



Camden Council

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18 March 2013

Mr James Cox
Chief Executive Officer
Independent Pricing & Regulatory Tribunal of NSW
Level 8, 1 Market Street
Sydney, NSW 2000

Dear Mr Cox

Application for a Special Variation to General Income

Camden Council continues to be one of the most efficient local government authorities in New South Wales in the face of the most significant population growth projections in the country.

A projected five-fold increase in population over the next 20 years will present substantial challenges to our organisation over a great many facets of its operation. Though this rate of growth is daunting, Camden is no stranger to rapid growth having already doubled its population over the past 20 years. Staff numbers and organisational scale have grown at less than half of the proportional growth in our population over that time and it is anticipated that our continued growth will see an extension of that lean and efficient operation.

What have grown in similar proportion to our population however, are the range, number, value and complexity of the asset base needed to service that population.

As Camden stands on the verge of its next population explosion, there is clear evidence of the necessity to bring the existing asset base up to a satisfactory standard before we add the multitude of new community assets to our inventory.

Therefore Council submits for IPART's consideration its application under Section 508 (2) for a Special Variation to General Income of 1.1% in addition to the allowable rate increase for 2013/2014 of 3.4% to part-fund the continuation of its existing Community Infrastructure Renewal Program.

Our asset management plans outline this need; our financial modelling justifies this need; and our community is telling us clearly that it sees this asset renewal to be its highest priority. All of this justification is set out clearly in the attached application.

Should you require any further explanation or clarification of any of the issues highlighted in this application, please do not hesitate to contact me.

Yours sincerely

Nicole Magurren
ACTING GENERAL MANAGER

Proposed Continuation of the Community Infrastructure Renewal Program Introduction and Overview

Overview of the Camden Local Government Area

The Camden Local Government Area has experienced rapid population growth and urban development over the past few decades, doubling in the past 20 years alone. This has meant that Camden has moved from a predominantly rural area on Sydney's fringe, to one that is a mix of urban, rural-residential and farmland environments.

The State Government's Metropolitan Strategy sees the population of the Camden Local Government Area increasing five-fold over the coming decades, to over 250,000 people. By the time this plan is realised, Camden will be home to a population roughly the size of Canberra.

Our Community's Strategic Mandate

Council's Community Strategic Plan (Camden 2040) was adopted by Council in December 2010, following community consultation that involved over 1400 residents and visitors to the Camden area in late 2009. Camden 2040 focused on the key priorities for the community in terms of the area as a whole and Council services. This consultation process has provided Council with the strategic mandate from the community for the years ahead.

In line with the new Integrated Planning and Reporting requirements, Council commenced a review of Camden 2040 in mid-2012 with community consultation undertaken during the latter part of 2012. This consultation yielded more than 1300 responses from the community and is helping Council shape a refined Camden 2040.

There are two key priorities identified by the community as important for Camden's future. Firstly, roads and transport – the condition of roads in the area, congestion on roads, and the need for improved public transport. Secondly, managing Camden's growth effectively – the timely delivery of infrastructure and ensuring the valued aspects of the area are retained in the face of growth.

In 2011, Council conducted a phone survey to determine the community's satisfaction with Council services in order to determine which services require immediate attention. Overall, Council was pleased to discover that 85% of residents were satisfied with Council's performance (72% were very satisfied). However, maintenance of local roads, footpaths, and kerbing was again one of the highest priorities identified by residents as requiring immediate attention.

Responding to Our Community

Camden Council is committed to continuing the very successful Community Infrastructure Renewal Program (CIRP). The CIRP was originally developed in 2010 and is in direct response to the community identifying the condition of infrastructure in Camden to be Council's number one and immediate priority. At that time, the DLG approved Council's 4.5% special rate variation for a period of 3 years, expiring 30 June 2013. That approval paved the way for a \$3.68m CIRP.

Council is committed to the CIRP to the extent it has outlined a \$6m program of priority renewal works that is dependent on 3 sources of revenue:

1. A special rate variation of 1.1% (above the Ministerial allowable limit of 3.4% in 2013/14) for a period of 6 years. This will yield a total of \$2.5m over 6 years

2. A low interest \$2m loan from the State Government (Local Infrastructure Renewal Scheme – Round 2), and
3. The utilisation of Internal Reserves amounting to a total of \$1.5m.

Council recognises it has an infrastructure asset backlog issue and wants to address it using a variety of funding sources so the burden does not rest wholly and solely on ratepayers (via rate increases).

Council has been reporting a shortfall in funds to undertake essential community infrastructure renewal for a number of years through Special Schedule 7 of its General Purpose Financial Reports. Council's asset management plans indicate a total infrastructure asset backlog now exceeding \$12m.

Camden Council has reached the point where it cannot continue to fund its range of services at the same time as funding the work required to keep community infrastructure at a satisfactory standard. The shortfall in funds for infrastructure renewal has meant that many assets throughout the area are failing, and the community has noticed.

