

# DRAFT



## **DELIVERY PROGRAM 2017-2021**

## **OPERATIONAL PLAN 2020-2021**



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### Disclaimer

The information contained in this document is to be considered general in nature and Council reserves the right to make changes accordingly. Any document that contains financial information is to be considered an estimate based upon information available at the time of publication. Council takes no responsibility for actions taken by third parties based on information contained in this document.



Council acknowledges the traditional custodians of the land, the Dharawal people and their unique and spiritual connections to the land.

We also respectfully acknowledge Elders past and present for the role they continue to play in guiding future generations

# General Manager's Message



Council's Delivery Program 2017-2021 and Operational Plan 2020-2021 details our commitment to ongoing service delivery as well as a number of key projects and programs over the next 12 months that will continue to enhance our city and guide Campbelltown's future.

Campbelltown is a city that is brimming with potential and one that is also undergoing significant transformation. As a Metropolitan City Centre, Campbelltown plays a critical role in the delivery of services for the region. As we proactively plan for the significant growth coming our way over the next decade, we continue to work hard to deliver on the communities vision of a city designed for ambition, innovation and opportunity.

Our Billabong Parklands Project will begin to take shape as part of the Reimagining Campbelltown City Centre Masterplan and we will also be investing in the revitalisation of Queen Street, the heart of our city, a project that we know our community places as a high priority. The transformation of Bow Bowling Creek and the enhancement of the Leumeah Sporting and Entertainment Precinct are also part of our plans to attract investment and enhance the liveability of our great city.

We are working diligently to finalise an update to our Local Environmental Plan (LEP), a key document that guides planning decisions across our city. The LEP is the main planning tool we use to shape the future of our city and ensure local development is done appropriately.

Our Capital Works investment will also be significant this year with more than \$89 million to be spent on building, renewing and maintaining our assets including construction of a Community Recycling Centre, Indoor Cricket Performance Centre and the Sports and Health Centre of Excellence. Another important part of this investment in our city will be the delivery of a range of works on roads, bridges and footpaths, critical infrastructure that helps our community move around our city safely and efficiently.

Some other key projects for the year ahead include:

- Develop the Cultural Interpretation Strategy
- Plan for a new Civic Library
- Continuing to work towards creating the South West Sydney Community and Justice Precinct
- Advocating for the expansion of education offerings in our CBD
- Develop a Place Based Integrated Transport Strategy
- Implement the Economic Development Strategy
- Developing and implementing a Resilience Strategy
- Continue our celebrations of the Campbelltown 2020 program
- Green our city through our involvement in the NSW Government's 5 Million Trees Project
- Deliver our Major Events Program

As an organisation, we continue to be in a strong financial position to deliver the programs outlined in this Plan and meet our ongoing commitment to our community.

The year ahead is a bright one for Campbelltown, as we begin work on a number of city-shaping and transformational projects that will serve our community for generations to come. With growth comes opportunity and as a city we are responsibly and proactively seizing this time to respond to the growing needs of our community and create a place where people want to live, work, play and visit.

I look forward to keeping our community updated as we deliver on the projects and activities set out in our Operational Plan and Delivery Program.



## Effects of COVID-19 on Council's Operational Plan 2020-2021

In response to COVID-19, Council has diligently and quickly complied with advice and direction from the Federal and State Governments. Council has established a Crisis Management Team (CMT), initially focussed on the safety of Council's employees and on business continuity. Through the assistance of a multidisciplinary team, the CMT subsequently extended its focus to community and business support, including the provision of key community, business and financial support initiatives.

The development of Council's Operational Plan for 2020-2021 has continued during this period with appropriate adjustments made to the document in response.

Council will continue to assess its financial position in the normal course of business as well as in context of the impacts of COVID-19 to Council's financial position, key services and projects. Given that the course of COVID-19 and its impact continues to evolve, capturing a static position of impact to Council is not possible. As such, it is not possible to accurately project and reflect its impact within this document. Any future financial adjustments will be reported to the community on an ongoing quarterly basis along with project updates in Council's Six Monthly Progress Report.

Engagement through traditional channels has been significantly constrained due to the social distancing restrictions of COVID-19. During the public exhibition period of the plan, Council will actively promote feedback on the documents through digital channels including Council's website and social media, as well as other channels that present safe and compliant options.







# INTRODUCTION

# Community Vision

## ‘Campbelltown City – designed for ambition, innovation and opportunity’

This community vision, articulated in the 10 year Community Strategic Plan – Campbelltown 2027 was developed through extensive stakeholder engagement and consultation. It sets out the highest level goal for the city to strive towards as it transforms over the next decade.

Council has listened to the aspirations of residents, community organisations, local businesses and other specific groups who make up the fabric of our city.

Using this information, Council has developed an overarching vision statement and accompanying goals that reflects these aspirations, and underpins the strategic planning for the future of Campbelltown.

### Community Vision for 2027

Campbelltown is a city of great places, and boasts a dynamic economy where businesses, families and neighbourhoods thrive.

Campbelltown City is renowned throughout Australia and beyond, for the opportunities that exist in our city. We are strong in relationships and continually forge new partnerships with businesses, investors, government bodies and stakeholders, to deliver the best possible outcomes for our community.

Campbelltown is a city with:

- Unlimited opportunities for people looking for a place where they can live, learn, work, play and invest.
- A distinctive character and liveability, where people want to be; a place to live, learn, play and grow.
- A self-sustaining city, with access to the highest-level services, facilities and amenities, combined with a diverse range of employment options.
- A wide range of job opportunities close to home for local residents.
- World-class health and education industries.
- Collaborative partnerships that ensure commitment to better transport and jobs, foster new skills, innovate and embrace digital technologies.
- Effective planning frameworks that ensure sustainable development.
- A rich protected natural amenity, including vast open spaces, parks, gardens, and the natural bushland areas.
- A vibrant and creative cosmopolitan city where culture and community spirit are celebrated through an annual calendar of festivals, events and cultural celebrations.

The Delivery Program 2017–2021 and Operational Plan 2020–2021 form a key component of Council’s tangible response to this vision. Campbelltown City Council is investing in the resources required to make this vision a reality through effective planning, community and strategic partnerships and the focused dedication of council staff.

A reimagining of the city is underway to meet the needs and wants of stakeholders and to build a city that all who live, work and play in can be proud of.





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# About this Plan

Welcome to Campbelltown City Council's Delivery Program 2017-2021 and Operational Plan 2020-2021. This plan directly responds to the outcomes of the Community Strategic Plan - Campbelltown 2027, developed in partnership with our community and key stakeholders. The following pages contain information on Council's four year core activities, one year key and flagship projects, as well as performance measures to ensure we are on track and delivering high quality services.

Council documents and reports its activities under key service areas. These 10 key service areas help the organisation frame its strategic priorities, ongoing activities, key projects and performance indicators. It also helps Council have a better conversation with the community about what Council aims to deliver, the resources required and our movement as a city towards the four outcomes of the Community Strategic Plan – Campbelltown 2027 (CSP).

As well as Council's actions and deliverables, this document contains a thorough breakdown of Council's operational and capital works budget, aligning to the Long Term Financial Plan. Sustainability and resilience are key themes underpinning Council's direction and have also been embedded in Council's planning and budgeting processes.

As Campbelltown grows as a strategic centre and priority growth area it will be ever important that Council diligently manages resources and advocates for positive outcomes for the city. The Western Sydney Airport, City Deal and changing face of South Western Sydney are creating a multitude of opportunities and focus areas for Council, to ensure Campbelltown is leading the way by creating a city designed for ambition, innovation and opportunity.

This plan is another step towards a more effective, efficient and inclusive organisation that is committed to listening to key stakeholders, planning effectively and making the best decisions for the future of our city.





*Integrated Planning & Reporting (Corporate Planning) at Campbelltown*

# Integrated Planning and Reporting

Council is committed to sustainably planning for the future of Campbelltown and Council does this by working directly with the community to understand the vision for the city and its people. This vision is delivered through a set of strategic plans including this document. These plans inform and guide the decisions made on behalf of the community as well as setting out the actions and deliverables that will help drive towards this shared vision.

Council ensures its strategic plans are developed in accordance with the statutory requirements of the NSW Integrated Planning and Reporting Framework (IPR) introduced in 2009. The framework recognises that Council and the community do not exist in isolation but are part of a larger framework that is interconnected.

Council is required to write and report on these plans in a transparent and consultative manner. Campbelltown is championing IPR as a method to improve its internal planning and external communication and engagement.

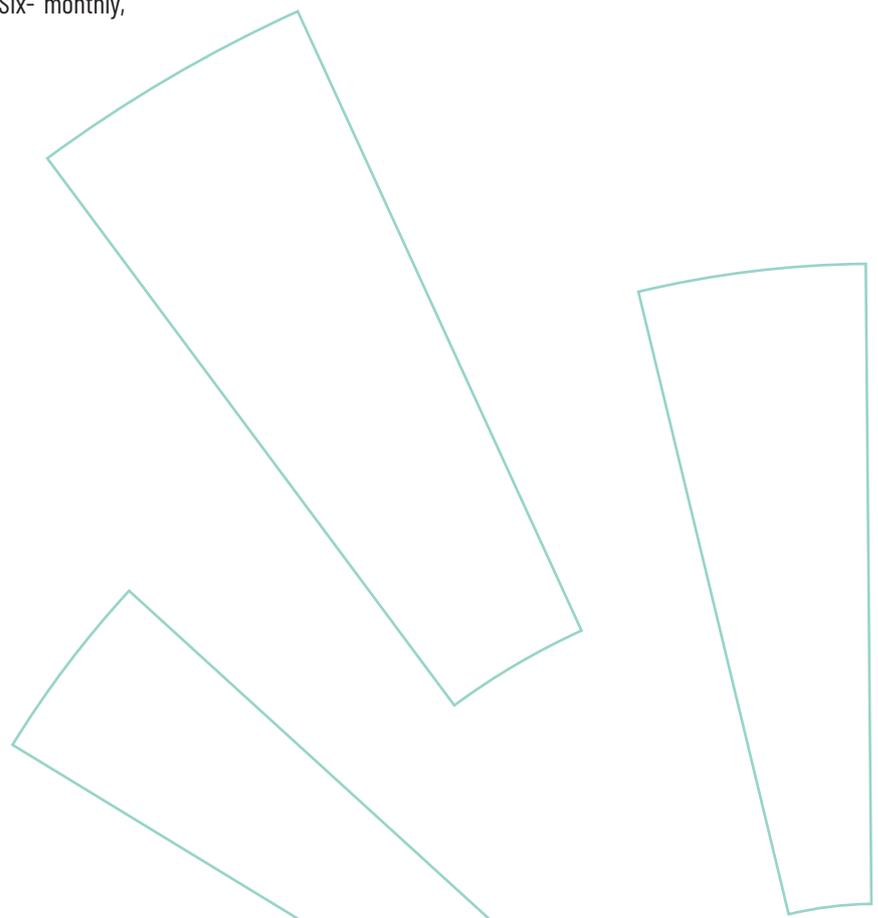
The framework is designed to give the Council and the community a clear picture of:

- The long term vision for the City (Community Strategic Plan - Campbelltown 2027)
- What Council will deliver to get there (Delivery Program, Operational Plan and Resourcing Strategy)
- How progress towards the vision is measured (Six- monthly, Annual and End-of-Term Reporting)

An integral part of this process is incorporating State and Federal planning into Council's processes and ensuring emerging issues and opportunities for the city are considered, mitigated and harnessed. This ensures Council is aware of when to align its planning, advocate for alternatives or take the initiative to shape the change for Campbelltown.

Data is also becoming an increasingly important factor in decision making for organisations and Council is embedding key data sets into its planning and decision making processes. Key demographic, community, environmental and organisational data is being used to inform the way Council delivers its services and makes key decisions.

Referred to as Corporate Planning, all of Council's key Integrated Planning and Reporting documents and reports can be found at [www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy](http://www.campbelltown.nsw.gov.au/CouncilandCouncillors/CorporatePlanningandStrategy)



## Measuring Performance and Improvement

Council is investing in tools and methods to improve the ability to measure, monitor and report on our success in achieving the outcomes of the Community Strategic Plan - Campbelltown 2027 and the key projects contained within this plan.

### Pulse Local Government Performance Software

Council has purchased and is currently implementing a software system known as Pulse throughout the organisation. Pulse has several modules that will help Council improve the way it monitors and reports on cross functional activities such as key projects and risks. This system will also assist Council to manage its processes and ensure a holistic strategic direction and approach.

### Effective Reporting

Regular monitoring and reporting is at the heart of an effective performance monitoring framework. The implementation of a more thorough and transparent reporting process is helping Council and its stakeholders understand the progress of major projects, highlights, good news stories as well as issues and setbacks faced by Council in its service and project delivery.

### Data, Resilience and Smart Solutions

Modern organisations are increasingly using data and smart solutions to make better decisions and be better informed about key focus areas. Council is working to champion data and analytics as tools to help guide our planning and decision making processes.

### Continuous Improvement

Council has established a Business Excellence team. The role of this team is to facilitate process improvements, support service improvement initiatives and foster a culture of continuous improvement within Council. This is about being better every day with the projects and services Council delivers and discovering areas we can improve on to save money and deliver better value services to the community.

### Community and Stakeholder Engagement

Council wants constant feedback on its service delivery, overall performance and plans for the future. The best way for Council to achieve this is to have a consistent and open conversation with its community and stakeholders. Council has prioritised this as a key opportunity and focus area as the city grows and reaches its potential.





OUR FACEBOOK

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so I don't

Progress

There is a Tree and PLACE for Every One

HAPPY  
1 VOTE A

Every  
Care-less About otha feelings

DU CHANGE  
WHEN IT FIT

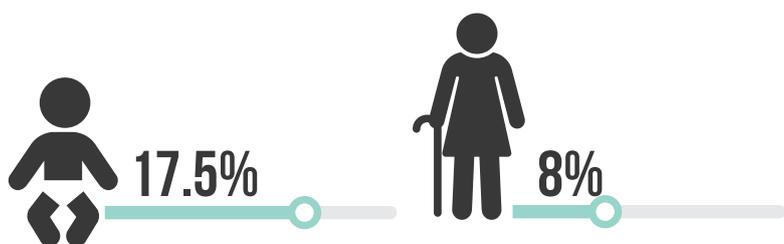
## About Campbelltown

Campbelltown City Council seeks to understand the makeup of its community now and into the future. The demographic mix of the city will have an important bearing on the way resources are allocated, methods of communication and the types of activities Council will undertake to engage various groups.

The Campbelltown City Local Government Area covers 312 square km and is now home to more than 168,000 people (2018 Census Estimated Resident Population). Over the next 20 years the population is expected to reach in excess of 270,000 as a result of greenfield and urban renewal.

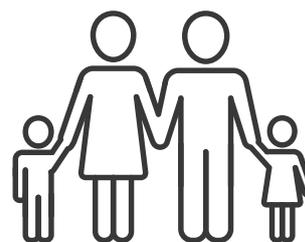
This phase of growth brings with it a host of opportunities and challenges that Council will plan for in order to work towards the vision for the city. Campbelltown has also been identified as a city within the metropolitan planning context of Sydney. This brings with it investment and State Government support as well as targets and benchmarks for Council to achieve as it reinforces the city as a key hub of Greater Sydney.

Our community is unique in its demographic makeup, key figures include:



### Age

Campbelltown City has a higher proportion of pre-schoolers and a lower proportion of persons at post retirement age than Greater Sydney.



### Households

The largest proportion of households are made up by couples with children.



### Work

Health Care, Social Assistance and Retail employ the largest amount of workers. The area's unemployment rate is 7.9 percent.



### Ancestry

The three largest ancestries in Campbelltown City are Australian, English and Irish.



### Languages

30 percent of people speak a language other than English at home. The three top languages spoken other than English are Arabic, Bengali and Hindi.



### Qualifications

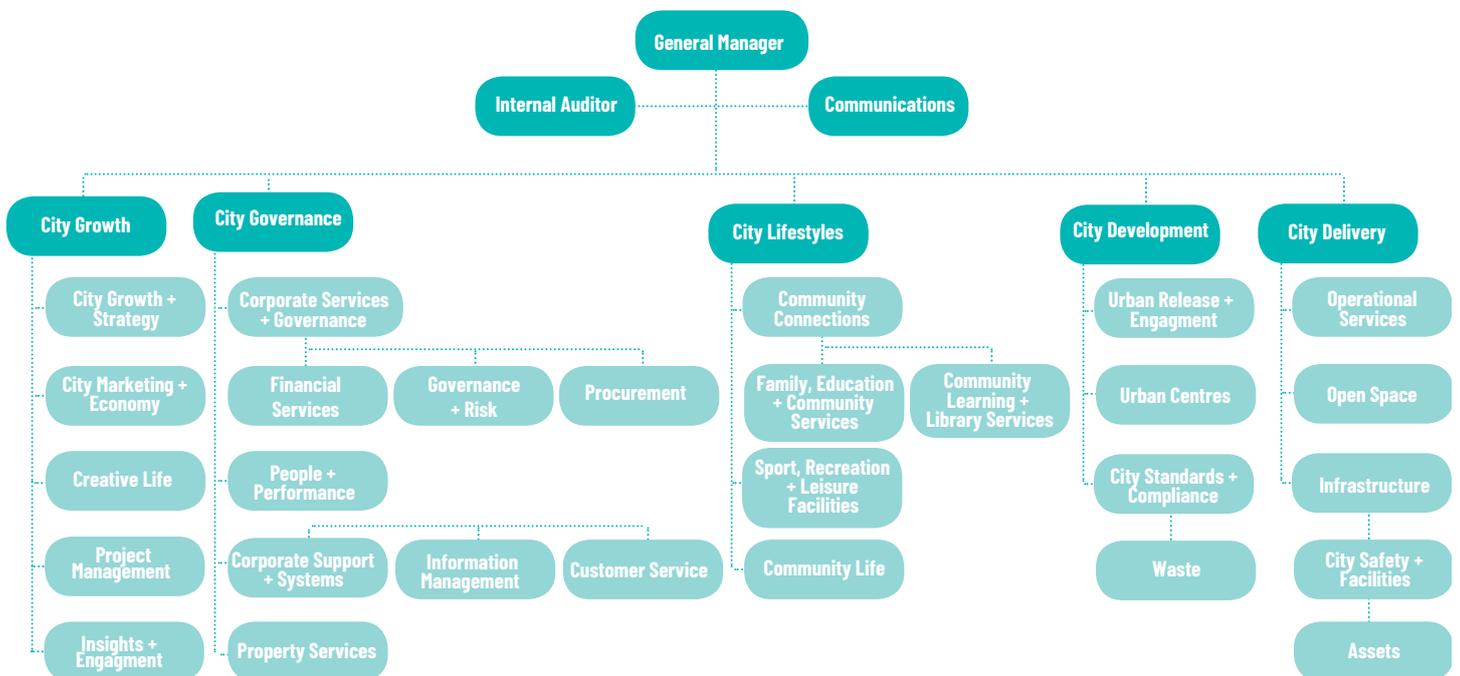
23.8 percent of people have a tertiary qualification.

Source: ID Profile Data



# Our Organisation

Council employs over 900 staff across five key directorates. The Council staff are responsible for delivering a wide range of activities that jointly achieve the outcomes and strategies outlined in the Community Strategic Plan. Each directorate is led by a Director who reports directly to the General Manager.



# Councillors 2016-2021

Campbelltown has 15 Councillors who have been elected by local residents and business owners to represent the best interests of the entire community of Campbelltown. The Councillors are led by the Mayor, George Brticevic.

The Councillors come from a wide variety of backgrounds and bring extensive experience and knowledge to their roles. Together, they are committed to ensuring the best outcomes for the community.

The Councillors meet regularly and the general public can attend the full Council meeting held once a month.

