

# Reports of the Corporate Governance Committee Meeting held at 5.30pm on Tuesday, 29 April 2014.

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## **APOLOGIES**

## **ACKNOWLEDGEMENT OF LAND**

## **DECLARATIONS OF INTEREST**

### **Pecuniary Interests**

#### **Non Pecuniary – Significant Interests**

#### **Non Pecuniary – Less than Significant Interests**

<b>ITEM</b>	<b>TITLE</b>	<b>PAGE</b>
1.	<b>GOVERNANCE AND ADMINISTRATION</b>	<b>3</b>
1.1	MACROC Review	3
2.	<b>PROPERTY SERVICES</b>	<b>31</b>
2.1	Multi Deck Carpark - Carberry Lane, Campbelltown	31
2.2	Dedication of Land as Public Road, Macquarie Fields	37
2.3	Airds Bradbury Renewal Project - Council land in Stage 1 and 2	40
3.	<b>FINANCIAL SERVICES</b>	<b>45</b>
3.1	Investment report - March 2014	45
3.2	Monthly Rate Summary - March 2014	49
3.3	Sundry Debtors Report - March 2014	54
3.4	Quarterly Budget Review Statement as at 31 March 2014	60
4.	<b>HUMAN RESOURCES</b>	<b>75</b>
	No reports this round	75
5.	<b>INFORMATION MANAGEMENT AND TECHNOLOGY</b>	<b>75</b>
	No reports this round	75
6.	<b>GENERAL BUSINESS</b>	<b>75</b>
6.1	Carpark - Carberry Lane, Campbelltown	75
6.2	Campbelltown Stadium	76
21.	<b>CONFIDENTIAL ITEMS</b>	<b>77</b>
21.1	Proposed Sale of Lot 22 DP 1194935 - Parkhill Avenue, Leumeah	77

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## Minutes of the Corporate Governance Committee held on 29 April 2014

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**Present**

- Councillor S Dobson (Chairperson)
- Councillor F Borg
- Councillor G Greiss
- Councillor P Hawker
- Councillor R Kolkman
- Councillor P Lake
- Director Business Services - Mr M Sewell
- Acting Manager Business Assurance - Mr C Taylor
- Acting Manager Compliance Services - Mr P Curley
- Manager Emergency Management and Community Safety - Mr R Blair
- Manager Executive Services - Mr N Smolonogov
- Manager Financial Services - Mrs C Mears
- Manager Information Management and Technology - Mrs S Peroumal
- Acting Manager Operational Services - Mr S Anderson
- Manager Property Services - Mr J Milicic
- Manager Technical Services - Mr K Lynch
- Manager Waste and Recycling Services - Mr P Macdonald
- Revenue Accountant - Mr A Butcher
- Policy and Governance Coordinator - Ms J Warner
- Executive Assistant - Mrs D Taylor

**Apology** Nil

**Note:** Councillor A Chanthivong has been granted a leave of absence from Council, incorporating all formal Council and Committee meetings until Tuesday 12 August 2014.

### Acknowledgement of Land

An Acknowledgement of Land was presented by the Chairperson Councillor Dobson.

### DECLARATIONS OF INTEREST

Declarations of Interest were made in respect of the following items:

#### Pecuniary Interests

Nil

#### Non Pecuniary – Significant Interests

Councillor Hawker - Item 2.3 - Airds Bradbury Renewal Project - Council land in Stage 1 and 2 - Councillor Hawker advised that he is a member of the Joint Regional Planning Panel (JRPP) and he will leave the room and not take part in debate nor vote on the matter.

Councillor Lake - Item 2.3 - Airds Bradbury Renewal Project - Council land in Stage 1 and 2 - Councillor Lake advised that he is a member of the Joint Regional Planning Panel (JRPP) and he will leave the room and not take part in debate nor vote on the matter.

#### Non Pecuniary – Less than Significant Interests

Nil

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## **1. GOVERNANCE AND ADMINISTRATION**

### **1.1 MACROC Review**

#### **Reporting Officer**

Director Business Services

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#### **Attachments**

1. Correspondence from MACROC to the General Manager of Campbelltown City Council regarding the MACROC review (contained within this report)
2. Australian Centre of Excellence for Local Government Re-positioning the Macarthur Regional Organisation of Councils (MACROC) Report March 2012 (contained within this report)

#### **Purpose**

To update Council on its request from 26 March 2013 'That a report be presented to Council providing options for a review of MACROC's functions, responsibilities, key performance indicators and Charter'.

#### **History**

The MACROC Executive considered the request received in April 2013 by Campbelltown City Council that a report be presented to Council providing options for a review of MACROC's functions, responsibilities, key performance indicators and Charter and requested that the Executive Officer of MACROC respond to the General Manager Campbelltown City Council regarding the review of MACROC that had already been undertaken.

A review of MACROC was undertaken, in late 2011. In September 2011 Melissa Gibbs, Assistant Director of the Australian Centre of Excellence for Local Government, facilitated a workshop for all Councillors of the MACROC councils to look at MACROC's current role as well as options for future direction, particularly given the State Government's focus on local government reform and regional cooperation.

Ms Gibbs presented her report on the outcome of the workshop and subsequently drafted an options paper outlining possible directions for the organisation. This options paper was tabled at the MACROC Board Meeting of 4 April 2012.

At that meeting, the Board discussed the recommendations in the options paper and resolved that the options paper be sent to MACROC member councils for discussion and comment, and that any recommendations in the options paper agreed upon by the MACROC Member councils not be actioned until after the Local Government elections in September 2012.

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## Report

Melissa Gibbs, Assistant Director of the Australian Centre of Excellence for Local Government was commissioned by MACROC in late 2011 to facilitate a workshop for all Councillors of the Macarthur councils. The workshop was held on 7 September and was designed to look at MACROC's current role and options for future direction.

Ms Gibbs presented her report on the outcome of the workshop to the MACROC Executive on 20 October 2011. The report concluded that MACROC 'has an impressive record of achievement, but needs to take some important steps to ensure that it is able to build on its achievement and take advantage of new opportunities'.

The Executive asked that Ms Gibbs continue to work with MACROC to draft an options paper outlining possible directions for the organisation. This options paper 'MACROC options paper: Re-positioning the Macarthur Regional Organisation of Councils' was tabled at the MACROC Executive of 2 March 2012. Ms Gibbs subsequently presented her recommendations to the MACROC Board Meeting of 4 April 2012.

The options paper makes the following 12 recommendations in the areas of governance, staffing and resourcing:

### Governance:

1. That MACROC introduce a structure to ensure the engagement of the region's Mayor's in the organisation's activities and secure their ownership of the organisation's regional priorities.
  2. That MACROC consider the following options to secure the commitment of the region's mayors in MACROC activities:
    - require the region's Mayors to participate in delegations to state and federal government MPs and ministers
    - require that a Mayor hold the position of president
    - require that the region's Mayors hold positions on the Executive of the organisation.
  3. That MACROC establish a regional leadership group comprising the region's state and federal MPs, Mayors and general managers to canvass key regional issues and develop a united position for regional advocacy.
  4. That MACROC develop firm terms of reference for the regional leadership group and firm up its membership and reporting relationships.
  5. That MACROC formalise the role of the region's general managers' group in the constitution.
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1.1 Macro Review

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6. That MACROC introduce a policy to ensure that matters submitted to it by member councils are accompanied by a formal council resolution, and a report that clearly addresses:
  - the background to the issue
  - an explanation of the regional significance of the issue and how it fits in with MACROC's agreed priorities
  - clear recommendations for MACROC's consideration
  - the resourcing implications of any action proposed for MACROC and how any funding and resources required to advance the issue will be provided.
7. That all current and future MACROC sunset working groups:
  - have clear and concise terms of reference
  - have clear outcomes, objectives and project milestones
  - have a stated term of appointment
  - have a convenor, note taker, and report writer
  - submit a report to the general managers group after each meeting clearly stating achievements in meeting the group objectives and milestones.
8. That MACROC's role in economic development be limited to a number of activities aimed at supporting the role of member councils in economic development, such as:
  - maintaining statistics
  - making submissions where appropriate
  - convening networking breakfasts and other events where appropriate.

**Staffing:**

9. That MACROC abolish the position of economic development officer.
10. That MACROC create a new full time position of research and policy officer, or two part time positions covering the following tasks:
  - undertake research and prepare submissions
  - develop regional policy positions based on research
  - provide policy and technical advice to MACROC, the Executive Officer, member councils, general managers group, regional leadership group and sunset working groups
  - support the economic development of the region by maintaining statistics, making submissions, assisting to convene networking breakfasts etc
  - seek funding from external sources.

**Resourcing:**

11. That MACROC adequately resource the organisation to ensure it is positioned to take advantage of the opportunities offered by the state government's interest in ROCs and regional collaboration.
  12. That MACROC consider seeking additional voluntary contributions to engage external assistance to respond to regional priorities.
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As previously discussed, the options paper was distributed to all member councils for consideration and comment. At this point, no comment has been received by member councils.

**Officer's Recommendation**

That the information be noted.

**Committee's Recommendation: (Lake/Borg)**

That the Officer's Recommendation be adopted.

**CARRIED**

**Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Officer's Recommendation be adopted.

**Council Resolution Minute Number 68**

That the Officer's Recommendation be adopted.

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## **ATTACHMENT 1**

14 June 2013

Paul Tosi  
General Manager  
Campbelltown City Council  
Cnr Queen & Broughton Streets  
CAMPBELLTOWN NSW 2560

Dear Paul,

I am writing on behalf of the Board of MACROC in response to a resolution moved at Campbelltown City Council Ordinary Meeting of 26 March 2013: "That a report be presented to Council providing options for a review of MACROC's functions, responsibilities, key performance indicators and Charter".

A review of MACROC was undertaken commencing in late 2011. As you may recall in September 2011 Melissa Gibbs, Assistant Director of the Australian Centre of Excellence for Local Government, facilitated a workshop for Councillors of the MACROC Councils to look at MACROC's current role as well as options for future direction, particularly given the State Government's focus on local government reform and regional cooperation.

Ms Gibbs presented her report on the outcome of the workshop and subsequently drafted an options paper outlining possible directions for the organisation. This Options Paper was tabled at the MACROC Board Meeting of 4 April 2012.

At that Meeting the Board discussed the recommendations in the Options Paper and resolved that the Options Paper be sent to MACROC Member Councils for discussion and comment, and that any recommendations in the Options Paper agreed upon by the MACROC Member Councils not be actioned until after the Local Government Elections in September 2012.

The Options Paper makes the following twelve recommendations in the areas of governance, staffing and resourcing:

### **Governance:**

1. That MACROC introduce a structure to ensure the engagement of the region's mayor's in the organisation's activities and secure their ownership of the organisation's regional priorities.
  2. That MACROC consider the following options to secure the commitment of the region's mayors in MACROC activities:
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1.1 Macro Review

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- Require the region's mayors to participate in delegations to state and federal government MPs and ministers.
  - Require that a mayor hold the position of President.
  - Require that the region's mayors hold positions on the Executive of the organisation.
3. That MACROC establish a regional leadership group comprising the region's state and federal MPs, mayors and general managers to canvass key regional issues and develop a united position for regional advocacy.
4. That MACROC develop firm terms of reference for the regional leadership group and firm up its membership and reporting relationships.
5. That MACROC formalise the role of the region's general managers' group in the constitution.
6. That MACROC introduce a policy to ensure that matters submitted to it by member councils are accompanied by a formal council resolution, and a report that clearly addresses:
- The background to the issue.
  - An explanation of the regional significance of the issue and how it fits in with MACROC's agreed priorities.
  - Clear recommendations for MACROC's consideration.
  - The resourcing implications of any action proposed for MACROC and how any funding and resources required to advance the issue will be provided.
7. That all current and future MACROC sunset working groups:
- Have clear and concise terms of reference.
  - Have clear outcomes, objectives and project milestones.
  - Have a stated term of appointment.
  - Have a convenor, note taker, and report writer.
  - Submit a report to the general managers group after each meeting clearly stating achievements in meeting the group objectives and milestones.
8. That MACROC's role in economic development be limited to a number of activities aimed at supporting the role of member councils in economic development, such as:
- Maintaining statistics.
  - Making submissions where appropriate.
  - Convening networking breakfasts and other events where appropriate.

**Staffing:**

9. That MACROC abolish the position of economic development officer.
10. That MACROC create a new full time position of research and policy officer, or two part time positions covering the following tasks:
- Undertake research and prepare submissions.
  - Develop regional policy positions based on research.
-

- Provide policy and technical advice to MACROC, the Executive Officer, member councils, general managers group, regional leadership group and sunset working groups.
- Support the economic development of the region by maintaining statistics, making submissions, assisting to convene networking breakfasts etc.
- Seek funding from external sources.

**Resourcing:**

11. That MACROC adequately resource the organisation to ensure it is positioned to take advantage of the opportunities offered by the state government's interest in ROCs and regional collaboration.
12. That MACROC consider seeking additional voluntary contributions to engage external assistance to respond to regional priorities.

The MACROC Councils have yet to comment on the recommendations made in the Options Paper, pending the outcome of the Independent Local Government Review Panel report to the State Government.

Yours sincerely

Christine Winning  
Executive Officer

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## ATTACHMENT 2



### **RE-POSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS (MACROC)** A REPORT TO THE MACROC BOARD MEETING ON 4 APRIL 2012

*March 2012*

Prepared for MACROC by:

Melissa Gibbs  
Assistant Director  
Australian Centre of Excellence for Local Government  
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RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

## CONTENTS

<b>1. Background</b>	<b>3</b>
1.1 Workshop outcomes	3
<b>2. Context and impetus for reform</b>	<b>4</b>
2.1 Federal government interest	4
2.2 New South Wales government	5
<b>3. Benchmarking MACROC</b>	<b>9</b>
3.1 <i>A Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia</i>	9
3.2 Comparison of ROCs in NSW and MACROC's relative position	9
<b>4. Implications of the renewed interest in ROCs</b>	<b>13</b>
4.1 Summary of MACROC position and opportunities provided by <i>Destination 2036</i>	13
4.2 Governance implications for MACROC	15
4.3 Resourcing implications for MACROC	17
<b>5. Conclusions and recommendations</b>	<b>18</b>
5.1 Concluding comments	18
5.2 Recommendations	19
<b>6. References</b>	<b>21</b>

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**DISCLAIMER**

*This report has been prepared for the Macarthur Regional Organisation of Councils (MACROC) for internal review. The report draws on recently published research by the Australian Centre of Excellence for Local Government (ACELG) and discussion papers and plans published by the NSW Division of Local Government, Premier and Cabinet. The author has attempted to attribute references where appropriate, but acknowledges there may be omissions. While the author has come to conclusions about how best to position MACROC based on her own research and discussions with stakeholders, much of sections 2 and 3 of the paper draw on the work of others.*

## 1. Background

The Macarthur Regional Organisation of Councils (MACROC) has invited the Australian Centre of Excellence for Local Government (ACELG) to outline some options to ensure the organisation is best placed to respond to the renewed focus on regional organisations of councils (ROCs) by the NSW state government. It is vital for MACROC to ensure it has the capacity and resources to respond appropriately by:

- Strengthening MACROC's advocacy role
- Building on, and playing to, its strengths
- Addressing any weaknesses.

To begin the process, ACELG Assistant Director, Melissa Gibbs, facilitated a workshop of MACROC delegates, general managers and MACROC staff to encourage a rethinking of the organisation's broader role now and into the future. Subsequent discussions have been held with the executive committee and Executive Officer (EO) of MACROC.

### 1.1 Workshop outcomes

The full report of the workshop convened in September 2011 is found at Attachment 1. Participants at the workshop agreed on the following next steps:

1. To review of the organisation's vision, mission and objectives
2. To consider options for the future direction of the region over the next four to five years
3. To consider possible alternative governance structures, including an option that would see greater leadership and involvement of the region's mayors, state and federal Members of Parliament and engagement with the region's business and community leaders when appropriate.

This paper addresses workshop outcomes two and three.

## 2. Context and impetus for reform

### 2.1 Federal government interest

Due to local government's status as a creature of state government, ROCs (and local government more generally) tend to focus primarily on state government issues. However, with the re-engagement of the federal government in issues of direct relevance to local government, ROCs are increasingly becoming aware of the need to more effectively engage with the federal government.

Following is an overview of federal government programs of interest to local government and ROCs:

#### ***Australian Council of Local Government***

The Australian Council of Local Government (ACLG) was established by the Rudd/Gillard government in 2008 to engage local government directly with the Australian Government. It was established to provide a forum for the Australian Government and local government to consider policies and initiatives in areas of mutual interest. To date, three meetings have been held, but the ACLG's future is not certain.

