

Reports of the Corporate Governance Committee Meeting held at 5.30pm on Tuesday, 2 December 2014.

APOLOGIES

ACKNOWLEDGEMENT OF LAND

DECLARATIONS OF INTEREST

Pecuniary Interests

Non Pecuniary – Significant Interests

Non Pecuniary – Less than Significant Interests

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Minutes of the Corporate Governance Committee held on 2 December 2014

Present

His Worship the Mayor, Councillor P Lake
Councillor C Mead (Chairperson)
Councillor F Borg
Councillor A Chanthivong
Councillor S Dobson
Councillor P Hawker
Councillor R Kolkman
Director Business Services - Mr M Sewell
Acting Director City Works - Mr G Mitchell
Acting Manager Assets and Supply Services - Mrs K Stares
Manager Emergency Management and Facility Services - Mr R Blair
Manager Executive Services - Mr N Smolonogov
Manager Financial Services - Mrs C Mears
Manager Governance and Risk - Mrs M Dunlop
Manager Human Resources - Mr B Clarence
Manager Information Management and Technology - Mrs S Peroumal
Manager Property Services - Mr J Milicic
Manager Sustainable City and Environment - Mr A Spooner
Revenue Accountant - Mr A Butcher
Executive Assistant - Mrs D Taylor

Apology (Hawker/Dobson)

That the apology from Councillor Greiss be received and accepted.

CARRIED

Acknowledgement of Land

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

DECLARATIONS OF INTEREST

There were no Declarations of Interest at this meeting.

1. GOVERNANCE AND RISK

1.1 2015 Sub Committee Meeting Dates

Reporting Officer

Manager Governance and Risk

Attachments

Nil

Purpose

To advise Council of the 2015 meeting dates for Council sub committees, Audit committee, citizenship ceremonies and MACROC Board Meetings.

Report

Council is represented on seven internal sub committees, audit committee and the MACROC Board. Councillors are also invited to attend Council's citizenship ceremonies held throughout the year.

In preparing the meeting schedule detailed below, every effort has been made to eliminate clashes between sub committee meetings, MACROC Board meetings, audit committee and citizenship ceremonies.

Sub committees generally meet on a bi-monthly or quarterly basis on a designated evening or afternoon.

The following meeting calendar has been prepared for 2015 and is presented to Council for consideration.

| Community Safety Sub Committee | Campbelltown Arts Centre Sub Committee |
|---|--|
| Thursday at 12.30pm 19 February 7 May 30 July 5 November | Wednesday at 6.00pm 4 March 3 June 2 September 2 December |

| | |
|--|---|
| Audit Committee Tuesday at 4.30pm 10 February 9 June 20 October | Heritage Protection Sub Committee Thursday at 6.00pm 12 February 28 May 20 August 26 November |
| Innovation and Performance Sub Committee Monday at 6.00pm 4 May 2 November | Sports Liaison Sub Committee Wednesday at 6.00pm 11 March 30 September |
| The following Sub Committee's meet as required: - Australia Day Awards - Glenalvon | |
| MACROC Board Meetings Wednesday at 7.00 pm 25 February 27 May 12 August 25 November | Citizenship Ceremony Monday at 6.00pm 26 January 16 March 20 April 18 May 29 June 3 August 14 September 26 October 7 December |

To assist with security measures all evening sub committee meetings held at the Civic Centre will commence at 6.00pm and conclude by 7.30pm.

Council is also represented on various statutory authorities and other organisations. When advice is received regarding the meeting dates, notification will be forwarded to all Councillors.

Officer's Recommendation

That the sub committee meeting calendar for 2015 be adopted.

Committee's Recommendation: (Kolkman/Borg)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 9 December 2014 (Mead/Kolkman)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 242

That the Officer's Recommendation be adopted.

2. PROPERTY SERVICES

2.1 Transfer of Land to Council (Lot 5 DP 1086609) - Glenfield Release Area

Reporting Officer

Manager Property Services

Attachments

Plan of Lot 5 DP 1086609 (contained within this report)

Purpose

To seek Council approval to accept the transfer of land identified as open space (drainage reserve) within the Glenfield Road Release Area from Mirvac as identified in the Section 94 Development Contributions Plan - Glenfield Road Urban Release Area - May 2007.

History

Although sections of open space land have previously been dedicated to Council upon registration of the survey plans which identified the land to be dedicated, this parcel of open space land did not include a reserve notation and as such remains in the ownership of Mirvac.

Report

As part of the development of the Glenfield Road Release Area, Mirvac has been developing respective sections of land which it currently owns which in addition to the residential development has included open space and drainage land identified in the Section 94 Development Contributions Plan - Glenfield Road Urban Release Area, May 2007.

As Mirvac has undertaken development of their respective holdings they have been progressively dedicating the land identified as being required for open space and drainage purposes into Council title through registration of the subdivision plans.

This parcel was not previously dedicated at the time of registration of the subdivision plan as the developer was required to undertake drainage works prior to Council accepting ownership of the parcel of land.

Mirvac Homes (NSW) Pty Limited and Cornish Group Pty Limited

Mirvac has requested that Council accepts the transfer of Lot 5 DP 1086609 which is master planned as open space drainage reserve land to be dedicated to Council as required under the Section 94 Development Contributions Plan - Glenfield Road Urban Release Area, May 2007.

The subject property is open space land zoned 6(a) open space and has an area of approximately 5,856 square metres and is situated between Bellona Terrace and Mary Ann Drive, Glenfield. Although identified as open space the subject land also now serves as a drainage reserve.

It is proposed that in return for the land being transferred to Council as open space (drainage reserve) that the applicable Section 94 credit in accordance with the contributions plan will be provided by Council to Mirvac as part of the reconciliation of the Section 94 contributions relating to the development. This Section 94 credit would be for land only as the drainage works would be subject to a separate credit if applicable.

Accordingly it is recommended that Council approve acceptance of the transfer of land as public reserve as identified in the Section 94 Development Contributions Plan - Glenfield Road Urban Release Area, May 2007 with Section 94 credit to be applied in accordance with the prevailing rate identified in the plan at the time of transfer.

The acceptance of transfer will be subject to a final inspection by Council staff prior to transfer documents being issued.

Officer's Recommendation

1. That Council approve the acceptance of the transfer of open space land (drainage reserve) being Lot 5 DP 1086609 on the terms outlined in this report.
2. That Council provide approval to enter into any necessary agreement with the developers to reconcile any Section 94 Development Contributions through a Material Public Benefits agreement or Land Dedication/Works In Kind agreement if required on the terms outlined in this report.
3. That all documentation associated with the transfers be executed under the Common Seal of Council if required.

Committee's Recommendation: (Kolkman/Mead)

That the Officer's Recommendation be adopted.

Amendment: (Hawker/Mead)

That this matter be deferred to full Council to allow the cost of the transfer of open space land (drainage reserve) being Lot 5 DP 1086609, to be advised and provided to Council for its consideration.

CARRIED

Council Meeting 9 December 2014 (Kolkman/Mead)

That Directors Report Item 9.2 - Additional Information Transfer of Land to Council (Lot 5 DP 1086609) - Glenfield Release Area be brought forward and dealt with in conjunction with Item 2.1.

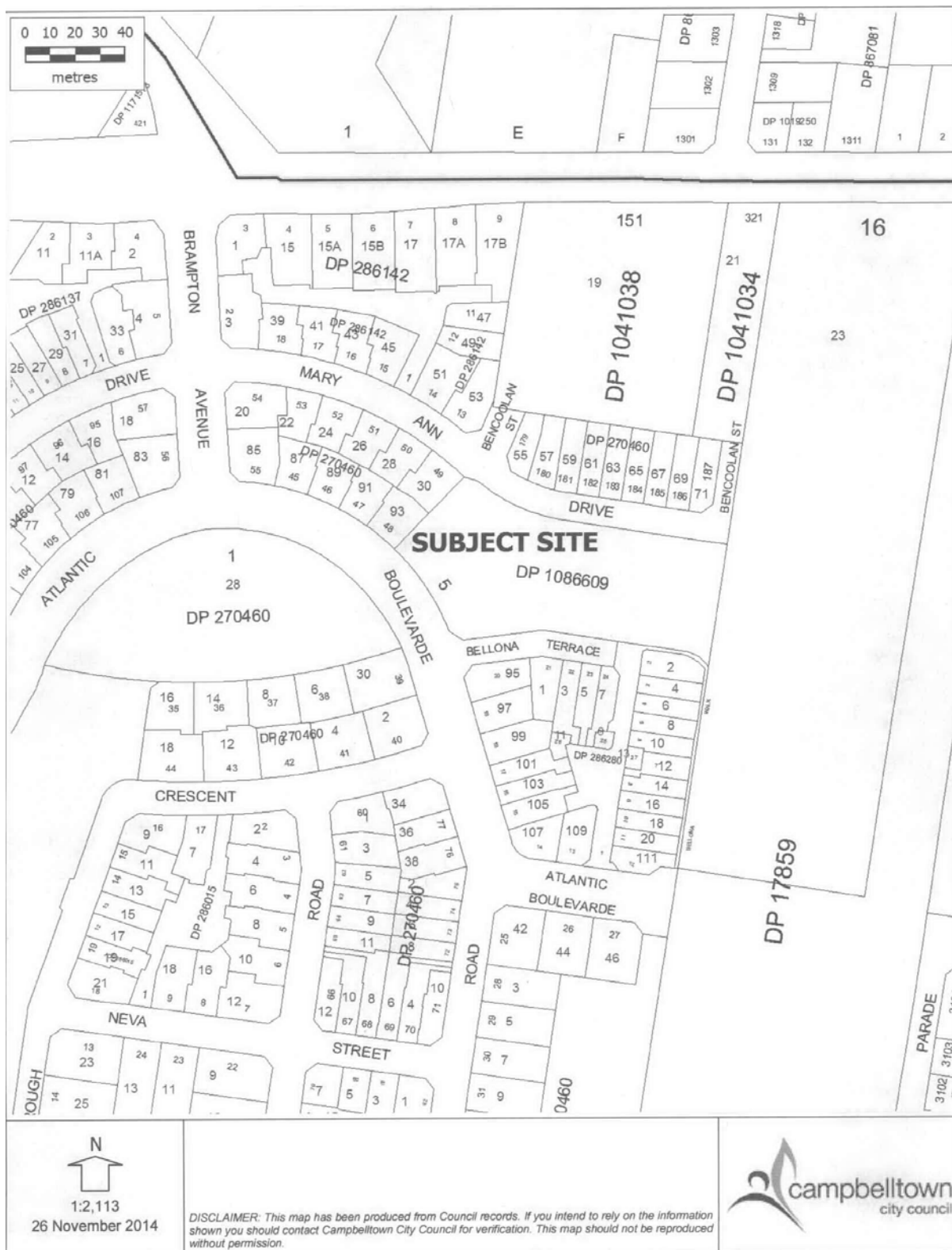
Council Meeting 9 December 2014 (Mead/Kolkman)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 244

That the Officer's Recommendation be adopted.