Further information on Council meetings can be found on Council's website: [www.campbelltown.nsw.gov.au/CouncilandCouncillors/MeetingsandMinutes](http://www.campbelltown.nsw.gov.au/CouncilandCouncillors/MeetingsandMinutes)



Cr George Brticevic  
M: 0408 219 865



Cr Margaret Chivers  
M: 0408 182 248



Cr Masood Chowdhury  
M: 0419 183 600



Cr Ralph George  
M: 0407 112 958



Cr Benjamin Gilholme  
M: 0429 127 607



Cr George Greiss  
M: 0428 616 716



Cr Karen Hunt  
M: 0458 783 257



Cr Paul Lake  
M: 0400 105 150



Cr Darcy Lound  
M: 0409 829 103



Cr Rey Manoto  
M: 0408 449 981



Cr Ben Moroney  
M: 0401 812 366



Cr Warren Morrison  
M: 0437 045 802



Cr Meg Oates  
M: 0419 467 885

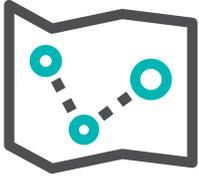


Cr Ted Rowell  
M: 0408 210 493



Cr Bob Thompson  
M: 0407 953 786

# Key Projects 2020-2021



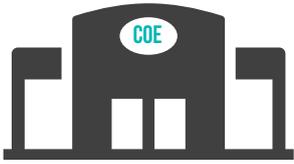
**DELIVER**  
the Five Million Trees Pilot  
Project Stage 1



**LEAD**  
and promote zero  
tolerance of violence  
against women



**COMPLETE**  
Badgally Road and  
Raby Road works



**CONSTRUCT**  
Sport and Health  
Centre of Excellence



**DELIVER**  
Annual Capital Works and  
Maintenance Program



**CELEBRATE**  
Campbelltown's  
2020 Bicentenary



**IMPLEMENT**  
City Resilience Initiatives



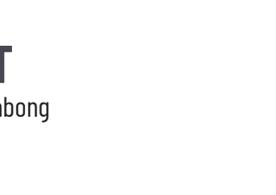
**IMPLEMENT**  
the Local Strategic  
Planning Statement



**DELIVER**  
play spaces and  
park upgrades



**CONSTRUCT**  
the Campbelltown Billabong  
Parklands Project



**DEVELOP**  
a Healthy Streets Strategy



**IMPLEMENT**  
the Economic Development  
Strategy



**DELIVER**  
Reimagining Campbelltown  
City Centre projects



**DELIVER**  
the Community  
Recycling Centre

## Budget Summary 2020-2021



### Four Year Service Area Expenditure 2017-2021

Total Expenditure (Operational and Capital)				
Service Area	Original 2017/2018	Original 2018/2019	Original 2019/2020	Draft 2020/2021
Community, Events and Education	18,841,489	18,840,480	19,311,217	18,044,648
City Growth, Investment and Tourism	14,778,772	15,095,388	16,595,479	61,145,727
Health, Safety and Regulation	11,379,676	11,822,218	11,595,266	11,565,278
Roads, Parking and Transport	47,009,614	52,548,831	52,223,124	50,956,767
City Planning and Amenities	11,888,789	14,157,307	15,341,528	13,086,835
Environmental Protection	4,741,560	4,003,717	5,246,218	5,473,999
Waste and Recycling	35,057,396	38,424,958	37,675,344	37,363,842
Open Space and Recreation	41,082,935	43,028,185	46,524,076	58,499,563
Libraries, Arts and Culture	14,413,668	15,615,916	16,203,649	15,746,342
	199,193,900	213,537,000	220,715,900	271,883,000

Note: Governance and Administration service area costs have been distributed proportionately across the other nine service areas as these functions support their delivery. The budget alignment to service areas is completed using a number of rules and assumptions.



CONNECT HEARING

CONNECT HEARING



## Reimagining Campbelltown City Centre Master Plan

South West Sydney is experiencing unprecedented population growth fuelled by significant government and private sector investment in Western Sydney. Campbelltown City Centre, as the metropolitan centre serving the Macarthur region and beyond, will potentially serve a regional population of over 800,000 people by 2040. Reimagining Campbelltown City Centre Master Plan is Campbelltown's game changing approach for planning for growth and prosperity. By taking decisive action on planning our city centre now, we can structure this growth to transform our city into a prosperous and sustainable one, while respecting our important environmental, cultural and heritage assets.

The Master Plan provides:

1. Introduction: six strategic positioning insights which set the context and a shared vision and objectives between the Master Plan and the Greater Sydney Commission's Place Strategy.
2. Part 1: Place Framework: this enduring component of the Master Plan sets the growth pillars and commitments which capture the community's values and will underpin every decision in the City Centre.
3. Part 2: Delivery Framework: 10 City-Making Moves describe the key actions for the City Centre to unlock its potential in the first 10 to 20 years of the Master Plan.
4. Part 3: Implementation: identifies priorities for the first five years with a focus on doing a few projects well, commencing programs and undertaking foundational investigations to unlock potential.

The Master Plan contains a number of key projects which will catalyse this positive change in the City Centre. Key focus areas for the 2020-2021 year are planning for:

- The revitalisation of Queen Street
- A new library in the City Centre
- The amplification of the Leumeah Sports and Entertainment Precinct
- The transformation of Bow Bowling Creek
- The Campbelltown Billabong Parklands

More information on Reimagining Campbelltown City Centre can be found in the Masterplan: [campbelltown.nsw.gov.au/Business/ReimaginingCampbelltown](http://campbelltown.nsw.gov.au/Business/ReimaginingCampbelltown)

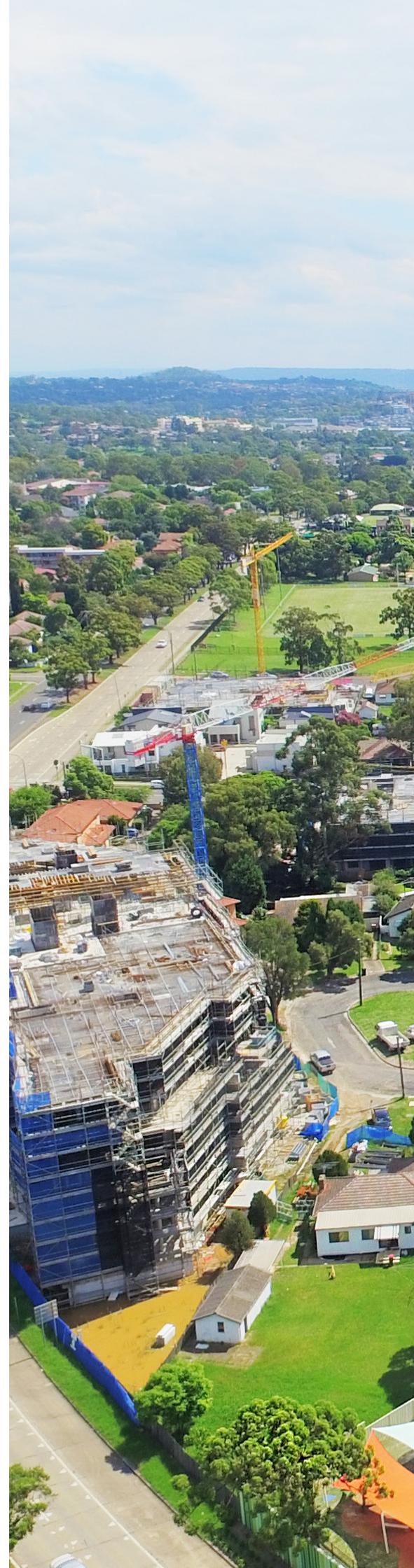
# Service Areas - How To Read This Plan

The Delivery Program 2017-2021 and Operational Plan 2020-2021 have been aligned under the new Service Framework to streamline the content, refine our strategic direction and improve communication with our stakeholders. The four year ongoing deliverables and longer term flagship projects have been integrated along with the one year key actions underneath these service areas. The 10 key Service Area Profiles now form Council's complete Delivery Program 2017-2021 and Operational Plan 2020-2021.

Each of the following Service Area Profiles contain details on:

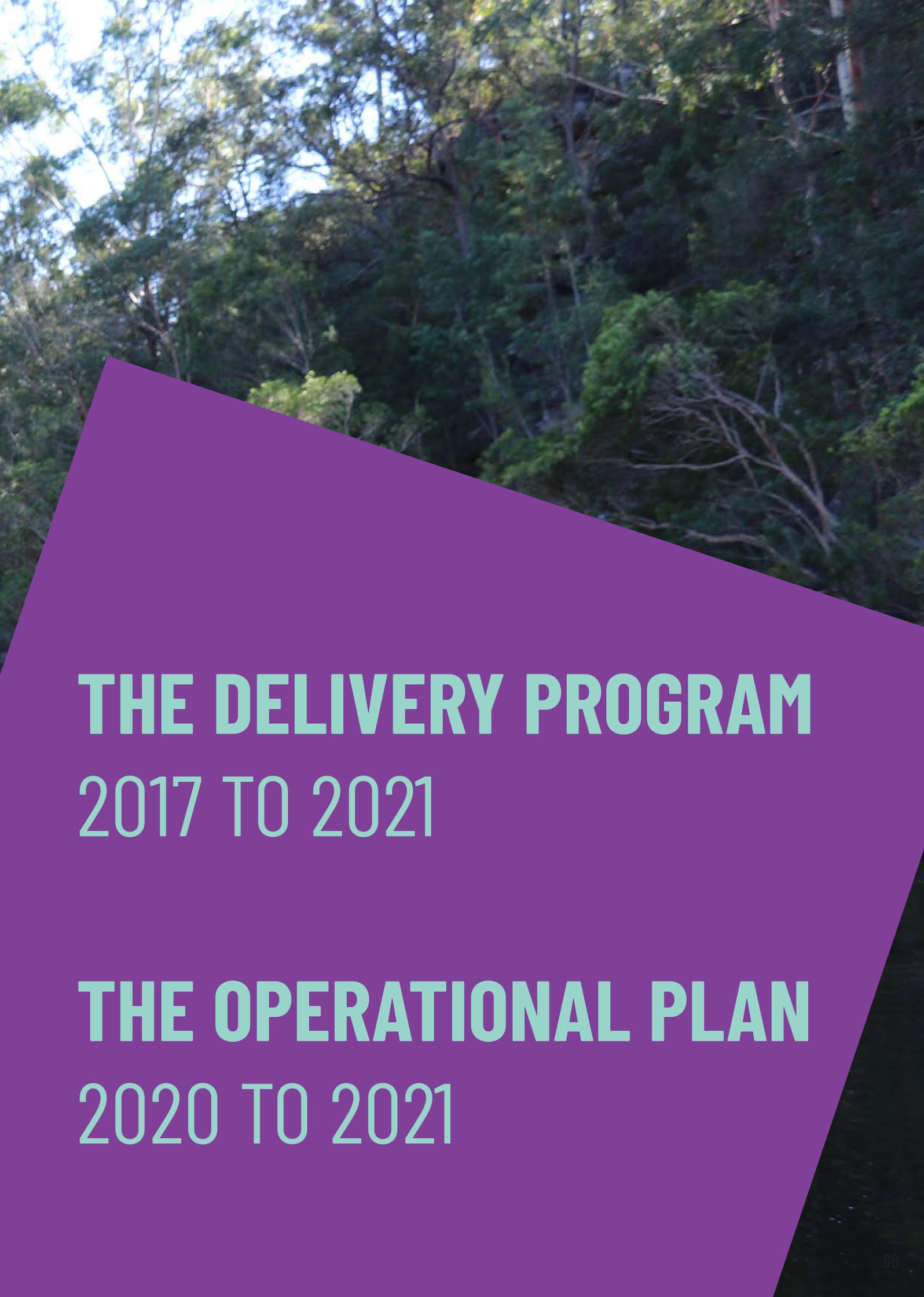
- The Community Strategic Plan linkages of the service area
- The Key services delivered by the Service Area (Delivery Program)
- The Four Year Ongoing Activities delivered by the service area (Delivery Program)
- The Major Flagship Projects (Operational Plan and Delivery Program)
- The One Year Key Projects (Operational Plan)
- The Quarterly Measures to monitor progress

Campbelltown's Delivery Program and Operational Plan is designed to give the organisation and the community a clear picture of the services, activities and projects Council will deliver to achieve the outcomes of Campbelltown 2027.









# **THE DELIVERY PROGRAM**

## 2017 TO 2021

# **THE OPERATIONAL PLAN**

## 2020 TO 2021



# Community, Events and Education

## Director City Lifestyles

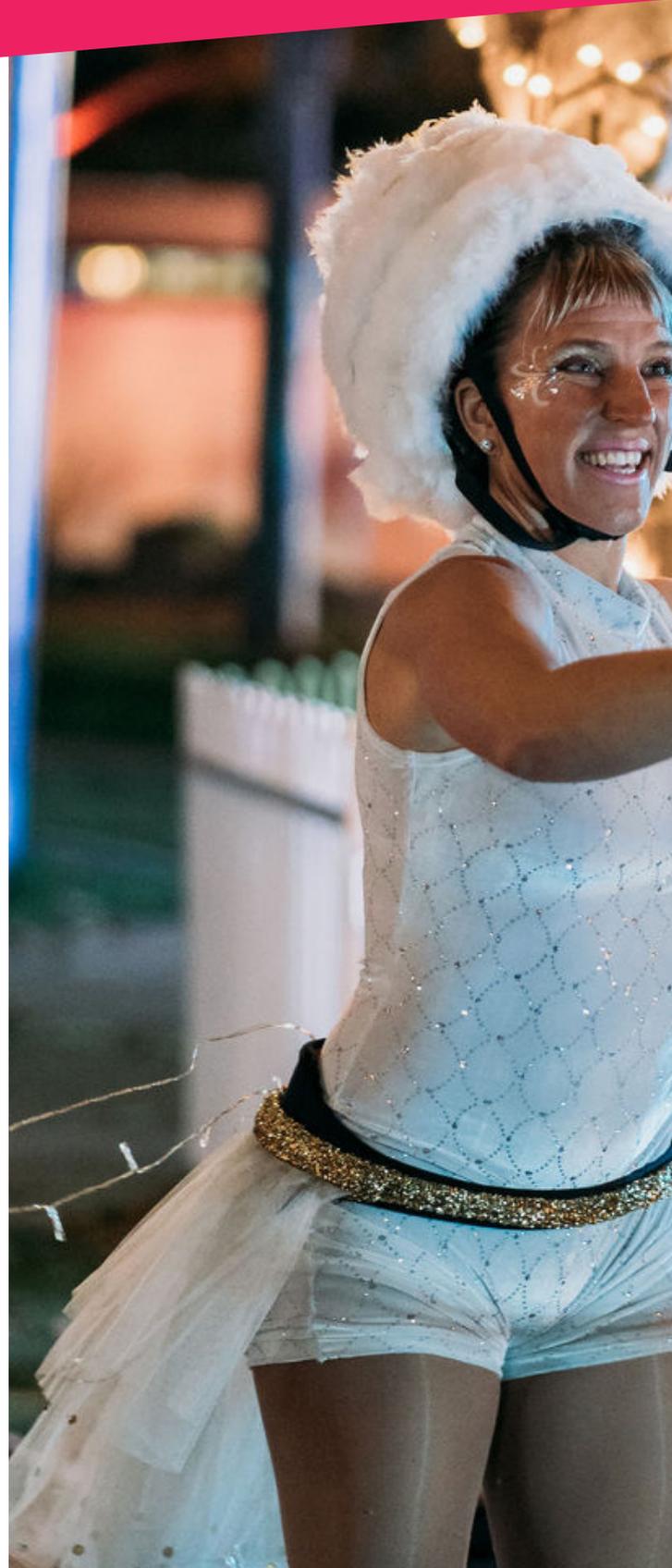
Everyone in Campbelltown deserves to be part of a community rich in culture and social cohesion. The Community, Events and Education service area aims to deliver outward facing community, cultural and social services that enhance lifestyles, improve places and spaces throughout Campbelltown, support families and provide exciting events for all to enjoy.

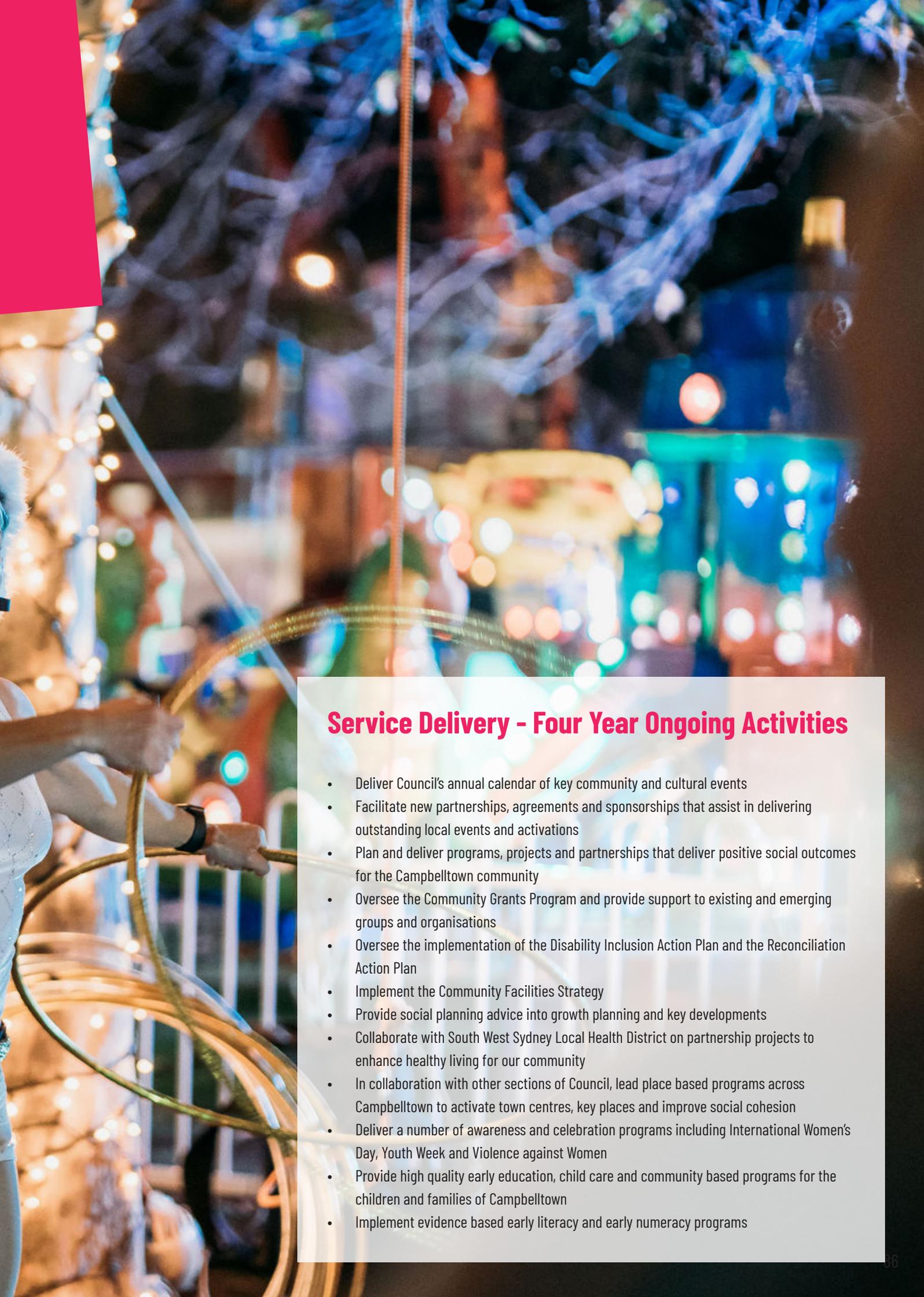
## Key Services

- Community Events and Activation
- Social Planning and Partnerships
- Education and Care Services
- Place and Projects

## CSP Strategy Linkages

- 1.1** Provide opportunities for our community to be engaged in decision making processes and to access information
- 1.2** Create safe, well maintained, activated and accessible public spaces
- 1.3** Ensure that Campbelltown is an inclusive city
- 1.4** Provide and support exciting and curious events and festivals for the local community and visitors
- 1.5** Host and promote major sporting events, showcasing our city's sporting facilities and encouraging community participation in sport and recreation
- 1.6** Foster a creative community that celebrates arts and culture
- 1.7** Promote the city's history, with strong respect for our Aboriginal and Torres Strait Islander history
- 1.9** Create places where people feel good, are likely to stay, to return to and tell others about their experiences
- 2.3** Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life choices
- 3.2** Ensure that service provision supports the community to achieve and meets their needs
- 4.3** Responsibly manage growth and development, with respect for the environment, heritage and character of our city





## Service Delivery - Four Year Ongoing Activities

- Deliver Council's annual calendar of key community and cultural events
- Facilitate new partnerships, agreements and sponsorships that assist in delivering outstanding local events and activations
- Plan and deliver programs, projects and partnerships that deliver positive social outcomes for the Campbelltown community
- Oversee the Community Grants Program and provide support to existing and emerging groups and organisations
- Oversee the implementation of the Disability Inclusion Action Plan and the Reconciliation Action Plan
- Implement the Community Facilities Strategy
- Provide social planning advice into growth planning and key developments
- Collaborate with South West Sydney Local Health District on partnership projects to enhance healthy living for our community
- In collaboration with other sections of Council, lead place based programs across Campbelltown to activate town centres, key places and improve social cohesion
- Deliver a number of awareness and celebration programs including International Women's Day, Youth Week and Violence against Women
- Provide high quality early education, child care and community based programs for the children and families of Campbelltown
- Implement evidence based early literacy and early numeracy programs

## Major Flagship Projects

### Major Events Program

Host annual major events including Festival of Fishers Ghost, Australia Day, NAIDOC Week, New Year's Eve, Winterland and others that engage and excite local residents and visitors

### Cultural Interpretation Strategy

Develop a strategy to integrate the cultural diversity of Campbelltown's communities in the design of public realm

### Impact Campbelltown - Social Framework

Create a framework aligning to Council's Community Strategic Plan detailing key social issues for focus and action

### Creative Campbelltown

Develop a 10 year Cultural Plan to support the growth of arts and culture across the city

### Campbelltown 2020 Program

Deliver a year-long program including Council produced and community run events and programs celebrating the history and the future of the city

## One Year Key Projects

- Deliver the Environmental Sustainability Framework within all of Council's Education and Care services
- Implement the Digital Story Time program within Council services
- Deliver large centre space activation initiatives
- Design and construct a Yarning Circle in Campbelltown
- Host the Hurley Park heritage event
- Deliver Only in Campbelltown Tours
- Facilitate the Campbelltown Literacy Initiative for Diverse Writers Project
- Deliver the Children's Storybook Project
- Deliver the Claymore Histories Project
- Deliver the Break the Cinnamon Branch Project
- Oversee the Campbelltown 2020 Community Grants Project