#### ***Local Government Reform Fund***

The \$30 million Local Government Reform Fund was introduced to improve the asset and financial management capabilities of councils around Australia, as well as to encourage greater collaboration between councils and to provide for nationally consistent data to enable the performance of councils to be measured. The Fund was announced by former Prime Minister Rudd at the Australian Council of Local Government meeting held 25 June 2009.

#### ***Australian Centre of Excellence for Local Government***

In 2009, the Australian Government contributed \$8 million in funding to establish the Australian Centre of Excellence for Local Government to enhance professionalism and showcase innovation and best practice in the local government sector. The Centre is a consortium of universities and professional associations, and is based at the University of Technology, Sydney (UTS)

#### ***Regional Development Australia (RDA)***

Regional Development Australia is 'a federal government initiative intended to bring together all levels of government to support regional growth and development. It also aims to build partnerships between government, the private sector and other key stakeholders to provide a strategic and targeted response to issues in each region and to facilitate community leadership and resilience' (Gooding 2012, p. 12).

Fifty-five RDA committees have been established across the country to provide a strategic framework for economic growth. Each committee has five key roles:

- Consultation and engagement with the community
- Informed regional planning
- Whole-of-government activities
- Promotion of government programs
- Community and economic development (RDA 2009, pp. 2-5)

There is just one RDA covering the whole of Sydney, making direct engagement more difficult than in other regions. Nevertheless, the RDA committees are a clear demonstration of the federal

REPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

government's desire to engage with regions. The flip side to this is the potential for the RDAs to duplicate the work of ROCs or be a competitor for federal government funding.

**National Urban Policy Initiative**

The federal government recently released a discussion paper entitled *Our Cities*. The discussion paper sets out the government's desire to 'focus on better design and management of urban systems to reduce the economic and environmental cost of current urban management models (Australian Government 2010, Foreword).

The paper notes that urban management is made difficult by the fragmentation of local government in Australia's major cities, mainly due to the small land areas covered by a large number of councils in a number of Australia's capital cities. The paper suggests that there should be an assessment of recent amalgamations, proposing:

...a national and community discussion involving all levels of government on reforming Local Government through the creation of larger entities that can plan, finance and coordinate over larger population areas, and achieve greater economies of scale in service delivery and asset management (Australian Government 2010, p. 53).

As Gooding observes, 'the federal government's endorsement of the merits of amalgamation as a form of consolidation may lead indirectly to the reassessment of ROCs as an alternative' (Gooding 2012, p. 13).

**2.2 New South Wales government**

As noted above, state governments generally have the greatest impact on, and interest in, local government and therefore ROCs. Following is an overview of recent local government reforms and initiatives supporting collaboration and partnerships between local councils.

**Recent history of local government reform**

NSW has experienced several rounds of council amalgamations, most recently in 2003-04. This has resulted in a steady decline in the number of councils of around 50% since 1910. Specifically, the number of local councils in NSW has declined from 324 in 1910 to the current number of 152 (Aulich et al 2011, p. 14). Table 1 shows the decline in council numbers since 1910.

**Table 1: Number of local councils in NSW 1910 – 2008**

	1910	1967	1982	1990	2000	2008
Number of NSW Councils	324	224	175	176	174	152

Source: Amended from Aulich et al, p. 14.

Compared to other jurisdictions (most notably Queensland, South Australia, Victoria and the Northern Territory), the reductions in NSW have been modest. The recent round of amalgamations in 2008 were largely focussed on regional areas, with metropolitan Sydney left mainly untouched. State government reforms have in recent times tended to focus on shared services, strategic alliances and collaboration.

Current government initiatives are discussed below.

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REPOSITIONING THE MADARTHUR REGIONAL ORGANISATION OF COUNCILS

**Integrated Planning and Reporting**

The NSW government introduced an Integrated Planning and Reporting framework in 2009. A recent report prepared for ACELG presents the framework in the following terms:

A **Community Strategic Plan** with a minimum 10-year timeframe that outlines community aspirations and priorities, addresses quadruple bottom line issues (social, environmental, economic and civic leadership), identifies objectives and strategies, gives regard to the State Plan and other relevant state/regional plans, and is developed based on social justice principles;

A **Resourcing Strategy** to ensure delivery of the Community Strategic Plan that includes long term Financial Planning (10 year), Workforce Planning and Asset Management Planning;

A **Delivery Program** developed for each four year period following the election outlining the key activities Council will undertake to meet the objectives identified in the Community Strategic Plan within the constraints of the Resourcing Strategy, and a method of assessing performance;

An **Operational Plan** is a sub-plan of the Delivery Program that outlines the key activities to be undertaken throughout a financial year and includes a Statement of Revenue Policy;

An **Annual Report** that outlines achievement of the Delivery Program and Community Strategic Plan, a State of the Environment Report and audited financial statements (Morton 2012, p. 34).

There is a potential role for MACROC in using the community strategic plans prepared by member councils as the basis for determining regional priorities, assisting member councils to deal with common issues identified in their Community Strategic Plans and to provide the basis for regional advocacy.

**Collaboration and partnerships**

The Division of Local Government has been strongly encouraging collaboration between councils for some time. The encouragement of resource sharing initiatives began most recently with the first Strategic Alliance workshop in 2005 and the formation of the Strategic Alliance Network Executive Committee in 2006.

Shortly after the formation of the Network, the Division released a paper in 2007 titled *Collaboration and Partnerships Between Councils – a guidance paper released by the Division*. This paper encouraged councils to form strategic alliances and business clusters with the primary focus on shared services.

In 2010, the NSW Division of Local Government commissioned a survey of councils in NSW to identify the range, scope, benefits and challenges of collaborative arrangements between councils. The survey results were released in a report, *Collaborative Arrangements Between Councils – Survey Report*. The report identified the following key survey findings:

- The benefits of collaborative arrangements include increased opportunities for regional and subregional strategic development, increased buying power, reduced duplication, improved access to technical expertise
  - Key challenges were found with additional administrative costs for engaging in regional initiatives needing to be balanced against return on investment (ROI), and the opportunity for grants to fund group projects, the need for leadership and commitment at the top level, and the need for an organisational culture willing to embrace and see the benefit of shared activities with other councils
-

## 1.1 Macro Review

## RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

- A common issue noted was the misalignment between councils' actions and the deferral of making decisions affecting activities with other councils. A common strategy to overcome these barriers was to ensure that the governance for collaborative activity could be clearly defined, documented, resourced and reviewed.

The Division of Local Government (DLG) is preparing a discussion paper in response to the survey findings. It is understood the paper will support proposals to strengthen regional collaboration through mechanisms such as strategic planning, service delivery and increasing the efficiency and effectiveness of councils. Discussions with DLG officers suggest that ROCs will play a key role in these processes.

**Destination 2036**

The new Minister for Local Government, the Hon Don Page, MP, has made it clear the NSW state government is interested in pursuing a partnership approach to local government reform, with a focus on improving the financial sustainability of local government. Underpinning the new relationship is the *Destination 2036* initiative, which began with a two-day forum convened in August 2011. The forum involved the mayors and general managers of all NSW general purpose and county councils, the executive officers of all ROCs in NSW, and other local government leaders.

The aim of the forum was to begin the process of developing a "clear, achievable and shared path to a strong and resilient local government sector, responsive to the current and future needs of our communities." (NSW DLG 2011, p. 5). The Minister called on local government to 'recognise the need for change and to embrace reform'. He invited the sector to focus 'on achieving its own solutions' through co-operation and innovation.

One of the key revelations of the *Destination 2036* process to date has been the apparent strong support for regional co-operation and ROCs. In November 2011, the Minister reinforced his support for ROCs, announcing in a media release that they will have 'an expanded and more important role to play in the future of local government', stating that ROCs 'are the primary model through which councils elect to identify, plan, manage and conduct their resource sharing arrangements and their collaborative programs (Page 2011). The Minister identified what some of these new roles for ROCs might be:

- Building member councils' strategic planning capacity
- Delivering council services on a regional basis
- Delivering shared corporate services on a regional basis
- Providing a regional voice for member councils and their communities
- Procurement and shared services and resources for productivity and efficiency gains
- Regional training and the regional development of employee skills
- Being a reference point for both State and Federal Government (Page 2011).

The table below lists these new roles and indicates which are particularly relevant to MACROC in the context of the organisation's desire to position itself to take advantage of the renewed interest in ROCs.

RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

**Table 2: New roles for ROCs identified by Minister Page and their relevance to MACROC**

Possible new roles for ROCs	Relevance for MACROC
Building strategic planning capacity	<b>YES</b> – MACROC has identified a key role for itself in assisting member councils deal with regional strategic planning
Delivering council services on a regional basis	<b>NO</b> – MACROC has indicated it does not intend to pursue shared services between member councils
Delivering shared corporate services	<b>NO</b> – MACROC has indicated it does not intend to pursue shared services between member councils
Providing a regional voice	<b>YES</b> – MACROC has identified this as a key priority for the organisation
Procurement and shared services and resources	<b>YES</b> – particularly if MACROC continues to pursue regional tendering, as it has done successfully in the past (e.g. regional waste tender)
Regional training and development of employee skills	<b>UNKNOWN</b> – MACROC has not previously expressed an interest in pursuing these activities, but neither have they been explicitly precluded
Being a reference point for state and federal governments	<b>YES</b> – MACROC has expressed a strong desire to play a role in bringing state and federal government MPs together to form a regional leadership group

The release of the *Destination 2036 Draft Action Plan* in December 2011 reinforces the focus on regional collaboration through ROCs evident at the *Destination 2036* forum and the Minister’s subsequent comments. The draft plan explicitly states that the government sees ROCs as ‘a key regional planning, consultation and delivery mechanism for the new State Plan – NSW 2021, as well as other regional planning initiatives, such as Regional Transport Plans’ (NSW DLG 2011, p. 18). The plan goes on to say:

The State Government has indicated that it is keen to work with ROCs in regional planning matters and ROCs are encouraged to leverage off these opportunities and to develop networks within State Government agencies.

In this context, the limited capacity of some of the smaller ROCs will need to be considered.

Looking forward, there is a need to examine how the role of ROCs can be strengthened in regional strategic planning, tendering and procurement and Local Government service delivery and how the current barriers, including legislative, attitudinal, financial, and administrative, can be overcome (NSW DLG 2011, p. 18).

The actions proposed in the draft plan either directly referring to ROCs or supporting regional collaboration are summarised below:

- Activity 1a:** Councils to work with their ROCs to identify the range of services and activities that ROCs can provide on their behalf
- Activity 1b:** Develop and release for consultation a proposed strategy to support ROCs and strengthen collaboration on a regional basis
- Activity 2a:** Develop a program for sharing specialist professional, technical and other staff between councils on a regional basis and between urban and rural councils
- Activity 4a:** Identify barriers to establishing inter-council contractual arrangements for sharing staff, including general managers and senior staff as well as commercialising services

## 1.1 Macro Review

## RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

- Activity 9c:* Actively apply for and secure project specific grant funding from other levels of government
- Activity 14c:* Improve access to state agency information and data to assist councils and ROCs with local and regional planning
- Activity 14d:* Identify the range of regional and sub-regional boundaries used by federal, state and local government agencies.

### 3. Benchmarking MACROC

#### 3.1 *A Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia*

In January 2012, ACELG and the Northern Sydney Regional Organisation of Councils (NSROC) released *A Comparative Analysis of Regional Organisations of Councils in NSW and Western Australia*. The report was prepared by Alex Gooding from Gooding Davis Consultancy Pty Ltd. As noted in the disclaimer on page 2 of this report, much of sections 2 and 3 of this report draw on this research.

The paper includes a number of points of particular relevance to MACROC's deliberations, including:

- An overview of the current status of regional co-operation, including the impetus for reform
- A comparison of NSW ROCs
- Suggestions for strengthening the role of ROCs in light of the renewed interest by the state government.

#### 3.2 *Comparison of ROCs in NSW and MACROC's relative position*

The Gooding report breaks NSW ROCs into three types:

- **Metro:** ROCs that are based wholly within the Sydney metropolitan area
- **Regional centres:** ROCs that draw their membership from councils located in and around the major regional centres of Newcastle and Illawarra
- **Rural:** these ROCs are generally based on water catchments or on agricultural regional and smaller regional centres
- **Special:** special purpose ROCs which focus on a specific area of activity.

MACROC has been classified as metro in this study.

#### ***Overview of ROCs in metro Sydney***

The table below details the ROCs in the metro category, ranked by population size.

RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

**Table 3: NSW metro ROCs ranged by population size**

Metro ROC	No. of member councils	Area km <sup>2</sup>	Population (2101 est.)
Macarthur (MACROC)	3	3,070	254,081
Shore (SHOROC)	4	263	276,869
Central Coast (CCROC)	2	1,680	319,715
Northern Sydney (NSROC)	7	637	567,194
Western Sydney (WSROC)	10	5,470	1,559,990
Southern Sydney (SSROC)	16	679	1,569,870
<b>Total metro</b>	<b>42</b>		<b>4,547,719</b>

Source: Amended from Gooding 2012, p. 24.

This table shows that MACROC has the second smallest number of member councils, the second largest area, and the smallest population of ROCs in the metro category.

**Governance arrangements of ROCs in NSW**

The Gooding report compares the governance arrangements of the 17 ROCs in NSW:

- Six of the 17 ROCs in NSW (including MACROC) are incorporated under the provisions of Section 355 of the NSW *Local Government Act*, which allows councils to delegate functions to committees including ROCs
- Eight ROCs have been incorporated under either the *NSW Incorporated Associations Act* or as non-profit companies under federal corporations legislation
- Three ROCs do not have any formal legal structure.

**Management structure and board composition**

All ROCs in NSW have boards with overall responsibility for the effective management of the organisation. Eleven of the 17 ROCs (including MACROC) have an executive comprising representatives of the organisation's office bearers.

In 14 of the 17 ROCs, the mayor is either required or expected to be one of the representatives from each member council. One ROC requires the mayor to be represented on its executive.

The level of engagement of the general manager also varies between ROCs. Eight of the 17 ROCs have a requirement or expectation that the general manager will be one of the delegates on the board, providing for a mayor-general manager combination. General managers are also involved in less direct ways, with almost all ROCs having a general managers advisory group or similar grouping. An exception is the Sydney Coastal Councils Group.

As well as general managers advisory groups, most ROCs have a number of committees or working groups of professional staff from member councils.

MACROC appears to have fairly typical management structure, board composition and profile of senior management involvement.

**Staffing**

Staffing levels in ROCs vary greatly over time with changes in funding levels and one-off projects funded by grants or special contributions. The table below summarises staffing numbers of ROCs in metro Sydney.

REPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

**Table 4: Metro Sydney ROC staffing numbers (equivalent full-time staff)**

Metro ROC	No. of staff (EFT)
Central Coast (CCROC)	0
Northern Sydney (NSROC)	1.5
Macarthur (MACROC)	3.0
Shore (SHOROC)	3.0
Southern Sydney (SSROC)	3.0
Western Sydney (WSROC)	5.6

Source: Amended from Gooding 2012, p. 31.

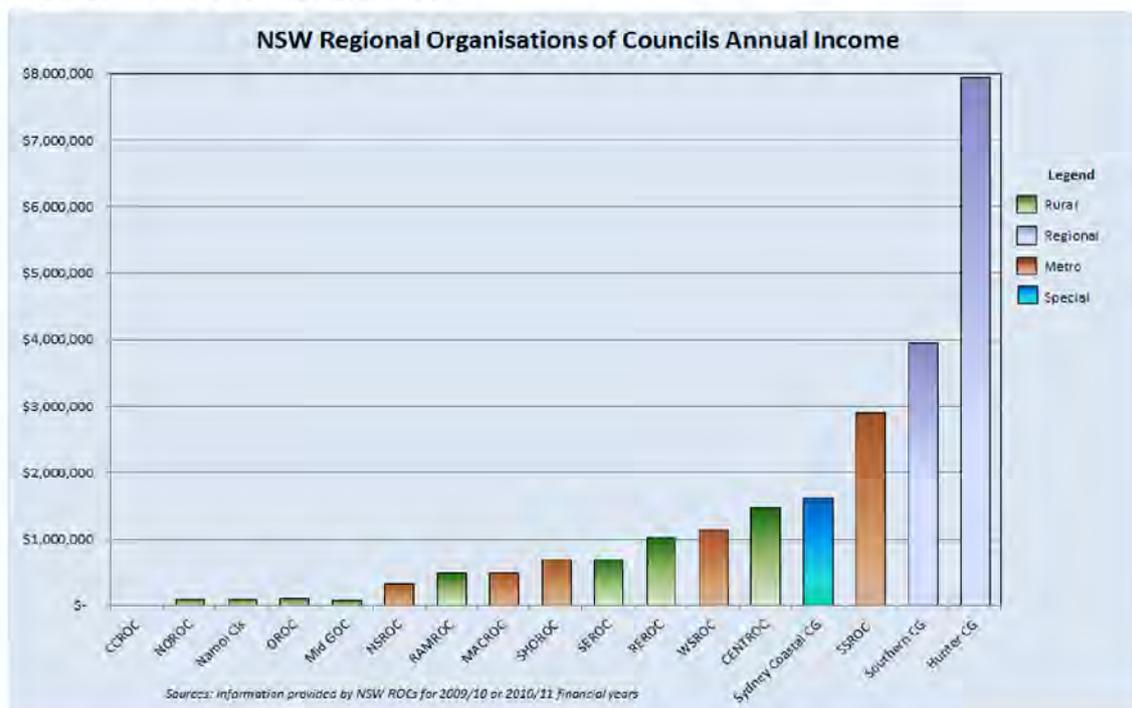
With employee levels varying from 0 to 5.6, MACROC is in the middle of the spectrum.