ATTACHMENT 1



3. FINANCIAL SERVICES

3.1 Investment report - October 2014

Reporting Officer

Manager Financial Services

Attachments

Investment portfolio performance as at 31 October 2014 (contained within this report)

Purpose

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

Report

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

Council's Investment Portfolio as at 31 October 2014 stood at approximately \$95m. Funds are currently being managed both by Council staff and Fund Managers and are in accordance with the *Local Government Act 1993*, *Local Government (General) Regulation 2005* and Council's Investment Policy.

Portfolio Performance

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

| Monthly annualised return | October |
|-----------------------------------|---------|
| Council Managed Funds | 3.65% |
| Benchmark: 90 Day Bank Bill Index | 2.77% |

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

| Rolling year to date return | October |
|-----------------------------------|---------|
| Council Managed Funds | 3.94% |
| Benchmark: 90 Day Bank Bill Index | 2.61% |

Council's portfolio as at 31 October 2014 is diversified with 72% in term deposits of varying lengths of maturity which are managed in accordance with market expectations and Council's investment strategy, 20% in floating rate deposits which gives Council a set margin above either 30 or 90 day bank bills, 7% in fixed rate bonds, 1% in funds in a short term at call account.

| Maturity profile | 31 October |
|--------------------|--------------|
| Short term at call | \$1,215,765 |
| 0 – 3 months | \$28,960,403 |
| 3 – 6 months | \$25,678,340 |
| 6 – 12 months | \$9,422,137 |
| 12 months + | \$29,500,000 |

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

| Credit exposure | 31 October |
|--|------------|
| AAA to AA- | 77% |
| A+ to A- | 19% |
| BBB+ to BBB- | 4% |
| Other approved deposit taking institutions | 0% |

Economic outlook

The Reserve Bank of Australia Board at its meeting on 4 November left the cash rate unchanged at its present level of 2.5%, which was widely anticipated by most economists. The accompanying statement to this decision was relatively unchanged from previous months citing that continued accommodative monetary policy should provide the required support to demand and assist to strengthen growth. Inflation is expected to remain consistent with the Board's target of 2-3% over the next one to two years and the present course of a sustained period of stability in interest rates remains likely to continue.

Summary

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

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

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Hawker/Kolkman)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 9 December 2014 (Mead/Kolkman)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 242

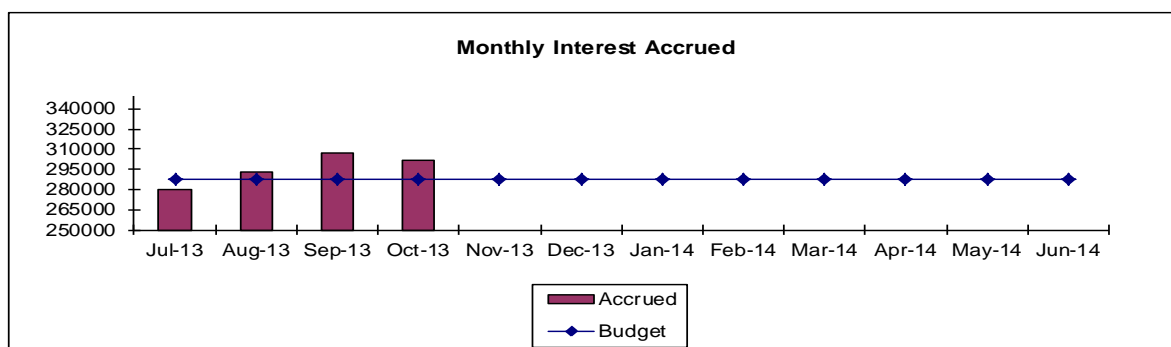
That the Officer's Recommendation be adopted.

ATTACHMENT 1

CAMPBELLTOWN CITY COUNCIL INVESTMENT PORTFOLIO Summary October 2014

Benchmark UBS Warburg 90 Day Bank Bill Index
Portfolio Balance \$94,776,645.04

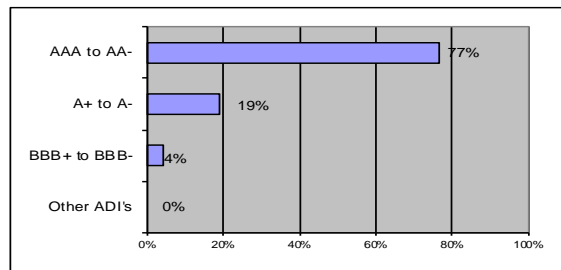
| Monthly Performance | Return (mth) | Return (pa) |
|---------------------------------|--------------|-------------|
| UBSW 90 Bank Bill Index | 0.24% | 2.77% |
| Total Portfolio | 0.31% | 3.65% |
| <i>Performance to Benchmark</i> | + 0.07% | + 0.87% |
| Portfolio - Direct Investments | 0.31% | 3.65% |
| <i>Performance to Benchmark</i> | + 0.07% | + 0.88% |
| Short Term Call Account | 0.31% | 3.65% |



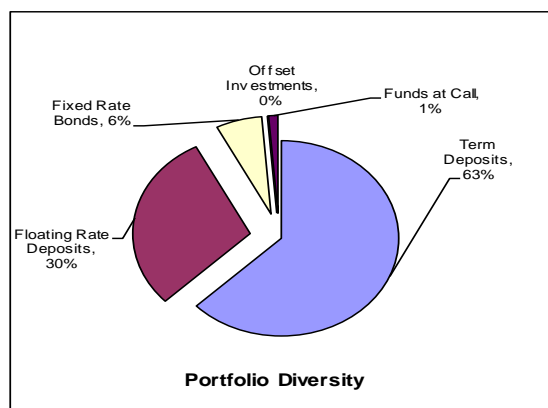
Year to Date Performance Credit Exposure

Rolling 12 Month Period
3.94% Council Managed Funds
2.61% Benchmark

Interest Budget to Actual
Average Budget to Period \$1,150,000
Actual Accrued to Period \$1,181,871



Securities Institutions



| | Amount Invested | % Portfolio |
|-------------------------|-------------------------|-------------|
| Funds at Call | \$ 1,215,764.95 | 1% |
| NSW Treasury | \$ 2,225,000.00 | 2% |
| National Australia Bank | \$ 41,669,304.29 | 44% |
| ANZ Bank | \$ 3,500,000.00 | 4% |
| Westpac Bank | \$ 11,120,564.19 | 12% |
| St George Bank | \$ 1,179,539.40 | 1% |
| Commonwealth Bank | \$ 6,500,000.00 | 7% |
| Bank Western Australia | \$ 5,250,664.00 | 6% |
| AMP Bank | \$ 3,000,000.00 | 3% |
| Suncorp Metway | \$ 5,115,808.21 | 5% |
| ING Bank | \$ 4,000,000.00 | 4% |
| Rural Bank | \$ 2,000,000.00 | 2% |
| Bank of Queensland | \$ 4,000,000.00 | 4% |
| ME Bank | \$ 4,000,000.00 | 4% |
| | \$ 94,776,645.04 | 100% |

3.2 Monthly Rates Summary - October 2014

Reporting Officer

Manager Financial Services

Attachments

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

Purpose

This report details the 2014-2015 Rates and Charges Levy and cash collections for the month ending 31 October 2014.

Report

The annual rates and charges levied for the period ending 31 October 2014 totalled \$93,216,314, representing 99% of the estimated budget for the year.

Rates and charges collected to the end of October totalled \$35,023,562. In percentage terms, this amount represents 36.8% of all rates and charges due to be paid. In comparison, the amount collected in the same period last year was 35.3%.

The November quarterly instalment notices were issued during the month to 48,594 ratepayers representing an increase of 528 from the 48,066 issued last year. A Festival of Fisher's Ghost information leaflet was included with the instalment mail out reminding property owners of the festival together with a list of the major attractions.

Debt recovery action during the month involved the issue of 231 Statements of Claim to ratepayers who had either failed to maintain arrangements or had not responded to previous correspondence. In addition, 14 matters escalated to Judgement and 5 Writs were served on defaulting payers previously served with a Statement of Claim.

Ratepayers who have recently purchased property and not received an instalment notice are issued a 'Notice to New Owner' letter. This letter advises ratepayers of the annual amount levied and any balance unpaid since settlement occurred. During October, 80 of these notices were sent to ratepayers.

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Hawker/Mead)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 9 December 2014 (Mead/Kolkman)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 242

That the Officer's Recommendation be adopted.