## Quarterly Measures

• Major event attendance (10 percent Increase per event)	10%
• Spend at events	TBA
• Social Planning Inputs into Development Matters Completed	100%
• Disability Inclusion Action Plan & Reconciliation Action Plan Implemented as per plan	100%
• Implementation of the Connected Communities Fund	100%
• Creative Campbelltown Cultural Plan Implemented as per plan	100%
• Utilisation Long Day Care	80%
• Utilisation Before School Care	46%
• Utilisation After School Care	72%
• Family Day Care Hours (Weekly)	4900
• Utilisation School Holiday Care	66%
• Council's Child Care Facility Ratings (Exceeding)	100%
• Overall Customer Satisfaction (Satisfied) rating regarding education and care service delivery	80%
• Number of Child and Family Centre total members	135
• Number of specialised Child and Family Centre programs implemented each quarter	2
• Number of engagement events delivered	1
• Number of new market sites operating	10%
• Media coverage on Campbelltown 2020 (stories per quarter)	5





# City Growth, Investment and Tourism

**Director City Growth**  
**Director City Governance**

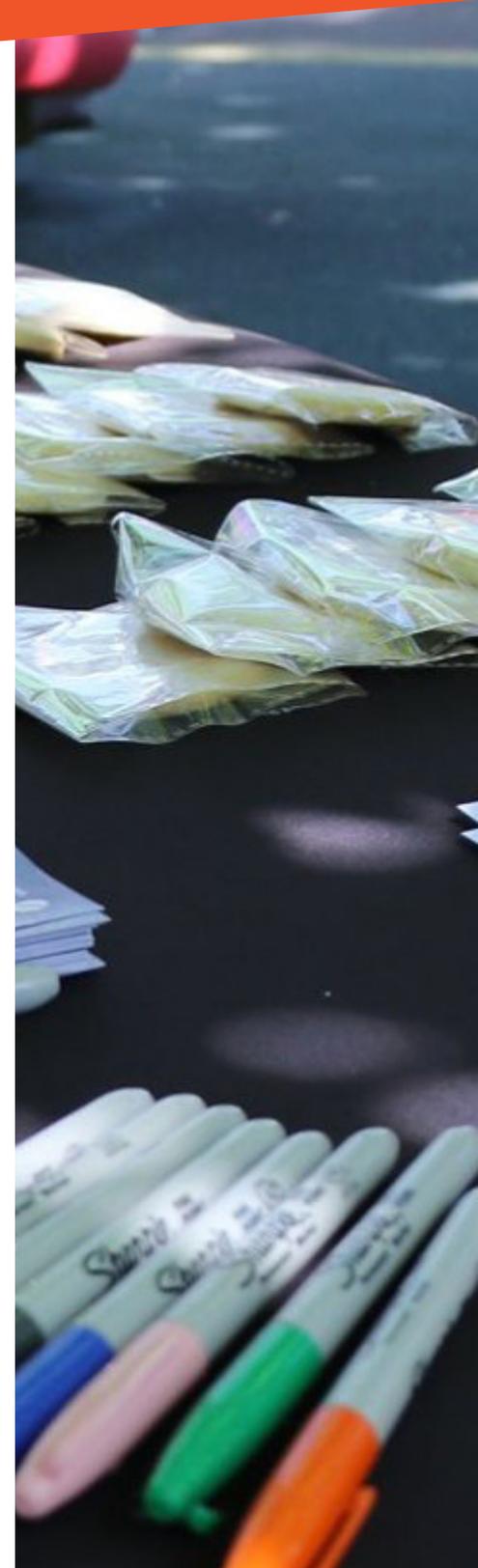
Campbelltown is a rapidly growing strategic centre with a multitude of opportunities as South Western Sydney expands and comes online as an advanced economy. The City Growth, Investment & Tourism service area aims to position Campbelltown as a future proofed, attractive and smart city which entices residents, businesses and high quality services to call Campbelltown home.

## Key Services

- Strategic Property
- City Marketing and Economic Development
- City Growth and Strategy

## CSP Strategy Linkages

- 2.5** Plan for and ensure that development in our city is sustainable and resilient
- 3.1** Support the resilience, growth and diversity of the local economy
- 3.3** Become an innovative city where advances in technology, creativity and community participation are nurtured and embraced
- 3.4** Retain and expand existing businesses and attract new enterprises to Campbelltown, offering opportunities for a diverse workforce including professional, technology and knowledge based skills and creative capacity
- 3.5** Support for new education opportunities that match workforce skill sets with emerging economic needs underwritten by creative entrepreneurship and innovation capacity within the local community
- 3.6** Develop tourism opportunities and promote Campbelltown as a destination
- 3.7** Public funds and assets are managed strategically, transparently and efficiently
- 4.1** Advocate and plan for enhanced connectivity, accessibility and movement within, to and from our city through improved public transport, road and traffic management infrastructure, cycling and pedestrian movement
- 4.3** Responsibly manage growth and development, with respect for the environment, heritage and character of our city
- 4.5** Work in partnership with the State Government to achieve positive planning outcomes
- 4.6** Plan and invest in the revitalisation of Campbelltown- Macarthur CBD, Ingleburn and other town centres





## Service Delivery - Four Year Ongoing Activities

- Leverage opportunities for Campbelltown through advocacy to Government and other stakeholders, strategic partnerships and city marketing
- Support the Greater Sydney Commission and other agencies to achieve positive planning outcomes
- Collaborate with the Western Sydney Investment Attraction Office (City Deal) to develop opportunities for investment and employment in Campbelltown
- Identify and develop strategic city marketing and visitor economy campaigns to assist with Council advocacy of major projects
- Coordinate the provision of city analytics data for strategic decision making
- Develop, deliver and expand the annual business workshop and event program for local Campbelltown businesses to help them grow and diversify
- Implement the Campbelltown Destination Management Plan
- Develop and deliver the strategies and action plans relevant to Night Time Economy, Economic Development and City Identity and Branding
- The strategic management of Council's land holdings
- Work to ensure appropriate commercial or similar outcomes for Council and the community
- Provide strategic direction and guidance to business units within Council

## Major Flagship Projects

### **South West Sydney Community and Justice Precinct**

Support State Government in the development of the business case and investigate property opportunities and positioning of key sites

### **CBD Vertical Education Campuses**

Undertake property investigations for the integration of education campuses in the development of the CBD

### **Revitalise Queen Street**

Implement and complete a range of initiatives to revitalise Queen Street including strategic sites study, community and stakeholder engagement, precinct and domain plans as well as key activations

### **Place Based Integrated Transport Strategy**

Develop a strategy to ensure the provision of effective movement in and around the city and to key centres as Campbelltown grows

### **City Centre Healthy Streets Strategy**

Develop a strategy to activate and promote safe, attractive and activity rich streets within key centres

### **City Centre Blue-Green Grid Strategy**

Develop a strategy to create an effective and attractive water and greenery framework throughout the city that creates a sustainable and progressive Campbelltown

### **Economic Development Strategy**

Deliver a range of actions implementing the Economic Development Strategy (EDS) including removing barriers to investment attraction and growth, developing Campbelltown's economic competitiveness and supporting local small businesses

### **Macarthur Health, Knowledge, and Innovation District**

Support the development of a hub for innovative businesses and knowledge incubators within Campbelltown

### **Reimagining Campbelltown CBD Masterplan**

Coordinate the implementation of Reimagining Campbelltown CBD Masterplan and associated actions

### **Place Strategy**

Establish an enduring governance structure and group to achieve the actions in the Place Strategy and report to the Greater Sydney Commission (GSC) annually on progress

## One Year Key Projects

- Implement the Local Strategic Planning Statement
- Support CSIRO Generation STEM Schools program
- Develop a Business Engagement Strategy



# Quarterly Measures

• GSC milestones met (as and if required)	100%
• LSPS actions (as assigned to City Strategy) progressing as required	100%
• Generation STEM School Participation	10
• Participant satisfaction in business development workshops and events	95%
• Participation per business development workshops and events	15





# Health, Safety and Regulation

**Director City Lifestyles**  
**Director City Development**  
**Director City Delivery**

Campbelltown should be a safe and welcoming place with a healthy, thriving local community. The Health, Safety and Regulation service area delivers key compliance activities, community safety initiatives and ensures our children, pets and families have a harmonious and resilient city to live and play in.

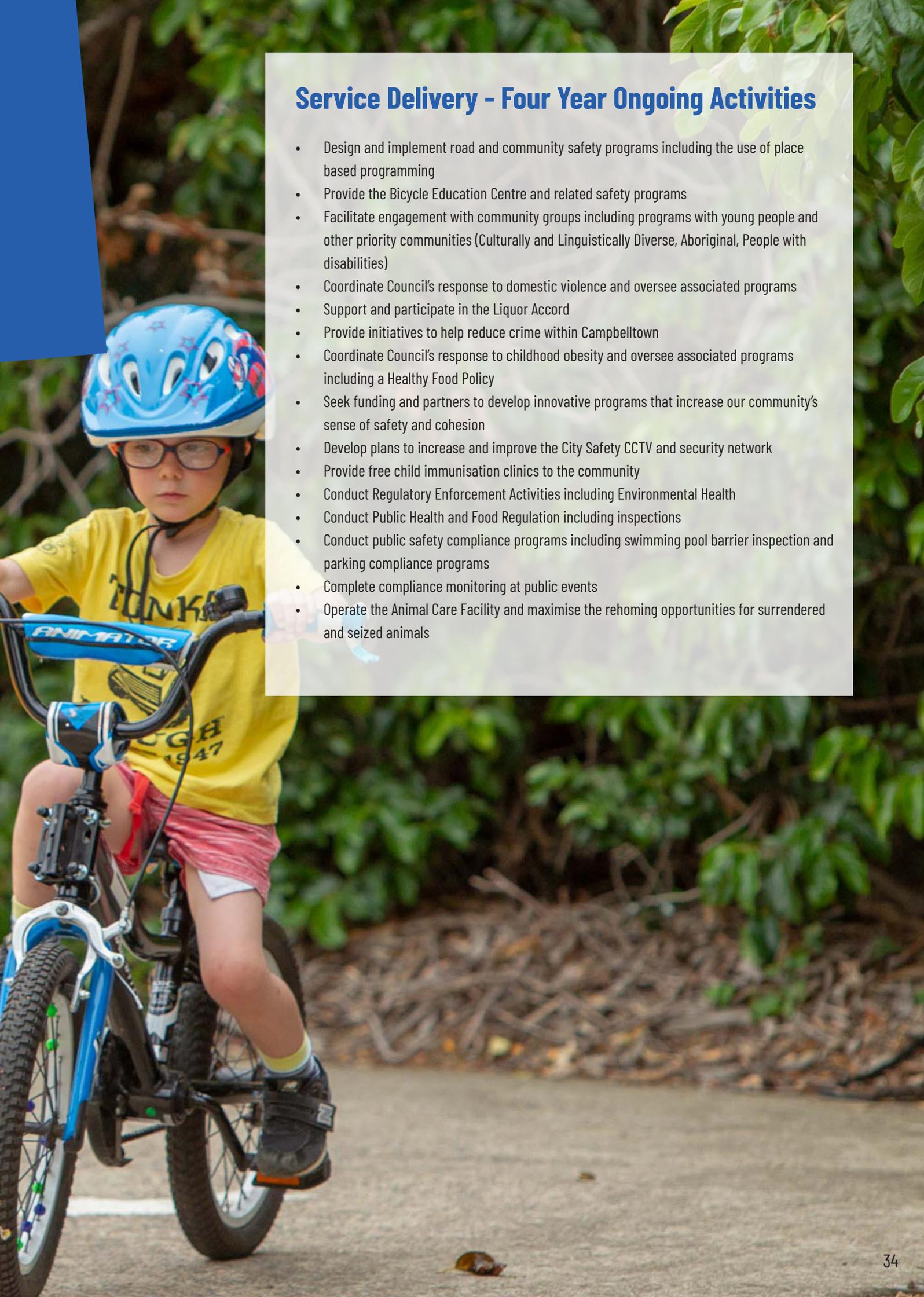
## Key Services

- Healthy Lifestyles Services and Promotion
- Enforcement of Regulation and Animal Control
- Emergency Management
- Community Safety

## CSP Strategy Linkages

- 1.2** Create safe, well maintained, activated and accessible public spaces
- 1.3** Ensure that Campbelltown is an inclusive city
- 1.9** Create places where people feel good, are likely to stay, to return to and tell others about their experiences
- 2.3** Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life-choices





## Service Delivery - Four Year Ongoing Activities

- Design and implement road and community safety programs including the use of place based programming
- Provide the Bicycle Education Centre and related safety programs
- Facilitate engagement with community groups including programs with young people and other priority communities (Culturally and Linguistically Diverse, Aboriginal, People with disabilities)
- Coordinate Council's response to domestic violence and oversee associated programs
- Support and participate in the Liquor Accord
- Provide initiatives to help reduce crime within Campbelltown
- Coordinate Council's response to childhood obesity and oversee associated programs including a Healthy Food Policy
- Seek funding and partners to develop innovative programs that increase our community's sense of safety and cohesion
- Develop plans to increase and improve the City Safety CCTV and security network
- Provide free child immunisation clinics to the community
- Conduct Regulatory Enforcement Activities including Environmental Health
- Conduct Public Health and Food Regulation including inspections
- Conduct public safety compliance programs including swimming pool barrier inspection and parking compliance programs
- Complete compliance monitoring at public events
- Operate the Animal Care Facility and maximise the rehoming opportunities for surrendered and seized animals

## Major Flagship Projects

### **Campbelltown Healthy Food and Drinks Policy**

Develop a policy and implementation plan to promote an increase in the availability of healthy food options for the community

### **Promote Council as a leader in zero tolerance of violence against women**

Work with agencies to deliver the Driving Out Violence Convoy

## One Year Key Projects

- Actively promote and participate in CAWS and NDN cat and dog subsidised de-sexing programs
- Deliver the Child Restraint Fitting Program
- Deliver the Speed Reduction Program
- Deliver the Learner/Novice Driver Program



## Quarterly Measures

• Number of events meeting the target of 25 percent of vendors delivering healthy food and drink options	100%
• Adjusted display of food and drink for sale out of Council food outlets to promote healthier food and drink options	100%
• Number of new water bubblers at Council facilities or in healthy streets	2
• Visitors to the Bicycle Education Centre during open days	2000
• Number of private booking hours for the Bicycle Education Centre	115
• Number of people engaging in educational programs at the Bicycle Education Centre	15
• Number of groups bookings engaged in educational programs in partnership with the Bicycle Education Centre	20
• Number of children immunised	40
• Percentage of suitable incoming dogs and cats rehomed/released	100%
• Percentage of food premises inspections conducted as scheduled	100%
• Percentage of public health premises inspections conducted as scheduled	100%
• Road Safety Program delivered	100%





# Governance and Administration

**Director City Governance**

**Director City Delivery**

**Director City Growth**

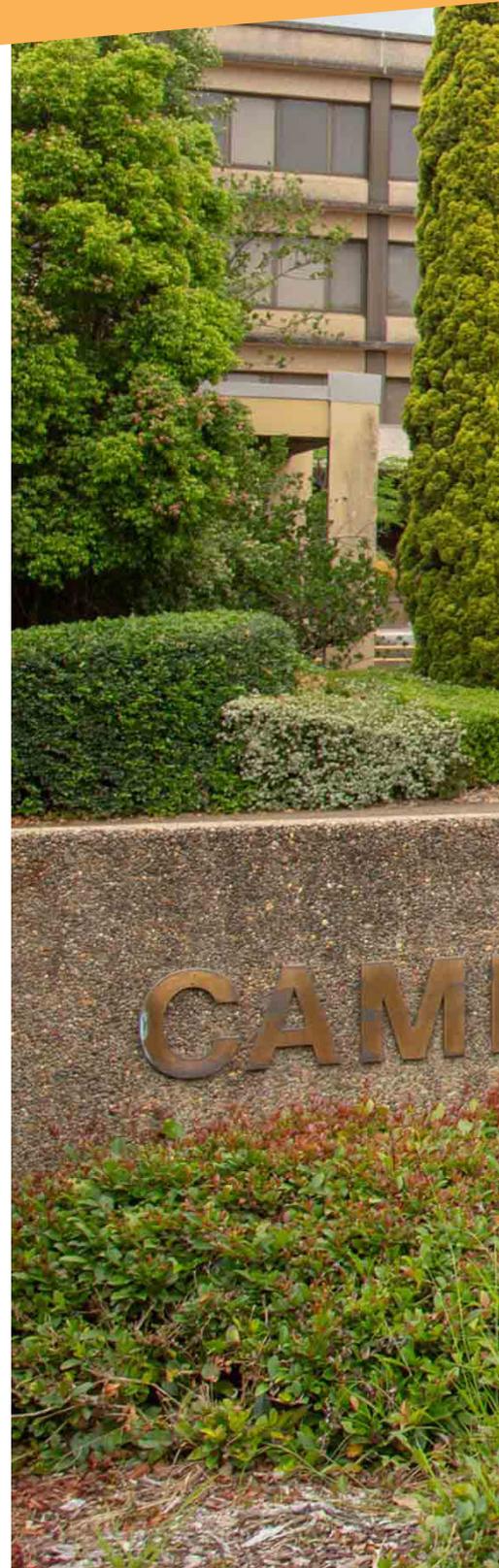
In order to operate a large organisation with a diverse range of services, large portfolio of assets and a multitude of statutory requirements, Council must have a robust and well managed governance framework and administration functions. The Governance and Administration services aims to create a well-managed and operated Council that is equipped with the resources required to deliver effective services.

## Key Services

- Executive Services
- Councillor Support
- Financial Services
- Governance and Risk Management
- Information Technology
- People and Performance
- Customer Service
- Communications
- Information Management
- Asset Management
- Corporate Planning
- Community Engagement
- Project Management

## CSP Strategy Linkages

- 1.1** Provide opportunities for our community to be engaged in decision making processes and to access information
- 1.3** Ensure that Campbelltown is an inclusive city
- 3.7** Public funds and assets are managed strategically, transparently and efficiently
- 3.8** Provide strong governance for all Council activities
- 4.5** Work in partnership with the State Government to achieve positive planning outcomes



## Service Delivery - Four Year Ongoing Activities

- Provide effective support and administration to Councillors and the Council meeting process
- Oversee Council's long term financial planning and finance functions to enable effective and well governed Council resources
- Manage and implement legislative and policy requirements set by the Office of Local Government
- Administer Council's Enterprise Risk Management Framework to ensure the effective management of uncertainty and organisational risk
- Process applications for access to information in accordance with the Government Information (Public Access) Act and Privacy and Personal Information Protection Act
- Provide and maintain a safe and healthy work environment for workers, Councillors and members of the public
- Complete ongoing maintenance and development of Council's technology resources and provision of SMART solutions for the city
- Provide Learning & Organisational Development programs, human resource support and workforce planning
- Deliver frontline customer service to the Campbelltown community via the phone, email and face to face including enquiries and bookings
- Actively market and promote Council's brand and services to ensure an engaging brand for Council
- Develop and maintain Council's Asset Management Systems and undertake predictive modelling to determine long-term funding requirements to achieve effective management of Council's assets
- Develop Council's Corporate Planning Framework and deliver on the legislative requirement of the Integrated Planning and Reporting Framework
- Engage with Council's community and key stakeholders to ensure consultation and inclusion in key decisions
- Implement a business excellence and continuous improvement work plan for Council

CAMPBELLTOWN CITY COUNCIL

## Major Flagship Projects

### Information Technology Infrastructure and Application Program Implementation

Implement significant upgrades to Council's applications, solutions and network

### Digital Service Transformation

Develop solutions to provide digital, customer centric access points and simple, seamless experiences for users

### Electronic Document and Records Management System Implementation

Implement a new Electronic Document Records Management System (EDRMS) to drive informed decision making and improved document management processes

### Leading the Possibilities (Leadership Development Program)

Delivery of comprehensive development program to all people leaders within council

### Customer Request Management Review

Implement a new system and processes to ensure improved engagement, communication and effective resolution of customer requests

### Customer Experience Strategy

Develop a whole of organisation approach to customer experience

### Community Engagement Platform/Software

Development and roll out of a new community engagement platform to improve Council's conversation with stakeholders on key projects

### Smart Condition Assessments

Use innovative tools including drones and CCTV for completing condition assessments to improve efficiency

## One Year Key Projects

- Deliver the continued rollout of a Continuous Improvement framework including Service Assessment Program, process improvements and staff education and training
- Review Council's investment portfolio in line with the Long Term Financial Plan
- Complete a review of the Procurement Policy
- Implement a contracts management system
- Develop a Business Continuity Framework
- Implement the Organisational Excellence Governance Framework
- Deliver ePlanning Portal Stage 2
- Implement the Pulse On-boarding module
- Develop Work Placement Program
- Complete Bookings System Review
- Implement a digital management system for communications content
- Develop a Communications Strategy
- Update Council's Community Engagement Strategy
- Refine Council's Asset Prediction Modelling Tool
- Complete Technical Levels of Services for all asset categories in terms of OSI (Overall Service Index)
- Deliver the Integrated Planning & Reporting Activities including all associated documentation
- Establish project management tools to support the delivery of Reimagining Campbelltown



## Quarterly Measures

• Financial Performance Measures (Fit for the Future) benchmarks met	100%
• Process mapping cycle completed	100%
• Reports requested actioned within 90 days	100%
• Process formal GIPA requests in under 20 days	100%
• Notifiable incidents (Safe Work NSW)	0
• Procurement Process Turnaround Time (<90 days)	100%
• IT infrastructure availability	95.5%
• Number of online submissions (increase)	5%
• Reduction in Lost Time Injuries	20%
• Reduction in overtime per FTE	5%
• Reduction of manual timesheets	70%
• Customer call quality measure	85%
• Customer QFlow wait time under 10 minutes	100%
• Abandoned Calls	<5%
• Increase in Social Media followers	100
• Media releases issued	50
• Percentage of assets in condition 5 (very poor condition)	< 2%
• Integrated Planning and Reporting documents adopted on time	100%





# Roads, Parking and Transport

## Director City Delivery

Campbelltown should be a well connected and easy city to move around in. The roads should be of a high quality, parking simple and public transport links smart and easy to use. The Roads, Parking & Transport Service Area aims to deliver on these outcomes and create a Campbelltown which can be accessed to, from and throughout effectively.

