if having these, appropriate to have 2 rooms ie. a separate room for males & females, rather than having them share 1 facility;
 - lighting - should be sufficient to make night-time & evening access safe from carparks & public transport drop-off zones, & also generally moving around the common areas of the sports facility

Thank you for your time in consideration of the above. Should you wish to discuss anything contained herein in more detail we can be contacted on (02) 8116 9734 or at office@womensportnsw.com.au

Kind regards,
Michelle Boon
Treasurer, Womensport & Recreation NSW Inc

- 1.1 2013-2014 Operational Plan Incorporating Budget And Fees And Charges, 2013-2017 Delivery Program, 2013-2023 Community Strategic Plan And 2013-2023 Resourcing Strategy
-

EXTRAORDINARY MEETING OF THE CAMPBELLTOWN CITY COUNCIL HELD ON 11 JUNE 2013

1. BUSINESS: REPORT OF THE DIRECTOR BUSINESS SERVICES

1.1 2013-2014 Operational Plan incorporating Budget and Fees and Charges, 2013-2017 Delivery Program, 2013-2023 Community Strategic Plan and 2013-2023 Resourcing Strategy

It was **Moved** Councillor Hawker, **Seconded** Councillor Chanthivong:

1. 2013-2023 Community Strategic Plan and the 2013-2017 Delivery Program

That Council adopt the 2013-2023 Community Strategic Plan and the 2013-2017 Delivery Program.

2. 2013-2014 Operational Plan incorporating the Budget and Revenue Pricing Policy

That Council adopt the 2013-2014 Operational Plan incorporating the Budget and Revenue Pricing Policy reflecting the rating structure outlined below:

3. Ordinary Rate

- a. That the Ordinary Rate of 0.5230 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as RESIDENTIAL in accordance with Section 516 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**RESIDENTIAL**'.

- b. That the Ordinary Rate of 0.3709 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as FARMLAND in accordance with Section 515 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**FARMLAND**'.

- c. That the Ordinary Rate of 0.9847 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as BUSINESS in accordance with Section 518 of the *Local Government Act 1993* be made for the year 2013-2014.
-

1.1 2013-2014 Operational Plan Incorporating Budget And Fees And Charges, 2013-2017 Delivery Program, 2013-2023 Community Strategic Plan And 2013-2023 Resourcing Strategy

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**BUSINESS**'.

- d. That the Ordinary Rate of 0.9046 cents in the dollar with a minimum of \$586.76 in accordance with Section 548(1)(a) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown categorised as MINING in accordance with Section 517 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(1) of the *Local Government Act 1993* this rate be named '**MINING**'.

Special Rates

- a. That the Special Rate of 0.0401 cents in the dollar with a minimum of \$2 in accordance with Section 548(3)(b) of the *Local Government Act 1993* on the land value of all rateable land in the City of Campbelltown in accordance with Section 495 of the *Local Government Act 1993* be made for the year 2013-2014.

In accordance with Section 543(2) of the *Local Government Act 1993* this rate be named '**SPECIAL RATE - LOAN**'.

4. Domestic Waste Management Service

- a. That the Domestic Waste Management Charge be made for the provision of Domestic Waste Management Services for each parcel of occupied land for which the service is available in the amount of \$292.10 per annum representing a weekly amount of \$5.62 in accordance with Section 496 of the *Local Government Act 1993* for the year 2013-2014.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**DOMESTIC WASTE MANAGEMENT CHARGE**'.

- b. That the Domestic Waste Management Availability Charge be made for the availability of the service to vacant land in the amount of \$31.90 per annum representing a weekly amount of \$0.61 in accordance with Section 496 of the *Local Government Act 1993* for the year 2013-2014.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**DOMESTIC WASTE MANAGEMENT AVAILABILITY CHARGE**'.

- c. That all other Domestic and Commercial Waste Management Charges be adopted in accordance with the 2013-2014 Fees and Charges.
-

1.1 2013-2014 Operational Plan Incorporating Budget And Fees And Charges, 2013-2017 Delivery Program, 2013-2023 Community Strategic Plan And 2013-2023 Resourcing Strategy

5. Stormwater Management Service

That in accordance with Section 496A of the *Local Government Act 1993*, Council make an annual charge for stormwater management services for each parcel of urban land within the City of Campbelltown and categorised for rating purposes as Residential or Business excluding vacant land, land owned by the Crown (includes Housing NSW) or land within the Ingleburn and Minto Business Industrial area.

For the 2013-2014 year, the following charges be made in respect of land to which the charge applies:

- \$20 per residential dwelling house assessment
- \$10 per residential unit (strata) dwelling assessment
- \$20 per 700sqm or part thereof for commercial land, capped to a maximum of \$1000.

In accordance with Section 543(3) of the *Local Government Act 1993* this charge be named '**STORMWATER MANAGEMENT CHARGE**'.

6. Stormwater Management Service Program of Works

That Council adopt the Program of Works for Stormwater Management Service as follows:

Activity	Description	Amount \$
Water Quality Testing Program (contract)	Ongoing	80,000
Stormwater Infrastructure Improvement Program	Rolling program	100,000
Drainage System Improvement Program	Rolling program	150,000
Water quality devices	Construction of bio-retention system at Leumeah car park	94,000
Rose Park	Water quality improvement works	150,000
Flood basin investigation	Investigation into silt build up within basin to determine capacity reduction	60,000
Main drain (extension of previous years' work)	Stabilisation of erosion areas and removal of silt build up at outlets into drain	125,000
Flood protection works	To be tabled in reports during the 2013-2014 financial year	135,000
TOTAL		894,000

7. Accrual of Interest on Overdue Rates and Charges

That in accordance with the determination by the Minister for Local Government the maximum rate of interest payable on overdue rates and charges for the 2013-2014 rating year is 9%.

1.1 2013-2014 Operational Plan Incorporating Budget And Fees And Charges, 2013-2017 Delivery Program, 2013-2023 Community Strategic Plan And 2013-2023 Resourcing Strategy

8. 2013-2014 Fees and Charges

That Council adopt the 2013-2014 Fees and Charges including the amendment of:

Page 16 - Planning and Environment - Certificates of Compliance for Swimming Pools

Fee	Draft	Revised Draft
Registration on behalf of owner by Council	new fee	\$10
Inspection fee - first inspection - Clause 18A	new fee	\$100
Inspection fee - second inspection - Clause 18A	new fee	\$150

Various pages - Community Services - Healthy Lifestyles

Fee	Draft	Revised Draft
Pool entry - child general swim eligible group (page 24)	new fee	\$3
Benham Oval - hire of playing field (page 26)	\$1635	\$830

31

FISHER'S GHOST FUN RUN (page 29)	Draft	Revised Draft
Standard entry - adult	new fee	\$30
Standard entry - child	new fee	\$20
Late entry - adult	new fee	\$40
Late entry - child	new fee	\$30

Goods and Services Tax (GST) - various amendments

That the Fees and Charges document be amended to reflect attachment 1.