**Finances**

The Gooding report looks at the different funding models of the state’s ROCs. As with the staffing data, the figures need to be treated with caution, as the figures vary markedly from year to year depending on grant and other income. Some ROCs were reluctant to provide full figures citing commercial-in-confidence reasons.

The figure below (reproduced from the Gooding report) shows the most recent income totals for all ROCs in NSW.

**Figure 1: NSW ROCs annual income**



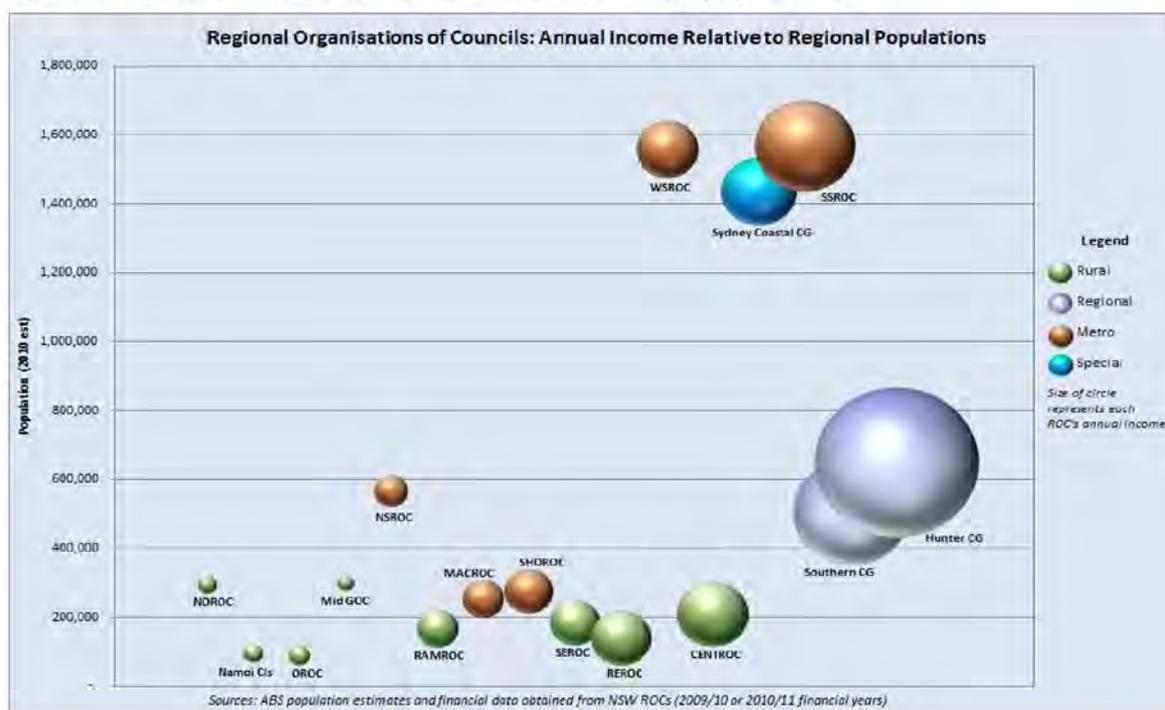
Source: Gooding 2012, p. 33.

RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

With income levels varying from \$0 to around \$8 million, MACROC is at the low end of the spectrum, along with its counterpart metro ROCs of NSROC and SHOROC.

The next figure (again, reproduced from the Gooding report) explores the relationship between ROC population size and annual income. The figure excludes Central Coast ROC, which has no income.

**Figure 2: NSW ROCs: Annual income relative to regional populations**



Source: Gooding 2012, p. 34.

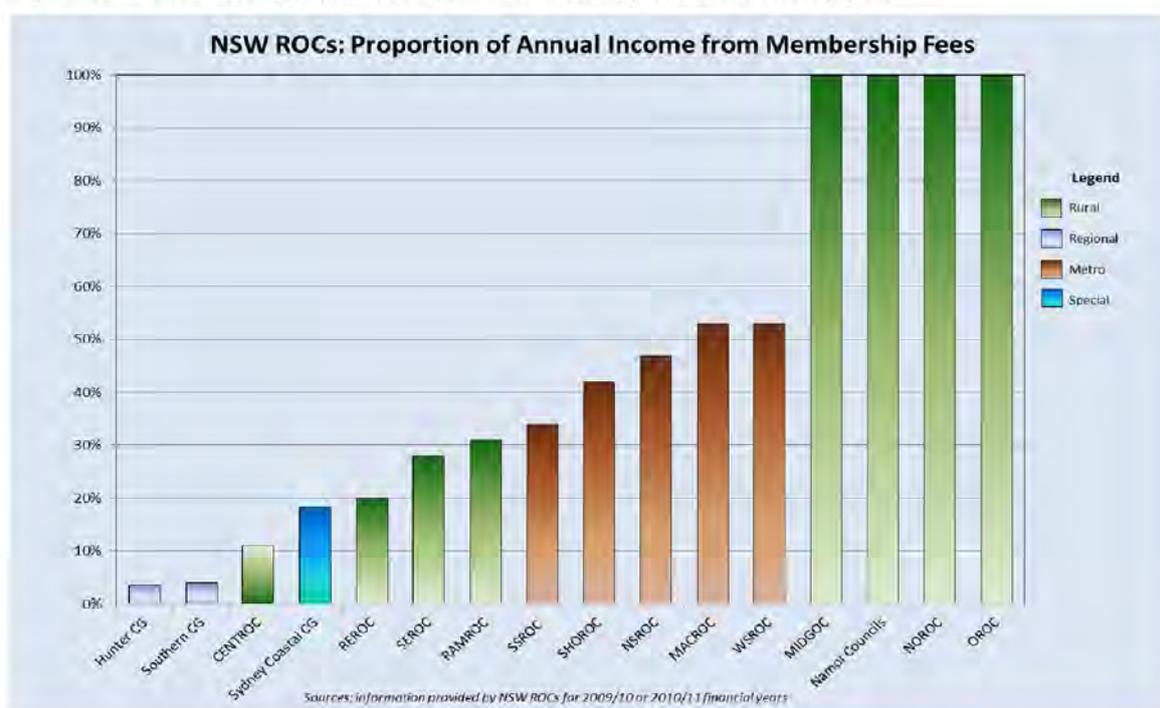
**Main income sources**

All ROCs levy an annual membership fee on their members – it is the largest and most consistently reported income source. Some use a flat fee, while others have a sliding scale depending on population or council budget size.

The figure below (from the Gooding report) shows the proportion of annual income from membership fees.

RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

Figure 3: NSW ROCs: proportion of annual income from membership fees



Source: Gooding 2012, p. 35.

The Gooding report posits an explanation for the clustering of metro ROCs in the middle of the scale between being totally reliant on member contributions to those that clearly derive their income from other sources. Metro ROCs are composed primarily of councils with large populations and income (compared to rural councils) meaning that they have traditionally been in a position to provide a higher level of resourcing to their regional organisations. Also, metro ROCs tend to engage in activities that are less likely to attract grants, such as regional planning, advocacy and economic development.

This is of direct relevance to MACROC, as it seeks to position itself to take advantage of the renewed state government interest in ROCs.

## 4. Implications of the renewed interest in ROCs

### 4.1 Summary of MACROC position and opportunities provided by *Destination 2036*

#### Workshop outcomes

At the workshop held in September 2011, participants expressed the following desire for the future of MACROC:

- We need to work out how we are going to gain **higher recognition** of MACROC in the community and by decision makers in Macquarie Street and Canberra
- We need to consider **re-shaping** MACROC to ensure a greater role for the region's mayors, general managers...
- We need to more actively engage the region's state and federal **Members of Parliament**

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REPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

- We should explore alternative **governance models** for the operation of MACROC to ensure the organisation is appropriately structured to deliver its vision and objectives
- We need to **redefine our purpose...**
- We need to be able to better influence the **regional agenda**
- We need to be recognised as the **first port of call** for engagement in Macarthur (Gibbs 2011, p. 4).

The concluding comments in the workshop report state:

MACROC is at an important stage of its development. It has an impressive record of achievement, but needs to take some important steps to ensure that it is able to build on its achievement and take advantage of new opportunities. To do this, the organisation needs to agree on its role and purpose, select an appropriate governance structure and ensure it is appropriately resourced to deliver its objectives.

A fundamental key to this crucial next stage is regional leadership – the organisation needs to ensure that a strong leadership team is in place at the Executive level to drive the organisation into the future. If it is to effectively influence national, state and regional agendas, MACROC needs to harness the strongest and most gifted of the region's local government...leaders. This is crucial to the region's success, and there is no doubt that MACROC has the maturity and track record to deliver on this objective (Gibbs 2011, p. 7).

***Opportunities provided by Destination 2036***

The Gooding report has this to say about the implications of the state government's renewed interest in ROCs and council collaboration:

The *Destination 2036* outcomes are clearly significant for NSW ROCs. Not only are regional organisations themselves mentioned throughout the outcomes report and the list of suggested actions, but more general regions have been identified as a key framework for state and federal government service delivery. There is also little doubt that ROCs were seen by many *Destination 2036* participants as the key player in most of the actions with a regional component, a view no doubt reinforced by the findings of the DLG survey discussed earlier (Gooding 2012, p. 45).

This is important for MACROC. With the opportunity presented by *Destination 2036*, the focus on integrated planning and reporting, and the opportunities provided by a warming towards local government by the state and federal governments, it is important for MACROC to become more strategic in its focus and to ensure it has the capacity and resources to take advantage of these new opportunities. As the Gooding report notes '...the apparent new-found enthusiasm of both local and state government for regional cooperation in general and for ROCs in particular also brings a set of challenges. One of the more obvious is the issue of resourcing' (Gooding 2011 p. 46).

It should be recognised that other ROCs and other collaborative groups are also considering the implications of the *Destination 2036* action plan and will be taking steps to ensure they have the capacity and resources to play their part. As one of the smaller ROCs in NSW in terms of membership, staffing and budget, it is important to ensure that MACROC also has the capacity and resources to play a role on behalf of Camden, Campbelltown and Wollondilly councils. The region and the member councils warrant it, particularly as a regional approach is required to manage the growth over the coming decades.

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RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

## 4.2 Governance implications for MACROC

### ***The role of the region's mayors***

At present, MACROC does not have in place a formal role for the region's mayors. MACROC really needs to address this to ensure the organisation is in a position to secure the ownership of the regional agenda by the region's most senior local government leaders.

Other regions have structures in place to engage the mayor of each constituent council is involved in delegations to state and federal Members of Parliament (MPs) and ministers. Delegations including the region's mayors send an important message to decision makers that the region is united, and communicates that the issue is important enough to warrant the involvement of the region's most senior local government elected representatives. While it is recognised that the mayor is automatically a delegate to MACROC, there remains the need for a more formal role for the region's mayors in MACROC's activities. This is important, as without the engagement and ownership of the region's mayors, there remains the potential for mayors to be alienated from the ROC's activities.

Options to secure the engagement of the mayor (from most desirable to least) include:

- Requiring the mayors to participate in delegations to state and federal government MPs and ministers. Ideally, a mayor should be nominated as President of MACROC to ensure that the President is, in fact, a "leader of leaders"
- Ensuring the region's mayors are represented on the Executive of MACROC
- Convening quarterly meetings of the region's mayors to ensure they are fully briefed and understand MACROC's agenda and further securing buy-in through a regional leadership group (see below)
- Securing buy-in through a regional leadership group (see below for details).

It is recognised that some or all of these options will require MACROC to change its constitution and for the member councils to agree to the proposal, but the time is right to open the discussion of these options.

This discussion does not suggest that the current and previous Presidents and delegates have not been effective in their roles. On the contrary: all have carried out their responsibilities with diligence and passion. The options are suggested to build on the current strengths, and to take the profile and importance of MACROC to a higher level.

### ***Regional leadership group***

MACROC has, in the past, convened meetings of the region's state and federal MPs, mayors and general managers to canvass key issues and develop a united position for consistent and combined advocacy. This group has the potential to be extremely powerful.

In the context of this review, it seems the time is right to formalise this group by developing firm terms of reference, membership, frequency of meetings, role, its relationship to MACROC and other governance arrangements. The regional leadership group should be branded as a MACROC initiative.

### ***The role of the region's general managers***

The general managers of MACROC's three member councils meet regularly to provide advice to the Executive Officer on the region's program and matters of strategic importance. The current cohort of general managers appears to be strongly supportive of MACROC, its staff and programs. However

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RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

the current arrangements should be formalised under MACROC's constitution to ensure the situation endures beyond the terms of the current membership group.

***Focus on strategic issues***

Given its limited resources, it is important for MACROC to stay focussed on its agreed priorities. ROCs often find themselves in the position of having to deal with matters submitted by member councils that really do not belong to a regional organisation. Member councils are sometimes tempted to "shuffle off" an issue to its ROC without thinking through whether the matter really is of regional significance or the resourcing implications of the ROC staff having to research the issue and submit a report to the Board.

To lessen the burden on MACROC resources, one option is to ensure that matters submitted to MACROC are formally endorsed by a member council and that an officer's report accompanies the resolution addressing the following points:

- Background to the issue
- An explanation of the regional significance of the issue and how it fits in with MACROC's agreed priorities
- Clear recommendations for MACROC's consideration
- Resourcing implications of any action for MACROC and how any funding and resources required to advance the issue will be provided.

Prior to submission to MACROC, these reports should also be canvassed with the general managers group as a final check for relevance.

***Sunset working groups***

MACROC has in place a number of sunset working groups comprised of council officers to address a particular challenge or issue. Each group needs to have a clearly stated purpose, terms of reference, membership list and agreed life. Each working group should report to the general managers group following each working group meeting to ensure the groups are achieving its purpose. Prior to establishing working groups in future, there should be an agreed operating framework including:

- Clear and concise terms of reference
- Desired outcomes of the working group and key project milestones
- Membership
- Life of the group
- Accountability for convening the group, note taking, preparation of reports to the general managers group etc.

***Role in economic development***

Still under consideration is MACROC's role in economic development. Indeed, the impetus for this current review was the need to examine MACROC's role in economic development following the departure of the former economic development officer and the decision by a number of member councils to employ their own economic development officer.

It is clear that MACROC's remit has extended to regional planning and transport, both of which contribute to the economic future of the Macarthur region through the creation of business opportunities. This points to the need for MACROC to address economic development as part of a much broader regional planning agenda, while undertaking a small number of activities to support member councils and business groups in the region. These activities should be limited to:

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## 1.1 Macro Review

## RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

- Maintaining statistics
- Making submissions where appropriate
- Convening networking breakfasts and other events where appropriate.

Extending beyond this role could place MACROC in the position of being seen as competing with rather than complementing, the work of member councils, Chambers of Commerce and other regional business groups.

## 4.3 Resourcing implications for MACROC

**Staffing**

It is absolutely vital that MACROC has the resources and capacity to respond to the policy agenda of the NSW state government and the actions proposed for ROCs in *Destination 2036*. The current staffing structure includes:

- **Executive officer** – full time (Christine Winning)
- **Executive support** – full time (Pamela Corscadden)
- **Economic development officer** – full time (vacant).