Camden Council wants to respond immediately to its community's priorities and address its funding shortfall for infrastructure renewal. Given Camden's expected population growth over the coming years, Council considers it timely to address the renewal needs of its current asset base in preparation for the additional assets it will become responsible for as the population grows.

The Challenge of Resourcing Our Community's Strategic Mandate

Like many councils in NSW, Camden is facing significant financial challenges, which have been reported both to the community and to the DLG. In essence, the costs to Council of delivering services and facilities have increased at a far greater rate than income over the past years.

Camden Council's long term financial plan and modelling includes the growth associated with the State Government's Metropolitan Strategy. This modelling indicates that the cost of maintaining additional assets that Council will inherit through subdivision, and the resources required to provide services to these new communities, far outweigh the additional revenue which will be generated through supplementary rate income. Although challenging, Camden remains committed to balancing its budget each year in a financially prudent and sustainable manner.

As it is, Camden Council operates a very lean organisation. If Council were to have the same number of staff per 1000 population as the average NSW Council, it would have an additional 114 staff at present. Council is thus attempting to manage the urban and population growth of this area without the financial or workforce capacity to properly resource its services and facilities.

This application for a 1.1% rate increase (above the Ministerial allowable limit of 3.4% in 2013/14) does not resolve Council's operational issues, however Council is seeking to immediately address its community's number one priority. This would enable essential infrastructure renewal to take place without compromising the other services that this community so highly value.

Camden Council's financial situation will require a multi-faceted approach, as no single strategy will be enough to address the pressures that population growth is placing on this organisation. Council will continue to actively seek the assistance of other levels of government to assist this organisation in delivering the many services and facilities that this growing community want and need. Should this application be successful it would enable Camden Council to respond to its community's number one priority – the condition of community infrastructure.

Focus on Integrated Planning and Reporting (IP&R)

How a Council has considered and consulted on a special variation in its Integrated Planning and Reporting (IP&R) process is fundamental to our assessment of a special variation application. This is consistent with DLG's October 2012 Guidelines.

As part of our assessment, we will examine whether the council's planning and consultation, as evidenced in its IP&R documents, meets the criteria for a special variation. For example, we will look closely at how the community's service priorities and feedback regarding various revenue options are reflected in the council's application for the special variation.

Has the Council completed its I&PR documents and relevant annual reviews of plans?

Council is in the process of completing its IP&R documents.

Camden's Community Strategic Plan (Camden 2040) and the three Resource Plans that underpin Camden 2040 have been reviewed and will be publicly exhibited during April 2013. The Delivery Program and Operational Plan (including Budget) will be publicly exhibited shortly thereafter.

It should be noted that Camden 2040 recently underwent rigorous community consultation (October/November 2012). During this process, more than 1,300 residents provided input into the Camden 2040 Vision and Key Priorities.

It is clear from community feedback received to date that the Vision for Camden and the Key Priorities remain largely the same as the current version adopted by Council in December 2010. In terms of the community's Vision, it is important to note that 87% of residents still feel they have 'the best of both worlds'. The number one Key Priority (by a considerable margin) is access to better local infrastructure, both in established suburbs and in new release areas.

If the answer is *No* and your Council still wishes to proceed with a special variation application, we advise you to discuss your IP&R progress and options with us. The Guidelines provide for transitional arrangements in 2013/14 regarding IPART's assessment of criteria related to the IP&R process.

Transitional arrangements for assessment in 2013/14

The Guidelines provide for transitional arrangements as follows:

In light of the 2012 local government elections and the requirement for councils to review the Community Strategic Plan and Delivery Program and develop an Operation Plan by 30 June 2013, it is recognised that the revised guidelines and application timing may create a difficulty for councils who wish to apply but have not yet completed the necessary IP&R review.

Therefore, for the 2013/14 rating year only, IPART will have the discretion to award a single year variation where it assesses that the general principles of need, community awareness, reasonable ratepayer impact, realistic financial planning assumptions and cost containment and productivity achievement related to the assessment criteria are met by a council, even though the evidence is not necessarily reflected within the Council's IP&R documentation.

Summary of relevant IP&R documentation

Expand the space below to briefly explain the Council's IP&R process in the context of the special variation. Include when plans (e.g. Asset Management Plan (AMP) or Long Term Financial Plan (LTFP)) first identified the need for a special variation, and when all relevant IP&R documents were reviewed and finalised. If the council has not yet finalised all of the relevant reviews of plans, explain when this is likely to occur.

As a Group 2 Council, Camden set about implementing a new IP&R Framework in line with legislative requirements. The work required to meet the new requirements started more than 12 months prior to the due date for completion. At this point, Camden Council already knew it had an infrastructure asset backlog dilemma which could not be addressed without raising supplementary income. Estimates at that time put the backlog figure in excess of \$12m.