109 The Motion on being Put was **CARRIED**.

TITLE Community Consultation Proposed Rate Increase

Reporting Officer

Acting Manager Financial Services

Attachments

1. Recommended Scenarios (contained within this report)
2. Special Rate Variation Community Engagement Strategy Summary 2013 (contained within this report)

Purpose

To provide Council with options to financially address the infrastructure backlog, including the process of community consultation and assessing the communities willingness and financial capacity to contribute through increased land rates.

History

Since 2000, Council have adopted to implement an additional rate increase of 1.65% in 2000-2001, a Special Rate Variation to address additional infrastructure funding of 3% and a general increase of 2% in 2005-2006.

Council were presented a range of budgetary issues at a briefing night held on 27 November 2012, there were also additional presentations to Council which addressed the infrastructure backlog at a briefing held on the 2 April 2013, and a follow up briefing held on the 17 September 2013.

Report

Background

At the briefing Council was informed of a number of financial issues, specifically as it relates to the gap in infrastructure funding. While Council's financial position is considered sound given a number of financial performance indicators, a number of reviews have highlighted the need to address infrastructure funding. The current standard of infrastructure and the lack of funding is an issue for all levels of Government. There is currently a range of reviews being conducted relating to various issues effecting Local Government in NSW.

The reviews that relate to the financial positions of councils include the Local Government Review Panel, a review by the Division of Local Government on the reporting of infrastructure, as well as a number of reviews on revenue raising capacity being conducted by Local Government NSW. Council has identified a substantial infrastructure backlog,

currently valued at \$29.7million that if not addressed could increase to over \$80million in ten years.

In June 2013, the Division of Local Government prepared an audit report recommending a number of funding and financial strategies that may help councils to reduce their backlog and prevent the backlog from increasing. These strategies included the following:

- borrowings
- Local Infrastructure Renewal Scheme (LIRS)
- special rate variations
- grants from other levels of Government.

In addition to this is the Independent Local Government Review Panel's Future Directions for NSW Local Government that was released in April 2013. The review panel has noted that most councils are reporting operating deficits and this trend is considered to be unsustainable. The panel expects that sustainability will further deteriorate over the short term and that the large annual asset maintenance gap and current infrastructure backlogs are yet to be addressed. The recommendations of the Review Panel highlighted the need for councils to consider strengthening its revenue capacity through the mechanism of a Special Rate Variation, as well as the capacity to borrow additional funds.

The review panel have indicated that there is capacity for Local Government authorities to increase their revenue raising capacity through the levying of additional rates through a Special Rate Variation, and additional borrowings given the current level of borrowings by councils within NSW. As Council is aware, any Special Rate Variation is subject to community consultation and should be embedded within Council's Community Strategic Plan and associated documents relating to the Integrated Planning and Reporting framework.

The LIRS framework requires Council to submit financial information to State Treasury (TCorp) to assess Council's financial position. The analysis of Council's performance by TCorp was released in April 2013 and included a Financial Sustainability Rating (FSR) for all NSW councils. TCorp defined sustainability in the following terms, *"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community"*.

Council's short term position FSR advised by TCorp is considered moderate and the long term outlook is Negative. The long term rating reflects Council to be in a deteriorating position or at risk of being downgraded to Weak. Accordingly, TCorp recommends that Council needs to urgently consider options to address areas of poor performance and therefore avoid becoming more unsustainable.

If Council is to consider to address the backlog through a Special Rate Variation, a range of community consultation will be required in preparing all documents associated with the Integrated Planning and Reporting framework. Council will be required to present a case to The Independent Pricing and Regulatory Tribunal (IPART) which has been delegated the authority to approve Special Rate Variation, by the NSW Government. Previous conversations held with officers from IPART indicate that Council will be required to conduct a range of consultations with the community for gaining acceptance for any Special Rate Variation.

It should also be highlighted that there is a requirement for Council to consider a range of options to increase the revenue base including a Special Rate Variation, additional borrowings and asset rationalisation. The reviews on Local Government finances that have been conducted recently highlight the need for councils to strengthen their revenue base to provide more flexibility in addressing funding issues.

Consultation

In order to meet the requirements set out by IPART when applying for a Special Rate Variation, an extensive community engagement strategy is to be developed and implemented. Council currently employs various methods of engagement in its day to day operations and it is envisioned that these methods be utilised when consulting with the community about the Special Rate Variation. These methods include:

- education programs
- advertising
- community exhibitions
- face to face
- telephone survey
- technology
- mail outs
- community forums.

Options

Council has been collecting and maintaining a register of all its infrastructure assets which as at 30 June 2013 was valued at \$1.8billion. This information informs Council's asset management strategy, asset management plan and the backlog and funding gap calculation within the long term financial plan. It should be noted that Council continues to improve the collection of data relating to infrastructure and it should also be highlighted that Council has not as this stage collected all the information relating to the infrastructure backlog.

A number of scenarios were presented to Council at the briefing night held on 17 September 2013. These scenarios examined opportunities to increase funding sources on a variety of levels and revealed two options that will deliver on the infrastructure needs whilst minimising the impact on the community through increased land rates.

In the scenarios presented to Council there were a number of options that reflected a one off injection of funding through additional borrowings, Special Rate Variation, reducing levels of service that on a standalone basis, did not adequately address funding the infrastructure backlog. Council should present a range of options to the community to gauge their response in addressing the infrastructure backlog. It is proposed that the scenarios embedded within this report form the basis of the community consultation. These scenarios include:

Scenario 1 – This model is a projected ten year outcome based on the current position remaining unchanged; it does not include any increases in borrowing or land rates. Based upon the analysis undertaken by TCorp it is expected that Council's financial position would become increasingly unsustainable and progress towards being downgraded to weak.

The infrastructure backlog is projected to increase to \$88million with employee costs increasing to 91% of rate income in a ten year period. Flexibility within the operational budget will continue to be reduced which will make it increasingly difficult for Council to deal with ad-hoc funding requests that relate to the matching of grants or matters arising through unexpected circumstances.

Scenario 2 – This model includes two rate increases, one in 2014-2015 of an additional 5% followed by a second increase in 2015-2016 of a further additional 5%, plus \$10million borrowings under the LIRS scheme. Based upon the TCorp analysis this scenario will significantly improve the poor performing asset renewal ratio and improve the FSR from Moderate to Sound progressing towards Strong.

The backlog would be addressed by 2019-2020 and employee costs would remain relatively unchanged, moving from 82% to 83% of rate income. The average residential rate is estimated to increase by \$1.45 per week in the first year and \$1.57 in the second year.

Scenario 3 – This model includes one rate increase in 2014-2015 of an additional 8% plus \$10million borrowings under the LIRS scheme. Based upon the TCorp analysis this scenario would also significantly improve the poor performing asset renewal ratio and improve the FSR from Moderate to Sound. There will also be a contribution of \$1million per annum from the asset replacement reserve toward the infrastructure funding gap.

The backlog would be addressed by 2020-2021 and employee costs would remain relatively unchanged, moving from 82% to 85% of rate income. The average residential rate is estimated to increase by \$1.99 per week.