ATTACHMENT 1

RATES SUMMARY

STATEMENT OF ALL OUTSTANDING RATES AND EXTRA CHARGES

| RATE - CHARGE | NET ARREARS 1/7/2014 | NET LEVY FOR YEAR | PENSION REBATES | EXTRA CHARGES | TOTAL RECEIVABLE | CASH COLLECTED | NET AMOUNT DUE | POSTPONED RATES & INTEREST | GROSS AMOUNT DUE |
|-----------------|-------------------------|----------------------|--------------------|------------------|---------------------|-------------------|-------------------|----------------------------------|---------------------|
| RESIDENTIAL | 2,229,478.24 | 52,337,510.85 | 1,363,704.30 | 265,741.60 | 53,469,026.39 | 19,468,351.12 | 34,000,675.27 | 378,060.02 | 34,378,735.29 |
| BUSINESS | 505,760.07 | 17,400,738.59 | | 28,405.63 | 17,934,904.29 | 6,772,188.62 | 11,162,715.67 | | 11,162,715.67 |
| BUSINESS - IND | 2,596.47 | 0.00 | | 19.15 | 2,615.62 | 2,454.98 | 160.64 | | 160.64 |
| FARMLAND | 9,799.71 | 722,268.05 | 887.10 | 40.74 | 731,221.40 | 156,383.63 | 574,837.77 | 144,539.65 | 719,377.42 |
| MINING | 0.00 | 25,844.26 | | 0.00 | 25,844.26 | 25,844.26 | 0.00 | | 0.00 |
| LOAN | 221,327.81 | -339.71 | | 1,933.51 | 222,921.61 | 120,583.04 | 102,338.57 | 39,437.09 | 141,775.66 |
| INFRASTRUCTURE | 0.00 | 5,486,310.87 | | 1,018.78 | 5,487,329.65 | 1,927,511.88 | 3,559,817.77 | 9,421.36 | 3,569,239.13 |
| F5 ACCESS RAMPS | 719.65 | 0.00 | | 2.88 | 722.53 | 334.23 | 388.30 | | 388.30 |
| TOTAL | \$2,969,681.95 | \$75,972,332.91 | \$1,364,591.40 | \$297,162.29 | \$77,874,585.75 | \$28,473,651.76 | \$49,400,933.99 | \$571,458.12 | \$49,972,392.11 |
| GARBAGE | 672,970.21 | 17,093,541.07 | 802,563.59 | 12,218.51 | 16,976,166.20 | 6,145,961.56 | 10,830,204.64 | | 10,830,204.64 |
| STORMWATER | 48,658.95 | 1,032,142.12 | | 177.87 | 1,080,978.94 | 403,949.49 | 677,029.45 | | 677,029.45 |
| GRAND TOTAL | \$3,691,311.11 | \$94,098,016.10 | \$2,167,154.99 | \$309,558.67 | \$95,931,730.89 | \$35,023,562.81 | \$60,908,168.08 | \$571,458.12 | \$61,479,626.20 |

| | |
|--|---------------|
| Total from Rates Financial Transaction Summary | 61,199,527.80 |
| Overpayments | -280,098.40 |
| Difference | 0.00 |

ANALYSIS OF RECOVERY ACTION

| | |
|---|--------------|
| Rate accounts greater than 6 months less than 12 months in arrears | 620,245.00 |
| Rate accounts greater than 12 months less than 18 months in arrears | 184,851.35 |
| Rate accounts greater than 18 months in arrears | 75,738.76 |
| TOTAL rates and charges under instruction with Council's agents | \$880,835.11 |

ATTACHMENT 2

COMPARISON OF BUDGET TO ACTUAL

| DESCRIPTION | ORIGINAL BUDGET | REVISED BUDGET | ACTUAL | BALANCE STILL RECD. | % RAISED |
|--------------------------|---------------------|-------------------|--------------------------|------------------------|----------|
| RESIDENTIAL | 51,874,900 | 52,253,700 | 52,337,511 | (83,811) | 100.16% |
| BUSINESS | 17,321,100 | 17,387,100 | 17,400,739 | (13,639) | 100.08% |
| FARMLAND | 407,200 | 407,200 | 722,268 | (315,068) | 177.37% |
| MINING | 15,200 | 7,200 | 25,844 | (18,644) | 358.95% |
| INFRASTRUCTURE | 5,414,300 | 5,464,300 | 5,486,311 | (22,011) | 100.40% |
| TOTALS | 75,032,700 | 75,519,500 | 75,972,673 | (453,173) | 100.60% |
| INTEREST CHARGES | 348,200 | 293,200 | 53,210 | 239,990 | 18.15% |
| LEGAL COSTS RECOVERED | 840,000 | 840,000 | 243,411 | 596,589 | 28.98% |
| PENSIONERS - Sec 575 | (1,774,400) | (1,799,400) | (1,797,259) | (2,141) | 99.88% |
| PENSIONERS - Sec 582 | (370,000) | (370,000) | (369,896) | (104) | 0.00% |
| PENSIONERS SUBSIDY | 975,920 | 975,920 | 988,492 | (12,572) | 101.29% |
| SUB TOTAL | 75,052,420 | 75,459,220 | 75,090,631 | 368,589 | 99.51% |
| DOMESTIC WASTE CHARGES | 16,805,600 | 16,805,600 | 16,666,733 | 138,867 | 99.17% |
| COMMERCIAL WASTE CHARGES | 372,600 | 372,600 | 426,809 | (54,209) | 114.55% |
| STORMWATER MNGMNT | 897,000 | 897,000 | 1,032,142 | (135,142) | 115.07% |
| GRAND TOTALS | 93,127,620 | 93,534,420 | 93,216,314 | 318,106 | 99.66% |
| COLLECTIONS AS A % OF: | | | | | |
| RESIDENTIAL | TOTAL RECEIVABLE | TOTAL LEVIED | TOTAL RECEIVABLE | | |
| BUSINESS | 36.41% | 37.20% | TOTAL LEVIED | | |
| FARMLAND | 37.76% | 38.92% | RATES | | |
| INFRASTRUCTURE | 21.39% | 21.65% | WASTE | | |
| | 35.13% | 35.13% | STORMWATER | | |
| ALL RATES | 36.56% | 37.48% | TOTAL RATES & CHARGES | | |
| | | | 36.80% | | |
| | | | 37.52% | | |

3.3 Sundry Debtors Report - October 2014

Reporting Officer

Manager Financial Services

Attachments

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

Purpose

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

Report

Debts outstanding to Council as at 31 October 2014 are \$1,280,825, reflecting an increase of \$54,989 since September 2014. The ratio of outstanding debts to current invoices has decreased from 26% in September to the current level of 22%. This debtor management ratio is a measure of the effectiveness of recovery efforts, however is impacted by Council policies as well as economic and social conditions.

Invoices raised – October 2014

During the month, 922 invoices were raised totalling \$934,396. The majority of these are paid within a 30 day period, however those that remain unpaid from previous periods for longer than 90 days are detailed at the end of this report. The most significant invoices raised during the month have been in the following areas:

Corporate Administration – \$410,003 – the main invoices relate to:

| | |
|---|-----------|
| Office of Local Government - Road Infrastructure Backlog Renewal Program | \$183,459 |
| Coal & Allied - Parliament of New South Wales Aboriginal Art Prize partner contribution and opening event contribution 2014 | \$63,250 |
| Arts NSW - Parliament of New South Wales Aboriginal Art Prize partner contribution 2014 | \$55,000 |
| Campbelltown Catholic Club - contribution towards Council land rates for 2014/2015 financial year | \$53,206 |
| Nine Network Australia - sponsorship agreement for Riverfest, Fishers Ghost, Australia Day and First Night | \$22,000 |
| NSW Basketball Association Limited - recovery of outgoings | \$6,239 |

Land and Building Rentals – \$119,292 – the main invoices relate to:

| | |
|--|----------|
| Nuvezo Pty Ltd - monthly rental Dumaresq Street Cinema | \$23,283 |
| Aldi Stores - monthly rental Macquarie Fields | \$22,517 |
| Glenquarie Hotel Pty Ltd - monthly rental Macquarie Fields | \$20,438 |
| Caltex Oil Australia Pty Ltd - monthly rental Macquarie Fields | \$15,062 |
| Mycorp Group Pty Ltd - monthly rental Macquarie Fields | \$13,696 |
| McDonalds Australia Limited - monthly rental Macquarie Fields | \$7,565 |
| Macarthur Community Options - monthly rental Campbelltown | \$5,958 |
| NSW Basketball Association Limited - monthly rental Minto | \$4,583 |

Sportsground and Field Hire – \$78,478 – the main invoices relate to:

| | |
|---|----------|
| Janlin Circuses Pty Ltd - occupation fee for the use of Campbelltown Showground | \$16,500 |
| Total Event & Management Services Pty Ltd - commission on sales for September | \$11,160 |
| Australia Sanatan Sports and Cultural Association - hire of sports stadium | \$8,250 |

Waste Collection Services – \$63,262 – the main invoices relate to:

| | |
|---|----------|
| Remondis Australia Pty Ltd - effluent removal for September | \$24,799 |
| G & G Waste Services - effluent removal for September | \$21,687 |
| Solo Water - effluent removal for September | \$16,384 |

Private Works – \$61,490 – the invoice relates to:

| | |
|---|----------|
| Wollondilly Shire Council - Building Asset Management Project | \$61,490 |
|---|----------|

Receipts to the value of \$879,407 have been received during the period, the most notable in the following areas:

| | |
|-----------------------------|-----------|
| Corporate Administration | \$453,222 |
| Land and Building Rentals | \$117,959 |
| Sportsground and Field Hire | \$104,347 |
| Various Sundry Items | \$53,573 |
| Waste Collection Services | \$40,416 |