In order to address this issue, Council sought a special rate variation of 4.5% (in perpetuity) to implement a Community Infrastructure Renewal Program (CIRP) in March 2010. The CIRP was designed to address Council's escalating infrastructure asset backlog. The Division of Local Government approved the rate increase for a period of 3 years, expiring 30 June 2013. The primary reason for only approving 3 years was because Council had not yet completed its IP&R commitments (which were due later that financial year - 30 June 2010).

The Long Term Financial Plan and relevant Asset Management Plans first formally identified the need for a Special Rate Variation (SRV) in 2010. Though, it should be noted, significant works had commenced some 12 months prior to this in the lead up to Council's SRV application in March 2010.

As mentioned, Council is currently reviewing its suite of IP&R documents with a view to having them formally adopted in the coming months. Already, Camden 2040 has undergone extensive community consultation and has been earmarked for public exhibition during the month of April 2013. The Delivery Program and Operational Plan will be publicly exhibited shortly thereafter.

As a side note, I am pleased to inform IPART that Camden Council has been acknowledged by the DLG for its outstanding work on the IP&R Framework. Camden has been listed as a 'Model Council' in a soon to be released IP&R Manual & Guidelines document issued by the DLG.

ATTACHMENT 3 – END OF TERM REPORT

Council's END OF TERM REPORT is attached to demonstrate how Integrated Planning and Reporting works at Camden Council.

Criterion 1: Need for the variation

In this section, you should present a case for the proposed revenue increases by showing why the special variation is needed. The need must be identified and articulated in the council's IP&R documents, including the Delivery Program and LTFP, and AMP where relevant.

Variations for capital expenditure

Does the purpose of the proposed special variation require the Council to undertake a capital expenditure review in accordance with Council Circular 10-34?

NO

If Yes, has a review been undertaken?

N/A

If Yes, has this been submitted to DLG?

N/A

Strategic planning information

In the section below, provide commentary on how the need for the special variation is reflected in the council's strategic planning documents (i.e., Community Strategic Plan and Delivery Program). Provide extracts from or references to the council's IP&R documents as relevant.

Explain the likely benefits of the project, works or other activity the council is proposing to undertake with the additional special variation funds, as outlined in the IP&R documents.

If you are seeking funding for contributions plan costs above the development contributions cap, see.¹

Council is not seeking funding for contribution plan costs above the development contributions cap.

NEED FOR THE VARIATION

The extent of Council's infrastructure asset backlog is well documented in a number of Council strategic planning documents and reports that have been prepared for council's consideration in recent years.

The Camden Local Government Area has experienced rapid population growth over the past few decades, changing the area from a predominantly rural Council on Sydney's fringe, to a blend of urban, rural-residential and farmland environments. This means Council's services and facilities have also had to change and expand over this time to meet the needs of a larger and more urbanised population.

The State Government's urban development plan sees the Camden Local Government Area experiencing population growth that will take the area from the current population of 59,000 people to over 250,000. Camden Council has an active role in the planning and delivery of this growth, and this has required the organisation to apply additional resources, often at the expense of other existing services.

¹ See Planning Circular 10-025 at www.planning.nsw.gov.au for the most recent Direction issued under section 94E of the *Environmental Planning and Assessment Act 1979*. See also Planning Circular PS10-022.

Like many Councils in NSW, Camden Council is facing significant financial challenges. In essence, the costs to Council of delivering services and facilities have increased at a far greater rate than income over the past years. These costs include responsibility for an increasing number of infrastructure assets, an increasing number of statutory obligations and charges required by the State Government, additional services and functions that were previously carried out by other levels of government, and the planning for urban development and population growth. These costs have not been met with additional funding.

Council's financial situation, and thus its long term capacity to meet the needs of current and future residents, needs to be addressed. This will require a range of solutions, as no single approach will be sufficient to address the issue fully. Council needs to continue to pursue supplementary funding from all tiers of government, particularly given the growth rate that is facing the area in the future.

The increased population will increase Council's income in the future, however this will be used to fund the additional services that will be required by these new residents.

The proposal to continue the Community Infrastructure Renewal Program (CIRP) is seen as one measure towards addressing current and future community infrastructure budget shortfalls. Council will continue to work proactively in the coming months and years to secure other necessary solutions to its funding issues.

Importantly, Council recognises that the CIRP should not be funded exclusively by today's ratepayers. The proposed \$6m CIRP is funded from a mix of subsidised loan borrowings from the State Government (\$2m), Internal Reserves of Council (\$1.5m) and a one-off special rate variation of 1.1% for a period of 6 years (\$2.5m).

Whilst the proposed \$6m CIRP will not eliminate the infrastructure asset backlog (currently estimated to be in excess of \$12m), the additional funding will go a long way towards addressing the most critical assets throughout the Camden LGA.