While the Executive Officer has an impressive range of skills and is providing strong leadership and management of the organisation, MACROC currently lacks the capacity to assist the Executive Officer and Board with research, policy development and sourcing grants. This impacts on the organisation's ability to effectively respond to state and federal government plans for the region and to ensure it is able to participate in the *Destination 2036* agenda on behalf of Macarthur's councils.

To ensure it is best placed to play a strong co-ordination and regional leadership role, it is recommended that MACROC establish a new FTE position of policy and research officer, whose role would be to:

- Undertake research and prepare submissions
- Develop regional policy positions based on research
- Provide policy and technical advice to MACROC, the Executive Officer, member councils, general managers group, regional leadership group and sunset working groups
- Support the economic development of the region by maintaining statistics, making submissions, assisting to convene networking breakfasts etc
- Seek grant funding.

This role could be split into two part-time positions. One would focusing on:

- Research and submissions
- Developing regional policy positions
- Providing policy and technical advice
- Seeking grant funding.

The other part-time role would focus on:

- Maintaining economic development statistics, assisting to convene networking breakfasts
- Seeking grant funding.

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REPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

Ultimately, it is up to MACROC to consider the current labour market conditions and determine whether it is best to split this role into two part time positions, or combine the duties in on full-time position.

**Resourcing**

As an organisation with a small membership base – just three member councils compared to the NSW state average of 9.7, and only one more member than the ROC with the smallest number of members – MACROC member councils arguably face a larger resourcing burden than most other councils in the state.

However, given the vital importance of positioning MACROC to take advantage of the opportunities offered by the state government's interest in ROCs and regional collaboration, resourcing must be appropriate. If member councils fail to resource the organisation adequately, they risk being left out of the picture. Most other ROCs in NSW have a larger membership base and greater resources to dedicate to advancing their regional interests – and many are gearing up to play an expanded role, possibly at Macarthur's expense. The flipside to the resourcing burden is the fact that the region is experiencing unprecedented growth, and that growth should increase the capacity of member councils to support its regional organisation of councils. Member councils would be wise to see the ramping up MACROC's capacity as an investment in their own future.

In addition to the need to establish a dedicated role to round out the organisation's policy and research capacity, MACROC should consider seeking additional voluntary contributions from member councils to engage external assistance to respond to regional priorities. For example, if each council intends to commission a \$20,000 research study, it would make better sense for MACROC to manage the study on behalf of the three member councils, who would share the reduced cost of the study. With a new policy/research officer to contribute to the preparation of project briefs, MACROC would be extremely well placed to play this expanded role and contribute to the organisation's research capacity and track record.

## 5. Conclusion and recommendations

### 5.1 Concluding comments

As noted in the report of the MACROC workshop on 11 September, MACROC has a proud history of achievement, and its future looks very bright indeed, provided it has the three structural pillars of governance, staffing and resources in place. A confluence of recent events has made it clear that the time is right for MACROC to ensure that it is positioned in the best way possible to take advantage of the new policy agenda: the re-engagement with local government by the federal government; the actions proposed in the *Destination 2036* action plan; and an apparent desire by the NSW state government to engage with ROCs in strategic planning all point to an expanded role for MACROC.

If MACROC is to take advantage of these opportunities on behalf of its member councils, it needs to ensure it has appropriate governance, staffing and resourcing structures in place, or else have the regional priorities of the Macarthur region swamped by the interests of others.

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## RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

**5.2 Recommendations****Governance**

1. That MACROC introduce a structure to ensure the engagement of the region's mayors in the organisation's activities and secure their ownership of the organisation's regional priorities.
  2. That MACROC consider the following options to secure the commitment of the region's mayors in MACROC activities:
    - i. Require the region's mayors to participate in delegations to state and federal government MPs and ministers
    - ii. Require that a mayor hold the position of President
    - iii. Require that the region's mayors hold positions on the Executive of the organisation.
  3. That MACROC establish a regional leadership group comprising the region's state and federal MPs, mayors and general managers to canvass key regional issues and develop a united position for regional advocacy.
  4. That MACROC develop firm terms of reference for the regional leadership group and firm up its membership and reporting relationships.
  5. That MACROC formalise the role of the region's general managers' group in the constitution.
  6. That MACROC introduce a policy to ensure that matters submitted to it by member councils are accompanied by a formal council resolution, and a report that clearly addresses:
    - i. The background to the issue
    - ii. An explanation of the regional significance of the issue and how it fits in with MACROC's agreed priorities
    - iii. Clear recommendations for MACROC's consideration
    - iv. The resourcing implications of any action proposed for MACROC and how any funding and resources required to advance the issue will be provided.
  7. That all current and future MACROC sunset working groups:
    - i. Have clear and concise terms of reference
    - ii. Have clear outcomes, objectives and project milestones
    - iii. Have a stated term of appointment
    - iv. Have a convenor, note taker, and report writer
    - v. Submit a report to the general managers group after each meeting clearly stating achievements in meeting the group objectives and milestones.
  8. That MACROC's role in economic development be limited to a number of activities aimed at supporting the role of member councils in economic development, such as:
    - i. Maintaining statistics
    - ii. Making submissions where appropriate
    - iii. Convening networking breakfasts and other events where appropriate.
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RESPOSITIONING THE MACARTHUR REGIONAL ORGANISATION OF COUNCILS

**Staffing**

9. That MACROC abolish the position of economic development officer.
10. That MACROC create a new full time position of research and policy officer, or two part time positions covering the following tasks:
  - i. Undertake research and prepare submissions
  - ii. Develop regional policy positions based on research
  - iii. Provide policy and technical advice to MACROC, the Executive Officer, member councils, general managers group, regional leadership group and sunset working groups
  - iv. Support the economic development of the region by maintaining statistics, making submissions, assisting to convene networking breakfasts etc.
  - v. Seek funding from external sources.

**Resourcing**

11. That MACROC adequately resource the organisation to ensure it is positioned to take advantage of the opportunities offered by the state government's interest in ROCs and regional collaboration.
12. That MACROC consider seeking additional voluntary contributions to engage external assistance to respond to regional priorities.

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## **2. PROPERTY SERVICES**

### **2.1 Multi Deck Carpark - Carberry Lane, Campbelltown**

#### **Reporting Officer**

Manager Property Services

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#### **Attachments**

1. Locality Plan (contained within this report)
2. Comparable Parking Fees (contained within this report)

#### **Purpose**

To seek Council approval to enter into a new 18 month Management Agreement with Cabra-Vale Ex-Active Servicemen's Club Limited (Campbelltown RSL) for the maintenance and operation of the multi deck carpark at Carberry Lane, Campbelltown.

#### **History**

Council constructed the multi deck carpark comprising approximately 400 car spaces in 1991 and operated the facility for a number of years. Following the high cost of operating and maintaining the facility Council at its meeting of 11 July 1995 resolved to enter into a Management Agreement with Campbelltown RSL Ltd on the basis that the RSL Club would be responsible for all operational and maintenance costs associated with the management of the carpark.

The RSL Club continued to manage and operate the multi deck carpark under subsequent Management Agreements with Council. These Management Agreements were renewed a number of times with Council most recently providing approval at its meeting of 10 February 2009.

At the meeting Council agreed to enter into a Management Agreement with the then Campbelltown RSL Club Limited. Cabra-Vale Ex-Active Servicemen's Club Limited (Cabra-Vale Diggers) has since taken over Campbelltown RSL and the management agreement for the multi deck carpark was assigned to Cabra-Vale Diggers. The existing Management Agreement is due to expire on 2 July 2014.

In the interim period the RSL Club has continued to manage the carpark on Council's behalf as a community asset accessible to all members of the public.

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## Report

The site of the multi deck carpark being part of Lot 3 DP 827691 is zoned 10(a) Regional Comprehensive Centre and is operational land. The carpark has provision for approximately 400 spaces and it is also identified in the Contributions Plan for Public Carparking Facilities to allow for future extension with additional multi deck carparking proposed to be constructed adjoining the existing multi deck carpark on funding availability.

Cabra-Vale Diggers have managed this facility successfully on Councils behalf for a number of years and has requested that a new management agreement be entered into for a period of 18 months to allow it to undertake a review of its operations.

In order that Cabra-Vale Diggers has certainty in meeting its obligations it is recommended to Council that it enter into a new 18 month Management Agreement on the general terms and conditions as outlined below.

1. that Cabra-Vale Diggers at all times operate the carpark as a public carpark accessible to all members of the community on an equal basis having regard to the adopted carparking rates
2. term 18 months years (from date of Agreement). Cabra-Vale Diggers are to provide formal advice to Council after 12 months of the agreement to determine if an ongoing arrangement is required after the 18 month period expires
3. Cabra-Vale Diggers will be responsible for all costs associated with marketing and operation of the public carpark (this will include annual service and maintenance/costs/charges, administration overheads and also CCTV security costs if required). The maintenance and operation costs will include cleaning, sweeper machine, all building maintenance and repairs as well as outgoings
4. Cabra-Vale Diggers will be required to provide current relevant insurance policies which include public liability insurance, building insurance and equipment insurance to amounts as specified by Council from time to time
5. all day carparking is to be restricted to the upper levels of the carpark. It is proposed that this will be achieved by installation of chain wire across the entrance areas of the ground floor parking area in order to direct all vehicles entering the carpark prior to 9.00am in the morning to the top decks
6. it is noted that Cabra-Vale Diggers has sought an amendment to the current carparking fee with a new suggested charging regime as identified under the heading of "Carparking Rates"

Cabra-Vale Diggers has been advised that the proposed new fee structure will be subject to a resolution of Council with Council reserving the right to vary the daily tariff for use of carparking spaces from time to time in consultation with Cabra-Vale Diggers with Council have the right to the final decision

7. each party is to pay its own legal costs in relation to the preparation of the new Management Agreement.
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## Carparking Rates

Cabra-Vale Diggers has also sought a variation to the existing carparking rates as identified in the following table which are inclusive of GST.

Duration	Current Fee	Proposed New Fee
0-2 hours	Free	Free
2-4 hours	\$1.00	\$2.00
4-5 hours	\$3.00	\$4.00
5-6 hours	\$5.00	\$6.00
6 hours	\$2.00 per hour	\$3.00 per hour
Pre-paid day rate	\$6.00	Not applicable
Weekly pre pay rate	\$20.00	Not applicable
Monthly pre pay rate	\$80.00	Not applicable

The last fee review was undertaken upon commencement of the current Management Agreement in 2009 with no increases in the intervening period.

The first two hours parking has remained for free whilst it has been requested that the subsequent hourly parking rates be increased by \$1 per hour to reflect the operational maintenance costs of the multi deck carpark.

A comparison of fees for other carparks as shown on attachment 2 confirms that the existing rates are still significantly below those charged by Fairfield and Liverpool Councils for their public carparks and is considered to provide good value to the local community.

On the basis that Cabra-Vale Diggers will be responsible for the operational and maintenance costs it is recommended that Council approve the proposed amendment to the carparking fees.

Council will reserve the right to vary the daily tariff for use of parking spaces from time to time in consultation with Cabra-Vale Diggers with Council having the final decision.

## Operational Times

Under the proposed new Management Agreement Cabra-Vale Diggers intends to continue the existing operational times which are outlined in the table below.

Day	Opening Time	Closing Time (later of)
Monday	8.00am	10.00pm or club closing
Tuesday	8.00am	10.00pm or club closing
Wednesday	8.00am	10.00pm or club closing
Thursday	8.00am	10.00pm or club closing
Friday	8.00am	10.00pm or club closing
Saturday	8.00am	10.00pm or club closing
Sunday	8.00am	10.00pm or club closing

Cabra-Vale Diggers would have security staff on its premises and there would also be an opportunity for CCTV coverage of the multi deck carpark if required to be provided by Cabra-Vale Diggers. It would be a condition that provision of CCTV would require compliance with the NSW Government Policy Statement and Guidelines for the Establishment and Implementation of Closed Circuit Television (CCTV) in Public Places and provide adequate signage.

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The following are benefits that Council would obtain under the new Management Agreement:

- that Cabra-Vale Diggers manages, operates and maintains the carpark as a public carpark at no cost to Council
- that Cabra-Vale Diggers has staff and security in the immediate proximity of the multi deck carpark to provide assistance as required
- that Cabra-Vale Diggers will be responsible for all other costs associated with the marketing, operation and maintenance of the public carpark during the term of the agreement.

Accordingly given that Cabra-Vale Diggers have managed, operated and maintained the multi deck carpark during the term of the existing Management Agreement it is recommended that Council enter into a new 18 month Management Agreement based on the above terms and conditions.

### **Officer's Recommendation**

1. That Council agree to enter into a new 18 month Management Agreement with Cabra-Vale Ex-Active Servicemen's Club Limited for the operation and maintenance of the multi deck carpark at Carberry Lane, Campbelltown on the terms outlined in this report.
2. That Council approve amendments to the existing carparking fees by adopting the new proposed fees outlined in this report.
3. That all documentation associated with the Management Agreement be executed under the Common Seal of Council, if required.
4. That the Cabra-Vale Ex-Active Servicemen's Club Limited be required to operate the multi deck carpark as a public carpark accessible to all members of the community.

### **Committee's Recommendation: (Hawker/Greiss)**

That the Officer's Recommendation be adopted.

**CARRIED**

### **Council Meeting 6 May 2014 (Dobson/Matheson)**

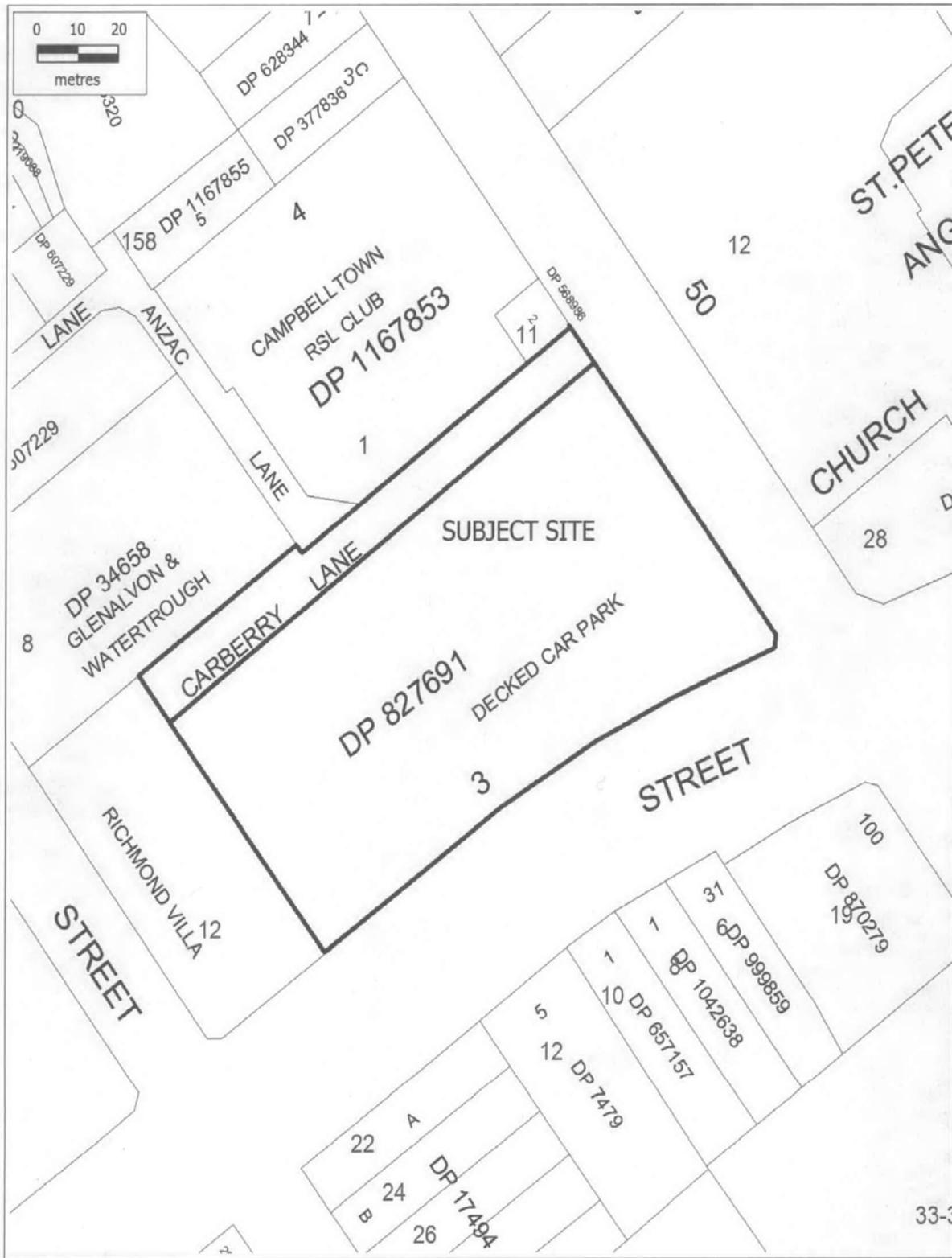
That the Officer's Recommendation be adopted.