Sundry debts outstanding – 31 October 2014

Debts exceeding 90 days of age totalled \$237,721 as at 31 October 2014. The major invoices relating to this balance include:

| Description | Date Invoiced | Balance |
|--|----------------------|----------|
| Debtor 68316.9 - retaining wall between Lot 1451 DP 703487, 2 and 4 Brownlow Place, Ambarvale. Debtor is maintaining arrangement to pay \$450 per month as approved by Council | 09/06/10 | \$11,507 |
| Imperium Projects Pty Ltd - Road Restoration at 25 Blaxland Rd Campbelltown. Matter has been referred to Council's agents Executive Collections. Statement of Liquidated Claim was issued to debtor on 04/06/14. Payment arrangement of \$600 per month commencing June 2014 | 03/01/14 | \$1,773 |
| Debtor 67532.2 - Compliance Service Administration fees and contractor fees to reduce overgrown vegetation. Property owners are bankrupt and a Trustee has been appointed. As this is a property related debt, the account will be paid when the property is sold | 08/05/09 to 14/09/11 | \$6,320 |
| Caspers Baseball Club - electricity charges. Club is experiencing financial difficulty, unable to commit to structural payment plan but have been making irregular payments to reduce the debt. Meeting with Macarthur Baseball to finalise payments and future direction of usage scheduled for 27 November | 17/12/12 to 14/03/14 | \$8,127 |
| Wests Tigers Football Club - hire of athletics centre and commission on ticket sales. Arrangement to pay \$5,000 per week is being maintained. Payment of \$5,000 received on 4 November, \$5,000 received on 11 November and \$4512.97 on 18 November | 19/05/14 to 27/08/14 | \$12,055 |
| Wise Consulting Services Pty Ltd - hire of sports stadium by Chinese Football Association AFC Asian Cup for training 29 December 2014 to 5 January 2015. Payment is expected in December 2014 once visa's issued | 15/05/14 | \$12,500 |
| Telstra Corporation Limited - access deed fees for Campbelltown Showground for April 2012, 2013 and 2014. Payment was received 11 November | 07/05/14 | \$45,878 |
| Minto Cobras JRLFC - electricity charges and hire fees relating to usage of Benham Oval. Administrator has been appointed by Western Suburbs District Junior Rugby League Limited, currently performing an administrative and financial audit | 15/05/12 | \$5,280 |
| MPS Plumbing Services - debt relates to road restoration works at Victoria Road, Macquarie Fields. Legal action commenced June 2014, Statement of Liquidated Claim issued, payment arrangement entered into with debt to be finalised by October, however debtor defaulted on arrangement. Judgment obtained September 2014, new arrangement of \$500 per week is being maintained | 18/03/13 | \$2,064 |
| Caltex Oil Australia Pty Ltd - dispute over market review, this amount is subject to independent assessment | 08/02/13 | \$6,546 |

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

All debts that age by 90 days or more are charged a statement administration fee of \$5.50 per statement. Debtors are contacted by telephone, email or in writing to make suitable arrangements for payment of the overdue debt. Where a suitable arrangement is not achieved or not maintained as agreed, a seven day letter is issued referencing referral to Council's debt recovery agents.

Matters referred to Council's recovery agent are conducted in accordance with relevant legislation and the *Civil Procedures Act 2001*. Formal legal recovery commences with a letter of demand (or letter of intent) providing debtors with at least 14 days to respond. In the event that no response is received, instructions are given to proceed to Statement of Claim allowing a further 28 days to pay or defend the action. Failing this, the matter will automatically proceed to judgment and continue through the *Civil Procedures Act 2001* process.

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

During the month, 25 accounts were issued a letter of demand on Council's letterhead, advising that if the account was not settled or an appropriate arrangement was not made, the account will escalate to formal legal action through Council's agents.

Council's agents were instructed to proceed with six Judgments for unpaid licence fees and two Writs of Execution for unpaid licence fees.

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

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Hawker/Mead)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 9 December 2014 (Mead/Kolkman)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 242

That the Officer's Recommendation be adopted.

ATTACHMENT 1

DEBTORS SUMMARY 1 October 2014 to 31 October 2014

| DEBTOR TYPE/DESCRIPTION | ARREARS AT 30/09/2014 | RAISED THIS PERIOD | RECEIVED THIS PERIOD | BALANCE AT 31/10/2014 | % DEBT RATIO |
|-------------------------------|--------------------------|-----------------------|-------------------------|--------------------------|-----------------|
| Corporate Administration | 477,361 | 410,003 | 453,222 | 434,142 | 33.90% |
| Abandoned Items | 8,944 | 0 | 0 | 8,944 | 0.70% |
| Education and Care Services | 18,710 | 0 | 0 | 18,710 | 1.46% |
| Community Bus | 201 | 56 | 56 | 201 | 0.02% |
| Sportsground and Field Hire | 136,312 | 78,478 | 104,347 | 110,444 | 8.62% |
| Government and other Grants | 51,883 | 21,713 | 0 | 73,596 | 5.75% |
| Public Hall Hire | 12,421 | 28,490 | 22,357 | 18,555 | 1.45% |
| Health Services | 350 | 0 | 0 | 350 | 0.03% |
| Land and Building Rentals | 47,512 | 119,292 | 117,959 | 48,845 | 3.81% |
| Healthy Lifestyles | 4,645 | 33,008 | 28,275 | 9,377 | 0.73% |
| Library Fines and Costs | 179,546 | 1,371 | 0 | 180,917 | 14.13% |
| Licence Fees | 34,068 | 16,205 | 12,876 | 37,397 | 2.92% |
| Pool Hire | 14,337 | 10,674 | 10,769 | 14,242 | 1.11% |
| Private Works | 20,596 | 61,490 | 0 | 82,086 | 6.41% |
| Road and Footpath Restoration | 45,088 | 19,054 | 11,129 | 53,014 | 4.14% |
| Shop and Office Rentals | 18,233 | 41,298 | 24,428 | 35,103 | 2.74% |
| Various Sundry Items | 121,631 | 30,003 | 53,573 | 98,061 | 7.66% |
| Waste Collection Services | 73,431 | 63,262 | 40,416 | 96,277 | 7.52% |
| | 1,225,836 | 934,396 | 879,407 | 1,280,825 | 100% |

ATTACHMENT 2

AGEING OF SUNDRY DEBTOR ACCOUNTS - 31 October 2014

| Description | Current Charges | Total 30 Days | Total 60 Days | Total 90+ Days | Balance Due | Previous Month 90+ days |
|-------------------------------|-----------------|---------------|---------------|----------------|-------------|----------------------------|
| Corporate Administration | 387,131 | 20,675 | 9,265 | 17,071 | 434,142 | 21,862 |
| Abandoned Items | 0 | 0 | 0 | 8,944 | 8,944 | 8,944 |
| Education and Care Services | 18,710 | 0 | 0 | 0 | 18,710 | 0 |
| Community Bus | 145 | 0 | 56 | 0 | 201 | 0 |
| Sportsground and Field Hire | 31,682 | 19,344 | 23,065 | 36,353 | 110,444 | 38,185 |
| Government and other Grants | 21,713 | 0 | 0 | 51,883 | 73,596 | 51,883 |
| Public Hall Hire | 8,734 | 5,335 | 1,764 | 2,722 | 18,555 | 4,053 |
| Health Services | 0 | 0 | 0 | 350 | 350 | 350 |
| Land and Building Rentals | 40,399 | 1,255 | 0 | 7,190 | 48,845 | 6,492 |
| Healthy Lifestyles | 6,709 | 880 | 1,645 | 144 | 9,377 | 1,044 |
| Library Fines and Costs | 180,917 | 0 | 0 | 0 | 180,917 | 0 |
| Licence Fees | 15,257 | 2,760 | 2,750 | 16,630 | 37,397 | 19,431 |
| Pool Hire | 11,400 | 65 | 115 | 2,663 | 14,242 | 1,542 |
| Private Works | 62,679 | 0 | 0 | 19,407 | 82,086 | 19,407 |
| Road and Footpath Restoration | 21,459 | 16,979 | 0 | 14,575 | 53,014 | 24,439 |
| Shop and Office Rentals | 30,117 | 4,986 | 0 | 0 | 35,103 | 0 |
| Various Sundry Items | 25,989 | 2,893 | 9,388 | 59,790 | 98,061 | 58,414 |
| Waste Collection Services | 86,285 | 9,992 | 0 | 0 | 96,277 | 0 |
| | 909,892 | 85,163 | 48,049 | 237,721 | 1,280,825 | 256,044 |

3.4 Minutes of the Innovation and Performance Sub Committee held 10 November 2014

Reporting Officer

Manager Financial Services

Attachments

Minutes of the Innovation and Performance Sub Committee held 10 November 2014
(contained within this report)

Purpose

To seek Council's endorsement of the minutes of the Innovation and Performance Sub Committee held 10 November 2014.

Report

Detailed below are the recommendations of the Innovation and Performance Sub Committee. Council officers have reviewed the recommendations and they are now presented for Council's consideration. There are no recommendations that require an individual resolution of Council.

Recommendations of the Innovation and Performance Sub Committee

Reports listed for consideration

7.1 Savings/Initiatives

That the information be noted.

7.2 Tax Invoices and Statements

That the information be noted.

7.3 Implementation of Fisher's Ghost Online Entry System

That the information be noted.

7.4 Raby and Eagle Vale Central School Holiday Care merge

That the information be noted.

7.5 Human Resources Dashboard

That the information be noted.

7.6 Sustainable Paper Purchasing and Printing Practices

That the information be noted.

7.7 Sustainability Committee Vision Framework

That the information be noted.

7.8 Savings in Borrowing Costs

That the information be noted.

7.9 Road Pavement Works Procurement

That the information be noted.

7.10 ePlanning

That the information be noted.

7.11 Business Efficiencies identified through technology

That the information be noted.

Officer's Recommendation

That the minutes be noted.

Committee's Recommendation: (Borg/Hawker)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 9 December 2014 (Mead/Kolkman)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 242

That the Officer's Recommendation be adopted.