Conclusion

There is always a requirement on the organisation to review service provision, adopt the principals of continuous improvement and implement responsible social economic and environmental sustainable initiatives.

All of the above scenarios will continue to require the implementation of savings initiatives to bolster Council's operational surplus or minimise any operational deficit. It has been reported to Council through the Innovation and Performance Sub Committee, a number of cost saving initiatives have been implemented including a range of sustainability initiatives that provide ongoing savings to the Council in the delivery of services.

Infrastructure management has been an ongoing issue for all councils, in 2003-2004 recommendations were made for a significant increase to land rates in order to address the foreseeable backlog due to a funding gap in the maintenance program. Council adopted a significantly less increase which has impacted on subsequent years budgets capacity to deliver on infrastructure service needs.

Council is currently responsible for \$1.8billion worth of community infrastructure assets, a significantly large portion of these are non-income producing structures such as roads. These structures are deteriorating at a significant rate and proposals two and three above will enable council to maintain infrastructure to a standard that places Campbelltown in positive position and reinforces its status as a regional city.

It is recommended to Council that a series of community consultation take place highlighting the three scenarios within this report. This will give the community a clear understanding of the need to implement a Special Rate Variation, and where these additional funds will be spent. The range of consultation mechanisms highlighted in this report will be implemented during the consultation period.

Officer's Recommendation

1. That Council conduct a series of community consultation in relation to a Special Rate Variation requesting public submissions regarding the scenarios contained within this report.
2. That Council consider a further report after the consultation period to consider any submissions that are received in relation to a Special Rate Variation.

ATTACHMENT 1

SCENARIO 1 - base model											
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Unrestricted Current Ratio											
Current Assets	96,583	101,544	105,415	109,864	112,754	116,273	119,840	123,447	126,544	130,295	134,111
less External Restrictions	26,458	27,119	27,797	28,492	29,205	29,935	30,683	31,450	32,237	33,042	33,868
Current Liabilities	31,937	33,393	34,229	35,183	35,948	36,656	37,508	37,759	38,673	39,617	40,551
less spec purpose liab	9,757	10,001	10,251	10,507	10,770	11,039	11,315	11,598	11,888	12,185	12,490
Ratio	3.1616	3.1816	3.2370	3.2976	3.3183	3.3704	3.4039	3.5166	3.5209	3.5452	3.5723
Debt Service Ratio											
Debt Serv Cost	4,681	4,675	4,463	4,694	5,051	4,838	4,732	4,768	4,215	4,231	4,319
Income from operations	131,364	128,725	132,013	137,398	141,317	146,558	152,020	157,717	163,656	169,848	176,307
less cap grants	681	698	715	733	752	770	790	809	830	850	872
less spec purpose grants/all conts	21,759	22,303	22,861	23,432	24,018	24,618	25,234	25,865	26,511	27,174	27,853
Ratio	4.30%	4.42%	4.12%	4.15%	4.33%	3.99%	3.76%	3.64%	3.09%	2.98%	2.93%
Rates Vs Employee Costs											
Rates and Annual Charges	62,615	65,224	67,207	69,890	72,725	75,416	78,206	81,100	84,100	87,212	90,439
Employee Costs	51,567	57,156	59,492	61,921	64,460	67,200	70,056	73,033	76,137	79,373	82,746
Costs as % of rates	82.36%	87.63%	88.52%	88.60%	88.64%	89.11%	89.58%	90.05%	90.53%	91.01%	91.49%
Asset Renewals											
Asset Renewals	11,132	12,723	10,605	10,830	11,067	11,344	11,627	11,918	12,216	12,521	12,834
Total Depn	23,011	26,297	26,690	27,089	27,494	27,907	28,326	28,750	29,182	29,619	30,063
Less Non Infrastructure Depn		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Ratio	48.38%	54.61%	44.76%	44.96%	45.18%	45.54%	45.91%	46.28%	46.66%	47.04%	47.42%
Backlog	29,703,000	32,339,101	37,553,760	43,018,100	48,733,958	54,676,499	60,854,027	67,275,099	73,948,441	80,883,058	88,088,348
Operating Result/Equity											
Operating Result (bef cap)	-6,709	-11,982	-12,934	-12,746	-14,793	-14,449	-14,849	-15,208	-16,482	-16,324	-16,847
Equity (Total)	1,829,044	1,818,762	1,806,966	1,795,384	1,781,770	1,768,517	1,754,881	1,740,905	1,725,674	1,710,620	1,695,062

SCENARIO 2 - additional 5% x 2 years + \$10million in loans												
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Unrestricted Current Ratio												
Current/Assets	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
less External Restrictions	96,583	101,544	104,415	107,864	109,755	112,275	114,841	117,410	119,515	122,229	125,003	
	26,458	27,119	27,797	28,492	29,205	29,935	30,683	31,450	32,237	33,042	33,868	
Current Liabilities	31,937	33,393	34,914	35,881	36,660	37,383	38,249	38,480	39,420	40,342	41,251	
less spec purpose liab	9,757	10,001	10,251	10,507	10,770	11,039	11,315	11,598	11,888	12,185	12,490	
Ratio	3.1616	3.1816	3.1066	3.1281	3.1112	3.1256	3.1246	3.1977	3.1701	3.1675	3.1687	
Debt Service Ratio												
Debt Serv Cost	4,681	4,675	4,463	5,525	5,881	5,668	5,564	5,599	5,046	5,062	5,150	
Income from operations	131,364	128,725	135,272	144,321	148,495	154,001	159,741	165,721	171,956	178,456	185,232	
less cap grants	681	698	715	733	752	770	790	809	830	850	872	
less spec purpose grants/all conts	21,759	22,303	22,861	23,432	24,018	24,618	25,234	25,865	26,511	27,174	27,853	
Ratio	4.30%	4.42%	4.00%	4.60%	4.75%	4.41%	4.16%	4.03%	3.49%	3.36%	3.29%	
Rates Vs Employee Costs												
Rates and Annual Charges	62,615	65,224	70,466	76,813	79,903	82,860	85,926	89,105	92,402	95,820	99,366	
Employee Costs	51,567	57,156	59,492	61,921	64,460	67,200	70,056	73,033	76,137	79,373	82,746	
Costs as % of rates	82.36%	87.63%	84.43%	80.61%	80.67%	81.10%	81.53%	81.96%	82.40%	82.84%	83.27%	
Asset Renewals												
Asset Renewals	11,132	12,723	22,364	17,921	18,414	18,957	19,416	19,892	20,586	20,999	21,330	
Total Depn	23,011	26,297	26,690	27,089	27,494	27,907	28,326	28,750	29,182	29,619	30,063	
Less Non Infrastructure Depn		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
Ratio	48.38%	54.61%	94.40%	74.39%	75.18%	76.11%	76.66%	77.25%	78.63%	78.89%	78.82%	
Backlog	29,703,000	32,339,101	25,794,660	24,167,800	22,536,358	20,865,999	19,255,227	17,702,299	16,005,441	14,462,758	13,172,248	
Operating Result/Equity												
Operating Result (bef cap)	-6,709	-11,982	-9,675	-5,970	-7,747	-7,124	-7,233	-7,192	-8,186	-7,599	-7,679	
Equity (Total)	1,829,044	1,818,762	1,810,225	1,805,420	1,798,852	1,792,924	1,786,905	1,780,944	1,774,009	1,767,680	1,761,290	