### **Council Resolution Minute Number 68**

That the Officer's Recommendation be adopted.

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# ATTACHMENT 1



## ATTACHMENT 2

### COMPARABLE CAR PARKING FEES

Period (p/hour)	Nelson St (Fairfield Council)	Cabramatta Multi Storey car park	Warren Serviceway (Liverpool Council)	Liverpool Plaza (Private)	Multi Deck Carpark Campbelltown Council
0-1	Free	\$1.00	\$3.00	Free	
1-2	\$1.00	\$2.00	\$3.00	\$1.00	Free
2-3	\$4.00	\$4.00	\$6.00	\$6.00 - \$10.00	
3-4	\$8.00	\$7.00	\$8.00	\$12.00 - \$15.00	\$1.00
4-5	\$10.00	\$10.00	\$9.00	\$18.00 - \$25.00	\$3.00
5-6	\$12.00	\$12.00	\$13.00	\$25.00	\$5.00
Day Rate	\$14.00	\$14.00	\$13.00	\$25.00	\$2.00 p/h
Weekly Rate			\$43.00+ \$15.00 passcard - refundable)	NIL	\$20.00
Monthly Rate	\$140.00		NIL	NIL	\$80.00

## **2.2 Dedication of Land as Public Road, Macquarie Fields**

### **Reporting Officer**

Manager Property Services

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### **Attachments**

Locality plan outlining proposed road dedication (contained within this report)

### **Purpose**

To seek Council approval for the formal dedication of two sections of land situated off Railway Parade, Macquarie Fields as public road.

### **Report**

It has come to Council's attention that two sections of land extending from Railway Parade and adjacent to the rail corridor at Macquarie Fields are still in private ownership from a subdivision in and around the 1880's.

In this respect Council has obtained a title derivation to confirm ownership of the two subject sections of land.

The land shown hatched on the attached plan is an extension of Railway Parade and Edward Street, Macquarie Fields and is shown in the ownership of Mr John Craven Thornwaite. The subject 'road' is approximately 20 metres wide and has an area of approximately 380 square metres.

The land shown cross hatched on the attached plan is an extension of Railway Parade and Fraser Street, Macquarie Fields and is shown in the ownership of Mr Thomas Saywell. The subject 'road' is approximately 20 metres wide and has an area of approximately 460 square metres.

These historic anomalies where lanes and roads created by subdivision prior to 1920 have remained in the original title although having been maintained by Council. Examples have previously been identified to Council and are likely to occur in the future given that some of the original subdivision patterns are still in place in the Campbelltown Local Government Area.

In order to dedicate the two sections of land shown in private ownership it is proposed that Council publish a notice in the NSW Government Gazette noting that it intends to dedicate the subject sections of land as public road.

Prior to publishing a notice in the Government Gazette, Council is required to provide at least 28 days' notice to the owners of the land stating its intention to dedicate the land as public road. In this case Council is required to serve notice on Mr Thomas Saywell of 1883 and Mr John Craven Thornwaite of 1884.

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It is proposed that the notice required to be served be affixed to the posts/structures located at the subject sites. This method is permitted by Section 254(3) of the *Roads Act 1993* which states that a notice must be affixed to a conspicuous part of the land. As Mr Thomas Saywell and Mr John Craven Thornwaite were around in the 1880's it is anticipated that Council will not hear from either of these gentlemen.

Accordingly, subject to undertaking the appropriate notification and gazettal process, it is recommended that Council dedicate the two sections of land still shown in private ownership from a subdivision in the 1880's as public road.

The subject sections of land are to be classified as operational upon gazettal.

### **Officer's Recommendation**

1. That Council dedicate the two sections of land off Railway Parade and adjacent to the rail corridor at Macquarie Fields still shown in private ownership from an 1880 subdivision as public road in accordance with the *Roads Act 1993*.
2. That upon gazettal as public road the subject section of land be classified as operational.
3. That all documentation associated with the road dedication be executed under the Common Seal of Council, if required.

### **Committee's Recommendation: (Kolkman/Borg)**

That the Officer's Recommendation be adopted.

**CARRIED**

### **Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Officer's Recommendation be adopted.

### **Council Resolution Minute Number 68**

That the Officer's Recommendation be adopted.

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## **2.3 Airds Bradbury Renewal Project - Council land in Stage 1 and 2**

### **Reporting Officer**

Manager Property Services

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### **Attachments**

Location Map (contained within this report)

### **Purpose**

To seek Council approval to provide a permit of entry to NSW Land and Housing Corporation, its contractors and agents to access Council land for any preparation works to be undertaken in conjunction with the JRPP determination consent issued for Stage 1 and Stage 2 of the Airds Bradbury Renewal Project.

### **History**

Reports have previously been prepared advising Council of development applications for the Stage 1 and Stage 2 subdivision of the Airds Bradbury Renewal Project (ABRP) which were referred to the Sydney West Joint Regional Planning Panel (JRPP) for determination.

It should be noted that the recommendations identified that Council provide owners authorisation to the ABRP for both the Stage 1 and Stage 2 subdivision development applications subject to a requirement that prior to the issue of the construction certificate that any access or works applicable to land currently owned by Council, the proponent is required to be the owner of that land.

It is understood that the JRPP approved both the development applications for both Stage 1 and Stage 2 of the ABRP.

### **Report**

The NSW Land and Housing Corporation has previously approached Council seeking that Council confirm that it has no objection to the compulsory acquisition of Council owned open space land and sections of public road situated within Stage 1 and Stage 2 of the ABRP for nil cost.

As the land matters involving any potential transfers and compulsory acquisitions are associated with the Voluntary Planning Agreement (VPA) Council has not been in a position to respond to the request until the draft VPA has been publicly exhibited and adopted by Council.

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Given that the land situated within Stage 1 and 2 of the ABRP it is predominantly vacant land ready for the provision of new housing stock NSW Land and Housing Corporation is seeking Council approval to access Councils land for the necessary preparation works required for the subdivision of Stage 1 and 2. Having regard of Councils previous recommendations that for any access or works applicable to land currently owned by Council the proponent is required to be the owner of that land a permit of entry has been sought to provide immediate access to Council's land until the VPA can be dealt with.

The land to which NSW Land and Housing Corporation requires access and proposes to compulsorily acquire under a VPA includes the following Council land situated within Stage 1 and 2 of the ABRP.

- Lot 42 DP 866527 Prell Place, Airds (Area 216.4sqm).

This lot was dedicated to Council as a public reserve by Housing NSW with title created in Council's name upon registration on 24 March 1997. This land is proposed to be incorporated within the Stage 1 development.

- Lot 2 DP 1056582 Ravensworth Park (Area 1,029sqm).

This is a residue lot that was dedicated to Council by Housing NSW with title created in Council's name on 15 October 1991. This land is proposed to be incorporated within Stage 1 of the development.

- Lot 24 DP 716139 Georges River Parkway Reserve (Area 11,300sqm).

This lot was dedicated to Council as a public reserve by Housing NSW with title created in Council's name upon registration on 15 October 1991. This land is proposed to be incorporated within the Stage 1 development.

- Lot 22 DP 716139 Deane Park (Area 10,470sqm).

This lot was dedicated to Council as a public reserve by Housing NSW with title created in Council's name upon registration on 15 October 1991. A section of this land is proposed to be incorporated within the Stage 1 development with the balance to be incorporated into Stage 2 of the development subject to a development approval.

The total area of Council land proposed to be eventually acquired by NSW Land and Housing has an area of approximately 2.3 hectares. These existing lots are currently zoned 2(b) residential and are classified as 'community' land.

- Adjoining Roads/Pathways.

In order to achieve the development identified in the concept plan and proposed lot subdivision layouts NSW Land Housing may also need to access and eventually compulsorily acquire sections of public road/pathways situated within the Stage 1 and proposed Stage 2 development areas.

It should be noted that if any sections of existing road/pathways are to be impacted NSW Land and Housing will be responsible for the construction and dedication of the new roads at no cost to Council.

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Under the NSW Land and Housing proposal Council's land would be incorporated into the subdivision layout upon compulsory acquisition with NSW Housing to dedicate a section of its land which currently forms part of Smiths Creek having an area of approximately 3.06 hectares to Council.

Given that the land ownership issues cannot be resolved until the VPA is resolved NSW Land and Housing Corporation have sought approval for Council to provide a permit of entry to access the above identified Council land for any necessary preparation works associated with the JRPP consent for the Stage 1 and Stage 1 ABRP.

It is proposed to provide a permit of entry subject to the following conditions:

- NSW Land and Housing Corporation pay Council's permit of entry fee in accordance with Council's adopted fees and charges
- that NSW Land and Housing Corporation indemnify Council from any claims associated with access to the land by it, its contractors and agents
- that NSW Land and Housing Corporation accepts that Council provides no warranties regarding the suitability of the land for the proposed purpose
- that any preparation works required to achieve the Stage 1 and Stage 2 development consent will be at no cost to Council. On this basis any costs associated with accessing Council land are required to be borne by NSW Land and Housing Corporation
- that the transfer of any ownership of the land will be subject to the provisions of a VPA agreement that needs to be agreed to by both parties
- that any access to the land granted by Council to NSW Land and Housing Corporation its contractors and/or agents is subject to NSW Land and Housing Corporation satisfying any statutory provisions applying to the land.

Subject to the acceptance of these conditions it is recommended that Council provide a permit of entry to NSW Land and Housing Corporation, its contractors and agents for access and to undertake preparation works on Council land required for the Stage 1 and Stage 2 development of the Airs Bradbury Renewal Project.

### **Officer's Recommendation**

1. That Council provide a permit of entry to NSW Land and Housing Corporation, its contractors and agents for access and to undertake preparation works on Council land required for the Stage 1 and Stage 2 development of Airs Bradbury Renewal Project as outlined in this report.
  2. That the General Manager be delegated authority to provide approval for the permit of entry.
-

Having declared an interest in regard to Item 2.3, Councillors Hawker and Lake left the room and did not take part in debate nor vote on this item.

**Committee's Recommendation: (Greiss/Kolkman)**

That the Officer's Recommendation be adopted.

**CARRIED**

At the conclusion of the discussion regarding Item 2.3, Councillors Hawker and Lake returned to the room for the remainder of the meeting.

**Council Meeting 6 May 2014**

Having declared an interest in regard to Item 2.3, Councillors Hawker and Lake left the Chamber and did not take part in debate nor vote on this item.

**Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Officer's Recommendation be adopted.

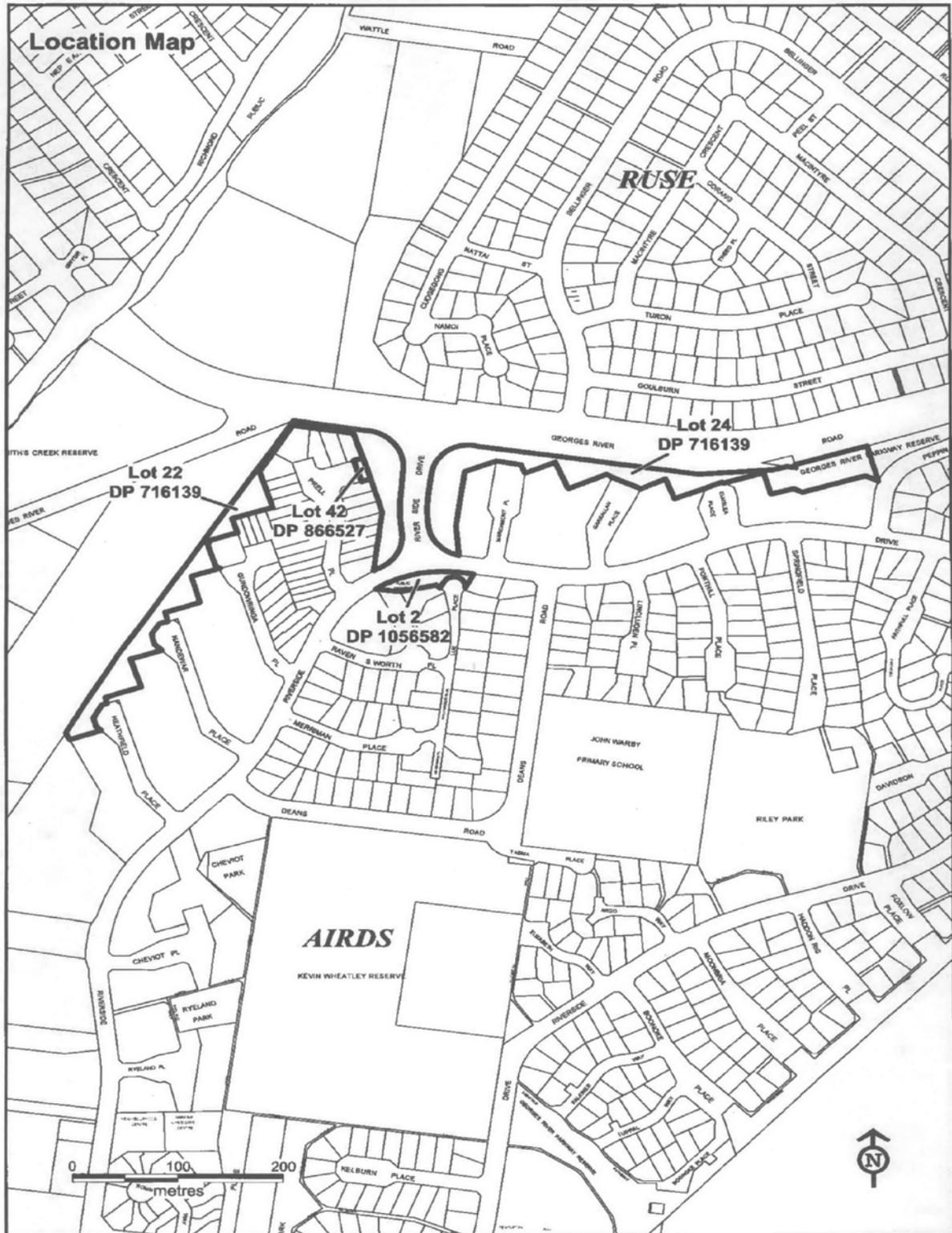
**Council Resolution Minute Number 69**

That the Officer's Recommendation be adopted.

At the conclusion of the discussion regarding Item 2.3, Councillors Hawker and Lake returned to the Chamber for the remainder of the meeting.

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# ATTACHMENT 1



### 3. FINANCIAL SERVICES

#### 3.1 Investment report - March 2014

##### Reporting Officer

Manager Financial Services

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##### Attachments

Investment portfolio performance as at 31 March 2014

##### Purpose

To provide a report outlining Council's investment portfolio performance for the month of March 2014.

##### Report

Council invests any surplus funds that become available through the financial instrument designated by the Ministerial Order from the Office of Local Government. The *Local Government Act 1993* and the *Local Government (General) Regulation 2005* require a monthly investment report be presented to Council.

Council's Investment Portfolio as at 31 March 2014 stood at approximately \$92m. Funds are currently being managed both by Council staff and Fund Managers and are in accordance with the *Local Government Act 1993*, *Local Government (General) Regulation 2005* and Council's Investment Policy.

##### Portfolio Performance

Directly managed investments show an outperformance of the 90 day bank bill index benchmark by more than 100 basis points for the reporting period.

Monthly annualised return	March
Council Managed Funds	3.95%
Benchmark: 90 Day Bank Bill Index	2.62%

Investment returns can fluctuate during any one reporting period based on market perceptions, or as in the case of funds under management, changes in asset classes. As such, any measurement of performance is better reflected over a rolling 12 month period to average out any fluctuations in monthly performance. Council's total investment portfolio has outperformed the benchmark on average over the last 12 months.

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<b>Rolling year to date return</b>	<b>March</b>
Council Managed Funds	4.24%
Benchmark: 90 Day Bank Bill Index	2.72%

Council's portfolio as at 31 March 2014 is diversified with 71% in term deposits of varying lengths of maturity which are managed in accordance with market expectations and Council's investment strategy, 21% in floating rate notes which gives Council a set margin above either 30 or 90 day bank bills, 7% in fixed rate bonds, 1% in funds in a short term at call account and a National Australia Bank offset facility which expires in June 2014.