ATTACHMENT 1

Minutes of the Innovation and Performance Sub Committee

Held Monday 10 November 2014 in Conference Room 201

Meeting Commenced: 6.00pm

1. Acknowledgement of Land

An Acknowledgement of Land was presented by the Acting Chairperson, Councillor Mead

2. Attendance and Apologies

Attendance: Councillor Clinton Mead (Acting Chairperson)
Councillor George Greiss
Councillor Ted Rowell
Mr Paul Tosi, General Manager
Mr Michael Sewell, Director Business Services
Mrs Corinne Mears, Manager Financial Services
Mrs Monique Dunlop, Manager Governance and Risk

Also in Attendance: Councillor Paul Hawker
Mrs Sabrina Peroumal, Manager Information Management & Technology
Mrs Kelly Williamson, Sustainability Officer
Mrs Kate Stares, Coordinator Procurement and Contracts
Mrs Gillian Vickers, Acting Manager Education and Care Services
Mr Michael Dagostino, Manager Cultural Services
Ms Beth Buckley, Executive Assistant

Apologies: Councillor Paul Lake
Councillor Sue Dobson

Sub Committee's Recommendation: (Mead/Rowell)

That the apologies from Councillors Lake and Dobson be accepted.

CARRIED

3. Declarations of Interest

There were no Declarations of Interest made at this meeting.

4. Minutes of the Previous Meeting

Report

The Minutes of the Innovation and Performance Sub Committee Meeting held 5 May 2014 copies of which have been circulated to each Sub Committee member were adopted by Council at its meeting held on 3 June 2014.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Mead/Rowell)

That the information be noted.

CARRIED

5. Business Arising from Previous Minutes

There was no business arising from previous minutes.

6. Correspondence

There was no correspondence.

7. Reports**7.1 Savings/Initiatives****Purpose**

This report is to provide the Sub Committee on savings that have been implemented between Committee meetings.

History

The Sub Committee has been presented with savings at previous meetings to the value of \$9,401,227. A list of savings is attached for the Sub Committee's information.

Report

The delivery of cost effective services is a priority for all sections of Council. Many cost saving initiatives are identified and implemented by staff on a daily basis. Included in this report are a number of initiatives from various sections across the organisation. In summary, these are:

Tax invoice and statements

The new design of Council tax invoices and debtor statements has provided new internet payment options and improved Council's professional image. Recent software changes and rising postal costs have also prompted the review of the current print and mail process. The new process will utilise Council's existing print and mail contract for rate notices and will achieve maximum postage discounts through the inclusion of Australia Post mailing barcode not available through in-house processing.

Implementation of Fisher's Ghost Online Entry System

Following its third year of implementation, the online entry form for the Fishers Ghost Art Award is now used by 66% of entrants. This improved process reduces the risk of error, eliminates double handling and automates collation of entries. Furthermore, the online solution provides increased security and efficiency for payment handling with estimated efficiency gains equivalent to \$3,910 per annum.

Raby and Eagle Vale Central School Holiday Care merge

A number of improvements to service delivery have resulted from a recent amalgamation in Raby School Holiday Care program with Eagle Vale School Holiday program. The new program now runs out of Eagle Vale Neighbourhood Centre that facilitates indoor and outdoor play, including fenced areas and is close in location to Eagle Vale Central to continue to provide swimming programs as part of the service. This service review is estimated to result in a \$40,000 saving in employee costs for the 2014-2015 financial year.

Human Resource Dashboards

The introduction of an electronic Human Resources leave management dashboard to Directors, Managers and Coordinators now provides up-to-date leave information of direct staff reports and highlights areas needing attention via a traffic light system.

Sustainable Paper Purchasing and Printing Practices

Council has made significant progress toward sustainable paper purchasing and printing practices following the implementation of a number of initiatives. These include the development of a reporting framework to enable trend analysis and ongoing monitoring, installation of print

3.4 Minutes Of The Innovation And Performance Sub Committee Held 10 November 2014

management software and the development of an authorised statement to guide behaviour incorporating the commitment to the sole use of 80% recycled paper for all A4 white printing.

Sustainability Committee Vision Framework

Council's Sustainability Committee is the peak group responsible for supporting organisational sustainability. The Committee regularly meets to discuss and facilitate initiatives, and is directly responsible to Council's Executive Team. The Committee is also supported by five working parties each charged with a specific sustainability focus area. Each working party has developed a vision, goals, targets and actions to create a vision framework. The establishment of a vision framework is critical in identifying the focus and shared direction of each working party.

Savings in Borrowing Costs

In 2007, Council revised its conservative borrowing strategy to incorporate renewable loans over a two year or five year period. This strategy allowed Council to reassess market conditions at the end of each renewal period to take advantage of lowering interest rates and a stabilisation of economic conditions. Over the life of these renewals, it is estimated that Council will save in the vicinity of \$700,000 in borrowing costs under this borrowing strategy.

Road Pavement Works Procurement

Improvements to the procurement process for road pavement works has resulted in the establishment of a Standing Offer Deed arrangement securing maximum prices tendered by each contractor. The new panel arrangement has resulted in over \$1.6m in savings on the current year's program that has been reinvested to expedite further road pavement works.

Wood Park - Cricket Picket Fence

Sustainability and innovation has been a focal point in Council's Renew-Connect-Revitalise asset renewal and maintenance program. Wood Park, Ingleburn fence renewal is a recent example where recycled plastic material was utilised to replace the existing fence which was substantially damaged. The recycled plastic pickets used are very strong and durable and also include anti-vandal proof screws attaching the pickets to the fence.

This project replaced 3800 pickets, saved an equivalent of approximately 285,000 2 litre milk containers and 570 cubic metres or 8 shipping containers of landfill.

ePlanning

The introduction of the development application online portal has enabled customers to access real time development application information via Council's website. The information on the website is provided directly from Council's corporate application systems ensuring timely and accurate data. Council is currently involved in several ePlanning initiatives of the NSW Department of Planning and Environment including the Sponsors and Champions program.

Business Efficiencies identified through technology

The provision of an eService provides numerous efficiencies. For Council it reduces the need for paper forms, the information is captured directly into Council's corporate systems and does not require any re-entry or manual processing by Council staff. Once entered the request is sent to the area responsible allowing for quicker response times. These eService projects aim for a 10% decrease in requests being received by phone or over the counter in the first 12 month, which equates to 1,296 of online requests.

The reported savings to the Innovation and Performance Sub Committee since its inception is now \$12,061,934.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Rowell/Mead)

That the information be noted.

CARRIED

7.2 Tax Invoices and Statements

Purpose

To provide the Sub Committee with information on the cost savings achieved from the new look tax invoices and statements.

Report

A new tax invoice and statement has been developed as a continuation of Council's engagement with groups and individuals that are invoiced for a variety of services. The new tax invoice provides customers with the ability to pay securely over the internet via BPAY, credit card, mail and by direct debit. The format of the new document enables Council Officer's to email copies with a view to expanding this to an automated email broadcast system.

Direct cost savings have been identified in the monthly issue of statements to all account holders with an unpaid balance by outsourcing the printing, enveloping and mail lodgement of these documents. Essentially the change will be a move from Council staff processing these documents to a fully automated and secure gateway.

Invoices

Primarily invoices for services and activities of Council are issued through the debtors system. Recently the business activities for shop licencing, hall bookings and sportsground field hire have been integrated into the same debtors system as opposed to being a cash accounting system. For the purposes of consistency all invoices issued from these systems are called 'Tax Invoices' with a central link to a single debtor account.

The new professional colour template includes payment options such as BPAY, credit card by phone and internet in addition to payment at Council by cheque, cash, EFTPOS and credit card.

The most significant advancement has been in the ability to now send any requested invoices by email. The template will also form the platform from which a fully automated emailing service will be launched when this becomes available.

Although there may not be an assessable financial saving in this process there has been a significant improvement in our ability to engage and communicate with our customers and Council's overall image.

Statements

Prior to the integration of licensing, hall and ground hire statements would only be issued to sundry debtors. Now any debtor with an unpaid amount due receives a statement each calendar month. These had traditionally been generated on colour paper, printed, folded and enveloped by Council staff.

This method has long been identified as inefficient and time consuming; however without an alternative solution in advising debtors of their account balance an absence in this process would have resulted in substantial unpaid debts.

Recent software changes and rising postal charges have stimulated a review of the current process. Consideration to the cost of purchasing colour paper which is significant, staff time spent sorting enveloping and organising the internal printing of statements together with postal charges were the main focus of the review.

The solution in achieving cost savings of around \$4,600 per annum is to outsource the printing, enveloping and lodgement with Australia Post for all future statements. Council currently has a

3.4 Minutes Of The Innovation And Performance Sub Committee Held 10 November 2014

contract for this type of service through a print and mail rate notice tendered contract. All new statements shall be 'full colour' printed which means changes can be made easily to the print layout and content between each run. In addition to this, software to print an Australia Post mailing barcode will achieve the maximum postage discount not presently available through in house processing.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Mead/Greiss)

That the information be noted.

CARRIED**7.3 Implementation of Fisher's Ghost Online Entry System****Purpose**

To provide the Sub Committee with information about the implementation of electronic entry forms to the Fishers Ghost Art Award.

History

In 2012 Campbelltown Arts Centre implemented an electronic entry form system for the administration and processing of the Fishers Ghost Art Award. The electronic entry form is offered as a complement to the traditional paper form entry process.

Report

The electronic entry forms have significantly improved time efficiency in processing entries, reduced the risk of errors in data handling, enabled automatic reporting and improved payment security. The electronic form ensures that entrants complete all entry fields before submitting the work, and automates the collation of entries into category fields. In addition, the electronic payment gateway associated with the form provides increased security and efficiency for payment handling measures.

Now in its third year of implementation, in 2014 the electronic entry form was used by 66% of 546 total entrants (not including school entries). The processing time for a paper form is estimated at an average of 20 minutes per entry, including manual data entry, contacting entrants to correct errors, payment processing and generating reports. By comparison, entries submitted via the online form take an average of 5 seconds per entry to verify and generate reports, representing staff time efficiencies of \$3,910.

The staff time savings have been redirected towards marketing and promotion of the prize, resulting in increased number of entries and industry recognition of the Award. As a result, income generated from entries has increased by 87% since the introduction of the electronic entry form, without any increase to the entry fee. In the last year the number of entries to the Award has increased by 27%, resulting in an additional \$1,633 in income.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Rowell/Greiss)

That the information be noted.