## Key Services

- Traffic and Transport Management
- Local Roads

## CSP Strategy Linkages

**4.1** Advocate and plan for enhanced connectivity, accessibility and movement within, to and from our city through improved public transport, road and traffic management infrastructure, cycling and pedestrian movement

**4.2** Support and advocate for infrastructure solutions that meet the needs of our city and which pay an economic and liveability dividend

**4.3** Responsibly manage growth and development, with respect for the environment, heritage and character of our city

**4.6** Plan and invest in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres





## Service Delivery - Four Year Ongoing Activities

- Manage Council's depot and fleet operations
- Deliver Council's annual maintenance program
- Undertake traffic assessments, studies and advocate for improved transport linkages within the city
- Deliver Active Transport Facilities including new footpaths, shared paths, pram ramps and baulks
- Deliver local area traffic management facilities including roundabouts, pedestrian crossings and refuge islands

## Major Flagship Projects

### Raby Road Upgrades

Installation of traffic signals at the corner of Raby Road / Eagle Vale Drive / Spitfire Drive

### Renewal Program

Delivery of a \$10m renewal program across Campbelltown including roads, footpath, kerb and gutter

## One Year Key Projects

- Complete Campbelltown CBD traffic modelling
- Design of weight restricted bridges at Glenfield and Minto
- Road resurfacing at Williamson Road, Blaxland Road and Junction Road
- Finalise upgrade works to Badgally Road between North Steyne and Eagle Vale Drive
- Finalise design of Raby Road between Thunderbolt Drive and Emerald Hills



## Quarterly Measures

- Campbelltown CBD Traffic Modelling 20%
- Delivery of the major works projects 25%
- Road network condition - Pavement Condition Index (PCI) > 6.75 for 100 percent Network >6.75





# City Planning and Amenities

## Director City Development Director City Delivery

As our City expands and grows it is vital that Council's land use planning, development control and major infrastructure projects are delivered to a high standard. This will ensure Campbelltown is well equipped as it emerges as a strategic centre of South Western Sydney. The City Planning & Amenities service area aims to ensure development is suitable, well managed and that major construction projects contribute to a thriving Campbelltown.

## Key Services

- City Development
- Building Certification
- Infrastructure Delivery

## CSP Strategy Linkages

- 1.8** Enable a range of housing choices to support different lifestyles
- 3.1** Support the resilience, growth and diversity of the local economy
- 4.2** Support and advocate for infrastructure solutions that meet the needs of our city and which pay an economic and liveability dividend
- 4.3** Responsibly manage growth and development, with respect for the environment, heritage and character of our city
- 4.4** Maintain and create usable open and recreational spaces that set our city apart from others
- 4.5** Work in partnership with the State Government to achieve positive planning outcomes
- 4.6** Plan and invest in the revitalisation of Campbelltown-Macarthur CBD, Ingleburn and other town centres





## Service Delivery - Four Year Ongoing Activities

- Administer Council's planning functions
- Carry out building inspections and investigate complaints relating to development
- Assess Development Applications and Planning Proposals
- Implement the Campbelltown Local Infrastructure Plan and Voluntary Planning Agreements
- Oversee the constant review and implementation of Council's Local Environment Plan and Development Control Plan
- Coordinate the Campbelltown City Local Planning Panel, Council's Design Excellence Review Panel and community engagement activities for major developments within the City
- Manage development and plans for the Greater Macarthur Priority Growth Area including implementation of the Glenfield to Macarthur Urban Renewal Corridor Strategy
- Undertake design, planning and delivery of Council's major infrastructure projects

## Major Flagship Projects

### Finalisation of LEP review

Amendment of Campbelltown LEP 2015 to align with the Western City District Plan

### Campbelltown Local Housing Strategy

Review and adoption of a Local Housing Strategy to identify how and where housing targets will be met across Campbelltown

## One Year Key Projects

- Implement online only lodgement of planning applications via NSW Planning Portal
- Complete stormwater drainage improvement works at 6 Townson Avenue Minto
- Complete St Helens Park Reserve car park works



## Quarterly Measures

- Development application determination times (net) for single dwellings within 40 working days 80%
- Percent of Planning Information Certificates issued in less than 10 working days 90%
- Building Information Certificates issued under 40 days 75%
- Inspection of high fire safety risk premises completed by 30 June 2020 95%
- Required cladding inspections completed 100 percent 100%





# Environmental Protection

**Director City Delivery**  
**Director City Development**  
**Director City Growth**

Campbelltown is blessed with some of the most spectacular natural areas and ecosystems Sydney has to offer. The Environmental Protection service area aims to safeguard these areas, promote sustainable initiatives and build a resilient city rich with natural resources and a Council that places environmental leadership at the heart of its decision making.

## Key Services

- Planning for the Environment
- Stormwater Management

## CSP Strategy Linkages

- 2.1** Implement and advocate for initiatives that conserve the city's natural environment
- 2.2** Activate the city's natural bushland and open spaces, fostering enhanced community stewardship of these areas
- 2.3** Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life choices
- 2.4** Conserve and care for our city's biodiversity
- 2.5** Plan for and ensure that development in our city is sustainable and resilient





## Service Delivery - Four Year Ongoing Activities

- Implement the Resilient Sydney Strategy
- Develop and implement sustainability initiatives relating to urban heat, resource efficiency and energy savings
- Ensure sustainable practices are embedded in Council's planning processes
- Work closely with State Emergency Services to deliver Emergency Management Plans for flood affected properties
- Coordinate the management and improvement of the city's stormwater and drainage network
- Ensure stormwater design activities promote the Green Blue Grid Strategy

## Major Flagship Projects

### Resilience Strategy

Develop a Resilience Strategy that sets the direction Campbelltown must take to strengthen its ability to survive, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses

### Integrated Water Solutions Plan for the City Centre

Develop a plan for the city that delivers precincts and clusters that respond to water use and plan sustainably for its use

## One Year Key Projects

- Review and update Council's existing Climate Change Risk Assessment
- Complete trunk drainage to support key projects including the Billabong and Reimagining corridor
- Undertake flood assessments
- Complete Stormwater Pit Maintenance Program



## Quarterly Measures

- Reduce Council's greenhouse gas emissions
- Reduce Council and the community's reliance on non-renewable resources
- Engage 50 businesses and strata residential properties
- Flood assessments are completed as per corporate service standards 100%
- Flood advice provided as per agreed timeframe to align with project expectations 100%





# Waste and Recycling

Director City Development  
Director City Delivery

As core services for Council, the removal and recycling of waste and the cleaning of the city are vitally important to our residents and also for creating an attractive area. The Waste and Recycling service area aims to deliver these functions to a benchmark standard ensuring rubbish is collected on time, streets are clean and tidy, rubbish is removed and the maximum amount of waste is diverted from landfill and recycled.

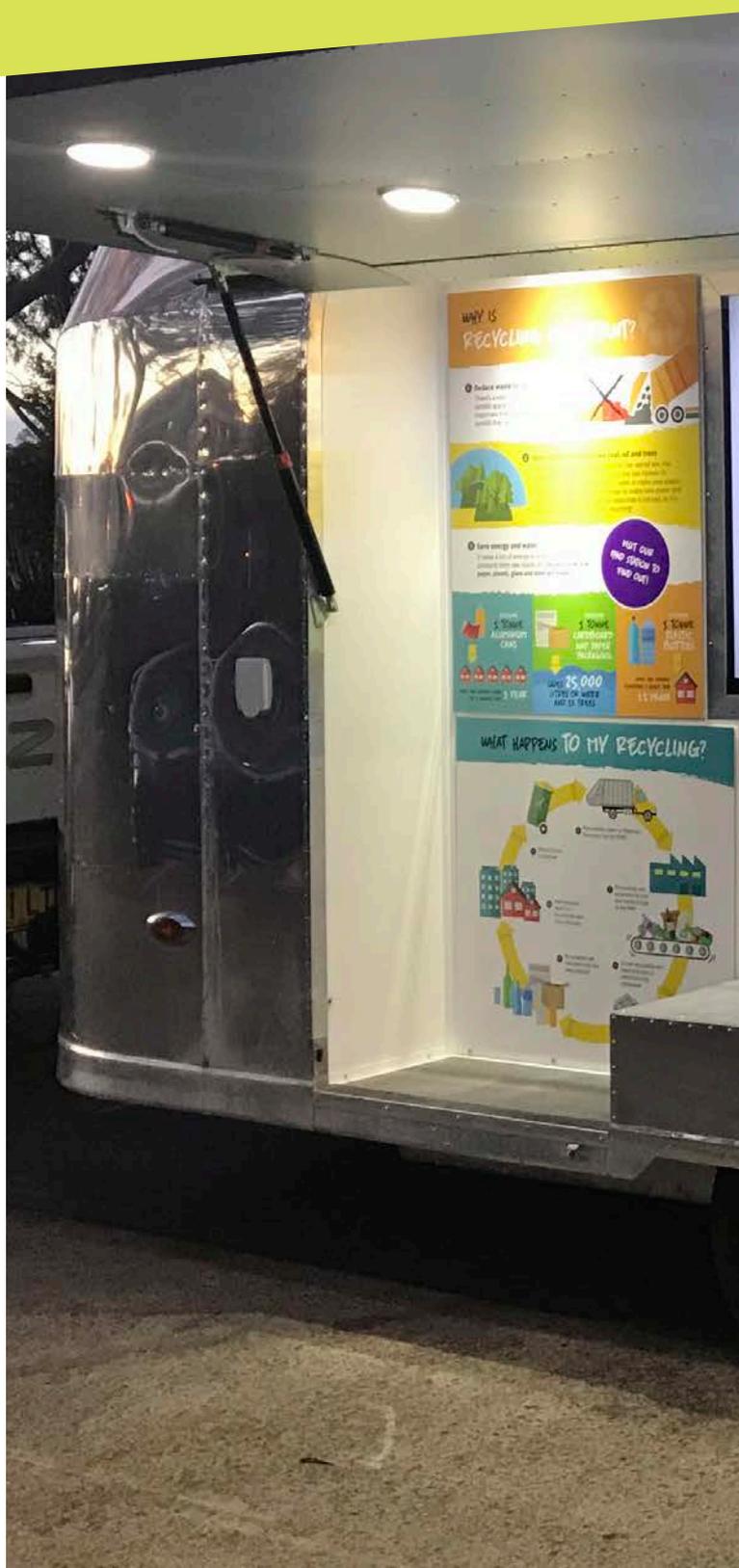
## Key Services

- Waste Recycling and Management
- City Cleansing

## CSP Strategy Linkages

**1.2** Create safe, well maintained, activated and accessible public spaces

**2.3** Promote and educate our community on sustainable practices and encourage practicable take up of more sustainable life-choices





## Service Delivery - Four Year Ongoing Activities

- Manage the City Waste and Recycling collection contracts
- Complete street sweeping and city beautification initiatives
- Manage the regional waste processing and disposal contract
- Deliver community education programs on recycling and waste management
- Implement the Commercial Bin Audit Program
- Complete waste management assessments for development applications
- Administer service contracts for bulky waste and liquid waste for designated Council facilities and projects
- Implement waste management and recycling initiatives at Council's events and key programs
- Implement the Waste Education Strategy
- Operate the proposed Community Recycling Centre
- Operate the Effluent Disposal Facility
- Progress and Implement the Regional Project 24 Waste Processing Procurement project

## Major Flagship Projects

### **Community Recycling Centre (CRC)**

Deliver the CRC offering a free drop off facility for residents with household problem wastes

### **Project 24 Domestic Waste Contract**

Complete the multi Council regional procurement project for long term processing and disposal of household waste and recyclables

## One Year Key Projects

- Complete the Waste Transfer Station (WTS) Feasibility Study
- Develop Waste Education Strategy
- Complete the Domestic Waste Bin Lid Compliance Program



## Quarterly Measures

• Waste diverted from landfill (Diversion Rate)	35%
• Waste initiatives undertaken at Council's events	1 per event
• Number of schools, community groups and organisations visited	6
• Waste bins emptied in accordance with scheduled program	100%
• Pavements in CBD area maintained in a clean condition (complaints)	0





# Open Space and Recreation

Director City Lifestyles  
Director City Delivery

Everyone in Campbelltown deserves open spaces and facilities that promote healthy movement and a range of sporting activities. The Open Space & Recreation service area aims to deliver excellent playing fields, sports grounds, leisure centres and playgrounds as well as effectively managed and protected bushland and open spaces.

## Key Services

- Sporting Grounds and Venues
- Leisure Services
- Open Space & Natural Areas

## CSP Strategy Linkages

**1.2** Create safe, well maintained, activated and accessible public spaces

**1.5** Host and promote major sporting events, showcasing our city's sporting facilities and encouraging community participation in sport and recreation

**1.9** Create places where people feel good, are likely to stay, to return to and tell others about their experiences

**2.1** Implement and advocate for initiatives that conserve the city's natural environment

**2.2** Activate the city's natural bushland and open spaces, fostering enhanced community stewardship of these areas

**2.5** Plan for and ensure that development in our city is sustainable and resilient

**4.4** Maintain and create usable open and recreational spaces that set our city apart from others





## Service Delivery - Four Year Ongoing Activities

- Provide clean, safe and friendly aquatic, fitness and indoor sports facilities including key programs, classes and facility bookings
- Provide high quality sports grounds and facilities
- Build and maintain strong relationships with local sporting providers including clubs and associations
- Advocate for improved sporting and recreational outcomes for the city
- Manage the Campbelltown Sports Stadium
- Manage the Campbelltown Athletics Centre
- Attract and host nationally and regionally significant events at Campbelltown Sports Stadium
- Complete master planning of parks, reserves and recreation facilities
- Implement the Noxious Weed and Pest Animal Management Strategy
- Implement and facilitate the activities of the Bushcare Program
- Implement key open space and natural area plans of management
- Plan and design outdoor recreation facilities and play spaces

## Major Flagship Projects

### **Cricket High Performance Indoor Centre**

Deliver a high performance indoor cricket centre in partnership with Cricket Australia and Cricket NSW at Raby Sports Complex

### **Pacific Test Program Delivery**

Deliver an integrated event program to celebrate the Pacific Island community and the successful hosting of the Pacific Test international rugby league event at Campbelltown Sports Stadium

### **Amplify the Leumeah Sports and Entertainment Precinct**

Deliver the Leumeah Live Master Plan, integrating a future redevelopment of Campbelltown Sports Stadium to create a vibrant sport and entertainment precinct

### **Sport and Health Centre of Excellence**

Complete stage one construction of the Sport and Health Centre of Excellence

### **Finalisation of an Aquatic and Indoor Sports Strategy**

Complete a strategy outlining future needs of the city

### **Campbelltown Billabong**

Design and delivery of an outdoor swimming facility with associated built facilities and landscape works

### **Transform Bow Bowling Creek Stage 1**

Deliver initial feasibility studies and early works at Leumeah

### **Milton Park Master Plan Macquarie Fields**

Complete and deliver master plan

### **5 Million Tree Project**

Deliver stage one pilot program in Rosemeadow

### **Seddon Park Redevelopment**

Complete stage one redevelopment of Seddon Park sporting fields

## One Year Key Projects

- Deliver sports field improvements and upgrades
- A-League implementation and preparedness
- Complete leisure facilities signage refresh
- Implement measures to grow Learn to Swim Program
- Deliver Glenfield Park Inclusive Playspace
- Complete Ingleburn Reserve picnic area upgrades
- Deliver Keith Longhurst Reserve walking track upgrades
- Deliver play spaces at Colorado Reserve, Eucalyptus Reserve and Scriven Reserve



## Quarterly Measures

- Annual Campbelltown Athletics Track bookings 100 (per annum)
- Annual Campbelltown Sports Stadium visitor numbers 200,000
- Number of major sporting events 20 (per annum)
- Number of sports field bookings 2500
- Leisure Centre visitation 85000
- Annual Swimming Carnival bookings 60 (per annum)
- Learn to Swim Enrolment base 2500 enrolments (per term)
- Designs completed on time 100%





# Libraries, Arts and Culture

Director City Lifestyles  
Director City Growth

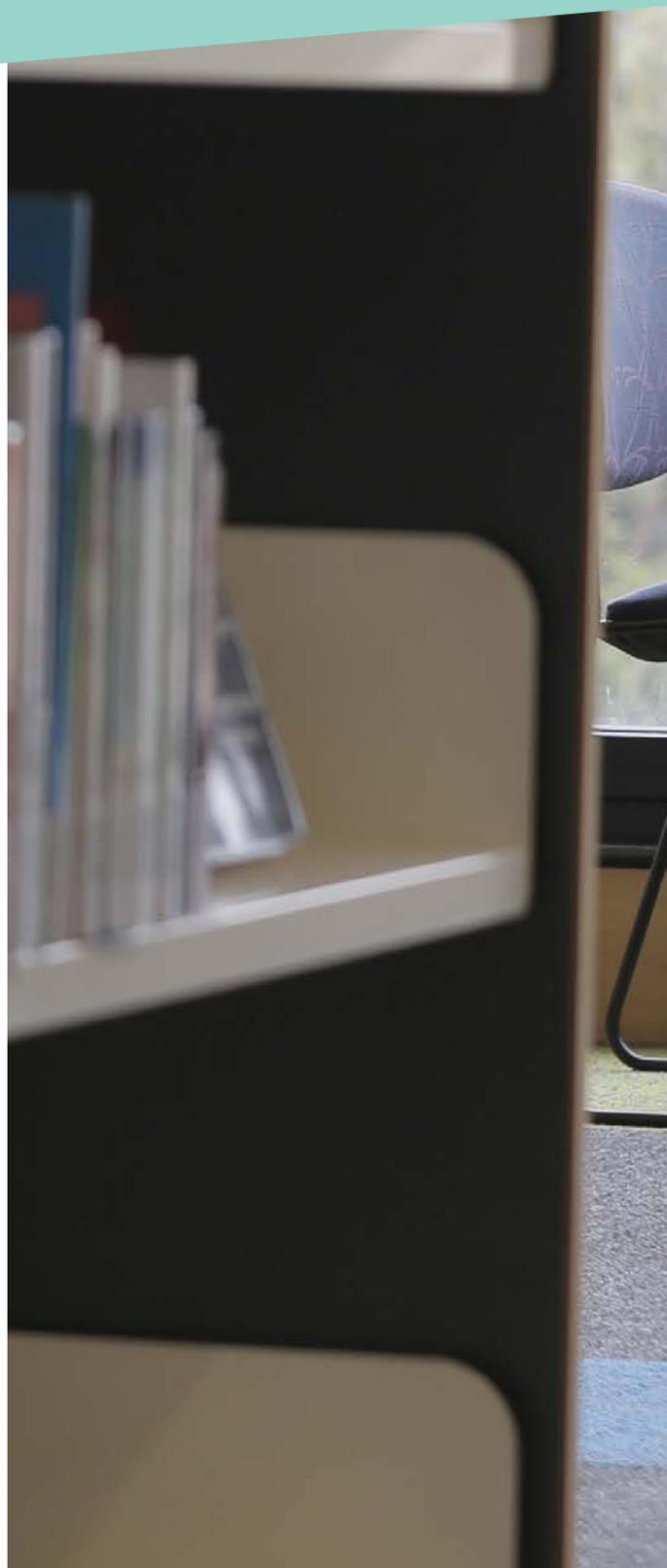
Campbelltown has a storied culture and is fast becoming a hub for education and learning. The Libraries, Arts and Culture service aims to provide programs and facilities that promote learning, artistic expression and the development of a diverse, rich and welcoming culture for Campbelltown.