SCENARIO 3 - additional 8% rates + additional \$10million in loans												
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Unrestricted Current Ratio												
Current Assets	96,583	101,545	105,416	109,866	112,756	116,303	119,915	123,596	126,697	130,521	134,417	
less External Restrictions	26,458	27,119	27,797	28,492	29,205	29,935	30,683	31,450	32,237	33,042	33,868	
Current Liabilities	31,937	33,491	34,490	35,478	36,527	37,483	38,619	39,200	40,391	41,698	43,061	
less spec purpose liab	9,757	10,001	10,251	10,507	10,770	11,039	11,315	11,598	11,888	12,185	12,490	
Ratio	3.1616	3.1684	3.2022	3.2588	3.2438	3.2661	3.2681	3.3384	3.3140	3.3029	3.2890	
Debt Service Ratio												
Debt Serv Cost	4,681	4,675	4,561	5,126	5,677	5,893	6,139	6,527	6,326	6,694	7,133	
Income from operations	131,364	128,725	137,228	142,807	146,924	152,372	158,051	163,970	170,141	176,573	183,280	
less cap grants	681	698	715	733	752	770	790	809	830	850	872	
less spec purpose grants/all conts	21,759	22,303	22,861	23,432	24,018	24,618	25,234	25,865	26,511	27,174	27,853	
Ratio	4.30%	4.42%	4.01%	4.32%	4.65%	4.64%	4.65%	4.75%	4.43%	4.51%	4.62%	
Rates Vs Employee Costs												
Rates and Annual Charges	62,615	65,224	72,422	75,298	78,332	81,231	84,236	87,353	90,585	93,937	97,412	
Employee Costs	51,567	57,156	59,492	61,921	64,460	67,200	70,056	73,033	76,137	79,373	82,746	
Costs as % of rates	82.36%	87.63%	82.15%	82.23%	82.29%	82.73%	83.17%	83.61%	84.05%	84.50%	84.94%	
Asset Renewals												
Asset Renewals	11,132	12,723	18,319	18,737	19,175	19,580	19,848	19,941	20,587	20,620	20,535	
Total Depn	23,011	26,297	26,690	27,089	27,494	27,907	28,326	28,750	29,182	29,619	30,063	
Less Non Infrastructure Depn		3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	
Ratio	48.38%	54.61%	77.33%	77.78%	78.28%	78.61%	78.37%	77.44%	78.63%	77.46%	75.88%	
Backlog	29,703,000	32,339,101	29,839,160	27,396,000	25,004,258	22,710,599	20,667,527	19,065,699	17,368,141	16,203,558	15,708,148	
Operating Result/Equity												
Operating Result (bef cap)	-6,709	-11,982	-7,719	-7,509	-9,517	-9,190	-9,636	-10,105	-11,259	-11,148	-11,720	
Equity (Total)	1,829,044	1,818,762	1,812,182	1,805,837	1,797,499	1,789,505	1,781,083	1,772,210	1,762,201	1,752,323	1,741,892	



Campbelltown City Council
Special Rate Variation
Community Engagement Strategy
Summary
2013



What is community engagement?

Community engagement is about involving the community in the process of decision making on issues that affect the community.

This engagement strategy is based on the International Association for Public Participation (IAP2) model. This is outlined in the Division of Local Governments Planning and Reporting Manual. The IAP2 model identifies and defines various levels of community engagement. The IAP2 terminology has been adapted for use in this engagement strategy.

The levels of community engagement to be adopted by Council include:

- **inform:** One way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened
- **consult:** Two way communications designed to obtain public feedback about ideas, alternatives and proposals to inform decision making
- **involve:** Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.

Principles of Social Justice

The Division of Local Government's guidelines to Integrated Planning and Report state that any community engagement undertaken must consider the principles of social justice outlined in the Division of Local Government's *Social Justice Framework*. The social justice principles are:

- **equity:** There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances
- **access:** All people should have fair access to services, resources and opportunities to improve their quality of life
- **participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives
- **rights:** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Purpose

This Community Engagement Strategy is designed to provide equal opportunities for all stakeholders to participate in the Special Rate Variation (SRV) process by utilising a variety of methods to engage.

Scope

This Community Engagement Strategy is designed to aid Council in identifying the community's willingness and capacity to support an SRV.

Stakeholders

A stakeholder is defined as someone who may be affected by or have a specific interest in the decision or issue under consideration. It is important to develop a consistent approach to ensure equitable inclusion of all potential stakeholders who reflect the demographics of the community. Not only will this ensure a credible process and equitable representation, but the approach will help to develop community trust in the process.

Overview

In order to meet the requirements set out by IPART when applying for an SRV, an extensive community engagement strategy is to be developed and implemented. The suggested methods of community engagement are outlined below and summarised in Table 1.

Council currently employs various methods of engagement in its day to day operations and it is envisioned that these methods be utilised when consulting with the community about the SRV. The methods selected include:

Education programs

Prior to commencing any public community consultation, an internal education program is to be undertaken with all staff. The education sessions will provide staff with a general overview of what the SRV is and its intended use. It is vital that our staff have a good understanding of what it is we are asking the community for and where the community can find additional information relating to the SRV. Pocket cards and fact sheets will also be developed for staff to distribute to the community when asked about the SRV.

Advertising

Advertising is a one way form of communication which will be utilised to inform the community on the SRV application and why it is required. Information relating to the SRV will be placed in newspapers, on radio, flyers, on the website and Compass. These methods will be utilised across the LGA to increase awareness of the SRV and encourage people to participate in the engagement process.

Community exhibitions

Exhibitions offer the opportunity to present easy to read information in a public place, such as the Civic Centre, library foyers or shopping centres. These unmanned information stations will help to build the profile of the SRV and raise awareness across the community.

Face to face

For the purpose of the SRV, face to face communication will be utilised to inform and consult with the community. Information packs including questionnaires and surveys will be distributed in high traffic areas such as shopping centres, train stations and Council events such as the Festival of Fisher's Ghost. The information collected from the questionnaires and surveys will be used as part of the evidence to support an SRV when presenting to IPART.

Telephone survey

Telephone surveys provide an opportunity to engage a random sample of the community. The survey will be used to measure community support for the SRV within the LGA. This method of community engagement will be a key element in providing statistically valid information to IPART.

Technology

Council's website is an important tool to engage with the community, with thousands of visitors to the website each week. A web page will be developed, containing information on the SRV and will be utilised as a central hub and a point of reference in all other supporting information. An online survey will be developed and made available on the website as part of the consultative process. Council's existing presence on social media will be used to direct people to the information on the website. Feedback received from our existing social media may also be tapped into when providing evidence to IPART.