CARRIED

7.4 Raby and Eagle Vale Central School Holiday Care merge

Purpose

To provide the Sub Committee with information on the improved and enhanced service delivery following the amalgamation of Raby and Eagle Vale School Holiday Care programs.

Report

Council's Education and Care Services has amalgamated two of its School Holiday Care programs to improve and enhance service delivery.

Raby School Holiday Care operated from Raby Neighbourhood Centre since 2007, providing care for up to 45 children per day during school holidays. In the nearby suburb of Eagle Vale, Council operated School Holiday Care from Eagle Vale Central, providing care for up to 30 children daily. This service has operated under Education and Care Services management since 2008.

Eagle Vale School Holiday Care included a popular onsite swimming activity as part of the program, however the venue operated from a small meeting room, which did not include an office, computer, cooking facilities and limited outdoor activities could be offered due to the facility layout which included unfenced areas.

Following a review of service provision conducted in January 2014, it was determined that service utilisation at Raby School Holiday Care had decreased over the past two years. In January 2014, the daily service utilisation averaged only 26%.

Education and Care Services researched the feasibility of amalgamating both services within Eagle Vale. Following discussions with the Manager Property Services, Eagle Vale Neighbourhood Centre was identified as a suitable facility to run a new School Holiday Care program from. Eagle Vale Neighbourhood Centre's indoor space could accommodate 42 children per day. The venue could facilitate indoor and outdoor play with a large fenced play area, was in close proximity to Eagle Vale Central, which would enable the service to continue to offer the daily swimming programs that were unique to Eagle Vale Central School Holiday Care. The facility also offered two kitchens, an office, staff room and space to set up a computer and printer.

In July 2014, the Department of Education and Communities approved the service licence for Eagle Vale School Holiday Care to operate from Eagle Vale Neighbourhood Centre.

Families enrolled at both Raby and Eagle Vale Central School Holiday Care were notified of the proposed merge and offered places at the new service commencing from 22 September 2014.

The existing permanent part time educators at Eagle Vale Central and Raby School Holiday Care transferred to the new facility. The merge of educators from both services provided an opportunity to reduce operational costs including removing one permanent part time position from Council's establishment list and also reduced the need to employ additional casual staff to meet staff to children ratios.

The merge of the two services is projected to save Council an estimated \$40,000 for the 2014-2015 financial year in the Education and Care Services operating budget.

During September, School Holiday Care service utilisation averaged 92% daily, confirming the amalgamation to be a success.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Rowell/Mead)

That the information be noted.

CARRIED

7.5 Human Resources Dashboard

Purpose

To provide the Sub Committee with information on the implementation and effectiveness of the Human Resources (HR) dashboard.

History

Historically, managers have received information related to staff leave through the Executive reports, or alternatively they would need to seek the information directly from the HR team.

The HR dashboard was developed to provide up-to-date leave information to managers on a regular basis, in order for the leave accruals and balances to be managed more effectively.

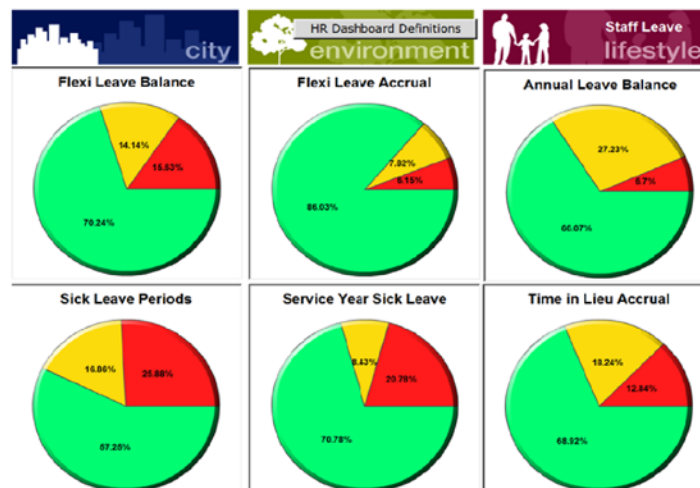
Report

The dashboard was designed and developed jointly between the Human Resources and Information Management & Technology sections. It was launched at the beginning of the 2013-2014 financial year. Access has been provided to almost 40 users.

The dashboard provides managers and coordinators with the following leave information:

- Flexi leave balances
- Flexi leave accruals
- Annual leave balance
- Sick leave periods
- Service year sick leave
- Time in lieu accrual.

Information is reported through a "traffic light" system of green, amber and red indicators, with red being highlighted as areas that require the manager/coordinator's attention. An example of the typical dashboard is below:



The data for the HR dashboard is sourced from Council's CHRIS and is updated each week following the payroll backup. Access to the HR dashboard is available 24/7, with a reminder email being sent to users every Monday morning.

Following the implementation of the HR dashboard has meant efficiency gains of 1.5 hours per week per manager which equates to approximately \$180,900 per annum. There has been a notable reduction in annual leave and flexi leave accruals to date.

As a result of the implementation of the HR dashboard, leave management issues have improved by highlighting to managers leave accruals outside of the leave parameters so management plans can be activated.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Rowell/Greiss)

That the information be noted.

CARRIED**7.6 Sustainable Paper Purchasing and Printing Practices****Purpose**

To provide the Innovation and Performance Sub-Committee with information on Council's progress toward sustainable paper purchasing and printing practices.

History

In late 2010, Council's Executive team committed to reducing Council's paper usage. Several recommendations were made including increased use of electronic methods of communication, better reporting of paper purchasing methods, behavioural change campaigns and centralising the ordering of paper.

In 2011, Council undertook a review of its paper purchasing and printing practices. The review identified that current practices were inconsistent and that there was scope for improvements to be made, both environmentally and financially.

Following the review, in late 2012, Council commenced a trial using the Australian brand 80% recycled paper for all A4 white printing. During this trial, feedback was sought from staff on the operational opportunities/challenges associated with its use. In addition, a brief information gathering exercise was undertaken at section manager team meetings for each Division. Overall, the feedback received from staff and management was positive, with no objections received to the sole purchase of white A4 paper with an 80% or higher recycled content.

It is important to note that the above excludes the printing department. Paper purchased and used by the Printing Department is in accordance with a separate contract and is restricted by the type of equipment. Notwithstanding this, in an effort to promote more sustainable printing practices, the Printing Department has sourced and used environmentally certified paper for a number of years.

Report

Council's progress toward incorporating sustainable paper purchasing and printing practices has involved a number of stages including:

- the development of a reporting framework to enable trend analysis and ongoing monitoring
- installation of print management software requiring users to confirm the release of printing
- the development of an authorised statement to guide behavioural and operational decisions.

Collectively, the above actions have, when comparing the 2013-2014 financial year against the 2011-2012 financial year, resulted in significant savings, including:

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- A 30% reduction in paper purchased. This equates to a reduction of 1,825 reams and a financial saving of \$1,767
- A 77% increase in the purchase of recycled paper. This equates to 1,503 reams.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Mead/Greiss)

That the information be noted.

CARRIED**7.7 Sustainability Committee Vision Framework****Purpose**

To provide the Innovation and Performance Sub-Committee with information on Council's Sustainability Committee and the vision framework undertaken by its working parties.

Report**Council's Sustainability Committee**

Council's Sustainability Committee is the peak group responsible for supporting organisational sustainability. The Committee regularly meets to discuss and facilitate initiatives, and is directly responsible to Council's Executive Team. The Committee is also supported by five working parties each charged with a specific sustainability focus area. These areas include:

- Sustainable catchments: Improving catchment and riparian health and resilience
- Sustainable land management: Improving our connection with the land as a resource, sink and recreational area
- Sustainable energy management: Improving facility management and energy efficiency
- Sustainable water management: Improving facility management and water efficiency
- Sustainable Council: Improving organisational sustainability through policy, practice and behaviour.

Over the past year, the Sustainability Committee has been responsible for:

- The formal establishment of three of the five working parties; sustainable catchment management, sustainable land management and sustainable Council
 - A mandate from the Executive team to purchase white A4 paper with an 80% or higher recycled content for general office use
 - Development of a draft authorised statement for sustainable printing and paper use
 - The completion of a number of Waste and Sustainability Improvement Payment projects including a feasibility study on a district based trigeneration system and the installation of a solar pool heating system at Macquarie Fields Leisure Centre
 - An indicative analysis for a photovoltaic system at the Greg Percival Library and Community Centre, Ingleburn
 - Development of a draft Sustainability Strategy
 - Repurposing what organisational sustainability means to Council.
-

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With regard to the last point, sustainability has historically been regarded as an environmental initiative. One of the main areas critical to the Sustainability Committee and its working parties is communicating that sustainability requires a quadruple bottom line approach – that is, it needs to balance environmental and community outcomes with sound decision making (governance) and financial consideration. An initiative to replace new energy inefficient light globes with energy efficient light globes is not sustainable when considering the cost and disposal of sufficiently sound light globes. The draft Sustainability Strategy which is currently under review and anticipated to be presented to Council in the New Year will help to guide this initiative.

Working Parties

The Sustainability Committee and its five supporting working parties recognise that sustainability has many aspects and requires a whole of Council approach. In this regard, the working parties were established around five focus areas mentioned above. Working parties consist of technical officers from across Council, are chaired by a member of the Sustainability Committee and are supported by Council's Sustainability Officer. The main aim of the working parties is to provide a regular forum to increase cross sectional collaboration and capacity building.

The working parties have now met on a minimum of three occasions. During these meetings, each working party participated in individualised vision framework workshops. These workshops required each working party to develop their own vision, goals, targets and actions (refer to attachment). In doing so, members were able to collectively collate their experiences and challenges into a future orientated statement showcasing best practice for a resilient positive legacy. The establishment of a vision framework is critical in identifying the focus and shared direction of each working party.

Following the vision framework, each working party is currently investigating potential projects to pursue over the next year.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Rowell/Mead)

That the information be noted.