## Key Services

- Cultural Services
- Libraries and Community Learning

## CSP Strategy Linkages

- 1.3** Ensure that Campbelltown is an inclusive city
- 1.4** Provide and support exciting and curious events and festivals for the local community and visitors
- 1.6** Foster a creative community that celebrates arts and culture
- 1.7** Promote the city's history, with strong respect for our Aboriginal and Torres Strait Islander history
- 1.9** Create places where people feel good, are likely to stay, to return to and tell others about their experiences





## Service Delivery - Four Year Ongoing Activities

- Operate the Campbelltown Arts Centre including provision of artistic programs, exhibitions, venue hire, public workshops and key events
- Provide tourist information services and regional promotion including operating the Campbelltown Visitor Information Centre
- Implement the Campbelltown Destination Management Plan
- Implement the Library Strategic Plan
- Provide high quality Library Services across Campbelltown including Council's four services at Campbelltown, Eagle Vale, Glenquarie and Ingleburn
- Provide high quality library collections and resources including digital, print, non-print and non-traditional
- Provide access to a range of technologies including public access computers, devices, 3D printer and other emerging technologies
- Deliver high quality lifelong learning programs for all ages including workshops, reading time and keynote speakers
- Manage Council's partnership with the Campbelltown Airds Historical Society and Glenalvon House

## Major Flagship Projects

### Sydney Festival Arts Centre Programs

Partner with the Sydney Festival to deliver a range of events and programs

### New Civic Library Project

Continue to assess options for a new Civic Library including the development of a business case and brief

## One Year Key Projects

- Deliver the Campbelltown 2020 Laneway Activation - Public Mural
- Deliver the annual Artistic Program at the Campbelltown Arts Centre
- Implement the new Library Management System
- Implement the Campbelltown 2020 Library programs
- Implement the branch renewal program
- Deliver the Visitor Information Centre Service Assessment



## Quarterly Measures

• Increase Arts Centre visitation numbers annually	35000
• Increase artist and audience attendance and participation from Western Sydney	2500
• Increase engagement with priority community groups (Aboriginal and Torres Strait Islander communities, culturally and linguistically diverse communities, young people, Pasifika communities, people who identify with a disability and LGBTQIA+ communities)	5000
• Number of online library downloads	6000
• Participation in library events and programs	3000
• Number of total current Mobile Toy and Book Library members	400
• Number of specialised Mobile Toy and Book Library programs offered each quarter	3







# **BUDGET AND FINANCIAL INFORMATION**

## Budget Overview

As part of Council's Delivery Program and Operational Plan, a detailed breakdown of Council's finances helps to give context to the planned projects and activities as well as a thorough breakdown of Council's proposed capital spending. The data details the funding required for Council's services and functions for the 2020-2021 financial year to achieve the objectives and strategies set out in the Community Strategic Plan. Forward projections have also been included to satisfy the requirements of the Delivery Program in the now combined document.

Council will report on the budget for 2020-2021 quarterly as required.

The current economic and financial environment presents challenges for the community, all levels of Government including Council, and the business sector.

Cost shifting by the NSW Government and the Australian Government on to NSW Local Government continues to have a large impact on Council. Cost shifting relative to Campbelltown City Council amounts to over \$8.2m per annum, equating to approximately 5.4 per cent of total income.

On 6 December 2016, the Minister for Local Government formally advised that the Office of Local Government had assessed Council's proposal against the Financial Sustainability criteria and associated benchmarks and has found Campbelltown City Council to be 'fit'.

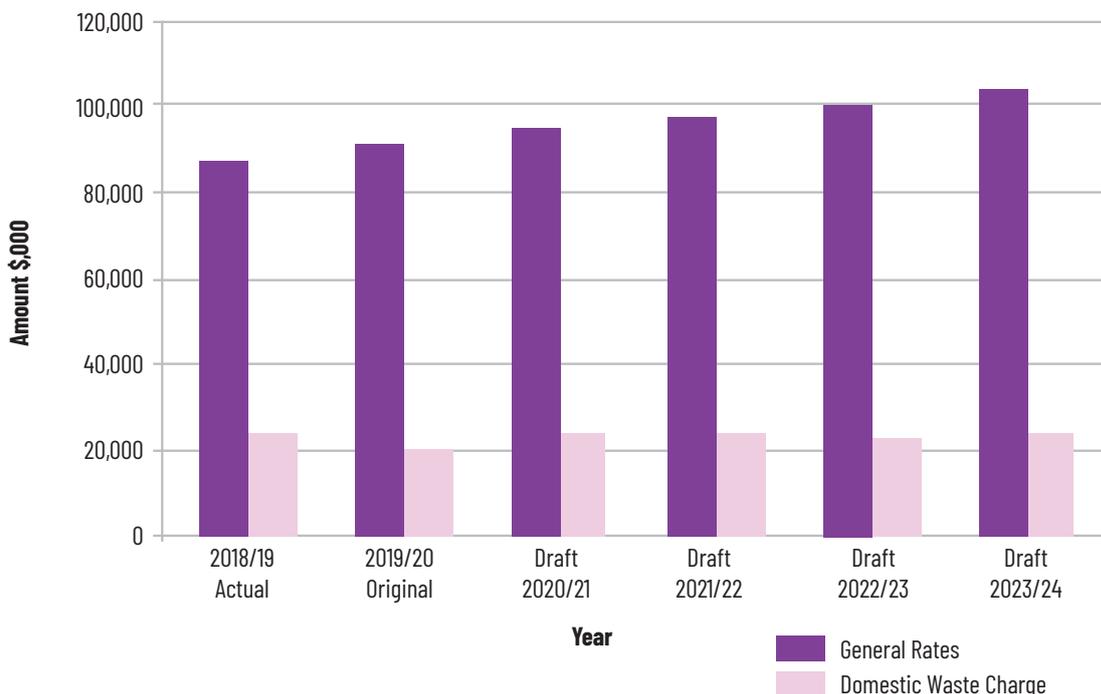
Council continues to monitor the expectations of the State Government and further proposals that may be required in demonstrating Council's ongoing sustainability. This Operational Plan forecasts that Council will reach all financial performance benchmarks as defined by NSW Treasury Corporation.

In 2009-2010, the Local Government Superannuation Defined Benefits Scheme doubled the normal contribution rate required to be paid by Council in order to sustain the viability of the fund due to the Global Financial Crisis (GFC). The increased payments will continue for several years and have added approximately \$462,200 per year to operational costs.

For the 2020-2021 budget, Council has applied the rate peg limit as set by IPART of 2.6 per cent. Invariably, rate pegging increases have been less than the actual increases in costs faced by Council. Despite these constraints, and with the cost of materials and provision of services increasing above the Consumer Price Index (CPI), Council maintains a sound financial position through continuous efficiency gains and productivity improvements. The Special Rate Variation received in the 2014-2015 financial year has strengthened Council's long term financial position and provides a means to renew and revitalise the city's assets and ultimately address Council's asset maintenance and renewal backlog.

The income from rates will be \$94.5m and is net of the pensioner concession subsidy.

### Rate Income



The additional \$50 pensioner concession rebate, for eligible pensioners, will be maintained in the 2020-2021 year. This will retain the maximum annual rebate at \$300.

Council has a conservative and responsible borrowing strategy. In previous financial years, Council has taken advantage of the Local Infrastructure Renewal Scheme (LIRS), a State Government initiative. This scheme subsidises Council borrowings in order to assist with the reduction of infrastructure backlogs that currently exist. To date, there have been no further rounds of LIRS released and as such, a number of borrowing strategies have been modelled. In the next financial year, Council will utilise reserve funds to borrow internally, repaid over ten years at the current market rate.

This strategy reduces Council's loan liability, debt service ratio and ultimately provides additional capacity in the medium term to fund more significant external loans for future infrastructure requirements. The loan borrowing program is subject to further detail throughout this document.

In accordance with the implementation of the Integrated Planning and Reporting framework, Council has a commitment to addressing the ongoing infrastructure backlog through a process of developing a sound Asset Management Policy, Strategy and Plan. These documents will include the future initiatives and replacement needs for the city and strengthen required servicing levels expected by the community. Supporting this policy is Council's Long Term Financial Plan which provides the framework for longer term financial sustainability balancing economic, social and environmental objectives, while delivering high quality services and facilities to the community of Campbelltown.

Overall, the Operational Plan and budget continues to deliver a high standard of service for the residents and ratepayers of the Campbelltown LGA.



## Infrastructure Renewal and Maintenance Program

The long term sustainability of the city is important to us all – from residents of all ages who utilise the local roads, community facilities, services and open spaces; to local businesses and industry that rely on the city's proximity to major transport routes, consistent growth and reliable infrastructure.

Council's primary goal is to ensure that Campbelltown continues to be a city of choice and opportunity, and a place that residents are proud to call home. To make sure that the city is well placed to deal with the challenges of the future, decisions need to be made now that will ensure the ability to maintain the quality and amenity of the infrastructure that is so important to the community.

Rates help to provide the services and infrastructure that 175,500 (2020 forecast) residents use every day. Council continuously looks at ways to improve operations through streamlining services, process improvement and use of technology to ease the rating burden on the community.

Campbelltown City is now a Strategic Centre, and the provision of quality assets and infrastructure is fundamental to ensuring that the city can cope with growth and the range of future challenges. These challenges include significant new urban development both within and around the city, the need to create more jobs, increased traffic movements and an ageing community. The impact of these challenges on the city's basic infrastructure will be significant, and will require increased spending to keep them maintained to a suitable level.

To help ensure that existing infrastructure can be maintained into the future, Council sought community feedback for a proposal to apply to the IPART for a special rate variation of 11 per cent for the 2014-2015 financial year. This increase is helping to address the declining standard of assets, and costs the community less in the long term, due to the renewal of community assets before it becomes too costly to repair them.

This section of the report analyses the expenditure programs for the 2020-2021 financial year and the sources of funding for the program. This program includes the special rate variation funding to directly resource the infrastructure renewal and maintenance requirement.

### Expenditure and Funding Sources for Infrastructure Renewal and Maintenance Program

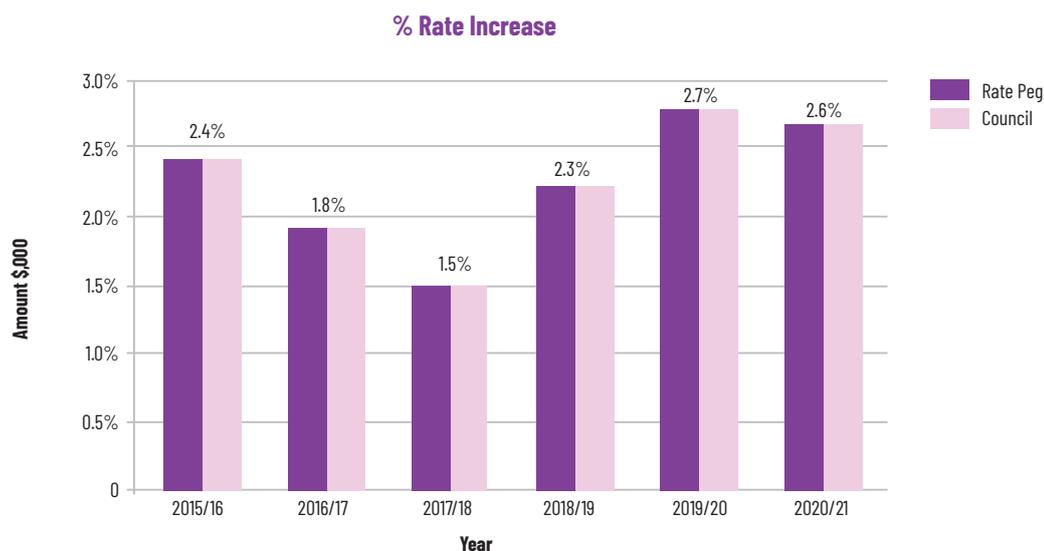
Income	2020-2021 budget \$'000	Special rate variation \$'000	Grant \$'000	Other \$'000
Special rate variation	6,756	6,756		
Grant	3,852		3,852	
Other	8,287			8,287
	<b>18,895</b>	<b>6,756</b>	<b>3,852</b>	<b>8,287</b>

Expenditure	2020-2021 budget \$'000	Special rate variation \$'000	Grant \$'000	Other \$'000
Loan repayments	1,000			1,000
Roads	8,849	2,633	3,852	2,364
Footpaths	1,009	462		547
Kerb and gutter	748	340		408
Bridges	427	198		229
Car parks	394	204		190
Buildings	5,595	2,394		3,201
Public spaces	873	525		348
Total	<b>18,895</b>	<b>6,756</b>	<b>3,852</b>	<b>8,287</b>

## Rates

IPART announced on 12 September 2019 the statutory rate peg of 2.6 percent for 2020-2021. IPART has determined this by taking the increase in the Local Government Cost Index (LGCI) for the year to June 2019 of 2.6 percent and setting the productivity factor to 0

percent. According to IPART, the main contributors to the change in the LGCI were; an increase of 2.6 percent in employee benefits, an increase of 3.8 percent in construction work costs and an increase of 3.7 percent in building - non-dwelling costs.



## Domestic Waste Management

Under the Local Government Act 1993, Council may recover only the reasonable cost of carrying out domestic waste services. Any income received by the annual Domestic Waste Management Service Charge is restricted for this purpose. The Domestic Waste Management Service Charge is subject to many factors, and is mostly impacted by collection and disposal costs. The processing and disposal charges of domestic waste include the compulsory Waste Levy (section 88) which the processing contractor must pay to the State Government.

These factors have resulted in Council being able to deliver the service for the proposed annual Domestic Waste Management Service Charge of \$357.52, noting that there cannot be any cross-subsidisation between the Domestic Waste Management Service and the General Fund. From 1 July 2018 Council introduced a separate lower charge for Multi-Unit Dwellings only able to access a two bin service, the proposed charge is \$302.87. The proposed Domestic Waste Management Availability Charge for vacant land is \$71.48 per annum.

As part of Council renewing the waste disposal contract it is important that land is identified and purchased to implement a waste transfer station. A waste transfer station will provide much needed flexibility in securing disposal options for waste and

recyclables. The gradual closure of landfills in the Sydney Metropolitan Area will require long haul transport solutions in the future to ensure the community has access to essential long term waste disposal capacity. As such the proposed charges also include a \$14.42 contribution per annual service to the Domestic Waste Reserve for the provision of the future waste transfer station. It is expected that Council's waste management charges will continue to remain among the lowest in the Sydney Metropolitan area.

Council is developing a Community Recycling Centre (CRC) with the assistance of a NSW Government grant. The CRC will provide residents with a permanent drop-off facility for household problem wastes such as paints and oils, gas bottles, smoke detectors, batteries, electronic waste and fluorescent tubes/lamps. The CRC is expected to be operational by end-2020 subject to approvals being issued.

Campbelltown City Council is leading the development of a five-Council regional contract to secure long term processing and disposal outcomes for our kerbside waste and recycling streams. The project, known as Project 24, will involve the development of one or more processing technologies to deliver commercial and environmental outcomes for the communities in our region. With project planning well underway and approval to proceed being recently received from the Australian Competition and Consumer Commission, the new contract is scheduled to commence upon expiry of the current contract in 2024.



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Perfect for eating, cooking & juices!

Christmas Decorations £6.50

HONG KONG

## Stormwater Management Charge

Council has recently completed a detailed flood study for the Bow Bowling Bunbury Curran Creek system where a number of improvements have been identified to reduce the impacts of flooding within the LGA. Significant funding is now required to facilitate these improvement works including Council's income from the stormwater management charge and applications for funding assistance from the State Government. Minor drainage works have already been completed in various areas throughout the LGA with further minor works to be undertaken as they are identified.

The annual Stormwater Management Charge provides funding specifically for stormwater management restoration, maintenance of stormwater infrastructure and for environmental initiatives to better manage stormwater. These programs assist in reducing flooding and water damage from heavy rain, as well as prevent litter and other pollutants from being washed from roads to local creeks and waterways. The Stormwater Management Charge will remain at \$25 per residential property and \$12.50 per residential strata property (per annum). The stormwater management service program of works is outlined within the Revenue Pricing Policy.

## Operating Result

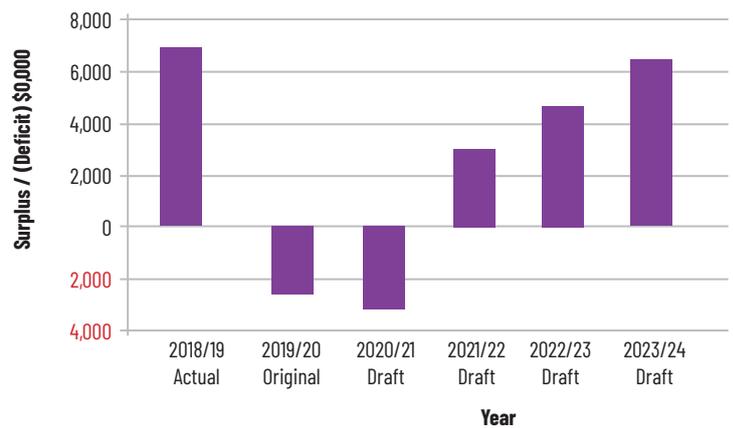
In accordance with the Australian Equivalents to the International Financial Reporting Standards (AEIFRS), the 2020-2021 operating result projects a deficit of \$2.8m. By definition, the operating result reflects the difference between Council's operational income and operational expenditure including non-cash items such as depreciation (\$25.4m) and employee leave entitlement accruals (\$0.63m). The result summarises Council's normal business operations and excludes items of a capital nature and internal transactions.

The 2020-2021 estimated operating result shows a decrease in the surplus of \$0.2m from the 2019-2020 original budget. The main items impacting this movement include increased depreciation resulting from asset base growth and the reduction in income from Interest on Investments. The projected growth of the surplus in future years is a result of rates growth and financial strategies in place as outlined in the Long Term Financial Plan. This operating result is a closely monitored sustainability performance indicator.

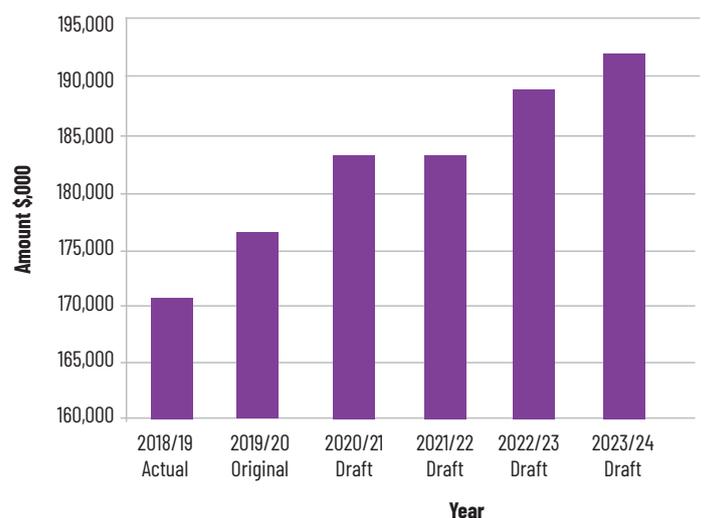
## Operating Expenditure

Operating expenditure identifies the money required to operate and maintain works and services, such as salaries and wages, maintenance and consumables. In 2020-2021, total operating expenditure is projected to be \$182.8m and includes non-cash items such as depreciation (\$25.4m) and internal transactions (\$8.7m). The detailed breakdown and variance analysis for income and expenditure is performed under the 'Operating Budget' section of this document.

Operating Result - Actual and Estimated



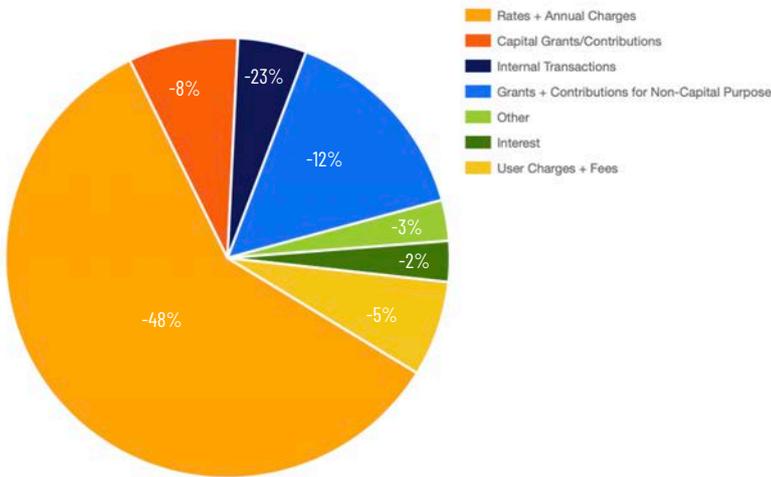
Operating Expenditure - Actual and Estimate



# Operating Income

Council has limited revenue sources to fund the wide range of services provided to the community. Council receives State and Federal Government grants and contributions and raises income through fee paying activities, commercial activities and utilises debt (capital income).

Council's primary source of revenue however, is through a property-based tax - Council rates (\$94.5m) - as illustrated in the following graph. Annual charges include the Domestic Waste Management Service Charge (\$21.4m) and the Stormwater Management Charge (\$1.4m).



# Funded Result

As reported in previous years, the financial objective has been to budget a surplus to improve Council's liquidity ratio. The liquidity ratio has improved significantly over the last few years, and due to the current economic circumstances and minimal increase in income, a balanced budget is proposed for this financial year. Council will continue to monitor this financial indicator closely.





## Loan Borrowing Program

In developing the budget, internal borrowings have been identified as a funding source for the creation of income generating assets and assets servicing current and future generations.

The borrowing strategy of Council historically has been to utilise a loan allocation of \$2.5m per annum, sourced externally from eligible financial institutions and comply with the Local Government Act 1993, applicable regulations and the Borrowing Order issued by the Minister for Local Government. All loans are for a fixed rate and duration and as such, the cost of servicing the debt is known and accordingly factored into Council's annual budget.