Mail outs

A mail out of a questionnaire across the LGA is an effective and efficient way to provide every household and business the opportunity to have their say. The questionnaire will direct people to the Council website if they wish to be further consulted or require additional information.

Community forums

Small community forums will be conducted to provide the community with the opportunity to be involved and give in depth information and views on the SRV. The forums will be used in addition to resident surveys as they allow any emerging issues to be explored in depth and in a less restrictive way.

Timeframes

The engagement process for the SRV will commence in October 2013 through to early 2014. The results will be presented to Council at the first briefing night of 2014.

Table 1 - Community engagement table

The following table highlights the Community Engagement Strategy approach to involving the relevant stakeholders. It describes the methods, stakeholders, resources\responsibility and timeframes that will be used to engage the community.

Level of Engagement	Method	Delivery	Resources\Responsibility	Timeframes
Inform	Education program (staff)	All staff to receive a briefing on the SRV application. Pocket cards and information sheets to be developed.	Governance, Business Assurance, Finance	Late October 2013
Inform	Advertising	Newspapers Compass Radio Messages on hold	Communications and Marketing	November 2013 – January 2014
Inform	Community exhibitions	Libraries Civic Centre Arts Centre Leisure Centres	Governance, Business Assurance, Council foyers	November 2013 – January 2014
Consult	Face to face surveys (questionnaires)	Across Campbelltown <ul style="list-style-type: none"> • Shopping centres • Train stations • Events (Fisher's Ghost etc) • Utilise existing networks- Main street ambassador etc 	Minimum of six people. Business Assurance, Community Resources and Development, Finance	November 2013 – January 2014
Consult	Telephone survey	Statistically valid survey across the LGA.	Business Assurance	Late November 2013
Consult	Technology	Website Social media Online surveys	Information Management and Technology, Business Assurance	November 2013 – January 2014
Involve	Community forums	Several forums will be held across the City at a variety of locations and times to maximise the potential for the community to be involved	Community Resources and Development, Business Assurance	November 2013 – January 2014

4.5 Community Consultation Proposed Rate Increase

Officer's Recommendation

1. That Council conduct a series of community consultation in relation to a Special Rate Variation requesting public submissions regarding the scenarios contained within this report.
2. That Council consider a further report after the consultation period to consider any submissions that are received in relation to a Special Rate Variation.

Committee's Recommendation: (Kolkman/Lake)

That the Officer's Recommendation be adopted.

Amendment: (Hawker/Kolkman)

1. That Council conduct a series of community consultation in relation to a Special Rate Variation requesting public submissions regarding the proposed additional 8% rate income and \$10 million borrowing under the LIRS scheme contained within this report.
2. That through the consultation process the community is assured that all funding raised through the additional 8% rate increase will be directed to the refurbishment and renewal of Council assets.
3. That as part of the broadening of Council revenue base through a rate increase, an independent review of all Council services and departments be undertaken to determine the best operational models to provide ongoing services, with a report back to council for the 2015-2016 budget preparation.
4. That Council consider a further report after the consultation period to consider any submissions that are received in relation to a Special Rate Variation.

CARRIED

5. BUSINESS ASSURANCE

5.1 Revised Work Health and Safety Policy

Officer's Recommendation

1. That the revised Work Health and Safety Policy as attached be adopted.
2. That the Policy review date be set at 30 June 2016.

Committee's Recommendation: (Hawker/Lake)

That the Officer's Recommendation be adopted.

CARRIED

COMMUNITY SERVICES

7.3 Minutes of the Community Services Committee Meeting held 8 October 2013

It was **Moved** Councillor Rowell, **Seconded** Councillor Lake that the report as a whole and the recommendations contained therein be adopted.

223 The Motion on being Put was **CARRIED**.

CORPORATE GOVERNANCE

7.4 Minutes of the Corporate Governance Committee Meeting held 8 October 2013

It was **Moved** Councillor Dobson, **Seconded** Councillor Hawker that the report as a whole and the recommendations contained therein be adopted.

An **Amendment** in regard to Item 3.1 - Demolition of Council Buildings - it was **Moved** Councillor Lound **Seconded** Councillor Brticevic:

1. That Council provide approval for the demolition of the four nominated buildings (Disability Resource Centre, Macquarie Fields Community Hall, Junction Road depot cottage and Bob Prenter Reserve cottage).
2. That subject to development applications being approved, the subject facilities be demolished.
3. That with regard to the cottage at Bob Prenter Reserve currently utilised by Campbelltown Australian Football Club and the Gaelic Athletic Association, following demolition, discussions be entered into with the clubs regarding storage and administration space.

WON and became part of the Motion.

Campbelltown City Council Special Rate Variation Community Engagement Strategy Summary 2013



A city of choice and opportunity in a natural environment

What is community engagement?

Community engagement is about involving the community in the process of decision making on issues that affect the community.

This engagement strategy is based on the International Association for Public Participation (IAP2) model. This is outlined in the Division of Local Governments Planning and Reporting Manual. The IAP2 model identifies and defines various levels of community engagement. The IAP2 terminology has been adapted for use in this engagement strategy.

The levels of community engagement to be adopted by Council include;

- **Inform:** One way communication providing balanced and objective information to assist understanding about something that is going to happen or has happened.
- **Consult:** Two way communications designed to obtain public feedback about ideas, alternatives and proposals to inform decision making.
- **Involve:** Participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.

Principles of Social Justice

The Division of Local Government's guidelines to Integrated Planning and Report state that any community engagement undertaken must consider the principles of social justice outlined in the Division of Local Government's *Social Justice Framework*. The social justice principles are:

- **Equity:** There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances.
- **Access:** All people should have fair access to services, resources and opportunities to improve their quality of life.
- **Participation:** Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.
- **Rights:** Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

Purpose

This Community Engagement Strategy is designed to provide equal opportunities for all stakeholders to participate in the SRV process by utilising a variety of methods to engage.

Scope

This Community Engagement Strategy is designed to aid Council in identifying the community's willingness and capacity to support an SRV.

Stakeholders

A stakeholder is defined as someone who may be affected by or have a specific interest in the decision or issue under consideration. It is important to develop a consistent approach to ensure equitable inclusion of all potential stakeholders who reflect the demographics of the community. Not only will this ensure a credible process and equitable representation, but the approach will help to develop community trust in the process.

Overview

In order to meet the requirements set out by IPART when applying for an SRV, an extensive community engagement strategy is to be developed and implemented. The suggested methods of community engagement are outlined below and summarised in Table 1.

Council currently employs various methods of engagement in its day to day operations and it is envisioned that these methods be utilised when consulting with the community about the SRV. The methods selected include:

Education programs

Prior to commencing any public community consultation an internal education program is to be undertaken with all staff. The education sessions will provide staff with a general overview of what the SRV is and what is the intended use of the SRV. It is vital that our staff have a good understanding of what it is we are asking the community for and where the community can find additional information relating to the SRV. Pocket cards and fact sheet will also be develop for staff to distribute to the community when asked about the SRV.