Council's Strategic Planning Documents

Copies of Council's Strategic Planning Documents are referenced at the end of this section.

1. Community Strategic Plan: Camden 2040

Camden 2040 was adopted by Council in December 2010, following extensive community consultation and input. A significant part of the community consultation involved a community satisfaction survey of Council's services. This survey highlighted the need for council to address local infrastructure assets as a matter of priority. Camden has appropriately responded by making clear references to this issue throughout Camden 2040.

In particular, the following extracts are pertinent:

What Our Community Says (page 49)

Transport was identified as the most significant issue facing the area now, and the most important to “get right” for the future. The key concerns relate to public transport, and the congestion and condition of roads.

The condition of local roads, footpaths and kerbing, and Council’s asset management were two of the community’s highest priorities in relation to Council’s overall services.

What does our community expect? (page 54)	Responsibility
<i>1. Construction and Maintenance of Roads and Related Infrastructure</i> <i>People are able to get where they need to go conveniently, safely and efficiently because roads and road-related infrastructure are sufficient for Camden’s needs and are well-maintained.</i>	<i>State Govt, Camden Council, Development Industry</i>
Strategies	Responsibility
<i>4.3 Planning the long term asset management of roads and road-related infrastructure to ensure that assets are kept in good condition into the future</i>	<i>State Government & Camden Council</i>

2. Delivery Program

The following extracts are examples of how this issue is reflected in Council’s Delivery Program:

“Community Infrastructure Renewal Program – road resurfacing and kerb and gutter replacement programs (contingent upon continuation of funding beyond 2012/13)”. (page 126)

“Community Infrastructure Renewal Program – footpath replacement programs (contingent upon continuation of funding beyond 2012/13)”. (page 127)

3. Asset Management Plans

The following extract is from Council’s Asset Management Plan – Roads & Transport:

Community Infrastructure Renewal Program ending in 2012/2013

“This strategy is based on the current funding arrangement in place including the Community Infrastructure Renewal Program (CIRP) at 4.5% p.a. ending in 2012/2013. This current rate increase for the CIRP has enabled the Council to progressively treat some of the renewal gaps within infrastructure asset classes.

The problem with this scenario is that the CIRP is only for three (3) years, and has had limited impact on reducing the renewal gaps due to the continuing deterioration in condition of the assets and the increase of assets coming under Councils management (page 46-47 of Council’s Asset Management Plan – Roads and Transport)”.

ATTACHMENT 4 – COMMUNITY STRATEGIC PLAN (CAMDEN 2040)

ATTACHMENT 5 – DELIVERY PROGRAM & OPERATIONAL PLAN

ATTACHMENT 6 – ASSET MANAGEMENT STRATEGY

ATTACHMENT 7 – ASSET MANAGEMENT PLAN – ROADS & TRANSPORT

Financial planning information

The justification for the special variation and its timing must be based on the council's Long Term Financial Plan (LTFP). The LTFP needs to include various budget scenarios, including scenarios with and without the special variation, that are based on clear and reasonable assumptions (see Section 6).

In the section below, explain the need for the variation in the context of the LTFP and the various budget scenarios. Provide extracts from or references to the LTFP as necessary.

It may also be useful to comment on external assessments of the Council's financial sustainability (e.g. by Treasury Corporation), or the Council's recent revenue and expenditure history and how this relates to the need for the additional funding from the special variation.

Long-term Financial Plan

A review of Council's LTFP and financial ratios indicates that Council is not generating enough income to cash fund depreciation. The result is a decline in spending on asset renewal. Council is trying to address this through loans (LIRS), cash reserves and an SRV. This is also a funding mix that minimises the impact on ratepayers. The issue of the asset renewal gap requires a long-term solution, as Council grows more discretionary funding will become available which can be used to improve the renewal gap.

Council is sustainable and this is further supported by a recent review by Treasury Corporation (extract below). Please also refer to the section "impact of special variation on key financial indicators" which further supports Council's need for an SRV and the section "long term financial plan assumptions" which supports the underlying assumptions of the LTFP.

Attached is a copy of Council's LTFP for model 1 and 2 detailing the impact of a 1.1% SRV on the Income Statement, Balance sheet, Cash Flow Statement and financial performance indicators.

Comments by Treasury Corporation

Below is an extract from Council's draft T/Corp Report which identifies that Council is sustainable but has limited capacity to borrow further funds for asset renewal over and above the \$2 million LIRS loan. It also supports Council's proactive approach in considering an SRV to part fund its renewal gap.

"Based on our review of both the historic financial information and the 10 year financial forecast within Council's long term financial plan we consider Council to be currently financially Sustainable but there are a number of risk factors affecting its future Sustainability."