It is proposed in this budget to increase this annual allocation to \$3.0m (reverting back to \$2.75m in future years), and to borrow from internal reserves rather than external sources. This strategy will reduce Council's Loan Liability, maintain a low Debt Service Ratio, Operating Performance Ratio and more importantly, free up resources in the medium term to provide capacity for borrowings from external sources for major infrastructure requirements.

In addition to the recurrent borrowing programs, Council proposes to fund \$7.5m of the Campbelltown Sport and Health Centre of Excellence construction from internal reserves, to be repaid over a ten year period at market rates.

The loan borrowing program for 2020-2021 is funding a number of road and footpath programs and building projects to assist with the reduction of Council's current infrastructure backlog.

The Local Government Professionals Australian NSW 'Local Government Sustainability Health Checks' recommends a maximum debt service ratio of 10 percent for a developed Council. Council currently maintains a benchmark of less than 5 percent, which is considered acceptable to ensure no additional burden on the operational budget from increases in repayment costs.

Notably, Council has strengthened its capacity to pursue further opportunities in order to take advantage of future subsidised borrowing programs that could provide a funding mechanism for major capital infrastructure deliverables.

## Capital Expenditure Program

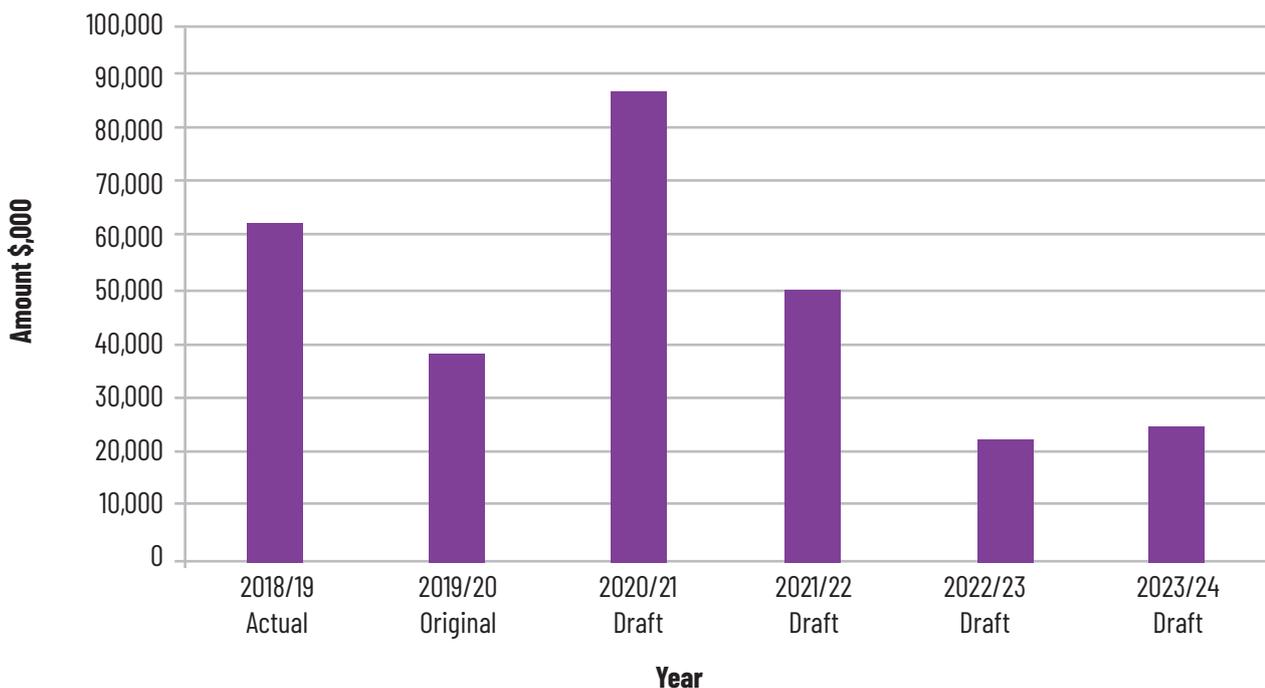
The capital works commitment of Council will reach \$89.1m for the 2020-2021 financial year. The source of funding required for this program is detailed as follows:

Loans (internal)	\$10,500,000
External grants and contributions	\$21,412,500
Restricted funds	\$42,671,500
Sale of assets	\$1,420,300
Council revenue	\$13,070,700
Total	\$89,075,000

Please refer to the Analysis of Capital Budget for detailed information.

This year's program includes a number of major projects such as building refurbishments, sport and recreation projects, roads, bridges and footpath construction/reconstruction, as well as the upgrade and replacement of plant and equipment. Further detail and analysis is performed under the 'Capital Budget' section of this document.

### Capital Expenditure - Actual and Estimated



# Asset Management

Council recognises its custodianship responsibilities associated with managing the significant community infrastructure asset portfolio. Council continues to place great importance on the effective and efficient refurbishment, replacement, extension and development of the city's \$2.5b asset portfolio. This focus on improving the safety, quality and range of infrastructure, community facilities and public space is demonstrated in the extensive capital works program and asset maintenance budget.

Campbelltown's Asset Management Strategy and Asset Management Plan through the Integrated Planning and Reporting framework provides a formalised approach to asset management and defines the principles and methodology on which the long term capital works program is developed.

The Long Term Financial Plan highlights the positive impact the 2014-2015 special rate variation will continue to have on reducing Council's asset renewal funding gap. This additional 8 percent variation injects more than \$6.7m per year directly into asset maintenance and renewal and within the next four years will eliminate Council's backlog. However, careful consideration must also be given to the maintenance and renewal funding of new infrastructure and the whole of life cost. Sustainability of infrastructure is a major focus for all levels of government.

Council assesses the condition of asset classes based on the following criteria. Condition rating 0 means new or near new assets and has consumed 0 to 10 percent of its life. Condition rating 1 means the asset is in very good condition and has consumed between 10-30 percent of its life. Condition rating 2 means the asset is in good condition and has consumed between 30-55 percent of its life. Condition rating 3 means the asset is in average condition and has consumed between 55-75 percent of its life. Condition rating 4 means the asset is in poor condition and has consumed between 75-90 percent of its life. Condition rating 5 means the asset is in very poor condition and has consumed between 90-100 percent of its life.

## Current condition rating of Council infrastructure assets

Asset class	Current overall network condition
Buildings and facilities	2.21: Good to Average
Footpaths	2.28: Good to Average
Public spaces	1.72: Very Good to Good
Stormwater and drainage	1.31: Very Good to Good
Road Pavements	2.12: Good to Average
Road Surfacing's	1.74: Very Good to Good
Car Parks	1.41: Very Good
Bridges and Culverts	1.95: Very Good to Good
Kerb and Gutter	1.59: Very Good to Good

As a Strategic Function, the provision of quality assets and infrastructure is fundamental to ensuring that Campbelltown City can capitalise on the growth and manage the range of future challenges. It will be vital for Council to continue to provide significant investment into assets and infrastructure in order to achieve long term sustainability.

# Budget Influences

In preparing Council's budget, it has been necessary to make a number of assumptions about the internal and external environment within which Council operates.

## External influences

In preparing the 2020-2021 budget, a number of external influences have been taken into consideration as they are likely to impact on the services delivered by Council during the period. These include:

- Noting that it is anticipated that the award salary increase is estimated to be 2.5 percent, a 1 percent increase has been allowed to cover award salary increases, superannuation costs, and performance increases, while allowing for staff turnover and vacancies.

Price indices:

- CPI increases on goods and services of at least 2 percent. The main expenditure items that are expected to increase above CPI are electricity and street lighting, and employee costs
- The Local Government Cost Index (LGCI) as determined by IPART has been used as the index for increases in non-regulatory fees and charges, unless an alternative index rate can be justified
- A decrease has been allowed for the Financial Assistance Grant (following the Grants Commission decision to reallocate funding to regional areas)
- Increases (above the CPI) in regulatory contributions to other government agencies
- Increases in levies, statutory charges and cost shifting
- Impact of low interest rates on interest on investments.
- At the time of finalisation of Council's Operational Plan the Novel Coronavirus was in the early days of spread within NSW. As such, detailed modeling was difficult to undertake with confidence due to the unknown public safety orders at this stage. Council will continue to model the impacts of the coronavirus and report quarterly with any required adjustments.

## Internal influences

The internal influences forecast in the 2020-2021 year and that have had a significant impact on the setting of the budget include:

- Urgent repairs/maintenance of assets
- Provision of adequate funds to support asset maintenance and replacement initiatives for operating assets supporting existing and new services
- Road network improvements
- Community infrastructure improvements such as buildings, playgrounds, sporting fields and amenities.

## Budget Principles

In response to these influences, guidelines were prepared and distributed to all Council officers with budget responsibilities. The guidelines set out the key budget principles for officers to prepare their budgets, ensuring that improved value for ratepayers needed to be achieved. The principles include:

- Establish an equitable pricing policy to support the programs delivered by Council
- Grants to be based on confirmed funding levels
- Decrease reliance on rates income through investing in income generating activities
- Service Levels to be reviewed and improved with an aim to demonstrate best value, with an emphasis on efficient, effective and appropriate service delivery
- Contract labour and consultants to be minimised
- New initiatives and new employee proposals which are not cost neutral to be justified through a business case
- Real savings in expenditure and increases in revenue identified in 2019-2020 to be preserved
- Plan for future year funding commitments, liabilities and contingencies

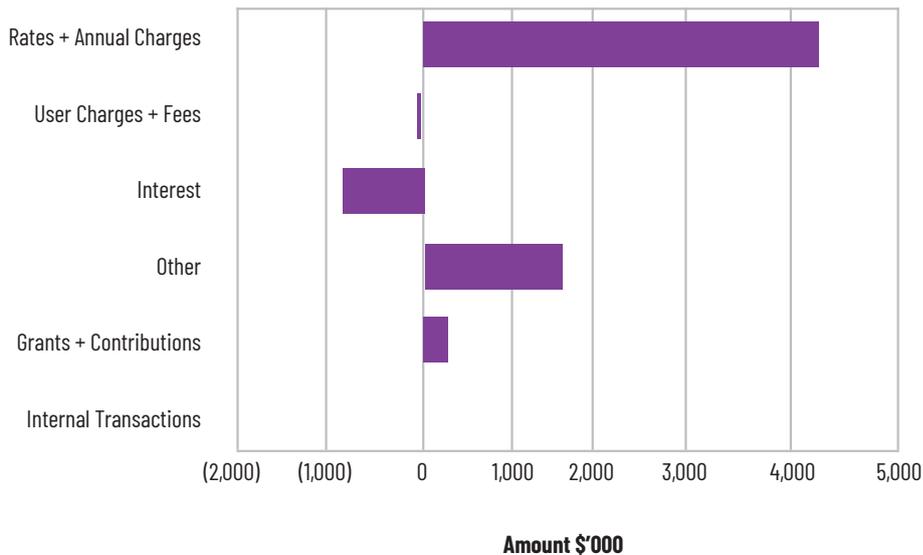




## Operating Budget

This section of the plan analyses the expected revenues and expenses of Council for the 2020-2021 financial year. The values used for comparison are the original budget and forecast (revised) budget for the current 2019-2020 financial year.

### Operating Revenue Variation 2019/20 Original - 2020/21 Draft



Revenue Type	2019-2020 Original budget \$'000	2019-2020 Forecast budget \$'000	2020-2021 Draft budget \$'000	Variation \$'000	Change
Rates and annual charges	113,155	113,446	117,291	4,136	3.7%
User charges	10,336	10,280	10,167	-169	-1.6%
Fees	2,972	2,922	3,007	35	1.2%
Interest	6,001	6,019	5,133	-868	-14.5%
Other revenues	6,262	6,965	7,928	1,666	26.6%
Grants - operating	21,650	19,362	21,426	-225	-1.0%
Contributions - operating	5,788	5,450	6,292	504	8.7%
Internal transactions	9,241	28,602	52,575	43,334	468.9%
Total operating revenue	175,407	193,047	223,819	48,412	27.6%

## Rates and Annual Charges

### \$4.14m increase

Under delegation by the Minister for Local Government, IPART determines the rate peg that applies to the annual increase in local government rate income. The permissible rate variation for 2018-2019 was 2.3 percent, in 2019-2020 it was 2.7 percent and in 2020-2021 it is 2.6 percent.

Accordingly, general rate income will increase by \$3.2m in 2020-2021 to \$94.5m which includes anticipated growth and is net of pensioner rebates. The rate structure contained within Council's Revenue Pricing Policy includes a more detailed analysis of the rates and charges to be levied for 2020-2021. The income generated through the Domestic Waste Management and Availability Charge will be \$21.4m in 2020-2021 and is net of pensioner rebates.

Also included in this revenue type are all kerbside waste collection charges and stormwater management.

- The Domestic Waste Management Charge has increased based on movements in costs reasonably associated with the collection and disposal service
- The revenue received from the Stormwater Management Charge which amounts to \$1.4m has increased by 2.6 percent from last financial year in accordance with projected growth in the number of properties in the area.

It must be noted that rates paid by individual households or businesses will not necessarily increase in line with the rate peg limit. The percentage increase applies to Council's total general rate income, not individual ratepayer's assessments. Changes to land valuations will impact on the distribution of rates payable by individual households or businesses.

## User Charges

### \$0.17m decrease

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council's services. These include use of leisure centres (\$3.6m), child care (\$2.7m), the effluent disposal facility (\$0.3m), ground leases (\$2.3m) and other community facilities.

User charges are projected to decrease by \$0.17m during 2020-2021. The main areas contributing to the variation are ground leases with an increase of \$0.4m, leisure services with a decrease of \$0.1m and child care with a decrease of \$0.6m. Where possible, Council intends to increase user charges in line with the Local Government Cost Index of 2.6 percent.

## Interest

### \$0.87m decrease

Income from Council's investments is forecast to decrease by \$0.87m from 2019-2020 levels to \$5.1m in 2020-2021. The interest rates have been forecast to remain at the current historically low level for most of the financial year. The decreased income is due to a decrease in Council's investment portfolio resulting from major construction programs and the decrease in interest rates. This income includes investment income of \$4.9m and penalty interest for rate payment arrears of \$0.2m.

Council's investment returns consistently outperform the AusBond bank bill index benchmark. However it is vital to monitor all risk factors whilst maximising Council's return on the investment portfolio.

## Fees

### \$0.04m increase

Fees mainly relate to statutory fees levied in accordance with legislation and include planning fees (\$1.4m), road and footpath reinstatement fees (\$0.7m) and public health, food inspection fees and pool inspection fees (\$0.26m).

There are no significant variations in fee income compared to the previous year.

A detailed listing of Council's fees and charges can be found in the document Fees and Charges 2020-2021.





## Other Revenues

### **\$1.67m increase**

Other revenues relate to a range of items including penalty notice fines (\$2.4m), legal costs recovered (\$0.7m), income generated from the sale of food (\$0.3m), cost recovery (\$0.9m), street furniture advertising (\$0.3m), commission on sales (\$0.6m) and sale of various items. The main increases are cost recovery from A-League related expenditure and recycling rebates.

## Grants - Operating

### **\$0.23m decrease**

The majority of operating grants are paid by other levels of Government to enable services to be delivered to the residents of Campbelltown on a cost share basis, or as an incentive for Council to undertake particular projects.

Total operating grants are forecast to be \$21.4m in 2020-2021, a decrease of \$0.23m or -1 percent when compared to 2019-2020. The main sources of operating grant income are:

- NSW Local Government Grants Commission - Financial Assistance Grant - \$9.7m
- Family Assistance Office - Child Care Benefit - \$4.8m
- Office of Local Government - Pensioner Rates Subsidy - \$1.1m
- NSW Department of Community Services - Child Care, Community Development and Youth services - \$0.3m
- Roads and Maritime Services of NSW - REPAIR, urban roads and road safety - \$1.7m
- NSW State Library - Library per Capita Subsidy - \$0.4m.

Many of these grants and contributions have remained at similar levels to previous years or have reduced. The main area of variation is the increase in anticipated funding towards the Roads to Recovery program (\$0.2m), and the decrease in the Financial Assistance Grant (\$0.4m).



## Contributions - Operating

### \$0.50m increase

Council receives various contributions towards the provision of services along with development regulatory fees that are classified as contributions according to the Code of Accounting Practice. The major areas of contribution are:

- Regulatory development fees - \$2.7m
- Lease back contribution from staff for Council fleet - \$0.7m
- LIRS interest subsidy - \$0.3m

A variety of other contributions are received towards road works, line marking and street signs, tree inspections, companion animal registration commission and sponsorship.

## Internal Transactions

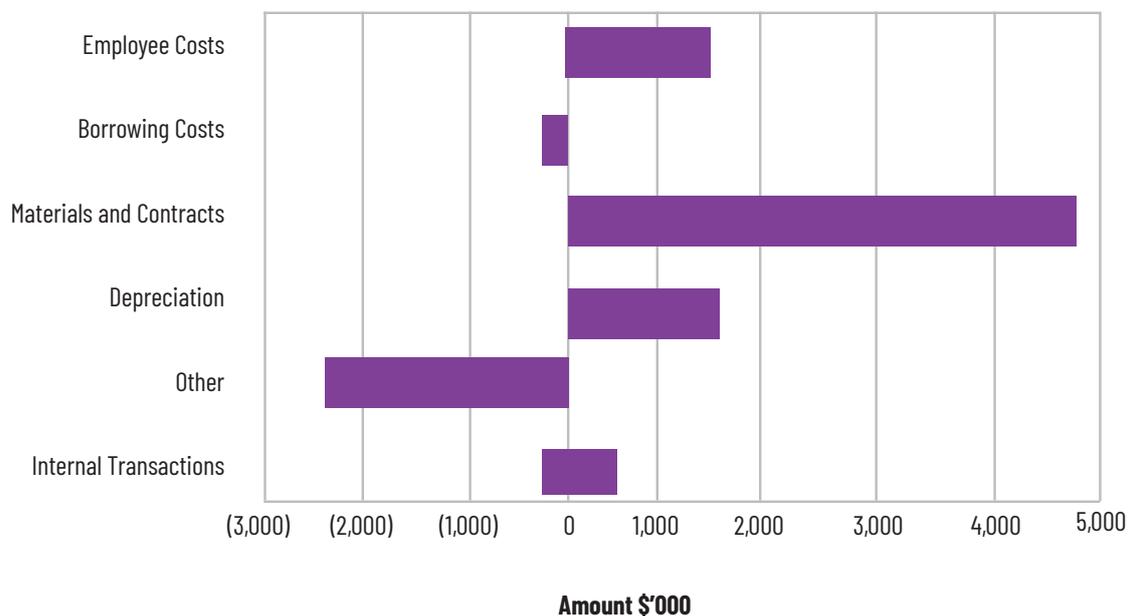
### \$43.3m increase

Internal transactions include transfers from various reserve funds, which are held for future works including plant reserve, property development, workers compensation, work health and safety and insurance. Variations to internal transfers include internal loan borrowings, various reserve funded Information technology projects, funding for anticipated employee leave entitlements on termination, City Events projects, major construction projects and the restriction of funds from the new Local Infrastructure Contribution Plan.

## Operating Expenditure

Expense type	2019-2020 Original budget \$'000	2019-2020 Forecast budget \$'000	2020-2021 Draft budget \$'000	Variation \$'000	Change
Employee costs	75,570	76,003	77,170	1,600	2.1%
Borrowing costs	638	638	435	-203	-31.8%
Materials	5,098	5,173	6,063	965	18.9%
Contracts	24,705	32,071	28,034	3,330	13.5%
Depreciation	23,862	23,862	25,427	1,565	6.6%
Other expenses	38,946	44,777	36,951	-1,995	-5.1%
Internal transactions	9,459	9,021	8,679	-780	-8.2%
Total operating expenses	178,278	191,546	182,758	4,480	2.5%

### Operating Expenditure Variation 2019/20 Original - 2020/21 Draft



## Employee Costs

### \$1.6m increase

Employee costs include all labour related expenditure such as wages, salaries and on-costs such as allowances, leave entitlements, employer superannuation contributions and overtime. Expenses related to labour are also included in this category and include workers compensation, education, training and Fringe Benefits Tax.

Employee costs are forecast to increase by 2.1 percent or \$1.6m compared to the 2019-2020 original budget. This increase relates to the following factors:

- 2.5 percent Local Government (State) Award increase factored in to take effect from July 2019
- 1 percent performance increase across all permanent staff
- An allowance for staff turnover and vacancies
- Reduction in the number of employees in the Retirement Scheme superannuation scheme.

## Borrowing Costs

### \$0.2m decrease

Borrowing costs relate to interest charged by financial institutions on funds borrowed. All loans are for a fixed rate and duration and as such, the cost of servicing the debt is known and accordingly factored into relevant annual budgets.

Council has traditionally borrowed from financial institutions, however in recent years has budgeted to borrow from internal reserves. The decrease in borrowing costs has resulted from the payout of expiring loans and Council's decision to fund loan borrowings internally where required.

Council will continue to assess the different lending opportunities proposed by the various financial institutions (including internal loan funding) in conjunction with Council's independent financial advisor, to ensure mitigation of interest rate risk.