Advertising

Adverting is a one way form of communication which will be utilised to inform the community on the SRV application and why it is required. Information relating to the SRV will be placed in newspapers, radio, flyers, on the websites and Compass. These methods will be utilised across the LGA to increase awareness of the SRV and encourage people to participate in the engagement process.

Community exhibitions

Exhibitions offer the opportunity to present easy to read information in a public place, such as the Civic Centre, library foyers or shopping centres. These unmanned information stations will help to build the profile of the SRV and raise awareness across the community.

Face to face

For the purpose of the SRV, face to face communication will be utilised to inform and consult with the community. Information packs including questionnaires and surveys will be distributed in high traffic areas such as shopping centres, train stations and Council events such as The Festival of Fisher's Ghost. The information collected from the questionnaires and surveys will be used as part of the evidence to support an SRV when presenting to IPART.

Telephone survey

Telephone surveys provide an opportunity to engage a random sample of the community. The survey will be used to measure community support for the SRV within the LGA. This method of community engagement will be a key element in providing statistically valid information to IPART.

Technology

Council's website is an important tool to engage with the community, with thousands of visitors to the website each week. A web page will be developed, containing information on the SRV and will be utilised as a central hub and a point of reference in all other supporting information. An online survey will be developed and made available on the website as part of the consultative process. Council's existing presence on social media will be used to direct people to the information on the website. Feedback received from our existing social media may also be tapped into when providing evidence to IPART.

Newsletters

A mail out of a Newsletter across the LGA will be an effective way to provide information to every household and business in the LGA. The Newsletter will provide a detailed summary of the SRV proposal and provided information on how people could provide feedback in the process.

Community forums

Small community forums will be conducted to provide the community with the opportunity to be involved and give in depth information and views on the SRV. The forums will be used in addition to resident surveys as they allow any emerging issues to be explored in depth and in a less restrictive way.

Timeframes

The engagement process for the SRV will run from early November 2013 to 20 December 2013. The results will be presented to Council in first meeting of 2014.

Table 1 - Community engagement table

The following table highlights the Community Engagement Strategy approach to involving the relevant stakeholders. It describes the methods, stakeholders, resources/responsibility and timeframes that will be used to engage the community.

Level of Engagement	Method	Delivery	Resources\Responsibility	Timeframes
Inform	Education program (staff)	All staff to receive a briefing on the SRV application. Pocket cards and information sheets to be developed.	Governance, Business Assurance, Finance	Late October 2013
Inform	Advertising	Newspapers Compass Radio Messages on Hold Newsletter	Communication and Marketing	November – December 2013
Inform	Community exhibitions	Libraries Civic Centre Arts Centre Leisure Centres	Governance, Business Assurance, Council Foyers	November – December 2013
Consult	Face to face surveys (questionnaires)	Across Campbelltown • Events (Fisher’s Ghost etc)	Minimum of six people. Business Assurance, Community Resources and Development, Finance	November – December 2013
Consult	Telephone Survey	Statistically valid survey across the LGA.	Business Assurance	Late November 2013
Consult	Technology	Website Social Media Online surveys	Information Management and Technology, Business Assurance	November – December 2013
Involve	Community Forums	Several forums will be held across the City at a variety of locations and times to maximise the potential for the community to be involved.	Community Resources and Development, Business Assurance	November – December 2013

TITLE DELIVERY PROGRAM PUBLIC CONSULTATION

Attachments

The Campbelltown City Council 2013-2017 Delivery Program (distributed under separate cover).

To view copies of the attachments distributed under separate cover, contact Council's Corporate Support Coordinator on 4645 4405.

Report

Council resolved at its meeting held on 15 October 2013 to consult with the community regarding a proposal to apply for a Special Rate Variation to address the current infrastructure gap.

Council Officers have met with the Independent Pricing and Regulatory Tribunal (IPART) regarding the process involved in conducting community consultation for a Special Rate Variation. Members of the IPART team have indicated that Council needs to place on public exhibition as part of the consultation process, a revised Delivery Program that highlights the proposed Special Rate Variation and the resourcing strategy.

Council's Long Term Financial Plan will also need to be adjusted however this document does not require public exhibition. The Delivery Program will be placed on public exhibition for a period of 28 days and it is proposed that the public exhibition period be conducted in conjunction with the community consultation for the proposed Special Rate Variation. A copy of the Delivery Program has been forwarded to Councillors under separate cover.

The Delivery Program is the only document that requires exhibition out of the range of documents that are related to Integrated Planning and Reporting.

Officer's Recommendation

That the revised Delivery Program for 2013-2017 be placed on public exhibition for a period of 28 days.

9. REPORT OF DIRECTOR BUSINESS SERVICES

9.1 Delivery Program Public Consultation

It was **Moved** Councillor Dobson, **Seconded** Councillor Hawker that the revised Delivery Program for 2013-2017 be placed on public exhibition for a period of 28 days.

254 The Motion on being Put was **CARRIED**.

9.2 Progress Report: Amounts Expended on Providing Facilities and Payment of Expenses - Mayor, Deputy Mayor and Councillors October 2013

It was **Moved** Councillor Glynn, **Seconded** Councillor Greiss that the information be noted.

255 The Motion on being Put was **CARRIED**.

9.3 Reports Requested

It was **Moved** Councillor Hawker, **Seconded** Councillor Greiss that the information be noted.

256 The Motion on being Put was **CARRIED**.

10. REPORT OF DIRECTOR CITY WORKS

10.1 Apprentice of the Year

It was **Moved** Councillor Brticevic, **Seconded** Councillor Thompson that the information be noted.

257 The Motion on being Put was **CARRIED**.

10.2 City Works Activity Report

It was **Moved** Councillor Thompson, **Seconded** Councillor Dobson that the information be noted.

258 The Motion on being Put was **CARRIED**.

TITLE 2013-2017 Delivery Program and 2013-2023 Long Term Financial Report, Asset Management Strategy and Asset Management Plan

Reporting Officer

Acting Manager Business Assurance

Attachments

1. 2013-2017 Delivery Program (distributed under separate cover)
2. 2013-2023 Long Term Financial Plan (distributed under separate cover)
3. 2013-2023 Asset Management Strategy (distributed under separate cover)
4. 2013-2013 Asset Management Plan (distributed under separate cover)

Purpose

To present the revised 2013-2017 Delivery Program and 2013-2023 Resourcing Strategy documents including the Long Term Financial Plan, Asset Management Strategy and Asset Management Plan to Council for adoption.

History

At the Ordinary Meeting of Council held on 12 November 2013, Council resolved to place the 2013-2017 Draft Delivery Program on public exhibition in accordance with the *Local Government Act 1993*.

Council Officers met with the Independent Pricing and Regulatory Tribunal (IPART) regarding the process involved in conducting community consultation for a Special Rate Variation. Members of the IPART team indicated the need to place on public exhibition a revised Delivery Program that highlights the proposed Special Rate Variation and update the necessary Resourcing Strategy documents.

Report

The 2013-2017 Delivery Program was updated to include information relating to the proposed Special Rate Variation (SRV). The updates include a summary of our current situation as well as financial estimates for expenditure of the proposed additional income generated by the SRV.