We base our recommendation on the following key points:

- *Council's underlying operating performance (as indicated by its EBITDA) has increased over the review period in line with population growth*
- *Council has had an adequate level of liquidity and maintained a manageable level of debt as indicated by its above benchmark credit metrics*
- *Council has been proactive in attempting to source additional revenue with its SRV and LIRS applications*

However we would also recommend that the following points be considered:

- *Council is underspending on asset maintenance and renewal. As the LGA is going through a large period of growth, Council needs to ensure the balance between spending on new assets and renewing ageing assets*
- *Council needs to carefully manage the population growth and find operational efficiencies to ensure that marginal expense increase from growth is lower than the marginal increase in revenue*
- *Council has incorporated a significant increase in borrowings to fund the new administration building project which places pressure on its credit metrics. Council needs to carefully manage its cashflow to maintain its liquidity and ensure it has sufficient capacity to repay its debt obligations"*

ATTACHMENT 8 – FINANCIAL MODEL 1 (NO SRV)

ATTACHMENT 9 – FINANCIAL MODEL 2 (1.1% SRV)

ATTACHMENT 10 – FINANCIAL RATIO ANALYSIS

Prioritisation of proposed spending

If possible, also explain how the Council has prioritized the proposed spending in its program of expenditure (incorporated into its LTFP and as indicated in Worksheet 6 of Part A of the application form). If a special variation application is approved for a lesser amount than requested, it is useful for the council to be able to indicate which projects would be funded first.

Council has identified a \$6 million program of works over 6 years. The funding of this program is a mix of loans, reserves and the proposed SRV. If the loan or SRV is unsuccessful the program of works will be reduced. The works for each year have been provided and it is expected that the year 1 works are priority. Council can fund year 1 works from the reserve allocation if other methods of funding are unsuccessful.

Alternative options

In explaining why the special variation is needed, you should indicate how the council has considered a range of alternative financing options (e.g. borrowing, private public partnerships, joint ventures, user pays) and why the special variation is the most appropriate option.

It is important that you explain how the decision to apply for the variation has been made after all other options (i.e. alternative revenue sources, changing expenditure priorities, alternative modes of

service delivery) have been considered. Once again, provide extracts from, or references to, the LTFP which shows the Council's consideration of alternative revenue options.

Council has reviewed its borrowing capacity, rate income and expenditure (in line with projected growth), its need to address asset renewal and its cash reserve now and into the future. Council has also put together a funding package that draws from three different sources of funding, loans, reserves and an SRV. The increase is modest and is representative of a Council who has prudently considered all its options before asking its community to pay more.

Impact of special variation on key financial indicators

Outline below how the special variation impacts the Council's key financial indicators over the 10 year planning period, as identified in the LTFP. This should include the impact on key indicators under the various budget scenarios (with and without the special variation).

Key indicators may include:

- Operating balance ratio (net operating result (excluding capital items) as a percentage of operating revenue (excluding capital items))
- Unrestricted current ratio (the unrestricted current assets divided by unrestricted current liabilities)
- Rates and annual charges ratio (rates and annual charges divided by operating revenue)
- Debt service ratio (net debt service cost divided by revenue from continuing operations)
- Broad liabilities ratio (total debt plus cost to clear infrastructure backlogs (Special Schedule 7) divided by operating revenue)
- Asset renewal ratio (asset renewals expenditure divided by depreciation, amortisation and impairment expenses)

If the variation is to fund asset or infrastructure expenditure, the application should include an explanation of relevant asset replacement, renewal or repair expenses, and how the expenditure addresses backlogs over time.

Please refer to the extract from Council's LTFP "Ratio Analysis and Long Term Financial Sustainability" which explains the impact of this SRV on Council's key financial indicators

Criterion 2: Community engagement

To meet this criterion, you must provide evidence from the council's IP&R documentation that the council has consulted on the proposed special variation and that the community is aware of the need for, and the extent of, the rate increases. You should also show that the council has sought to obtain community input on both the proposed spending area, the revenue path in the council's LTFP incorporating the Council's proposal, and the community's willingness to pay the rate increases.

In assessing the evidence, we will consider how transparent the council's engagement with the community has been, and that the information provided to the community shows:

- the proposed rate increases including the rate peg;
- the alternative rate levels without the special variation;
- if the requested special variation includes an expiring special variation;
- rates on an annual increase basis (and not just on a weekly basis); and
- if the council is proposing increases for any of its other charges, for example, waste management, when these are likely to exceed CPI increases.

Does the council seek to renew or replace an expiring special variation?

If so, this needs to be clearly explained to the community. Councils should explain:

- ▼ that there is a special variation due to expire during the time period covered by the current special variation application, or the time period immediately before
- ▼ that, if the special variation were not approved (i.e., only the rate peg were applied), the year-on-year increase in rates would not be as high, or there would be a rates decrease (whichever is applicable)
- ▼ if applicable, that the expiring special variation is being replaced with a permanent increase to the rate base.