## Materials

### \$0.97m increase

Materials include tangible items required for the day to day running of Council's operations. These include, but are not limited to, fuels and oils (\$1.1m), other materials (\$2.6m), printing and stationery (\$0.4m), tyres and mechanical materials (\$0.6m), purchase of food and beverages for resale (\$0.2m), cleaning materials (\$0.1m), chemicals (\$0.2m) and resources (\$0.1m).

The projected movement in materials of \$0.97m or 18.9 percent is attributable to various movements including chemicals, resources, fuel and oils, tyres and other materials.

## Contracts

### \$3.33m increase

Contract expenditure comprises payments to contractors for the provision of services including, but not limited to, waste collection (\$8.8m), building maintenance (\$5.3m), security (\$0.4m), cleaning (\$0.9m), mowing (\$1.0m), line marking roads (\$0.3m), tree care (\$0.7m), playground soft fall (\$0.1m).

Most contract increases are in line with movements in the Consumer Price Index. The main increases relate to new Reimagining Campbelltown projects and the A-League.

## Depreciation

### \$1.6m increase

Depreciation relates to the reduction in value of an asset over a period of time due to a number of factors including wear and tear, technology changes, obsolescence and changes in function. It is a non-funded component of the operating budget. Council holds assets in various categories including plant and equipment, office equipment, buildings, other structures, roads bridges and footpaths, stormwater and other assets.

Depreciation is forecast to increase by 6.6 percent or \$1.6m compared to the 2019-2020 original budget. The main areas of change are in the infrastructure assets (roads, buildings, stormwater) mainly due to growth in value of the various asset classes.

## Other Expenses

### \$1.99m decrease

Other expenses relate to a range of unclassified operating items including major categories of waste disposal costs (\$9.3m), street lighting charges (\$3.9m), the transfer of Child Care Benefit payments to Family Day Care carers (\$1.1m), contributions to emergency services (\$1.7m), insurance premiums and excess (\$1.6m), software, hardware and equipment charges (\$3.7m), electricity (\$1.3m), gas charges (\$0.4m), internet charges (\$0.8m), telephone costs (\$0.3m) and water rates (\$1.2m).

Other expenses are forecast to decrease by 5.1 percent or \$1.99m compared to the 2019-2020 original budget. The main areas of expenditure variations are contributions to other authorities, marketing and promotion, consultant's fees, professional fees, waste disposal and street lighting charges.

## Internal Transactions

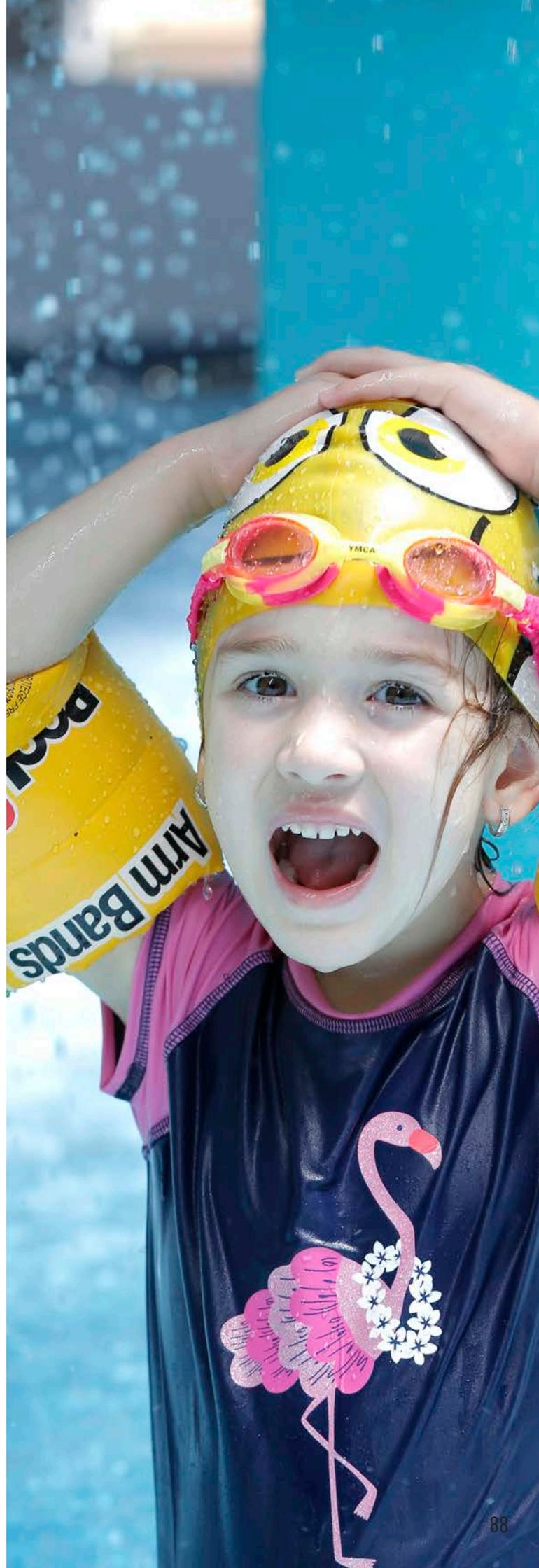
### \$0.78m decrease

Internal transactions include transfers to various reserve funds, which are held for future works. Also included are internal lease arrangements and internal plant hire.

The movement in this category is due to a decrease in transfers to the insurance reserve (\$0.2m), development reserve (\$0.8m) and the loan borrowing reserve (\$1.0m) and an increase in the funding of internal plant hire (\$0.6m).

## Capital Budget

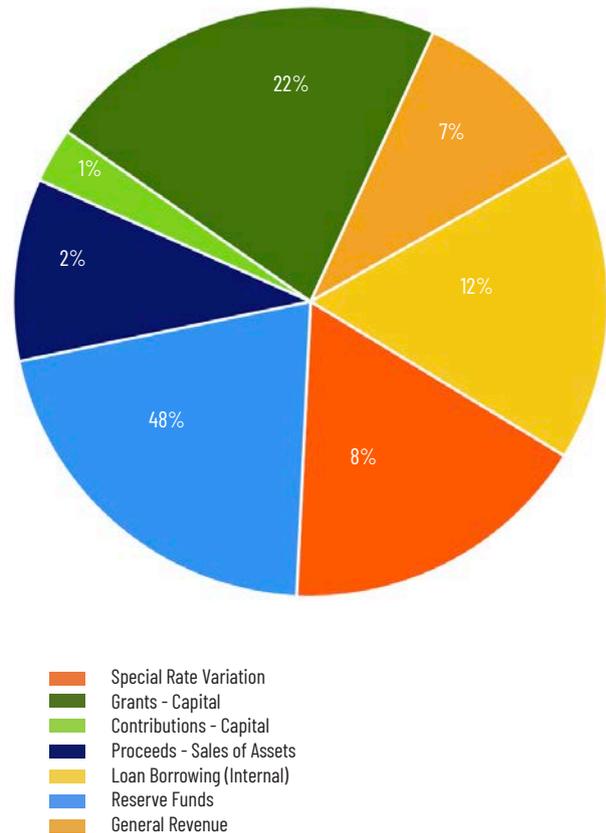
This section of the report analyses the planned capital expenditure budget for the 2020-2021 financial year and the sources of funding for the capital budget.



## Funding Sources

Expense type	2020-2021 Budget \$'000
<b>External</b>	
Grants	20,013
Contributions	1,400
Proceeds from sale of assets	1,420
	22,833
<b>Internal</b>	
Loan borrowings (internal)	10,500
Reserve funds	42,731
General revenue	6,315
Special rate variation - 8%	6,756
	66,302
<b>Total funding sources</b>	<b>89,135</b>

## Budgeted Funding Sources 2019/2020



## Grants

**\$20.01m**

Grants include all monies received from State and Federal Government for the purposes of funding the capital works program. Significant grants are budgeted to be received for the Sport and Recreation programs (\$0.2m), Campbelltown Sport and Health Centre of Excellence (\$1.2m), Billabong Parklands (\$9.1m) and road construction works (\$9.5m). This figure also includes the roads component of the Financial Assistance Grant which is used to fund road reconstruction works.

## Contributions

**\$1.4m**

Capital contributions include all monies received from developers and community sources for the purposes of funding the capital works program.

## Proceeds from the sale of assets

**\$1.42m**

Proceeds from the sale of assets include motor vehicle sales in accordance with Council's fleet renewal policy (\$1.1m), City Delivery and other plant replacement (\$0.3m).

## Loan Borrowing (Internal)

**\$10.5m**

Loan funds are obtained for the purposes of funding capital projects including the road pavement, footpath, cycleway and land acquisition programs and the refurbishment of various amenities that service Council's sporting fields. This year an additional \$7.5m will be borrowed internally to fund the Campbelltown Sport and Health Centre of Excellence.

## Reserve Funds

**\$42.73m**

Council has significant restricted funds, which are currently being utilised to part-fund the annual capital works program. The reserves include monies set aside for specific purposes such as plant replacement (\$1.4m), Billabong Parklands (\$4.0m) Development Works (\$37.2m), the majority being for the Bunnings Development, and the replacement of equipment (\$0.07m).

## General Revenue and rates

**\$6.32m**

Council generates cash from its operating activities which is used as a funding source for the capital works program. It is forecast that \$6.32m will be generated from operations to fund 7 percent of the 2020-2021 capital works program.

## Special rate variation

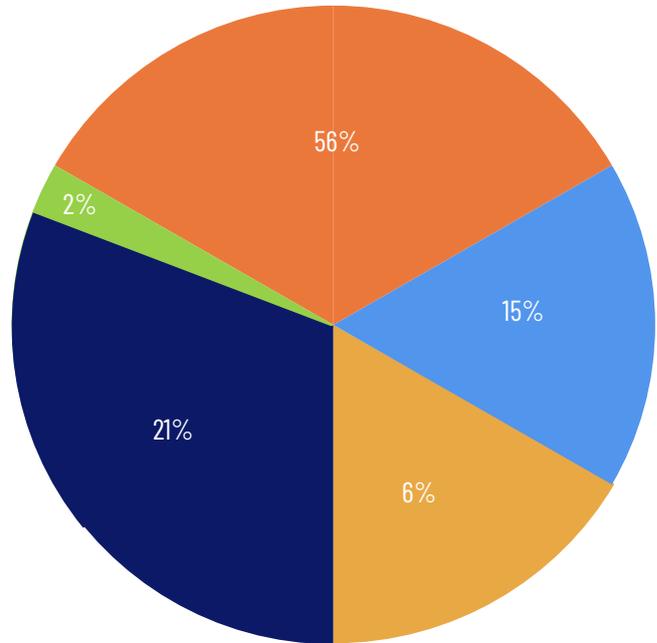
**\$6.76m**

In the 2014-2015 financial year, IPART approved Council's application for an 11 percent special rate variation, with 8 percent to be directly spent on infrastructure renewal and maintenance. Council has committed that an ongoing indexed component of this rate increase will be directly applied to infrastructure renewal and maintenance works and will fund 7 percent of the capital works program.

# Capital Program

Capital program by category	2020-2021 Budget \$'000
<b>Capital program</b>	
Roads	18,345
Drainage and flood mitigation	100
Open Space	13,626
Land and buildings	50,217
Plant, equipment and other	5,447
Community Facilities	1,400
Total capital program	89,135
<b>Capital program represented by</b>	
New assets	66,308
Asset renewal	22,827
Total capital program	89,135

**Budgeted Capital Program 2019/2020**



- Land and Buildings
- Drains Flood and Mitigation 0%
- Community Facilities
- Roads and Bridges
- Open Spaces
- Plant, Equipment & Other

## Roads

**\$18.4m**

For the 2020-2021 financial year, \$18.4m will be spent on road projects. This amount will be used to fund the cycleway construction program, the major works program, the minor works program, the footpath construction and reconstruction program and the road reconstruction program.

## Drainage and Flood Mitigation

**\$0.1m**

For the 2020-2021 financial year, \$0.10m will be spent on drainage works. This amount has been included to fund any expected drainage works resulting from the completed flood studies Council has been undertaking.

## Open Space

**\$13.6m**

For the 2020-2021 financial year, \$13.6m will be spent on open space works. This program includes the Billabong Parklands (\$13.1m), transforming Bow Bowing Creek and a park improvements program.

## Land and Building

**\$50.2m**

For the 2020-2021 financial year, \$50.2m will be expended on land and buildings. The more significant projects include the Sport and Recreation programs, funding for potential land development, the refurbishment of community amenities, the Campbelltown Sport and Health Centre of Excellence (\$8.7m), the Bunnings site development (\$36m) and other building projects.

## Plant, Equipment and Other

**\$5.4m**

For the 2020-2021 financial year, \$5.4m will be spent on plant, equipment and other assets. This funding provides for the purchase of library resources, fleet and plant items replacement, and renewal of various equipment as well as playground equipment replacement in various community parks.

## Community Facilities

**\$1.4m**

For the 2020-2021 financial year, \$1.4m will be spent on the implementation of various plans of management.

## Capital Program Detail

This table presents a listing of the capital projects that will be undertaken for the 2020-2021 financial year.

	Externally funded \$	Internally funded \$	Project cost \$
<b>Roads</b>			
Bridges/culverts	0	259,400	259,400
Car park reconstruction	0	393,500	393,500
Cycleway construction	0	200,000	200,000
Footpath construction	0	318,200	318,200
Footpath reconstruction	0	810,000	810,000
Kerb and gutter reconstruction	0	339,800	339,800
Major program works	5,670,000	1,050,000	6,720,000
Minor program works	25,000	429,500	454,500
Road reconstruction program	3,852,300	4,997,400	8,849,700
Total roads	9,547,300	8,797,800	18,345,100
Asset renewal			10,652,400
New assets			7,692,700

	Externally funded \$	Internally funded \$	Project cost \$
<b>Drainage and flood mitigation</b>			
Flood mitigation projects	0	100,000	100,000
Total drainage and flood mitigation	0	100,000	100,000
Asset renewal			0
New assets			100,000

	Externally funded \$	Internally funded \$	Project cost \$
<b>Open Space</b>			
Park Improvement projects	0	230,000	230,000
Bow Bowing Creek	0	300,000	300,000
Billabong Parklands	9,095,700	4,000,000	13,095,700
Total Open Space	9,095,700	4,530,000	13,625,700
Asset renewal			230,000
New assets			13,395,700

Note: Special Rate Variation projects are included in this table.

	Externally funded \$	Internally funded \$	Project cost \$
<b>Land and Buildings</b>			
Sport and recreation projects	1,369,500	7,702,000	9,071,500
Parks refurbishment	0	1,448,200	1,448,200
Basketball stadium improvement	0	50,000	50,000
Development Works	0	37,200,000	37,200,000
Building refurbishment	0	2,395,300	2,395,300
Works Depot capital works	0	34,300	34,300
Land acquisition preparation	0	17,700	17,700
Total land and buildings	1,369,500	48,847,500	50,217,000
Asset renewal			5,097,800
New assets			45,119,200

	Externally funded \$	Internally funded \$	Project cost \$
<b>Community Facilities</b>			
Plans of Management-Implementation	1,400,000	0	1,400,000
Total Community Facilities	1,400,000	0	1,400,000
Asset renewal			1,400,000
New assets			0

	Externally funded \$	Internally funded \$	Project cost \$
<b>Plant, Equipment and other</b>			
Office equip/furniture & fittings	0	13,500	13,500
Equipment	0	163,600	163,600
Library books and materials	3,500	326,500	330,000
Purchase of fleet vehicles	1,067,100	700,000	1,767,100
Purchase of plant	349,700	1,503,300	1,853,000
Playground equipment	0	1,319,500	1,319,500
Total plant, equip and other	1,420,300	4,026,400	5,446,700
Asset renewal			5,446,700
New assets			0

Total Capital Program	22,832,800	66,301,700	89,134,500
Asset renewal			22,826,900
New assets			66,307,600





# REVENUE PRICING POLICY

# Revenue Pricing Policy

This document provides pricing policies for rates, annual charges and fees for specific services provided by Council.

Local Government represents the closest Government tier to the electorate. Campbelltown City Council exists to provide a wide range of services for the benefit of the local community. Council operates in a complex, legislative, economic and social framework, and with the participation of the community, services and facilities can be provided in an efficient, effective and a business-like manner.

The business-like approach in the provision of these services and facilities takes into account several major characteristics, including:

- a large part of Council's revenue comes from ratepayers who expect a certain level and quality of service for their contribution by rates
- Council's pricing policies and budgets are developed in conjunction with representatives of the community and their expectations
- Council receives grants from other levels of Government, which often prescribes policies and pricing practices
- Commonwealth and State legislation is often prescriptive in relation to certain areas of the power of Local Government.

It is within this context that the Revenue Pricing Policy is formulated to form part of the Operational Plan for 2020-2021.

## Types of revenue

The sources of funds to enable Council to carry out its works and services and provision of facilities are from the following revenue streams:

- rates
- annual charges for services
- fees for services
- Federal, State Government and other grants
- contributions
- borrowings
- earnings from investments and entrepreneurial activities.

Rates and annual charges represent the major source of revenue for Local Government. Ratepayers will contribute approximately 68 percent (non capital) of Council's total budgeted income for 2020-2021.

## Competitive Neutrality and National Competition Policy

Competitive Neutrality is one of the principles of the National Competition Policy applied throughout all levels of Australian Government.

The concept is based on a 'level playing field' for competitors from the private or public sector. Government bodies should operate without net competitive advantages over businesses as a result of their public ownership.

Where Council is competing in the marketplace with private business, it will do so on the basis that it does not utilise its public position to gain an unfair advantage.

## Goods and Services Tax (GST)

A New Tax System (Goods and Services Tax) Act 1999, which took effect on 1 July 2000, included the introduction of a consumption tax in the form of the Goods and Services Tax (GST).

Many Local Government services had previously been declared exempt from GST under Division 81 of A New Tax System (Goods and Services Tax) Act 1999. Generally these are non-commercial activities such as rates and annual charges, or purely of an inherent community benefit such as child care fees or library services.

Changes to the GST legislation that became effective 1 July 2013 have resulted in a significant reduction in business activities identified in Division 81. The new amendments have resulted in a transition to a 'principles based' self-assessment to providing exemptions from GST.

Where applicable, the GST shall remain fixed at 10 percent on the supply item amount.





## Current Rating Structure

Council's rating structure consists of both ordinary and special rates. Council must levy an ordinary rate on all rateable land within its Local Government Area, and each assessment must be categorised according to its dominant or permitted use. As an option, Councils may levy additional special rates on those ratepayers who receive a benefit from works, services, facilities or activities provided by Council.

### Ordinary Rates

Ordinary rates are mandatory and are to be categorised as one of the following four categories as per the Local Government Act 1993:

1. Farmland - includes any parcel of rateable land valued as one assessment and the dominant use of the land is for farming. The farming activity must have a significant and substantial commercial purpose or character and must be engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made). Sub-categories are determined according to the intensity of land use or economic factors affecting the land.
2. Residential - includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land is zoned or otherwise designated for use for residential purposes under an environmental planning instrument, or is rural residential land. Sub-categories are determined on whether the land is rural residential land or within a centre of population.
3. Mining - includes any rateable parcel of land valued as one assessment with the dominant use being for a coal or metalliferous mine.
4. Business - is rateable land that cannot be classified as farmland, residential or mining. Sub-categories are determined on whether the land is located within a defined centre of activity.

The distribution of the total rate revenue between the categories is at the discretion of Council.

### Special rates

In addition to ordinary rates, the Local Government Act 1993 makes provision for special rates. Council may consider special rates if it wishes to finance a project that will benefit either the whole or part of the city. A project may be comprised of works, services, facilities or activities.

A special rate can be levied on any rateable land, which in the Council's opinion, benefits or will benefit from the project, or contributes to the need for the project, or has access to the project. Council is free to levy different special rates for various projects, or for similar projects in different parts of its area.

Consideration is important when setting special rates to define with some precision how the project will affect what land. The rate must then be applied consistently to the affected assessments.

Like an ordinary rate, a special rate is applied to the rateable land value of properties and may consist of an ad valorem rate (which may be subject to a minimum rate) or a base amount to which an ad valorem rate is added.

If the purpose of income levied by a special rate is not for water supply, sewerage or drainage, then the income raised will form part of Council's general income and will need to form part of Council's permissible general income or require Ministerial approval if that income exceeds the permissible limit.

Council may reduce income from its ordinary rates to create a new special rate, provided the combined amount does not exceed rate pegging limits. In this instance, there is no need to obtain the approval of the Minister for Local Government or advise the Independent Pricing and Regulatory Tribunal. Only if a special rate is to increase rating income beyond the rate pegging limits is a special variation application required.

Council has determined the need to levy only one special rate as follows:

#### 1. Special rate – Infrastructure

This special rate represents the contribution at a ratepayer level towards infrastructure renewal works. Collectively the total funds from this rate will be directed towards renewal and maintenance works throughout the city. The rate comprises of an ad valorem component with a minimum of \$2, which has been set in accordance with the Local Government Act 1993.

### Methodology

Annual rate liability shall be calculated based on the latest valuations received from the NSW Valuer-General according to the 'date valuation made'.

### Land Rates

From 1 July 2017 land rates on deposited plan and strata plan titling systems will be calculated based from the registration date of any new plans. Land that is subdivided and a new deposited plan or strata plan registered after 30 June 2020 will be recalculated as provided below.