<b>Maturity profile</b>	<b>31 March</b>
Short term at call	\$1,190,414
1 – 3 months	\$31,796,514
3 – 6 months	\$38,725,989
6 – 12 months	\$14,178,575
12 months +	\$6,000,000

All investments are placed with approved deposit taking institutions. No funds are placed with any unrated institutions.

<b>Credit exposure</b>	<b>31 March</b>
AAA to AA-	71%
A+ to A-	25%
BBB+ to BBB-	4%
Other approved deposit taking institutions	0%

### **Economic outlook**

The Board of the Reserve Bank of Australia (RBA) left the cash rate unchanged at its present level of 2.5% at its meeting held on 1 April, which was in line with market expectations. The accompanying statement to this decision stated that the decline in the exchange rate, while still remaining high compared to historical exchange rates, will assist in achieving balanced growth within the economy. As was highlighted in a recent Treasury speech, the Australian economy has gone for more than two decades without a recession, however there are still large risks in the economic outlook as Australia transitions away from growth in the mining sector. For this reason, the RBA is remaining cautious over the outlook of economic growth and suggests that interest rates will remain on hold in the immediate future.

## **Summary**

Council's investment portfolio continues to outperform the benchmark of the 90 day bank bill index. The Local Government Investment Guideline leaves little scope for the enhancement of Council's investment portfolio with the various investment products being offered. However, to enhance the portfolio, advantage is taken on the length of maturity of the investment given the rating of the institution, as well as reviewing any new investment products offered in consultation with Council's financial advisor, Spectra Financial Services.

Regular liaison with Council's external financial advisor assists in monitoring all of the risk factors to maximise Council's return on the investment portfolio, while minimising the risk associated with this strategy.

## **Officer's Recommendation**

That the information be noted.

## **Committee's Recommendation: (Borg/Kolkman)**

That the Officer's Recommendation be adopted.

**CARRIED**

## **Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Officer's Recommendation be adopted.

## **Council Resolution Minute Number 68**

That the Officer's Recommendation be adopted.

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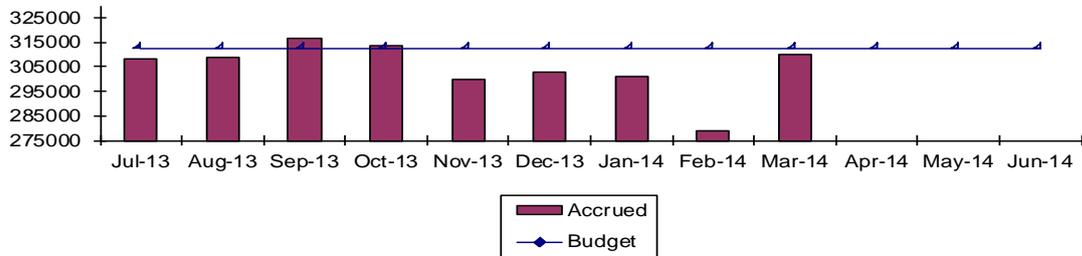
# ATTACHMENT 1

## CAMPBELLTOWN CITY COUNCIL INVESTMENT PORTFOLIO Summary March 2014

Benchmark UBS Warburg 90 Day Bank Bill Index  
 Portfolio Balance \$91,891,492.43

Monthly Performance	Return (mth)	Return (pa)
UBSW 90 Bank Bill Index	0.22%	2.62%
Total Portfolio	0.33%	3.94%
<i>Performance to Benchmark</i>	+ 0.11%	+ 1.33%
Portfolio - Direct Investments	0.34%	3.95%
<i>Performance to Benchmark</i>	+ 0.11%	+ 1.34%
Short Term Call Account	0.25%	2.90%

### Monthly Interest

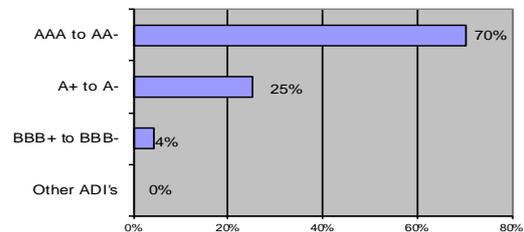


### Year to Date Performance

Rolling 12 Month Period  
 4.24% Council Managed Funds  
 2.72% Benchmark

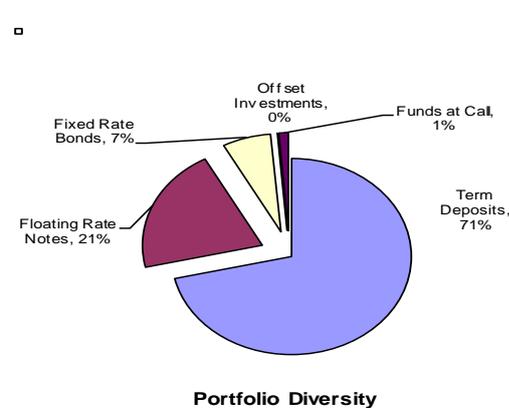
Interest Budget to Actual \$2,812,500  
 Budget to Period \$2,738,908  
 Accrued to Period \$2,738,908

### Credit Exposure



### Securities

### Institutions



	Amount Invested	% Portfolio
Funds at Call	\$ 1,190,413.96	1%
NSW Treasury	\$ 2,225,000.00	2%
National Australia Bank	\$ 26,729,071.53	29%
ANZ Bank	\$ 3,500,000.00	4%
Westpac Bank	\$ 10,796,428.67	12%
St George Bank	\$ 3,528,505.06	4%
Commonwealth Bank	\$ 12,500,000.00	14%
Bank Western Australia	\$ 4,216,711.54	5%
AMP Bank	\$ 5,000,000.00	5%
Suncorp Metway	\$ 7,205,361.67	8%
ING Bank	\$ 4,000,000.00	4%
Rural Bank	\$ 3,000,000.00	3%
Bank of Queensland	\$ 4,000,000.00	4%
ME Bank	\$ 4,000,000.00	4%
<b>Total</b>	<b>\$91,891,492.43</b>	<b>100%</b>

## **3.2 Monthly Rate Summary - March 2014**

### **Reporting Officer**

Manager Financial Services

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### **Attachments**

1. Monthly rates summary (contained within this report)
2. Actual to budget result (contained within this report)
3. Rates statistics (contained within this report)

### **Purpose**

To provide details of the 2013-2014 Rates and Charges Levy and cash collections for the month ending 31 March 2014.

### **Report**

Rates and charges levied for the period ending 31 March 2014 totalled \$83,519,327 representing 99.1% of the current budget estimate.

The rates and charges receipts collected to the end of March totalled \$65,206,405. In percentage terms 75.9% of all rates and charges due to be paid have been collected, representing an increase to the amount collected in the same period last year of 75.3%.

Debt recovery action during the month involved the issue of 1878 seven-day letters to ratepayers with two or more instalments outstanding and a combined balance exceeding \$500. Towards the end of March a review of matters still outstanding resulted in 696 accounts being referred to Council's recovery agents for a second letter of demand. Aside from penalty interest no additional costs have been incurred at this stage.

Also during March, missed instalment notices were issued to remind 6830 ratepayers that they had overlooked payment by the 28 February 2014 instalment due date.

Council staff continue to provide assistance to ratepayers experiencing difficulty in settling their accounts. This includes the monitoring of 405 ratepayers with a total arrears balance of \$458,562, who have made suitable payment arrangements.

Ratepayers who purchased property since the February instalment notices are issued with a 'Notice to new owner' letter. During the month, 31 of these notices were sent to ratepayers advising them of the amount unpaid on their account and the amount levied in annual rates and charges.

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**Officer's Recommendation**

That the information be noted.

**Committee's Recommendation: (Kolkman/Lake)**

That the Officer's Recommendation be adopted.

**CARRIED**

**Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Officer's Recommendation be adopted.

**Council Resolution Minute Number 68**

That the Officer's Recommendation be adopted.

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# ATTACHMENT 1

## RATES SUMMARY

### STATEMENT OF ALL OUTSTANDING RATES AND EXTRA CHARGES

RATE - CHARGE	NET ARREARS 1/7/2013	NET LEVY FOR YEAR	PENSION REBATES	EXTRA CHARGES	TOTAL RECEIVABLE	CASH COLLECTED	NET AMOUNT DUE	POSTPONED RATES & INTEREST	GROSS AMOUNT DUE
RESIDENTIAL	2,489,704.10	47,019,211.28	1,357,040.99	572,032.10	48,723,906.49	36,595,059.59	12,128,846.90	353,537.70	12,482,384.60
BUSINESS	468,656.67	15,779,749.79		81,901.21	16,330,307.67	12,501,747.13	3,828,560.54		3,828,560.54
BUSINESS - IND	3,940.83	0.00		111.00	4,051.83	1,492.23	2,559.60		2,559.60
FARMLAND	12,880.47	393,443.20	884.94	1,531.27	406,970.00	285,981.93	120,988.07	156,487.76	277,475.83
MINING	0.00	13,929.61		0.00	13,929.61	13,929.61	0.00		0.00
LOAN	243,314.66	4,107,623.19		10,152.22	4,361,090.07	3,250,601.81	1,110,488.26	49,352.22	1,159,840.48
F5 ACCESS RAMPS	764.21	0.00		16.68	780.89	106.91	673.98		673.98
MAIN STREET	40.12	0.00		0.00	40.12	0.00	40.12		40.12
<b>TOTAL</b>	<b>\$3,219,301.06</b>	<b>\$67,313,957.07</b>	<b>\$1,357,925.93</b>	<b>\$665,744.48</b>	<b>\$69,841,076.68</b>	<b>\$52,648,919.21</b>	<b>\$17,192,157.47</b>	<b>\$559,377.68</b>	<b>\$17,751,535.15</b>
GARBAGE	735,268.06	15,806,566.38	804,017.73	34,430.52	15,772,247.23	11,844,246.36	3,928,000.87		3,928,000.87
SANITARY	0.00	0.00		0.00	0.00	0.00	0.00		0.00
STORMWATER	51,164.38	900,744.36		1,939.34	953,848.08	713,239.16	240,608.92		240,608.92
<b>GRAND TOTAL</b>	<b>\$4,005,733.50</b>	<b>\$84,021,267.81</b>	<b>\$2,161,943.66</b>	<b>\$702,114.34</b>	<b>\$86,567,171.99</b>	<b>\$65,206,404.73</b>	<b>\$21,360,767.26</b>	<b>\$559,377.68</b>	<b>\$21,920,144.94</b>

Total from Rates Financial Transaction Summary	21,426,561.58
Overpayments	-493,583.36
Difference	0.00

### ANALYSIS OF RECOVERY ACTION

Rate accounts greater than 6 months less than 12 months in arrears	1,114,677.99
Rate accounts greater than 12 months less than 18 months in arrears	133,871.52
Rate accounts greater than 18 months in arrears	46,054.27
<b>TOTAL rates and charges under instruction with Council's agents</b>	<b>\$1,294,603.78</b>

## ATTACHMENT 2

### COMPARISON OF BUDGET TO ACTUAL

DESCRIPTION	ORIGINAL BUDGET	REVISED BUDGET	ACTUAL	BALANCE STILL REQD.	% RAISED
RESIDENTIAL	46,699,900	46,699,900	47,019,211	(319,311)	100.68%
BUSINESS	15,792,500	15,792,500	15,779,750	12,750	99.92%
FARMLAND	415,500	415,500	393,443	22,057	94.69%
MINING	15,000	15,000	13,930	1,070	92.86%
LOAN	4,176,500	4,176,500	4,107,623	68,877	98.35%
<b>TOTALS</b>	<b>67,099,400</b>	<b>67,099,400</b>	<b>67,313,957</b>	<b>(214,557)</b>	<b>100.32%</b>
INTEREST CHARGES	368,900	368,900	153,905	214,995	41.72%
LEGAL COSTS RECOVERED	710,000	710,000	517,003	192,997	72.82%
PENSIONERS - Sec 575	(1,735,300)	(1,735,300)	(1,798,356)	63,056	103.63%
PENSIONERS - Sec 582	0	0	(363,588)	363,588	0.00%
PENSIONERS SUBSIDY	953,500	953,500	989,096	(35,596)	103.73%
<b>SUB TOTAL</b>	<b>67,396,500</b>	<b>67,396,500</b>	<b>66,812,017</b>	<b>584,483</b>	<b>99.13%</b>
DOMESTIC WASTE CHARGES	15,566,800	15,566,800	15,400,251	166,549	98.93%
COMMERCIAL WASTE CHARGES	358,800	358,800	406,315	(47,515)	113.24%
STORMWATER MNGMNT	894,000	894,000	900,744	(6,744)	100.75%
<b>GRAND TOTALS</b>	<b>84,216,100</b>	<b>84,216,100</b>	<b>83,519,327</b>	<b>696,773</b>	<b>99.17%</b>

COLLECTIONS AS A % OF:	TOTAL RECEIVABLE	TOTAL LEVIED	TOTAL RECEIVABLE	TOTAL LEVIED
RESIDENTIAL	75.11%	77.83%		
BUSINESS	76.56%	79.23%	RATES	78.21%
FARMLAND	70.27%	72.69%	WASTE	74.93%
LOAN	74.54%	79.14%	STORMWATER	79.18%
<b>ALL RATES</b>	<b>75.38%</b>	<b>78.21%</b>	<b>TOTAL RATES &amp; CHARGES</b>	<b>78.19%</b>

### ATTACHMENT 3

### RATES STATISTICS

No. of documents Issued	July	August	September	October	November	December	January	February	March	April	May	June	Mar-13
Rate Notices	48,779	121		238			165						
Electronic - DoH	5,655												
Instalment Notices				42,363			42,019						
Electronic - DoH				5,703			6,317						
Missed Instalment Notices			7,916			6,949			6,411				7,017
- Pensioners > \$15.00			489			436			419				459
Notice to new owner	169	91	41	71	41	39	48	21	31				19
7-day Letters - Council issued			1,755			1,901			1,785				1,860
- Pensioners > \$500.00			124			99			93				106
7-day Letters - Agent Issued			698				522		696				774
Statement of Claim	235	31	19	248	20	15	236	22	24				15
Judgments	20	81	21	19	65	9	21	38	43				39
Writs	23	44	53	9	15	37	16	6	55				72
eRates	1,163	1,309	1,327	1,331	1,335	1,337	1,341	1,342	1,345				1,241
Arrangements	382	297	385	334	277	389	373	303	405				454

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### 3.3 Sundry Debtors Report - March 2014

#### Reporting Officer

Manager Financial Services

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#### Attachments

1. Debtors summary to 31 March 2014 (contained within this report)
2. Ageing of sundry debts to 31 March 2014 (contained within this report)

#### Purpose

To provide a report detailing the amount outstanding by type and age for sundry and miscellaneous debts for the period ending 31 March 2014.

#### Report

Debts outstanding to Council as at 31 March 2014 are \$1,415,965, reflecting a decrease of \$49,822 since February 2014. The ratio of outstanding debts to current invoices has decreased from 39% in February to the current level of 20%. This debtor management ratio is a measure of the effectiveness of recovery efforts, however is impacted by Council policies as well as economic and social conditions.