Refer to DLG's Guidelines, the IP&R manual, and IPART's fact sheet on community engagement for more information about how community engagement might best be approached.

The consultation strategy

In the section below, provide details of the consultation strategy undertaken, including the range of methods used to inform the community about the special variation proposal and to obtain community input on this option (e.g. media release, mail out to ratepayers, focus group, survey, online discussion, town hall meeting, newspaper advertisement or public exhibition of documents). Provide relevant extracts from the IP&R documentation to explain the strategy, where possible.

The information should clearly identify:

- key stakeholders in the consultation process

- the information that was presented to the community regarding the special variation proposal
- methods of consultation and why these were selected
- timing of the consultations (including exhibition of Draft Community Strategic Plan, Draft Delivery Program and Draft Operational Plan as applicable).

Attach relevant samples of the Council's consultation material to the application.

COMMUNITY CONSULTATION PROGRAMME

Council embarked on a Community Consultation Programme following a resolution from Council on 11 December 2012 to pursue a continuation of the existing Community Infrastructure Renewal Program.

Community consultation commenced Tuesday 29 January 2013 and concluded Monday 25 February 2013. The following mechanisms were put in place to inform residents of the proposed SRV:

1. Media Advertising

Council placed advertisements in local papers servicing the Camden Local Government Area. These advertisements ran for 3 consecutive weeks commencing Wednesday 23 January 2013.

The advertisements stated Council's proposal to increase rates and the key reasons for this. It also gave information about how residents could provide feedback on the proposal, and advertised the times and locations of the Open House Information Sessions.

2. Resident Newsletter

A newsletter was sent to every household in the LGA and was mailed to owners who live outside the LGA. The newsletter provided a summary of the reasons for the proposal, how the funds would be spent, the impact on rates for the average ratepayer and the mechanisms for providing feedback. Included on the back of the newsletter was a cut-out feedback form that could be sent to Council (no stamp required).

3. Phone Survey

Council undertook a phone survey of residents within the Camden LGA in early February 2013. This phone survey was commissioned to a firm, Micromex, who surveyed 400 residents (a statistically significant random sample size).

4. Council's Website

Council developed a section on its website related to the Community Infrastructure Renewal Program proposal. This section contained the following information:

- A copy of the newsletter sent to all residents
- A link to the proposed \$6m program of works
- A copy of the Council report – 11 December 2012
- Information relating to the 3 Open House Information Sessions
- An email account to provide feedback on the proposal.

5. Open House Information Sessions

Three Open House Information Sessions were held, one in each ward – Monday 4 February at Camden Civic Centre, Wednesday 6 February at Narellan Library and Saturday 9 February at Catherine Field Community Hall.

These sessions provided visual displays of the proposal, including how infrastructure renewal was identified as a priority, examples of the condition of some items of community infrastructure in the area, and where the funds will be spent in terms of infrastructure types and wards.

In all cases, the message that this was a proposed continuation of an existing program was made very clear in all correspondence and consultations. The merits of the program, the proposed list of works and the impacts on average residential rates (both on a weekly and annual basis) was clearly outlined.

Outcomes from community consultations

In this section provide a summary of the outcomes from the council's community engagement activities, as presented in the council's IP&R documentation (e.g. number of attendees at events, percentage of responses indicating support for certain services/projects or rate increases, overall sentiment of representations, results of surveys).

Also provide a summary of submissions received in response to the exhibition of the Draft Operational Plan where they relate to the proposed special variation. Identify the nature of the feedback related to the proposal (including by relevant stakeholder group) and any action proposed by the council to address issues of common concern.

Attach copies of relevant documentation e.g. survey reports to the Council.

COMMUNITY CONSULTATION OUTCOMES

Phone Survey Results

The phone survey provided a very valuable insight into what the community thought about the proposed special rate variation. The results from the phone survey (400 respondents) were appropriately weighted by age to reflect the 2011 ABS Census data for the Camden LGA. The key findings of the survey were as follows:

- 89% of residents (356 people out of a possible 400) are at least '**somewhat supportive**' of Council continuing the reduced special rate variation over the next 6 years
- 67% of residents (268 people out of a possible 400) were at least '**supportive**' of the proposal.
- 11% of residents (44 people out of a possible 400) were **opposed** to the proposal.
- 94% of residents (376 out of a possible 400) indicated that it is at least '**somewhat important**' that Council be allowed to continue the special rate variation.

Submissions to Council

Council received 170 submissions on the proposed special rate variation. The vast majority of these submissions were made using the cut-out submission form on the rear of the Newsletter sent to all residents. A summary of the feedback received in this format is provided below:

- 70 people (41%) voted **in favour** of the proposed 1.1% special rate variation
- 100 people (59%) voted **against** of the proposed 1.1% special rate variation.