The Delivery program was placed on public exhibition from 13 November to 20 December 2013 for the required period of 28 days. Advertisements for the public exhibition period were placed on Council's website as well as in the Macarthur Chronicle and Macarthur Advertiser. The Delivery Program was made available to the community at Council's administration

building, branch libraries, and Council's website as well as at the community information forums held to discuss the SRV.

No submissions were received on the Delivery Program.

The Resourcing Strategy documents were also revised to include updated information relating to the SRV application. These documents are available for the public to view on Council's website.

Officer's Recommendation

That Council adopt the 2013-2017 Delivery Program and 2013-2023 Resourcing Strategy documents including the Long Term Financial Plan; Asset Management Strategy and Asset Management Plan.

5. BUSINESS ASSURANCE

5.1 2013-2017 Delivery Program and 2013-2023 Long Term Financial Report, Asset Management Strategy and Asset Management Plan

Officer's Recommendation

That Council adopt the 2013-2017 Delivery Program and 2013-2023 Resourcing Strategy documents including the Long Term Financial Plan; Asset Management Strategy and Asset Management Plan.

Committee's Recommendation: (Borg/Lake)

That the Officer's Recommendation be adopted.

CARRIED

5.2 Six Monthly Progress Report against the Delivery Program

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Lake/Kolkman)

That the Officer's Recommendation be adopted.

CARRIED

6. HUMAN RESOURCES

6.1 Revised Policy - Equal Employment Opportunity

Officer's Recommendation

1. That the revised Equal Employment Opportunity Policy be adopted.
2. That the policy review date be set at 30 June 2016.

Committee's Recommendation: (Dobson/Hawker)

That the Officer's Recommendation be adopted.

CARRIED

CITY WORKS

7.2 Minutes of the City Works Committee Meeting held 4 February 2014

It was **Moved** Councillor Lake, **Seconded** Councillor Borg that the report as a whole and the recommendations contained therein be adopted.

7 The Motion on being Put was **CARRIED**.

COMMUNITY SERVICES

7.3 Minutes of the Community Services Committee Meeting held 4 February 2014

It was **Moved** Councillor Rowell, **Seconded** Councillor Lake that the report as a whole and the recommendations contained therein be adopted.

8 The Motion on being Put was **CARRIED**.

Note: Council's Director Community Services provided Councillors with a memo indicating that, due to operational issues with Midnight Basketball Australia, the program will now be held over an eight week period from 21 February to 11 April 2014.

CORPORATE GOVERNANCE

7.4 Minutes of the Corporate Governance Committee Meeting held 4 February 2014

It was **Moved** Councillor Mead, **Seconded** Councillor Greiss that the report as a whole and the recommendations contained therein be adopted.

9 The Motion on being Put was **CARRIED**.

A **Division** was called in regard to the Resolution for **Item 4.4** - Summary of Community Consultation for Special Rate Variation proposal with those voting for the Motion being Councillors Borg, Greiss, Hawker, Lake, Lound, Matheson, Rowell and Thompson.

Voting against the Resolution were Councillors Brticevic, Glynn, Mead, Oates.

TITLE Summary of Community Consultation for Special Rate Variation proposal

Reporting Officer

Manager Financial Services and Acting Manager Business Assurance

Attachments

Summary of community consultation for the proposed Special Rate Variation (distributed under separate cover)

Purpose

To provide Council with a summary of the community feedback received relating to the Special Rate Variation (SRV).

History

Council resolved at the meeting of 15 October 2013 to consult with the community regarding a proposal to apply for a SRV of 11% to address the current asset maintenance gap and infrastructure backlog.

Report

A Community Engagement Strategy was developed with consultation conducted between 4 November and 20 December 2013.

The strategy provided a broad range of opportunities for the community to access information and provide feedback on the proposal. The variety of community engagement methods undertaken were via online, written and spoken material. Each method of engagement was categorised in one of the following ways:

- **Inform:** one way communication providing balanced and objective information to assist understanding about the proposal
- **Consult:** two way communication designed to obtain public feedback about the proposal to inform decision making
- **Involve:** participatory process designed to help identify issues and views to ensure that concerns and aspirations are understood and considered prior to decision making.

Throughout the consultation period, community feedback indicated that residents were proud of the Campbelltown Local Government Area.

A summary of the number of people engaged is included in the table below:

Level of Engagement	Method	Delivery	Number of people engaged
Inform	Education program (staff)	All staff received a briefing on the SRV proposal. Pocket cards and information were distributed	All staff (675)
Inform	Advertising	Newspapers Compass Radio Messages on Hold Newsletter	Advertiser: Readership 102,000 Circulation 53,103 Chronicle: Readership 108,000 Circulation 75,849 Newsletter 60129 distributed
Inform	Community exhibitions	Libraries Civic Centre Arts Centre Leisure Centres	Approx 2000 newsletters were collected from the exhibitions
Consult	Face to face surveys (questionnaires)	Across Campbelltown • Events (Fisher's Ghost)	32 people consulted and informed
Consult	Telephone Survey	Statistically valid survey across the LGA.	Random 400 people consulted
Consult	Technology	Website Social media Online surveys	Website 200 participated Facebook 48 "likes" Total number of surveys 209 Number of emails and letters received 53 Number of phone calls received 20
Involve	Community Forums	Several forums were held across the City at a variety of locations to maximise the potential for the community to be involved.	Monday 2 December – Campbelltown Civic Hall (17) Wednesday 4 December – St. Helens Park Hall (5) Thursday 5 December – Greg Percival Community Centre, Ingleburn (7) Monday 9 December – Eagle Vale Central (23)

Telephone survey

A community research survey was conducted as part of the consultation process by an independent research company, Micromex Research. The survey aimed to measure community support for the introduction of a SRV and provide an avenue for feedback for the community to express their views on the proposal. The random telephone survey of 400 residents was conducted between 21 – 23 November 2013. The sample size provides an accurate and robust measure with results able to be extrapolated to the community of Campbelltown as a whole.

A summary of the telephone survey results is provided in the attachment to this report. However some key results are shown below:

- The community is overwhelmingly supportive of Council implementing programs to provide better infrastructure, – with 67% of respondents stating that it is very important and 29% that it is important.
- Nearly three quarters of respondents (74%) were supportive of Council proceeding with the special rate variation.

Of respondents that were supportive of the proposed SRV, the reasons given included:

- the community needs to be improved
- infrastructure needs to be improved
- the community needs to be maintained
- infrastructure needs to be maintained.

However, a number of respondents indicated that they felt the increase was too high and they wanted to be reassured that the money would go into improving the community.

Items raised during the consultation period

Some areas of concern raised by the community included clarification of information on the proposal, Council's financial position and the effect on the community of a rate increase. Clarification of the meaning of the wording 'one-off' and permanent relating to the rate increase was also a concern.

Council staff addressed these concerns proactively during the consultation period, by providing further information to the community through the website and Facebook posts, as well as updating the Frequently Asked Questions information and community presentation material.