#### Invoices raised – March 2014

During the month, 809 invoices were raised totalling \$1,009,272. The majority of these are paid within a 30 day period, however those that remain unpaid from previous periods for longer than 90 days are detailed at the end of this report. The most significant invoices raised during the month have been in the following areas:

Land and building rentals – \$483,968 – the main invoices relate to:

Crown Castle Australia Pty Ltd - 3GIS land lease annual payments for March 2014-2015 for various sites in the local government area	\$188,708
Telstra Corporation Ltd - 3GIS land lease annual payments for March 2014-2015 for various sites in the local government area	\$110,307
Optus Mobile Pty Ltd - 3GIS land lease annual payments for March 2014-2015 for various sites in the local government area	\$28,175
Nuvezo Pty Ltd - monthly rental Dumaresq Street Cinema	\$23,283
Aldi Stores - monthly rental Macquarie Fields	\$22,518
Glenquarie Hotel Pty Ltd - monthly rental Macquarie Fields	\$20,438
Caltex Oil Australia Pty Ltd - monthly rental Macquarie Fields	\$15,062
Mycorp Group Pty Ltd - monthly rental Macquarie Fields	\$13,344
McDonalds Australia Ltd - monthly rental Macquarie Fields	\$7,565
Macarthur Community Options - monthly rental Campbelltown	\$5,958

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Sportsground and Field Hire – \$85,989 – the invoices relate to:

Camden District Cricket Association and Camden District Association Inc - field hire	\$23,605
Macarthur Baseball League - field hire and recovery of outgoings	\$15,460
Campbelltown UWS Collegians Athletics Inc - hire of Campbelltown Athletics Centre 2013-2014	\$13,084
Campbelltown Camden District Cricket Club Inc - field hire	\$12,360
West Tigers Football Club - hire of Campbelltown Football Stadium	\$5,735

Government and other Grants – \$68,310 – the main invoices relate to:

Greater Sydney Local Land Services - incentive project improving Spring Creek	\$40,810
Australia Council for the Arts - music grant for Campbelltown Arts Centre 2014	\$27,500

Waste collection services – \$58,999 – three main invoices relate to:

G & G Waste Services – effluent for February 2014	\$24,419
Remondis Australia Pty Ltd – effluent for February 2014	\$20,226
Veolia Water Network Services – effluent for February 2014	\$14,354

Receipts to the value of \$1,059,093 have been received during the period, the most notable in the following areas:

Corporate administration	\$242,983
Land and building rentals	\$190,056
Various sundry items	\$155,937
Government and other grants	\$137,340
Waste collection services	\$111,669

### Sundry debts outstanding – 31 March 2014

Debts exceeding 90 days of age totalled \$197,795 as at 31 March 2014. The major invoices relating to this balance include:

Description	Date Invoiced	Balance
State Emergency Service - Operation Expenses for Campbelltown State Emergency Services - June 2013 to September 2013. State Emergency Service requested further documentation relating to the invoice. This was provided in March 2014. Payment is expected in April 2014	02/10/13	\$22,720

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Debtor 68316.9 - retaining wall between Lot 1451 DP 703487, 2 and 4 Brownlow Place, Ambarvale. Debtor is maintaining arrangement to pay \$450 per month as approved by Council	09/06/10	\$14,657
Australia Council For The Arts - Jumping the Shark Fantastic New Work Young Artists Initiative Grant for 2014. Payment is expected in May 2014, six weeks prior to commencement of project	17/12/14	\$16,500
Veolia Environmental Services - Effluent charges. Payment is expected in April 2014	12/09/13	\$2,227
	23/12/13	\$6,745
	22/01/14	\$5,864

Debt recovery action is undertaken in accordance with Council's Sundry Debtor Recovery Procedures Policy and commences with the issue of a tax invoice. A person or entity may be issued any number of invoices during the calendar month for any business, services or activities provided by Council. At the conclusion of each calendar month, a statement of transactions is provided with details of all invoices due and how payments or credit notes have been apportioned. Once an invoice is paid, it no longer appears on any subsequent statement.

All debts that age by 60 days or more are charged a statement administration fee of \$5.50 per statement. Debtors are contacted by telephone, email or in writing to make suitable arrangements for payment of the overdue debt. Where a suitable arrangement is not achieved or not maintained as agreed, a seven day letter is issued referencing referral to Council's debt recovery agents.

Matters referred to Council's recovery agent are conducted in accordance with relevant legislation and the *Civil Procedures Act 2001*. Formal legal recovery commences with a letter of demand (or letter of intent) providing debtors with at least 10 days to respond. In the event that no response is received, instructions are given to proceed to Statement of Claim allowing a further 28 days to pay or defend the action. Failing this, the matter will automatically proceed to judgment and continue through the *Civil Procedures Act 2001* process.

All costs associated with formal legal recovery are payable by the debtor and staff continue to make every effort to assist debtors to resolve their outstanding debt before escalating it through the local court.

During the month, 17 accounts progressed to recovery action. The defaulting debtors were issued a letter of demand on Council's letterhead, advising that if the account was not settled or an appropriate arrangement was not made, the account will escalate to formal legal action through Council's agents.

Four accounts progressed to the first stage of formal legal recovery action. The defaulting debtor was issued a letter of demand by Council's agents Executive Collections, advising that if the account was not settled or an appropriate arrangement was not made the account may be escalated to a Statement of Liquidated Claim.

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Council's agents were instructed to proceed with one Examination Order Execution for unpaid license fees.

Council officers continue to provide assistance to debtors experiencing difficulties in paying their accounts. Debtors are encouraged to clear their outstanding debts through regular payments where possible, to avoid any further recovery action.

### **Officer's Recommendation**

That the information be noted.

### **Committee's Recommendation: (Hawker/Greiss)**

That the Officer's Recommendation be adopted.

### **CARRIED**

### **Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Officer's Recommendation be adopted.

### **Council Resolution Minute Number 68**

That the Officer's Recommendation be adopted.

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**ATTACHMENT 1**

***DEBTORS SUMMARY 1 March 2014 to 31 March 2014***

DEBTOR TYPE/DESCRIPTION	ARREARS AT 28/02/2014	RAISED THIS PERIOD	RECEIVED THIS PERIOD	BALANCE AT 31/03/2014	% DEBT RATIO
Corporate Administration	338,360	29,923	242,983	125,300	8.85%
Abandoned Items	8,944	0	0	8,944	0.63%
Child Care Debts	18,710	0	0	18,710	1.32%
Community Bus	89	422	422	89	0.01%
Tennis Court Hire	0	0	0	0	0.00%
Sportsground and Field Hire	51,223	85,989	15,936	121,276	8.56%
Government and other Grants	167,040	68,310	137,340	98,010	6.92%
Public Hall Hire	32,773	5,097	19,892	17,978	1.27%
Health Services	350	0	0	350	0.02%
Land and Building Rentals	188,163	483,968	190,056	482,075	34.05%
Healthy Lifestyles	2,765	31,169	32,054	1,879	0.13%
Library Fines and Costs	174,497	0	0	174,497	12.32%
Shop Licence Fees	84,092	4,580	34,905	53,767	3.80%
Pool Hire	13,080	29,861	18,164	24,776	1.75%
Private Works	51,244	23,875	2,964	72,155	5.10%
Road and Footpath Restoration	51,421	75,745	73,493	53,673	3.79%
Shop and Office Rentals	20,000	29,533	23,278	26,256	1.85%
Various Sundry Items	133,960	81,801	155,937	59,824	4.22%
Waste Collection Services	168,510	58,999	111,669	115,840	8.18%
	<b>1,465,786</b>	<b>1,009,272</b>	<b>1,059,093</b>	<b>1,415,965</b>	<b>100%</b>

## ATTACHMENT 2

### AGEING OF SUNDRY DEBTOR ACCOUNTS - 31 March 2014

Description	Current Charges	Total 30 Days	Total 60 Days	Total 90+ Days	Balance Due	Previous Month 90+ days
Corporate Administration	26,601	3,960	45,876	48,863	125,300	123,635
Abandoned Items	0	0	0	8,944	8,944	8,944
Child Care Debts	18,710	0	0	0	18,710	0
Community Bus	89	0	0	0	89	0
Sportsground and Field Hire	83,206	18,671	0	19,400	121,276	26,453
Government and other Grants	68,310	13,200	0	16,500	98,010	380,000
Public Hall Hire	2,132	9,306	1,434	5,106	17,978	5,059
Health Services	0	0	0	350	350	350
Land and Building Rentals	384,377	91,956	1,084	4,658	482,075	18,032
Healthy Lifestyles	1,489	2	3	386	1,879	576
Library Fines and Costs	174,497	0	0	0	174,497	0
Shop Licence Fees	4,355	21,800	0	27,612	53,767	27,306
Pool Hire	20,309	2,349	0	2,118	24,776	1,905
Private Works	25,064	23,875	0	23,217	72,155	28,695
Road and Footpath Restoration	30,485	1,128	4,173	17,886	53,673	42,019
Shop and Office Rentals	17,159	6,772	2,324	0	26,256	1,151
Various Sundry Items	36,058	9,352	1,227	13,187	59,824	11,345
Waste Collection Services	58,999	22,840	24,432	9,569	115,840	64,670
	<b>912,405</b>	<b>225,211</b>	<b>80,554</b>	<b>197,795</b>	<b>1,415,965</b>	<b>740,139</b>

## **3.4 Quarterly Budget Review Statement as at 31 March 2014**

### **Reporting Officer**

Manager Financial Services

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### **Attachments**

Quarterly Budget Review Statement for the period 1 January 2014 to 31 March 2014  
(contained within this report)

### **Purpose**

A quarterly financial review has been conducted on the original income and expenditure estimates presented in the 2013-2014 budget. The adjustments relating to the review of the original budget allocations are presented for Council's consideration.

### **Introduction**

The current planning and reporting framework for NSW Local Government has a greater focus on financial sustainability. In an effort to achieve consistency in reporting between councils, the Office of Local Government introduced a set of minimum requirements and predefined templates to assist councils in meeting their legislative obligations. Collectively, these documents are known as the quarterly budget review statement (QBRS). The latest QBRS under the reporting framework is attached.

### **Report**

In accordance with Clause 203 of the Local Government (General) Regulations 2005, the Responsible Accounting Officer is required to prepare a quarterly budget review of income and expenditure estimates and submit a report to Council. The QBRS must also include an opinion of the Responsible Accounting Officer concerning the financial position of Council. This report provides an overview of the results of the financial review for the quarter ended 31 March 2014.

In June 2013, Council adopted a balanced budget for 2013-2014. There is no proposed change to the budget result in this review.

The recommended movements relating to income and expenditure are summarised in the attachment and details of significant items greater than \$20,000 are listed in the body of this report for Council's consideration.

In the January to March quarter, Council considered a number of reports that either required an adjustment to budget estimates or requested that consideration be given to funding programs. The recommendations from these reports have been included in this review.

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The following items are detailed with corresponding adjustments recommended following the completion of the quarterly financial review:

#### **Swimming Pool Inspection Program - \$85,000 decrease in income**

Council employed three staff to implement the swimming pool safety inspection program late December 2013. It was anticipated that once the inspection program was well underway that resulting income would offset program costs. There has been a delay in full implementation of the inspection program, and as a result, the income generated in the early stages of inspection program implementation will not meet the initial budget allocation.

A number of factors have had an influence on delayed inspection program implementation including the following:

- Delayed implementation of the State Pool register by OLG which consequently put back the establishment of Council's license register until February 2014
- The administrative demands of inspection program set up including license register development and transfer of data (over 8000 records) from the state pool register to the license register; development of standard correspondence templates and databases; mapping of registered and known swimming pools; development of inspection program procedures and processes (eg, inspection invoicing/recording) and training of staff
- Intervention of the Christmas/New Year holiday period
- The State Government decision to defer the requirement for pool owners to obtain certificates of compliance for sold or leased properties until 29 April 2015.

#### **Strategic Planning - \$85,000 increase in income**

There has been several land rezoning applications received this financial year. It is unusual for Council to receive more than one application in a year and a nominal amount is usually allowed for in the budget. This additional income will be used to offset over expenditures in other budget allocations.

#### **Waste Management - Old Lynwood Park Tip - \$150,000 increase in expenditure**

As part of the ongoing leachate management and rectification of the old tip site at Lynwood Park, additional funds are needed to fund the required works. This amount will be sourced from existing funds held in the Garbage Reserve.

#### **Finance and Tax - \$39,600 decrease in expenditure**

There has been a salary saving in the Finance and Tax section this financial year. The saving is a result of staff being on maternity leave and staff vacancies. This saving in expenditure will be used to offset over expenditures in other budget allocations.

#### **Loan Borrowing Program - \$139,600 increase in expenditure**

This adjustment to the overall loan borrowing program expenditure is due to an increase in the interest payments due. The adjustment is a result of a decision to take up Council's loan borrowing allocation earlier than originally anticipated to take advantage of the current low interest rates, and a timing difference between receiving the interest subsidy under the LIRS and the payment of the accrued interest due on the loan.

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### **Superannuation Contribution Schemes - \$100,000 decrease in expenditure**

Council currently contributes into the Local Government Superannuation Retirement Scheme for employees who commenced after 1997 and chose to join the scheme; this scheme was closed to new members effective from 1992. The Retirement Scheme is a split benefit fund into which both the employee and Council contribute. During the budget process Council allocates funds in anticipation of its required contribution. As this is a closed scheme, the number of employees in the scheme is reducing. There have been more employees exiting the scheme this year than was anticipated, which has resulted in this saving to the budget.

#### **Summary**

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 to a satisfactory level and as such, a balanced budget is proposed for the 2013-2014 financial year.

As per the Responsible Accounting Officer's statement, the 2013-2014 results continue to support Council's sound financial position in the short to medium term. During 2013-2014, Council will further refine its financial strategy in line with the development of the 10 year Long Term Financial Plan, required by the Integrated Planning and Reporting Framework and determine the most appropriate and financially responsible action for future periods.

#### **Officer's Recommendation**

That the adjustments recommended in the Quarterly Budget Review Statement be adopted.

#### **Committee's Recommendation: (Hawker/Kolkman)**

That the Officer's Recommendation be adopted.

#### **CARRIED**

#### **Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Officer's Recommendation be adopted.

#### **Council Resolution Minute Number 68**

That the Officer's Recommendation be adopted.

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## ATTACHMENT 1

Campbelltown City Council

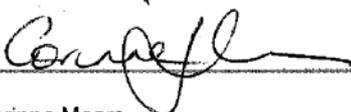
**Quarterly Budget Review Statement**  
for the period 01/01/14 to 31/03/14

### Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Campbelltown City Council for the quarter ended 31/03/14 indicates that Council's projected financial position at 30/6/14 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



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Corinne Mears  
Responsible Accounting Officer

date: 15.4.14

**Quarterly Budget Review Statement**  
 for the period 01/01/14 to 31/03/14

Campbelltown City Council  
**Income & Expenses Budget Review Statement**

Budget review for the quarter ended 31 March 2014  
**Income & Expenses - Council Consolidated**

(\$000's)	Original Budget 2013/14	Approved Changes			Revised Budget 2013/14	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Other than by QBRs	Sep QBRs	Dec QBRs					
<b>Income</b>									
Rates and Annual Charges	82,044	0	-	164	82,208	-	82,208	81,729	
User Charges and Fees	10,088	(2)	27	251	10,365	59	10,423	9,380	
Interest and Investment Revenues	4,119	0	-	(110)	4,009	-	4,009	3,115	
Other Revenues	3,991	(77)	(33)	65	3,945	94	4,039	3,415	
Grants & Contributions - Operating	26,783	336	(5,153)	3	21,969	57	22,026	18,727	
Grants & Contributions - Capital	1,700	131	-	-	1,831	-	1,831	8,425	
Net gain from disposal of assets	-	-	-	-	-	-	-	-	
<b>Total Income from Continuing Operations</b>	<b>128,725</b>	<b>388</b>	<b>(5,159)</b>	<b>373</b>	<b>124,326</b>	<b>210</b>	<b>124,536</b>	<b>124,791</b>	
<b>Expenses</b>									
Employee Costs	58,351	154	(262)	(468)	57,774	(202)	57,573	41,589	
Borrowing Costs	899	-	-	-	899	191	1,090	663	
Materials & Contracts	22,087	2,151	97	362	24,697	275	24,972	14,118	
Depreciation	26,297	-	-	-	26,297	-	26,297	11,936	
Legal Costs	974	29	3	66	1,072	-	1,072	673	
Consultants	526	471	4	42	1,043	62	1,104	777	
Other Expenses	31,067	368	178	378	31,991	135	32,126	23,174	
Net Loss from disposal of assets	-	-	-	-	-	-	-	-	
<b>Total Expenses from Continuing Operations</b>	<b>140,201</b>	<b>3,173</b>	<b>20</b>	<b>379</b>	<b>143,773</b>	<b>461</b>	<b>144,234</b>	<b>92,931</b>	
<b>Net Operating Result from Continuing Operation</b>	<b>(11,476)</b>	<b>(2,785)</b>	<b>(5,179)</b>	<b>(7)</b>	<b>(19,447)</b>	<b>(252)</b>	<b>(19,698)</b>	<b>31,860</b>	
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-	-	-	-	
<b>Net Operating Result from All Operations</b>	<b>(11,476)</b>	<b>(2,785)</b>	<b>(5,179)</b>	<b>(7)</b>	<b>(19,447)</b>	<b>(252)</b>	<b>(19,698)</b>	<b>31,860</b>	
<b>Net Operating Result before Capital Items</b>	<b>(13,176)</b>	<b>(2,916)</b>	<b>(5,179)</b>	<b>(7)</b>	<b>(21,277)</b>	<b>(252)</b>	<b>(21,529)</b>	<b>23,435</b>	

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/03/14 and should be read in conjunction with the total QBRs report