CARRIED

7.8 Savings in Borrowing Costs

Purpose

To provide the Sub Committee with information on potential cost savings in Council's borrowing program.

Report

Council's loan portfolio consists of approximately 10 loans totalling \$23m as at 30 June 2014. The annual borrowing cost (interest) expense on these loans is in the vicinity of \$1m. Traditionally Council's conservative borrowing strategy would see annual borrowings of \$2.5m with a fixed interest rate over a 10 year period.

Due to the uncertainty of interest rates in financial markets during the period of the global financial crises in 2007-2008 meant that borrowing costs were substantially high and lending institutions faced the reality of higher funding costs.

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With the assistance of Council's Financial Advisor, Spectra Financial Services, Council took the opportunity to negotiate the funding of its annual borrowing programs from the 2007-2008, 2008-2009 and 2009-2010 financial years by adopting a renewal loan strategy. Initially the first loan in 2007-2008 was renewable every two years, with the remaining loans renewable on five yearly cycles.

This strategy allowed Council to reassess market conditions at the end of each renewal period to take advantage of lowering interest rates and a stabilisation of economic conditions.

Over the life of these renewals, it is estimated that Council will save in the vicinity of \$700,000 in borrowing costs under this borrowing strategy.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Mead/Greiss)

That the information be noted.

CARRIED

7.9 Road Pavement Works Procurement

Purpose

To provide the Sub Committee with information on the cost savings and additional benefits achieved from the method of procurement of road pavement works.

History

In early 2014, tenders for various road pavement works were sought under a Standing Offer Deed arrangement, whereby tenderers were invited to submit prices for various types of road pavement works, eg, mill and fill, supply and lay of asphaltic concrete, cementious stabilisation and supply and spray bitumen on a square metre basis.

Resulting from this procurement process, Council, at its meeting on 11 March 2014, resolved to enter into 13 contracts for the various types of works for a period of two years with an option of extension for a further 12 months.

Report

In accordance with Council's resolution, Council entered into a Standing Offer Deed with each of the organisations establishing the process Council Officers would undertake when requesting works, and securing the prices tendered by each Contractor as the maximum price the Contractor could apply when quoting for works under the Deed.

Once approval had been obtained to proceed with the 2014-2015 Road Pavement Program, Council Officers issued requests for quotation from each organisation on the panel.

Once the Contractors had the opportunity to review the programmed works, they identified considerable mobilisation cost savings could be realised with Council grouping works in terms of proximity. These savings were further enabled by the scale of the 2014-2015 programs due to the Renew-Connect-Revitalise infrastructure funding.

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The estimated resulting cost saving to Council may be quantified in relation to each application as follows:

| | |
|---|-----------------------|
| Asphalt resheeting at Glenfield, Macquarie Fields and Ingleburn | \$98,709.11 |
| Asphalt resheeting at Minto and St Andrews | \$141,514.30 |
| Asphalt resheeting at Leumeah, Campbelltown, Ruse and Bradbury | \$166,872.66 |
| Asphalt resheeting at Glen Alpine, Ambarvale, Rosemeadow, St Helens Park and Wedderburn | \$176,682.55 |
| Asphalt resheeting at Woodbine, Claymore, Eagle Vale, Eschol Park, Kearns and Raby | \$200,148.48 |
| Asphalt paving for stabilised sections | \$70,301.83 |
| Stabilisation Stage 1 | \$149,875.63 |
| Stabilisation Stage 2 | \$0.00 |
| Spray sealing as surfacing treatment | \$254,219.78 |
| Spray sealing for stabilised section | \$53,901.48 |
| Interlayer sealing prior to microsurfacing | \$189,419.34 |
| Rejuvenation | \$120,233.29 |
| Microsealing | \$10,922.54 |
| Microsurfacing for sections required interlayer sealing | \$19,633.50 |
| Microsurfacing for sections that interlayer sealing is not required | \$39,049.20 |
| Mill & fill only | \$414.30 |
| Mill & fill prior to spray sealing / rejuvenation / microsurfacing | \$0.00 |
| Heavy patching | \$0.00 |
| Crack sealing | \$0.00 |
| Total | \$1,691,897.99 |

Establishing the panel arrangement prior to the commencement of the financial year's budget and program conferred further benefit on Council in our ability to quickly seek quotations once the budget and program was approved. This enabled Council to secure Contractors which may have been otherwise engaged later in the year.

The savings have been reinvested in Council's Road Pavement Program and utilised to undertake further road pavement works, as required by Council's grant funding arrangements.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Mead/Greiss)

That the information be noted.

CARRIED

7.10 ePlanning

Purpose

To inform the Sub Committee of the ePlanning initiatives undertaken by Council.

History

Council has identified the use of the Internet to better communicate and interact with our community as a key strategic goal. An important component of this goal is the provision of ePlanning services.

Report

The introduction of the development application online portal has enabled customers to access real time development application information via Council's website. The information on the website is provided directly from Council's corporate application systems ensuring timely and accurate data. A review of the systems and processes was undertaken and the appropriate changes made to ensure the integrity of the data.

The portal enables customers to search by property address or by the development application number to locate the information required. Details returned by the search include the development application number, the details of the proposal, the address of the development, the responsible planning officer's name, the applicant's name and the status of the assessment process. Customers also have the ability to make contact with Council through the portal with any enquiries or submissions.

The search enquiries currently available to our customers are:

- List of Development Applications currently on public exhibition
- List of Development Applications lodged but not determined
- Development Applications determined and certificates issued for development on the subject property including certificates issued by a Private Certifier.

Council is currently involved in several ePlanning initiatives of the NSW Department of Planning and Environment including the Sponsors and Champions program. This initiative provides Local Government Councils with support in the ePlanning space and also the opportunity to be involved in the design and functionality of the various ePlanning tools.

In addition to the above, Council participated in the Department's Electronic Housing Code (EHC) project. The EHC is an online system that allows people to carry out their own investigations in to whether or not they can carry out particular development works without any formal planning approvals (eg Exempt Development) or whether they can use a fast-tracked approval process (eg Complying Development).

As a part of the EHC project, Council is also involved in the associated eDAIS system which will enable the lodgement of all development type applications via the EHC portal. The eDAIS system is a standardised web based system that allows Local Government and State Government to exchange electronic business messages and signals via the web, in order to complete transactions relating to planning and development applications. Automated daily data transfers between the EHC portal and Council's corporate systems (via the eDAIS system) are conducted to ensure the currency and integrity of this information. However, due to complications with the automated system not being able to differentiate between a draft LEP and a current LEP, this function has been temporarily disabled pending the outcome of Council's draft CLEP.

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Some further ePlanning tools also available on the Department of Planning and Environment's web portal include:

- **Planning Viewer** – receive fast access to planning controls for properties in NSW. This includes details such as land zoning, floor space ratio, minimum lot size and heritage. The tool also provides a link to the Councils' Standard Instrument LEP on the Legislation website. Please note; the initial phase of the Planning Viewer only includes information for councils that have adopted a Standard Instrument LEP.
- **Interactive Buildings (exempt)** - click on a standard feature of a residential, commercial or industrial property, to obtain the relevant development standards. This version of the tool is for minor (exempt) development only. Future versions will also include complying development.
- **Local Insights** – search for planning statistics and trends in a specific local government area such as population and housing, and the location of current development applications.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Mead/Rowell)

That the information be noted.

CARRIED

7.11 Business Efficiencies identified through technology

Purpose

To inform the Sub Committee of the successful implementation of new business efficiencies through technology, and to detail the benefits that this will bring to Council.

Report

Following the Business Solutions investigation, a number of eService Projects commenced, some of which include online payment facilities:

eServices

The provision of an eService provides numerous efficiencies. From a Customer perspective they no longer need to fill out a paper form, contact council via phone or in person. The eService request can be completed by them anywhere and at anytime. For Council it reduces the need for paper forms, the information is captured directly into Council's corporate systems and does not require any re-entry or manual processing by Council staff. Once entered the request is sent to the area responsible allowing for quicker response times. The whole process becomes much easier to manage.

Council has had great success with the implementation of the online kerb side booking form launched in July 2011. This year we are tracking at 25% of kerbside requests being completed online. Based on the number of requests we had last year, we forecast 10,000+ requests could be completed online this year. This would equate to reduction of 10,000+ calls to customer service. Online requests also provide savings in the processing and postage costs as an automated confirmation email is sent to the customer.

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The annual Macarthur Nature Photography award, Aboriginal Art prize award and the Fishers Ghost Art Award offers the capacity to submit entries and pay online. This capability has proven to be a very popular choice with the community. For example, this year 66% of 546 total entrants for the Fishers Ghost Art Award were submitted online.

A number of projects were identified to address and reduce the number of inbound requests received by phone or over the counter by Customer Service. The projects currently underway include waste customer requests (such as missed service, illegally dumped rubbish and litter, damaged bins, stolen bins) and Council Tree customer requests (such as Pruning, Removal Inspection, Branch collection, Bushfire hazard, Infestation, damaged Private or Council Property). Last year Council received a combined total of 12,960 customer requests for the above stated waste and tree request types. These eService projects aim for a 10% decrease in requests being received by phone or over the counter in the first 12 month, which equates to 1,296 of online requests.

Transition to Pathway and new eService

Residential Vehicle Crossing applications is an example of a recently transitioned eService. Previously such requests were stored and managed in an MS Access database. IM&T worked closely with City Works to transition this request into Pathway, which involved re-engineering the process and increasing the effective scope so as to create a new eService/online request form.

The online Residential Vehicle Crossing Application form went live in July 2014. As at 8 October 2014, Council have received 31 online applications and 111 paper forms. The ability to submit and pay for the application online has streamlined the process. In particular, online lodgements are automatically created, without the delay of waiting for the paper application form to be sent from the Civic Centre to the Depot for processing.

The transition to Pathway has had significant internal efficiencies and reduced Council's risk. The introduction of workflows has automated the processing of applications and also improved our customer service, as it automatically generates a letter to all successful applicants. The real time reporting has also assisted in the management of inspections.