It is pleasing to see that residents were willing to express their views on this matter. It was hoped that a larger number of residents might want to have their say given 18,000 Newsletters were sent out. It should be noted that the number of submissions made by rate payers represents 0.08% of the total rate base of the Camden LGA.

Some of the primary reasons given why residents are opposed to the proposed special rate variation include:

- families and pensioners are already struggling with their household budget
- rates from developing areas should be paying for this program, and
- existing rates are already too high.

It should be noted that a number of the reasons given for opposing the proposed special rate variation were unrelated to the merits of the CIRP.

Some of the primary reasons given why residents support the proposed special rate variation include:

- satisfied with the need to upgrade essential infrastructure
- the proposed increase is not significant, and
- satisfied with the general performance of Council

Open House Information Sessions

Despite the advertising undertaken for the Open House Information Sessions, attendance was poor, with only 2 people attending the 3 sessions. It would seem this is not an effective consultation technique for this particular purpose.

Summary of Feedback:

A total of 570 residents expressed their views on the proposed special rate variation. 400 of these views were expressed via a phone survey and 170 via a submission using the cut-out submission form on the rear of the Newsletter sent to all residents.

The following table summarises the support and opposition to the proposed special rate variation.

	Support	Opposed	Total
Number of residents who were at least 'somewhat supportive' of the proposed special rate variation	426 (75%)	144 (25%)	570 (100%)

It should be acknowledged that a Phone Survey is more geographically representative of the Camden LGA demographics than the submissions received from the public. Furthermore, it should be acknowledged that a Phone Survey is a random sample of the population as opposed to residents who felt strongly enough to make a submission.

ATTACHMENT 11 – PHONE SURVEY RESULTS

ATTACHMENT 12 – PUBLIC SUBMISSIONS SUMMARY (CONFIDENTIAL)

ATTACHMENT 13 – RESIDENT NEWSLETTER

Criterion 3: Rating structure and the impact on ratepayers

Councils must also fill in the worksheets in Part A of the application in order to provide the information and calculations underpinning the proposed rating structure, the impact of the special variation and rate increases.

Proposed rating structure

In the section below, provide an explanation of the proposed rating structure for the variation under two scenarios – the proposed rating structure if approved and the proposed structure should it not be approved.

Camden Council's Current Rating Structure is based on the following criteria:

A Base amount and Ad Valorem Rate as stated by Section 497 of the Local Government Act, 1993 and there will be no change to either structure whether the Special Rate Variation is approved or not.

Council has determined the following factors for Rating:

Residential = 1.0

Business = 2.7

Farmland Ordinary = 0.5

Farmland Intensive = 0.9

These factors have been Council's Policy since 1994 with a slight adjustment to the Business factor in the 2005/2006 Rating Year which changed from 2.5 to 2.7. Again, there will be no change to these Rating Factors whether the Special Rate Variation is approved or not.

Impact on rates

Comment on the cumulative impact of the proposed increases on different rating types and categories, as detailed in Worksheet 5 of Part A of the application, and explain why the rate increases are reasonable.

Include an explanation of any differences between the requested percentage increases of different rating types or categories.

Also include commentary on average rates (defined as Notional Income Yield divided by the number of assessments for each rating category, sub-category or special rate) and the impact of the proposed rate increases across the rates distribution.

Provide references from the relevant pages in the Council's IP&R documents to demonstrate reasonableness.

Council's proposed special rate variation of 1.1% over and above of the Ministerial allowable limit of 3.4% will have a minimal impact on residential, business and farmland rates.

Average residential rates will increase by \$13 per annum, \$139 per annum for business rates and \$58 per annum for farmland rates from the current rating year (2012/2013).

There will be no noticeable change in the distribution of rates between the various rates categories. The current distribution (2012/2013) is Residential 77.93%, Business 20.39% Farmland Ordinary 1.52% and Farmland Intensive 0.16%

It is important to note that Council did originally seek a 4.5% rate increase (in perpetuity) in 2010. The DLG approved the 4.5% rate increase for a period of 3 years only. Council, through several public reports, has long been flagging its intention to continue the CIRP beyond 30 June 2013. Council carefully considered how the CIRP could be continued without burdening the community with a significant rate increase. The 1.1% proposed in this application is a deliberate attempt to minimise the burden on ratepayers. Council was particularly mindful of the overall rate increase that was anticipated in 2013/14 (4.5%). The 4.5% rate increase currently embedded in residents' rates will effectively be replaced by a 4.5% rate increase to continue the CIRP (bearing in mind there are other sources of funding contributing to the continuation of the CIRP – loan borrowings and Internal Reserves).

Minimum Rates

Does the Council have minimum rates?

NO

If Yes, provide details of the proposed increase in minimum rates and the proposed share of ratepayers on the minimum rate for the relevant category, with and without the special variation.