Upon notification of a new plan being registered all land rates (ordinary and special) will be waived proportionate to the number of days in the financial year after the registration date. The principle property or pre subdivision property is commonly referred to as the parent property and the new properties created from a subdivision or strata development are referred to as child properties.

If rates have been paid in advance any credit will be refunded to the current land owner. In the event that rates have not been paid or an amount remains due after an adjustment this amount will be apportioned across the child properties in accordance with the recommendation of the Valuer-General or in the case of strata developments the unit entitlement.

No changes shall be made within thirty days of the last quarterly instalment falling due and if the amount of rates calculated is less than \$100.

### Charges

Council raises charges alongside land rates such as Stormwater Management or Waste Management. Where charges can be linked directly the full amount will be transferred to the parcel receiving the benefit of the service provided.

Where there is no direct link between the services provided to the parent property charges will be distributed using the same methodology as with land rates.

### Categorisation changes

If Council receives an application to change the rateable category or has reasonable grounds to believe that the rateable category should be changed it may do so at any time.

When declaring the effective date of a category change and consequentially any adjustments to land rates shall be as at 1 July, 1 October, 1 January or 1 April.

## Valuations

Land values have a direct influence on the rating burden and distribution. Their movements and effect on rate calculations are therefore extremely important to Council.

The city area was re-valued on 1 July 2019 and these values will be used for the first time to calculate the annual rate distribution in 2020-2021.

New valuations or supplementary values continue to be received and updated, these will have a minor effect on the permissible yield and ad-valorem rates. Provided these adjustments do not significantly alter the rating structure, valuation and ad-valorem rate changes may be made reflecting the effect of new supplementary values when adopted in June.

## Rate Pegging

The NSW Government introduced rate pegging in 1977, making several modifications to the methodology up until 1987, resulting in the system in use today. Rate pegging limits the amount that Council can increase its total annual rate revenue from one year to the next. The Minister for Local Government is empowered by legislation to specify the percentage by which a council may vary its general income from land rates. In 2010, IPART was delegated responsibility for determining the allowable annual increase in general rates income, otherwise known as the rate peg.

IPART announced on 12 September 2019 the statutory rate peg of 2.6 percent for 2020-2021. IPART have determined this based on the annual change in the Local Government Cost Index measures price changes over the past year for goods, materials and labour used by an average council. IPART has not deducted a productivity factor as in previous years.

Yield calculation	Amount
Rating permissible income	\$93,572,988
2.6% general variation	\$2,432,898
Sub total	\$96,005,886
Less: excess from previous years	(\$71,585)
Add adjustment due to lost income on valuation objections (net)	\$371
Maximum total rate revenue 2020-2021	\$95,934,672



## Rate in the dollar 2020-2021 Financial Year

The following table provides a summary of rateable properties within each rating category, the rate in the dollar applicable, the number of properties within the category and the minimum rate to be levied.

Minor changes to the ad-valorem rate and total yield may be made to the following table subject to new or amended valuations received from the Valuer-General up until 30 April 2020.

Category	Number	Rate in dollar	Minimum	Proposed yield
Farmland	64	0.248	\$742.81	\$598,771
Residential	58,302	0.3199	\$742.81	\$68,399,616
Mining	2	0.6065	\$742.81	\$28,627
Business	2,875	0.589	\$742.81	\$20,116,914
Special rate - Infrastructure	61,243	0.0281	\$2.00	\$6,790,491
Total				\$95,934,419

## Applications for Ministerial Approval for Special Variation to General Income

Any increases in excess of the rate pegging limit require Ministerial approval which is based on recommendations made by IPART.

Under these powers, IPART assesses each application for an increase over and above the general income limit on its merits. Generally, it is expected that applications will clearly address the need for and purpose of the additional revenue.

Evidence for this criterion could include community support, the need or desire for increased service levels or projects, limited Council resourcing alternatives and the council's financial sustainability conducted by the NSW Treasury Corporation. In demonstrating this need, Councils must indicate the financial impact in their Long Term Financial Plan.

Applications may be made in accordance with one of two sections within the Local Government Act 1993 and may apply to either ordinary or special rates. If an increase is to the amount of a minimum, a separate application needs to be submitted.

1. Section 508(2) - A single year increase without an end date. Generally, this type of increase would be in response to diminished revenue or unexpected long term costs that cause a Council to be in a poor financial position if not addressed.
2. Section 508(A) - A multi-year increase between two and seven years. Generally, this increase would be applicable to an isolated cost for a specific work, service or activity to be funded directly from rates.

## History of Campbelltown City Council Increases

Financial year	Permitted increase	Council increase
2014 - 2015	2.3%	11%
2015 - 2016	2.4%	2.4%
2016 - 2017	1.8%	1.8%
2017 - 2018	1.5%	1.5%
2018 - 2019	2.3%	2.3%
2019 - 2020	2.7%	2.7%

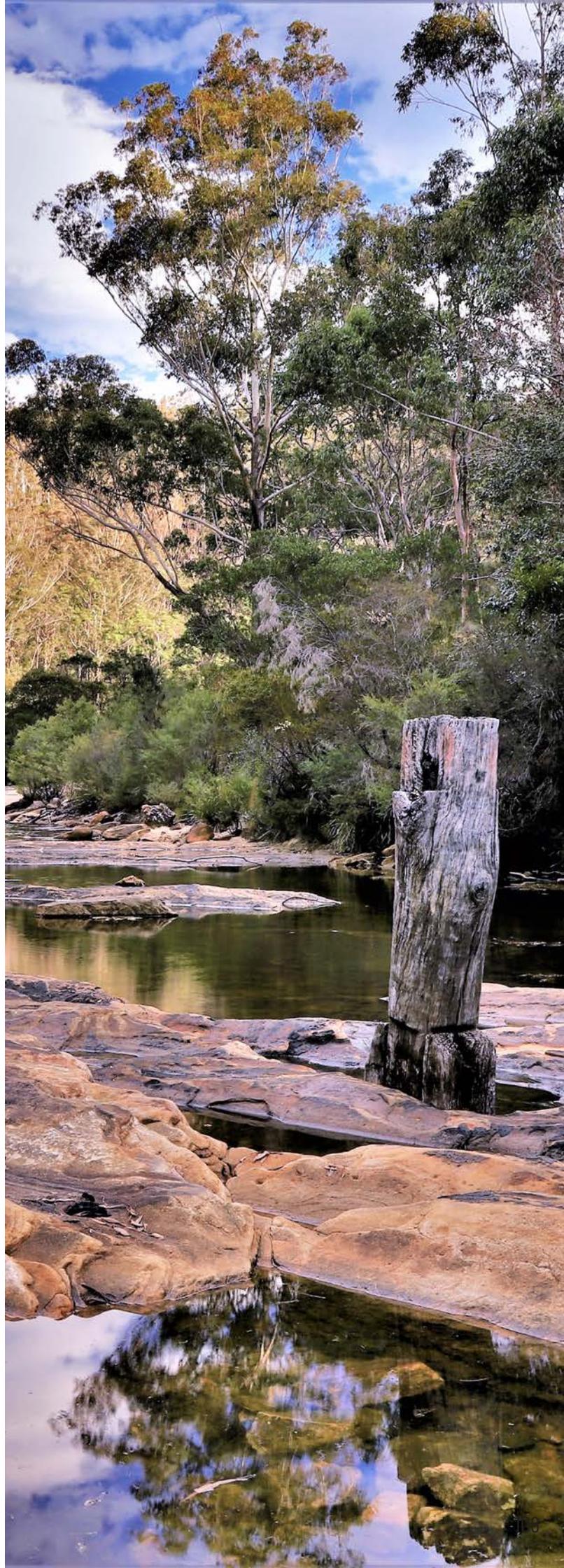
## Interest on Overdue Rates

In accordance with Section 566(3) of the Local Government Act 1993, the Minister for Local Government will determine the maximum rate of interest payable on overdue rates and charges. The amount for 2020-2021 has not yet been determined.

Interest is calculated daily to all unpaid rates and annual charges using the simple method. Legal recovery action may be commenced in accordance with Council's Rate Recovery Procedures Policy as amended. Legal fees are exempt from accruing penalty interest charges.

In addition to ordinary rates and special rates, Council may levy an annual charge for any of the following services:

- water supply services (not relevant to Council)
- sewerage services (not relevant to Council)
- drainage services (not relevant to Council)
- waste management services (including stormwater management)
- any services prescribed by the regulations (not relevant to Council).



# Waste Management Services

Annual charges are determined for the provision and collection of refuse from premises within the city area.

## Domestic Waste Management

Under reforms to the *Local Government Act 1993*, it is mandatory to make and levy an annual charge for the provision of domestic waste management services. A mandatory charge referred to as the 'Domestic Waste Availability Charge' is levied on all unoccupied residential land. The additional collection and disposal costs are raised once refuse receptacles are delivered on site.

The provisions of the Local Government Act 1993 and the guidelines from the Office of Local Government encourage user pays revenue raising methods. It also requires that income obtained from charges for domestic waste management services must not exceed the 'reasonable cost' to Council for providing those services.

These provisions work in conjunction with the State Government's objective of reducing the levels of waste output. The following are the three categories of waste management:

1. Domestic waste management services generally relate to the collection and disposal of domestic type garbage, recycling, garden organics and kerbside clean-up services.
2. Trade waste management services relates to the collection and/or disposal of waste produced by commercial premises businesses.
3. Effluent waste management services relate to the collection and/or disposal of liquids and/or solids from human waste storage facilities such as septic tanks and sullage pits. Effluent waste management relates also to the collection and/or disposal of grease-trap waste.

Non-domestic waste revenue is not restricted to the reasonable cost calculation requirement, Council provides waste management services as an option to non-residential land generally being businesses.

The domestic waste management service to be provided during 2020-2021 comprises of a residential three bin service and a residential two bin service (Multi Unit Dwellings).

### Three Bin

- 240ltr recycling bin emptied fortnightly
- 240ltr garden organics bin emptied fortnightly
- 140ltr general (putrescible) waste bin emptied weekly
- Kerbside Clean Up Service (four per year, on-call)

### Two Bin

Residential two bin service (shared service) applies to multi occupancy dwellings where owners share bins as approved by Council. Green waste bins are not available if this charge is levied:

- 140ltr general (putrescible) waste bin emptied weekly
- 240ltr recycling bin emptied fortnightly
- Kerbside Clean Up Service (four per year, on-call)

### Additional Recycling (dialysis)

A separate additional 240ltr recycling bin will be available to ratepayers from 1 July 2020. NSW Health have a process in place to advise affected persons of this service which is expected to benefit between 40-50 individuals.

The business waste management service to be provided during 2020-2021 comprises of a business two bin service:

- 240ltr recycling bin emptied fortnightly
- 140ltr general waste bin emptied weekly

All waste collection services provided by Council are expandable to include additional services both domestic and business ratepayers may request for any number of additional bins. All additional waste services attract additional fees which are billed through the annual rate notice.

The following table illustrates the estimated reasonable cost calculated revenue for 2020-2021 from waste management charges.

<b>Service</b>	<b>Quantity</b>	<b>Charge</b>	<b>Revenue</b>
Residential			
Domestic (waste, recycle + green)	55,218	\$357.52	\$19,741,539
Domestic (waste + recycle)	1,308	\$302.87	\$396,154
Additional green waste	1,438	\$117.99	\$169,669
Additional waste	3,105	\$205.40	\$637,767
Additional recycling	1,971	\$98.48	\$194,105
Additional recycling (dialysis)	45	\$1.00	\$45
Availability charge	2,316	\$71.48	\$165,548
Business			
Commercial (waste + recycle)	701	\$349.84	\$245,238
Additional green waste	66	\$165.19	\$10,903
Additional waste	161	\$287.55	\$46,295
Additional recycling	90	\$137.88	\$12,409
Total			\$21,619,637

## Stormwater Management Charges

Changes to the *Local Government Act 1993* in 2005 enable Councils to make and levy an annual charge for the management of stormwater flows from each rateable parcel of residential and business land. The annual charge has been increased to the maximum amount as permitted in the *Local Government (General) Regulation 2005*.

In response to amendments to the *Local Government Act 1993* in 2005, Council resolved to raise and levy an annual charge to meet expenditure in capital works, as well as education and training programs. All rateable land within the Council area that contains an impervious surface (i.e. car park, concrete slab or building) is included in the charging regime.

Stormwater management charges		Rate	Income
Residential			
Urban residential land	each rateable parcel	\$25.00	\$1,084,875
Strata unit	each rateable unit	\$12.50	\$93,913
Business/ Commercial			
Non vacant	per 700sqm (up to \$1,000)	\$25.00	\$229,000
Strata unit	per 700sqm or part thereof of surface land area, proportioned to each lot based on unit entitlement (not less than \$5 or greater than \$1,000)	\$25.00	\$29,112
Total			\$1,436,900

The following table represents the expenditure program for the 2020-2021 financial year:

Project	Estimate
Stormwater detention basin work	\$436,900
Stormwater culvert works	\$1,000,000
Total	\$1,436,900

## Pensioner Concessions

Concession rebates on ordinary rates and domestic waste management charges are available to eligible pensioners. Council has in excess of 7,900 eligible pensioners receiving concessions on their annual rates and domestic waste charges.

In accordance with Section 575 of the *Local Government Act 1993*, statutory rebates of up to 50 percent of the aggregated ordinary rates and domestic waste management charges are calculated to a maximum of \$250. Under the State's mandatory Pensioner Concession Scheme, the State Government reimburses Council 55 percent of the rates and charges written off and Council funds the remaining 45 percent. Council resolved to increase the statutory amount by including a voluntary rebate of \$50, increasing the total rebate to a maximum of \$300.

### Pensioner concession application process

The Office of Local Government reviews the mandatory form that Councils are required to obtain from each eligible pensioner. Council may modify the form to have the 'look and feel' of a Council issued form, however cannot detract from the minimum content. In March 2020 Council commenced a Centrelink approved over the phone application process.

The pensioner concession application contains a customer consent authority to confirm information with Centrelink as to the status of the applicant's eligibility. This confirmation is conducted under strict security guidelines and all information obtained is recorded in accordance with Centrelink's specifications. This authority prevents the need for ratepayers to apply each year for their rebate concession. Approvals to grant backdated concessions are provided for up to three years (i.e. current year plus two past years). These may be confirmed through an online access portal directly with Centrelink. Any additional years need to be supported with documentation issued by Centrelink and are merit based.

## Financial Hardship

Council policy provides financial relief to its ratepayers, sundry debtors and payers of other fees and charges. In the case of land rates, penalty interest charges are waived or reduced where applicants meet relevant criteria. Sundry debtors incur a Statement Administration Fee on accounts unpaid after 60 days of \$5.50. This fee is waived on accounts cleared in 12 months. Other fees and charges would be reduced or waived only subject to resolution of Council.

All applications are assessed based on the individual's circumstances and if appropriate bespoke repayment arrangements are made to suit the situation and the affected person based on their vulnerability.

# Fees and Charges

Council may charge and recover an approved fee for any service it provides or proposes to provide. This is exclusive of charges for services provided on an annual basis.

The following factors influence the Fee Pricing Policy and proposed revenue streams of Council, with respect to the provision of goods, services and facilities to the community.

## Community service obligations

Fundamental consideration to community obligations is given when determining the Community Service fees for services and facilities. The cost of the service is subsidised due to the considerable community benefit derived from the service.

## Economic cost

Full cost recovery of all direct and indirect items are charged based on the estimated cost of services to an estimated number of users, and are categorised as Economic Cost.

## Nominal fee

A minimal fee is adopted primarily as a contribution towards Council's costs for record purposes only.

## Regulatory charge

Some approved fees are determined by legislative regulations or determined by Ministerial decision. These fees are usually fixed and generally exempt from the GST.

Prices set by Federal or State legislation as new or amended fees are chargeable from the date of gazettal without further notice given. Council may apply any new charges of this nature. Grant funding provided by the State and Federal governments frequently establishes fee structures for the charging of services for which Council is the sponsor organisation. These pricing structures often restrict the fee levels recoverable.

## User-pays principle

The user-pays principle embodies the isolation of specific costs which, once identified, are able to be on-charged to the end user of the specific service or facility.

The Revenue Pricing Policy for fees has been determined on two principle bases - the level of community benefit and the level of cost recovery. The document Fees and Charges 2020-2021 refers to both of these pricing principles.

## Kerbing and guttering contributions by adjoining owners

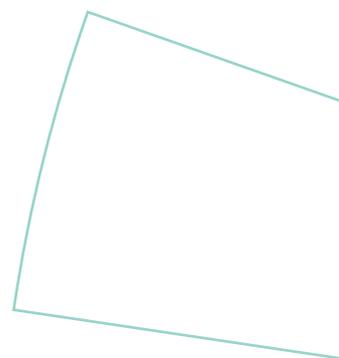
*The Roads Act 1993* permits Council to recover from the owners of land adjoining a road, a contribution towards the costs incurred in the construction or paving of any kerb, gutter or footway along the side of the public road adjacent to their land.

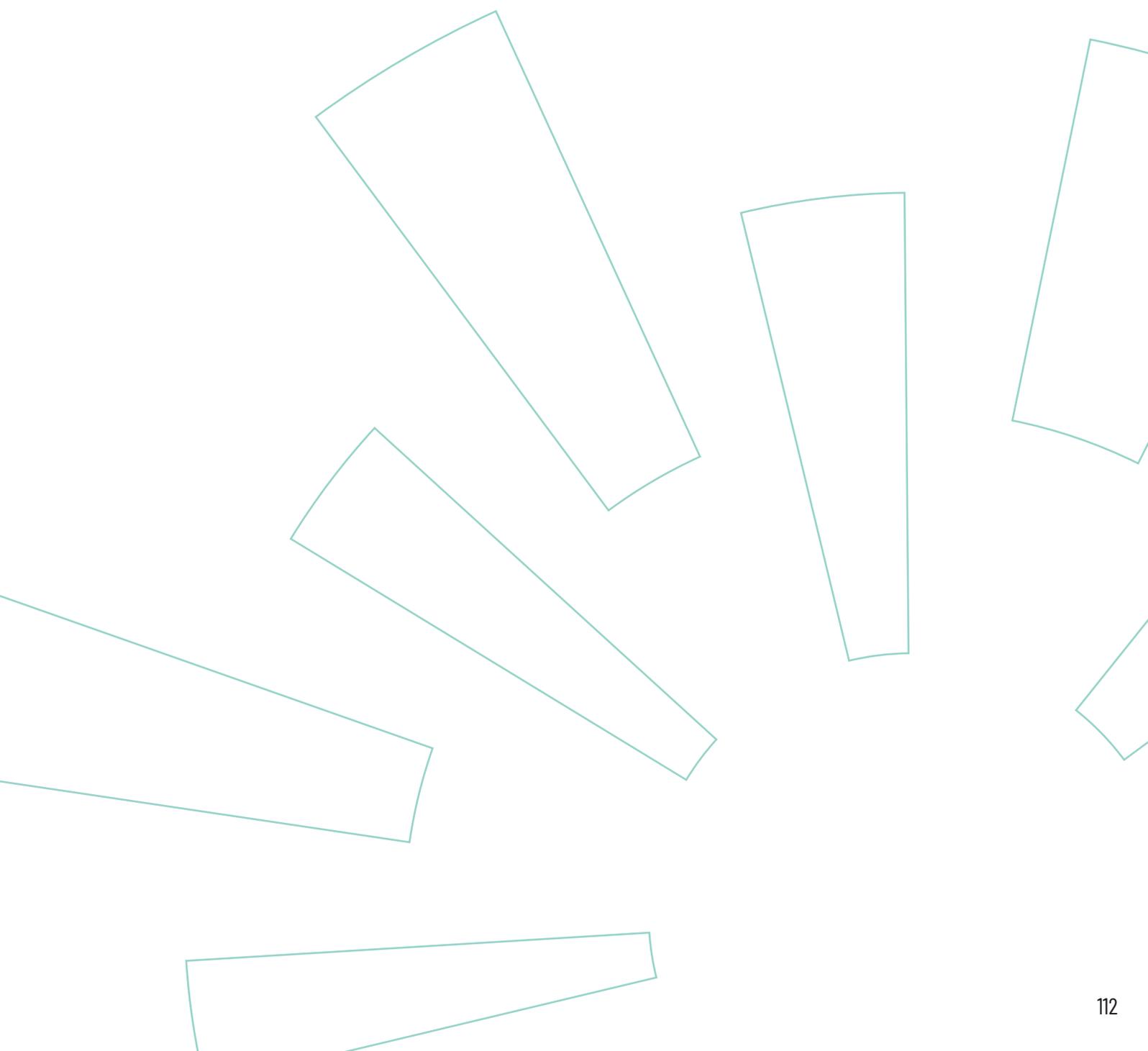
Section 217(2) of the *Roads Act 1993* limits liability towards contribution payable to 50 percent of the construction costs.

## Statement administration fee on overdue sundry debts

Sundry debts are not charged interest. They will incur an administration fee where amounts remain unpaid after 60 days. This penalty applies to all debtors, without exemption.

Administration fees may only be waived or reduced subject to the debtor successfully applying for an exemption due to financial hardship. The statement administration fee has been set at \$5.50 (no GST).







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