Community Engagement

Council launched the 'Your City, Your Future' community consultation website on 4 November 2013. This platform enabled a number of successful engagements such as the Special Rate Variation, the Ingleburn structure plan and the Draft Campbelltown Local Environmental Plan 2014. Council received 168 online form/survey submissions, 230 online quick poll submissions and 22 online questions across all three engagements.

Contract Review and consolidation

Outcomes of the Contract review were a saving of approximately \$30,000 per year in renewal costs including consolidated and extended contract terms to vendors enabling provision of a cost effective yet high level of service.

A longer contract term also reduces the resources required to go through an intensive request for quotation process every year (savings in advertising costs, staff time etc) as well as enabling future enhancements and upgrades by gaining a better understanding of the current infrastructure's benefits, risks and recommended life cycle plans.

Reductions in mailing costs

Outgoing mail processes have been implemented across Council to minimise costs resulting from Australia Post pricing increases, including a change of delivery timeframes from Priority Delivery (1-2 days) to Normal Delivery (3-5 days) and an increase of the amount of clean outgoing mail ensuring maximised savings. These small process changes have resulted in a cost saving of approximately \$500 per month or \$6,000 annual projection to Council.

Information Management and Technology look forward to reporting on the success of these and other future projects at a later meeting of the Innovation and Performance Sub Committee.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation: (Mead/Greiss)

That the information be noted.

CARRIED

8. General Business

There was no general business discussed.

Councillor Clinton Mead
Acting Chairperson

Meeting Concluded: 6.50pm

3.5 Boundary alignment - 'Willowdale'

Reporting Officer

Manager Financial Services

Attachments

Boundary alignment (contained within this report)

Purpose

To seek Council's resolution endorsing the proposed realignment of the Local Government boundary at 'Willowdale' through an application to the Minister for Local Government.

History

In March 2014 officers from Campbelltown and Camden met to discuss the impending issue regarding the local government boundary between the two councils and its impact on the community as newly subdivided land is sold.

Council at a Briefing Night on 5 August 2014 and 30 September 2014 considered the realignment and a report to be submitted regarding the proposal.

Report

The local government boundary at East Leppington (Willowdale) presently cuts across open rural land that has recently been subdivided into urban residential lots. Council staff have been aware of the subdivision through the masterplan process however, the full impact on purchasers would not become clear until the new lots became formed in accordance with a registered deposited plan.

In March 2014, the first stage of urban land was registered. In this deposited plan it became very clear that a number of urban lots would be dissected by the current boundary. This information enabled the two councils to look at the best fit for a new boundary that not only offered the community some reassurance on the provision of services, it also started the conversation about dual rating.

The *Local Government Act 1993* mandates the levying of land rates on all land within its area unless exempt. There are 29 lots dissected by the current boundary which has resulted in land rates being calculated on a land value for the portion within each local council area. The *Local Government Act 1993* is silent on how a council can deal with this issue and as the land no matter the size is not exempt, it must be rated.

It is clear that this is not an acceptable outcome for either council and an agreement between the General Managers has been drafted to formalise the change process and every effort is being made to resolve the matter by 30 June 2015.

The proposal is to move the boundary from its current position to follow Camden Valley Way from Denham Court Road to Willowdale Drive. It is proposed to keep all of Willowdale Drive in the Campbelltown Local Government Area (LGA) by aligning the boundary on the edge of the road reserve. It is expected that all land adjoining Willowdale Drive will be forward facing onto Willowdale Drive with rear access. This will negate the need for driveway access across the footpath.

The majority of land between the current boundary and Camden Valley Way is within the Camden LGA. The latest stages of subdivision facilitate the ability to define a new boundary along Jamboree Avenue. A need to revisit the boundary is avoided by following the edge of the riparian corridor to St Andrews Road. This corridor has been defined in a registered deposited plan and therefore is unlikely to be repositioned. The riparian corridor will eventually be dedicated to Campbelltown City Council however, as construction has not yet commenced, it is expected to be at least four years until this occurs and, in the interim, will be the developers responsibility to maintain.

The recommended boundary realignment will result in 66 lots from stage one and 118 lots in stage two being transferred to Camden Council. The commercial precinct to the north of Willowdale Drive will be wholly within the Campbelltown LGA, together with a small area of land adjoining Raby Road. A total of approximately three hectares will migrate to the Campbelltown LGA.

Camden Council will be responsible for all aspects of road maintenance and service provision (including waste collection and street lighting) for the area between the riparian corridor and Camden Valley Way from 1 July 2015. The General Manager's Agreement has a degree of flexibility built into it to address matters as they may arise.

In October 2014, the NSW Government released a guide for councils considering mergers and engaging an expert facilitator to assist in the process. This boundary realignment is not considered to be within the scope of the government's document as this recommendation is not intended as a discussion about a merger. It is however required to facilitate an appropriate common sense solution to the Willowdale community.

Officer's Recommendation

1. That the Campbelltown – Camden boundary be amended in accordance with the boundary alignment map as per attachment 1.
2. That Council request the Minister for Local Government refer the proposed boundary realignment to the Boundaries Commission and be implemented by the Governor.

Committee's Recommendation: (Mead/Borg)

That the Officer's Recommendation be adopted.

CARRIED

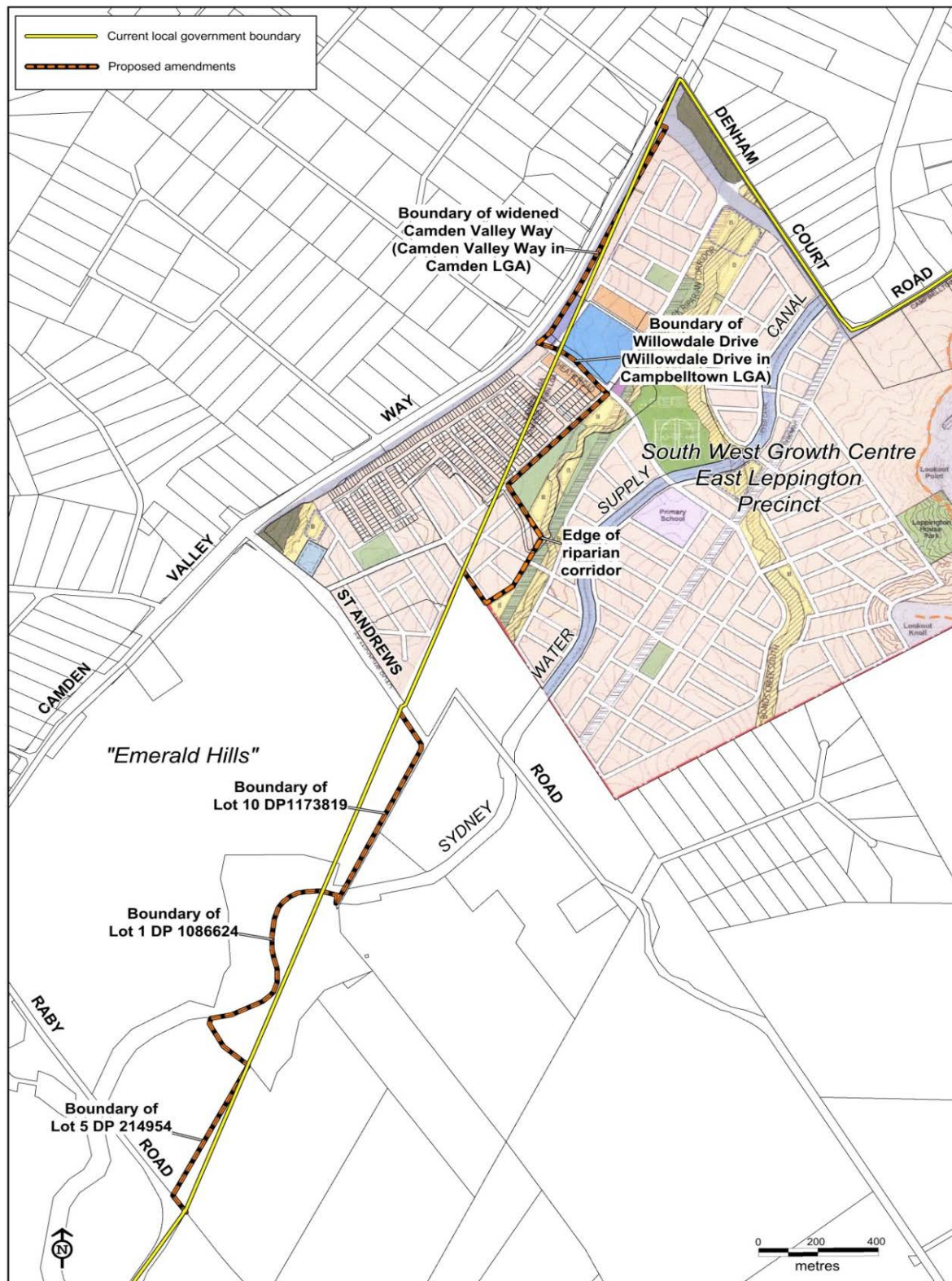
Council Meeting 9 December 2014 (Mead/Kolkman)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 242

That the Officer's Recommendation be adopted.

ATTACHMENT 1



4. HUMAN RESOURCES

No reports this round

5. INFORMATION MANAGEMENT AND TECHNOLOGY

No reports this round

6. GENERAL BUSINESS

Nil.

Confidentiality Motion: (Kolkman/Hawker)

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

CARRIED

23. CONFIDENTIAL ITEMS

23.1 Valuer General's Determination of Compensation for the Compulsory Acquisition undertaken by Rail Corporation of Various Parcels of Councils Land

Reason for Confidentiality

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

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

Motion: (Kolkman/Mead)

That the Committee, in accordance with Section 10 of the *Local Government Act 1993*, move to re-open the meeting to the public.

CARRIED

There being no further business the meeting closed at 5.45pm.

C Mead
CHAIRPERSON