Staff also provided information directly to community members on individual areas of concern both relevant to the SRV (eg projected rate increase for individual properties) and issues not relevant to the SRV (eg neighbourhood issues, lawn mowing).

The main issues raised by the community through the consultation period included:

Capacity to pay

Community members raised concern that either themselves as individuals or other sections of the community would have difficulty with the proposed rate rise. The majority of concerns related to pensioners or people on low incomes, although the impact on ratepayers with larger properties in semi-rural areas was also raised.

Council currently has a pensioner rebate of up to \$300 in place. Council also has a hardship policy which provides financial relief for ratepayers in financial difficulty. Information was also provided when requested to residents on semi-rural properties on the proposed individual impact of the increase, and potential rebates that may be applicable on their land.

Financial/asset management

Some issues were raised through the consultation period on perceptions of Council's current and future financial and asset management strategies that have impacted on the need for a

rate increase. Some of the community wanted to ensure that Council used existing and proposed future funds in a transparent and efficient manner to benefit the local community.

Council advised that all works undertaken would be reported to the community on a regular basis through channels such as Council's residential newsletter and Annual Report. Council's Integrated Planning and Reporting, including the Long Term Financial Plan and Asset Management Plan, also detail information on Council's current and future situation and the need for the SRV.

Council provided information to the community on the NSW Treasury Financial Assessment and Benchmarking Report that details Council's financial position in the short, medium and long term. Council also provided information on other current and proposed initiatives implemented to reduce expenditure and increase efficiencies across all Council services, including a comprehensive Council services review to be conducted across the 2014-2015 financial year.

Imbalance of infrastructure/services across LGA

Residents in some areas of the LGA eg semi-rural areas raised concerns that there were less services and infrastructure provided in their suburbs than other areas of the LGA.

Information was provided to community members on the location of proposed works to be carried out in each area (Northern/Southern/Eastern and Western) of the LGA, as well as larger community assets including main roads, footpaths and CBD areas which are shared by all community members.

Summary

The SRV community consultation provided a broad range of opportunities for the community to be informed and provide feedback about the proposal.

Community members were informed about the proposal through the distribution of newsletters and Council's online presence. It is further estimated that many more community members were informed about the proposal through being exposed to newspaper advertisements and articles, radio advertisements and interviews, Council's messages on hold and static displays.

Through face to face, phone, online and email avenues people were informed and provided direct feedback to Council on the proposed SRV, including through the telephone survey, online surveys, website and social media posts and forums. The feedback provided was personally responded to, with Council staff providing further information or clarification as required.

During the consultation period visits to the dedicated Your City, Your Future website numbered 4112 (for one page), 2295 (multiple pages) and 200 participated through the online engagement tools provided. The dedicated Facebook page [facebook.com/yourcityyourfuture](https://www.facebook.com/yourcityyourfuture) received 48 likes. Council made 19 posts providing information to the community on the SRV proposal. From these posts 815 people were reached and 271 people engaged on the topic.

The random telephone survey of 400 residents conducted provided a statistically valid and accurate measure with results able to be extrapolated to the community of Campbelltown as a whole. Of the 400 people surveyed at least 296 (74%) people were supportive of the proposal.

An online and paper version of the telephone survey was made available for the community to complete, with a total of 209 surveys received. In response to the question, "How supportive are you with Council proceeding with this special rate variation?":

- 58 were very supportive (27.7%)
- 39 were supportive (18.6%)
- 30 were somewhat supportive (14.4%)
- 20 were not very supportive (9.6%)
- 56 were not supportive at all (26.8%)
- 6 did not complete this question (2.9%).

Through the dedicated phone line, 20 phone calls were received relating to the proposed SRV during the consultation period. Of these, seven people indicated that they supported the proposal, six indicated that they did not support the proposal and seven people were undecided on the matter.

Council received 53 emailed or mailed submissions providing feedback on the proposal at yourcityyourfuture@campbelltown.nsw.gov.au or via Council's postal address. Of the submissions received, 41 were not supportive, two did not indicate whether they supported the proposal or provided feedback on an unrelated area and 10 people were supportive of the proposal.

Council further engaged with the community through community information sessions and stalls at community events with, 84 people involved in one on one discussions on the SRV.

In summary, 682 people participated in surveys or submissions, with 227 people not supportive, 15 people were undecided and 440 people at least somewhat supportive of the proposed special rate variation.

Officer's Recommendation

That Council lodge a formal application to the Independent Pricing and Regulatory Tribunal (IPART) for a 508(2) Special Rate Variation of 11%.

4.4 Summary of Community Consultation for Special Rate Variation proposal

Officer's Recommendation

That Council lodge a formal application to the Independent Pricing and Regulatory Tribunal (IPART) for a 508(2) Special Rate Variation of 11%.

Committee Note: Mr McMillan addressed the Committee in opposition to the recommendation.

Committee's Recommendation: (Borg/Lake)

That the Officer's Recommendation be adopted.

CARRIED

Councillor Mead asked that his name be recorded in opposition to the Committee's Recommendation in relation to Item 4.4.

4.5 Revised Policy - Sundry Debtor Recovery Procedures

Officer's Recommendation

1. That the revised Sundry Debtor Recovery Procedure Policy as attached to this report be adopted.
2. That the Policy review date be set at 30 June 2016.

Committee's Recommendation: (Kolkman/Lake)

That the Officer's Recommendation be adopted.

CARRIED

4.6 Revised Policy - Significant Accounting Policy

Officer's Recommendation

1. That the revised Significant Accounting Policy as attached to this report be adopted.
2. That the Policy review date be set at 30 November 2014.

Committee's Recommendation: (Hawker/Lake)

That the Officer's Recommendation be adopted.

CARRIED

CITY WORKS

7.2 Minutes of the City Works Committee Meeting held 4 February 2014

It was **Moved** Councillor Lake, **Seconded** Councillor Borg that the report as a whole and the recommendations contained therein be adopted.

7 The Motion on being Put was **CARRIED**.

COMMUNITY SERVICES

7.3 Minutes of the Community Services Committee Meeting held 4 February 2014

It was **Moved** Councillor Rowell, **Seconded** Councillor Lake that the report as a whole and the recommendations contained therein be adopted.

8 The Motion on being Put was **CARRIED**.

Note: Council's Director Community Services provided Councillors with a memo indicating that, due to operational issues with Midnight Basketball Australia, the program will now be held over an eight week period from 21 February to 11 April 2014.

CORPORATE GOVERNANCE

7.4 Minutes of the Corporate Governance Committee Meeting held 4 February 2014

It was **Moved** Councillor Mead, **Seconded** Councillor Greiss that the report as a whole and the recommendations contained therein be adopted.

9 The Motion on being Put was **CARRIED**.

A **Division** was called in regard to the Resolution for **Item 4.4** - Summary of Community Consultation for Special Rate Variation proposal with those voting for the Motion being Councillors Borg, Greiss, Hawker, Lake, Lound, Matheson, Rowell and Thompson.

Voting against the Resolution were Councillors Brticevic, Glynn, Mead, Oates.