**Quarterly Budget Review Statement**  
 for the period 01/01/14 to 31/03/14

Campbelltown City Council  
**Capital Budget Review Statement**

Budget review for the quarter ended 31 March 2014  
**Capital Budget - Council Consolidated**

	Original Budget 2013/14	Approved Changes				Revised Budget 2013/14	Variations for this Mar Qtr	Notes	Projected Year End Result	Actual YTD figures
		Other than by QBRs	Sep QBRs	Dec QBRs	Mar QBRs					
<b>Capital Expenditure</b>										
New Assets										
- Plant & Equipment	321	1,350	1,827	-	3,498	-	-	3,498	6,106	
- Land & Buildings	-	-	-	-	-	-	-	-	-	
- Other	-	-	-	-	-	-	-	-	-	
Renewal Assets (Replacement)										
- Plant & Equipment	3,421	-	-	-	3,421	-	-	3,421	521	
- Office Equipment/Furniture & Fittings	523	199	8	(129)	601	19	1	620	303	
- Land & Buildings	2,278	2,934	34	60	5,306	-	-	5,306	2,716	
- Roads, Bridges, Footpaths	9,745	3,477	89	1,445	14,755	-	-	14,755	11,763	
- Stormwater/Drainage	-	551	-	-	551	-	-	551	1,219	
- Other Assets	360	-	-	-	360	(50)	2	310	127	
Loan Repayments (Principal)	3,776	-	-	-	3,776	(52)	3	3,724	2,321	
<b>Total Capital Expenditure</b>	<b>20,424</b>	<b>8,511</b>	<b>1,958</b>	<b>1,376</b>	<b>32,268</b>	<b>(83)</b>		<b>32,185</b>	<b>25,076</b>	
<b>Capital Funding</b>										
Rates & Other Unified Funding	9,933	253	(495)	(115)	9,575	(102)	4	9,473	7,459	
Capital Grants & Contributions	1,700	131	-	-	1,831	-	-	1,831	8,124	
Reserves:										
- External Restrictions/Reserves	100	2,702	-	-	2,802	-	-	2,802	809	
- Internal Restrictions/Reserves	1,071	5,426	-	1,491	7,988	19	5	8,007	807	
New Loans	5,000	-	-	-	5,000	-	-	5,000	5,000	
Receipts from Sale of Assets										
- Plant & Equipment	2,015	-	1	-	2,016	-	-	2,016	373	
- Land & Buildings	600	-	2,452	-	3,052	-	-	3,052	2,500	
- Other Assets	5	-	-	-	5	-	-	5	5	
<b>Total Capital Funding</b>	<b>20,424</b>	<b>8,510</b>	<b>1,958</b>	<b>1,376</b>	<b>32,268</b>	<b>(83)</b>		<b>32,185</b>	<b>25,076</b>	
<b>Net Capital Funding - Surplus/(Deficit)</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>		<b>0</b>	<b>0</b>	

This statement forms part of Council's Quarterly Budget Review Statement (QBRs) for the quarter ended 31/03/14 and should be read in conjunction with the total QBRs report.



**Quarterly Budget Review Statement**  
 for the period 01/01/14 to 31/03/14

Campbelltown City Council  
**Cash & Investments Budget Review Statement**

Budget review for the quarter ended 31 March 2014  
**Cash & Investments - Council Consolidated**

(\$000's)	Opening Balance 2013/14	Movement in Reserves		Current Balance 2013/14	Projected Movement Mar Qtr	Projected Year End Balance	Actual YTD figures
		Income/ Expenses	Transfers to/from				
			Works in Kind				
<b>Externally Restricted <sup>(1)</sup></b>							
Special Rates	242	-	-	183	-	183	183
Stormwater Management	6,900	-	(59)	1,176	-	1,176	1,176
Specific Purpose Grants	5,834	-	(5,724)	4,180	-	4,180	4,180
Specific Purpose Contributions	5,786	2,632	(7,610)	6,443	-	6,443	6,443
Developer Contributions - S94	878	157	-	1,035	-	1,035	1,035
Developer Contributions - Other	2,284	-	(15)	2,269	-	2,269	2,269
Domestic Waste Management	3,340	-	-	3,340	-	3,340	3,340
Self Insurance Workers Compensation Claims							
<b>Total Externally Restricted</b>	<b>25,264</b>	<b>2,789</b>	<b>(15,063)</b>	<b>18,625</b>	<b>-</b>	<b>18,625</b>	<b>18,625</b>
<sup>(1)</sup> Funds that must be spent for a specific purpose							
<b>Internally Restricted <sup>(2)</sup></b>							
Property Development	12,373	-	(1,531)	10,842	-	10,842	10,842
Committed Works	1,856	-	(1,022)	834	-	834	834
Childcare	-	-	-	-	-	-	-
Self Insurance Workers Compensation Claims	2,495	-	(233)	2,262	-	2,262	2,262
Replacement of Plant and Vehicles	2,348	-	498	2,846	-	2,846	2,846
Committed Works funded by Loans	2,568	-	(349)	2,219	-	2,219	2,219
Employee Leave Entitlements	10,577	-	-	10,577	-	10,577	10,577
Environmental Sustainability	405	-	-	405	-	405	405
Asset Replacement	15,387	-	450	15,837	-	15,837	15,837
Olympic Ambassador	90	-	5	95	-	95	95
Insurance Claims - Excess	3,784	-	688	4,473	-	4,473	4,473
Local Government Elections	39	-	200	239	-	239	239
Other	125	0	-	125	-	125	125
<b>Total Internally Restricted</b>	<b>52,046</b>	<b>0</b>	<b>(1,293)</b>	<b>50,753</b>	<b>-</b>	<b>50,753</b>	<b>50,753</b>
<sup>(2)</sup> Funds that Council has earmarked for a specific purpose							
<b>Unrestricted (ie. available after the above Restrictions)</b>	10,328			25,139	-	25,139	25,139
<b>Total Cash &amp; Investments</b>	<b>87,638</b>			<b>94,518</b>	<b>-</b>	<b>94,518</b>	<b>94,518</b>

This statement forms part of Council's Quarterly Budget Review Statement (QBR) for the quarter ended 31/03/14 and should be read in conjunction with the total QBR report

Campbelltown City Council

**Quarterly Budget Review Statement**  
 for the period 01/01/14 to 31/03/14

**Cash & Investments Budget Review Statement**

**Comment on Cash & Investments Position**

The recommended variations and projected position will not impact on Council's management plan.

**Investments**

Investments have been invested in accordance with Council's Investment Policy.

**Cash**

The Cash at Bank figure included in the Cash & Investment Statement totals \$94,518,339

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.  
 The date of completion of this bank reconciliation is 31/03/14

**Reconciliation Status**

The YTD Cash & Investment figure reconciles to the actual balances held as follows:

		\$ 000's
Cash at Bank (as per bank statements)		2,761,597
Investments on Hand		91,891,492
less: Unpresented Cheques	(Timing Difference)	(48,182)
add: Undeposited Funds	(Timing Difference)	59,742
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	(146,828)
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	518
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	
<b>Reconciled Cash at Bank &amp; Investments</b>		<b>94,518,339</b>
<b>Balance as per Review Statement:</b>		<b>94,518,339</b>
Difference:		-

**Recommended changes to revised budget**

Budget Variations being recommended include the following material items:

**Notes Details**

Campbelltown City Council

**Quarterly Budget Review Statement**  
 for the period 01/01/14 to 31/03/14

**Key Performance Indicators Budget Review Statement - Council specific KPI's**

Budget review for the quarter ended 31 March 2014

(\$000's)	Current Projection		Original Budget	Actuals	
	Amounts	Indicator		Prior Periods	
	13/14	13/14	13/14	12/13	11/12

The Council monitors the following Key Performance Indicators:

<b>1. Current Ratio</b>					
Current assets	97,351	2.89 : 1	3.00 : 1	3.03 : 1	2.72 : 1
Current liabilities	33,700				

To assess the adequacy of working capital and the ability to satisfy obligations in the short term.

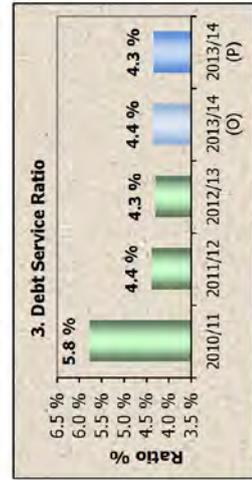
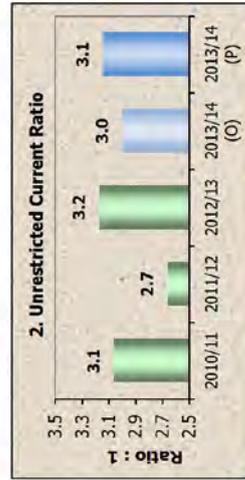
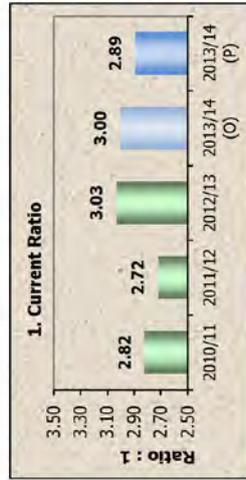
<b>2. Unrestricted Current Ratio</b>					
Current assets less all external restrictions	78,726	3.1 : 1	3.0 : 1	3.2 : 1	2.7 : 1
Current liabilities less specific purpose liabilities	25,058				

To assess the adequacy of working capital and the ability to satisfy obligations in the short term from the unrestricted activities of Council.

<b>3. Debt Service Ratio</b>					
Debt service cost	4,814	4.3 %	4.4 %	4.3 %	4.4 %
Income from continuing operations*	111,024				

To assess the impact of loan principal and interest repayments on discretionary revenue.

\* excluding capital items and specific purpose grants & contributions



Campbelltown City Council

**Quarterly Budget Review Statement**  
 for the period 01/01/14 to 31/03/14

**Key Performance Indicators Budget Review Statement - Council specific KPI's**

Budget review for the quarter ended 31 March 2014

(\$'000's)	Current Projection		Original Budget	Actuals	
	Amounts	Indicator		Prior Periods	
	13/14	13/14	13/14	12/13	11/12

The Council monitors the following Key Performance Indicators:

<b>4. Rate Coverage Ratio</b>					
Rates and annual charges	81,729	65.6 %	63.7 %	59.9 %	57.7 %
Income from continuing operations	124,536				

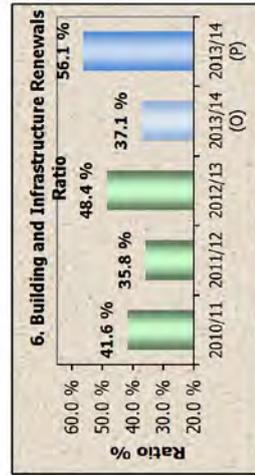
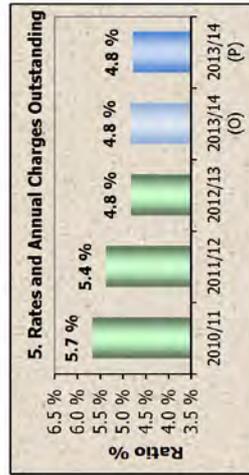
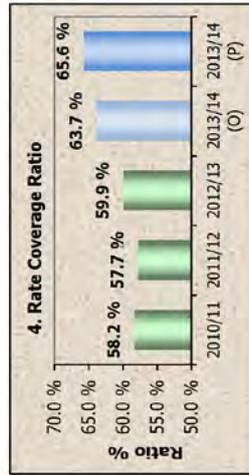
To assess the degree of dependence upon rates and annual charges as well as the security of Council's income.

<b>5. Rates and Annual Charges Outstanding</b>					
Rates and annual charges outstanding	3,936	4.8 %	4.8 %	4.8 %	5.4 %
Rates and annual charges collectible	82,208				

To assess the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.

<b>6. Building and Infrastructure Renewals Ratio</b>					
Asset renewals	14,755	56.1 %	37.1 %	48.4 %	35.8 %
Depreciation, amortisation and impairment	26,297				

To assess the rate at which assets are being renewed against the rate at which they are depreciating.



**Quarterly Budget Review Statement**  
 for the period 01/01/14 to 31/03/14

Campbelltown City Council  
**Contracts Budget Review Statement**

Budget review for the quarter ended 31 March 2014  
**Part A - Contracts Listing** - contracts entered into during the quarter

Contractor	Contract detail & purpose	Procurement Process Undertaken	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
<b>EXPENDITURE \$50,000 - \$150,000</b>						
Pan Sport and Corporate Wear Pty Ltd	Q13/04 Corporate Wardrobe	Public Quotation	17/01/14	17 months with 2 x 1 year options	Y	1
A . Prince Consulting Pty Ltd	Q13/26 Regional Waste Strategy	Public Quotation	06/02/14	Until completion	Y	
<b>EXPENDITURE \$150,000 - \$300,000</b>						
Plitney Bowes Software Pty Ltd Barnes Contracting Pty Ltd Edscog Pty Ltd E & B Tipper Hire Pty Ltd I.W Contracting Pty Ltd Nauneet Singh t/as Singh's Earthworks Raygal Pty Ltd Roadworx Group Pty Ltd W & R Hayes Pty Ltd	Q13/28 Mapping Software	Selective quotation (LGP)	25/03/14	3 years	Y	
	T13/23 Plant and Equipment Hire	Public Tender	12/03/14	2 years with 1 year option	Y	2
<b>EXPENDITURE &gt; \$300,000</b>						
Marsupial Landscape Management Pty Ltd	T12/08 Grounds Maintenance on Gardens at Park Central	Public Tender	01/01/14	2 years with 2 x 1 year option	Y	3

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/14 and should be read in conjunction with the total QBRS report

Campbelltown City Council

**Quarterly Budget Review Statement**  
for the period 01/01/14 to 31/03/14

**Contracts Budget Review Statement**  
**Comments & Explanations relating to Contractors Listing**

Notes Details

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1 Contract price is per garment, therefore the contract value is an estimation only

2 Contract price is an hourly rate, therefore the contract value is an estimation only

3 Contract Price is per service, therefore the contract value is an estimation only

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Campbelltown City Council

**Quarterly Budget Review Statement**  
for the period 01/01/14 to 31/03/14

**Consultancy & Legal Expenses Budget Review Statement**

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	777,246	Y
Legal Fees	673,361	Y

**Definition of a consultant:**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

**Comments**

Expenditure included in the above YTD figure but not budgeted includes:

**Details**

NA

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#### **4. HUMAN RESOURCES**

**No reports this round**

#### **5. INFORMATION MANAGEMENT AND TECHNOLOGY**

**No reports this round**

#### **6. GENERAL BUSINESS**

##### **6.1 Carpark - Carberry Lane, Campbelltown**

##### **Committee's Recommendation: (Lake/Greiss)**

That a report be presented outlining the feasibility and cost of operating the carpark located at Carberry Lane, Campbelltown for 24 hours each day.

**CARRIED**

##### **Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Committee's Recommendation be adopted.

##### **Council Resolution Minute Number 68**

That the Committee's Recommendation be adopted.

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## **6.2 Campbelltown Stadium**

### **Committee's Recommendation: (Hawker/Greiss)**

That Council enter in to negotiations with the Football Federation of Australia (FFA) to offer Campbelltown Stadium as a new venue for future soccer matches with the potential formation of a third Sydney soccer team.

**CARRIED**

### **Council Meeting 6 May 2014 (Dobson/Matheson)**

That the Committee's Recommendation be adopted.

### **Amendment (Dobson/Hawker)**

That Council enter in to negotiations with the Football Federation of Australia (FFA) to offer Campbelltown Stadium as a new venue for future soccer matches with the potential formation of a third Sydney soccer team and extend an invitation to the A League, W League and National Youth League to play matches including Asian Champions League.

### **Council Resolution Minute Number 68**

That the above amendment be adopted.

### **Confidentiality Motion: (Kolkman/Hawker)**

That the Committee in accordance with Section 10 of the *Local Government Act 1993*, move to exclude the public from the meeting during discussions on the items in the Confidential Agenda, due to the confidential nature of the business and the Committee's opinion that the public proceedings of the Committee would be prejudicial to the public interest.

**CARRIED**

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## **21. CONFIDENTIAL ITEMS**

### **21.1 Proposed Sale of Lot 22 DP 1194935 - Parkhill Avenue, Leumeah**

#### **Reason for Confidentiality**

This report is **CONFIDENTIAL** in accordance with Section 10A(2)(c) of the *Local Government Act 1993*, which permits the meeting to be closed to the public for business relating to the following: -

- (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

There being no further business the meeting closed at 6.16pm.

S Dobson  
CHAIRPERSON

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