Community's capacity to pay proposed rate increases

Discuss the capacity of ratepayers (in each sub-category) to pay for the rate increases. Provide relevant supporting information from the council's IP&R documentation, in particular any reference to the "affordability" of the proposed increases. Examples of supporting evidence could include discussion of affordability measures such as SEIFA rankings, land values, average rates and disposable incomes, or the outstanding rates ratio. It could also include comparisons of socioeconomic indicators or rate levels with peer group councils. Remember that the amount of information required is generally proportionate to the size and complexity of the proposed increase.

IPART may consider indicators such as the SEIFA index rankings and income levels, as well as the council's current average rate levels, as part of its assessment of capacity to pay in the LGA, even if the Council does not provide this information in its application.

As previously stated, Council was particularly mindful of the impact the proposed SRV would have on ratepayers. Given average rates will not increase considerably it is reasonable to assume the impact on ratepayers will be minimal. In fact, the way the proposed total rate increase is structured, it is highly likely that most average ratepayers will not experience a change in their overall rates for 2013/14 when compared to the rates they are currently paying in 2012/13.

The 2011 Census showed that the weekly income for the Camden LGA was reported to have 17,042 households with a weekly amount of between \$800 and over \$4,000.

The increase requested would mean a difference of \$19.79 per annum for the average Residential Rate or 38c per week increase. The average residential rate with the increase would be \$1,304.85 and without it, it would be \$1,285.06. This compares to the current average residential rate (for 2012/2013) of \$1,291.48. In relation to the Business Rate the increase would amount to \$2.35 per week and Farmland at \$1.07 per week.

These modest increases would only impact slightly on the expenses of any ratepayer.

Addressing hardship

Does the Council have a Hardship Policy in place?

Yes

If Yes, is the Policy identified in the council's IP&R documentation?

Yes

Please attach a copy of the Policy to the application.

Yes

Does the council propose to introduce any measures to limit the impact of the proposed special variation on vulnerable groups such as pensioners?

Yes

Provide details of the measures to be adopted, or explain why no measures are proposed.

The following policy relates to Pensioners who are experiencing difficulties making Rate payments:

- Council allows Pensioners 12 months to pay their current Rates and Charges before interest is applied to the outstanding Balance.
- Council does not take action against pensioners to recover outstanding balances.
- Council allows Rates and Charges to accrue up to five years before entering into a Deed of Agreement with the Pensioner for the future payment of Rates and Charges.
- Where a Deed of Agreement is required, Council will pay up to \$400 towards any legal costs incurred by the pensioner associated with putting the Agreement in place.

Hardship Provisions:

This policy recognises that due to exceptional circumstances, ratepayers may at times encounter difficulty in paying rates and charges. The policy provides the framework to be followed in providing assistance to those ratepayers who are suffering genuine financial hardship.

1. **Section 564 Local Government Act, 1993** provides Council with the option to accept payment of rates and charges due and payable in accordance with an agreement made with the person and also to write off or reduce interest accrued on rates and charges if the person complies with the agreement.

2. **Section 567 Local Government Act, 1993** allows Council to write off accrued interest on rates and charges payable by a person if, in Council's opinion the reasons that the person was unable to pay the rates and charges were beyond the person's control, or, that the person is unable to pay the accrued interest for reasons beyond that person's control, or, that the payment of the accrued interest would cause the person hardship.
3. **Section 601 Local Government Act, 1993** allows a ratepayer who, as a consequence of the making and levying of a rate on a valuation having a later base date than any valuation previously used by a Council for the making and levying of a rate, suffers substantial hardship, may apply to the Council for relief.

Hardship under Section 564 & 567

The application for Hardship Rate Relief must be made on the appropriate application form.

- The applicant must be the owner/spouse or part owner of the property and be liable for the payment of rates on the property.
- The property for which the hardship application applies must be the principal place of residency of the applicant/s.
- The property for which the hardship application applies must be categorised as "Residential" for rating purposes. (Assistance can be made for businesses or farmers in financial difficulties in the form of payment arrangements)
- For applications made under Section 564 the applicant must have entered into a mutually acceptable agreement with Council in order to repay the outstanding rates and charges by periodical payments.
- The application for hardship must be accompanied with supporting documentation which may include but is not limited to:
 - i. Reasons why the person was unable to pay the rates and charges when they became due and payable.
 - ii. Copies of recent bank statements for all accounts held by the applicant.
 - iii. Details of all income and expenditure.
 - iv. Letter from a recognised financial counsellor or financial planner confirming financial hardship and advising of what procedures had been put in place to remedy the situation.

Hardship under Section 601

The application for Hardship Rate Relief must be made on the appropriate application form

- The property must be categorized as residential or farmland for rating purposes.
- The property must be the site of a single dwelling house.

- The applicant must be an owner and an occupier of the property to which the rates relate and the dwelling must be the applicant's sole or principal place of living.
- The rates payable will be calculated after pensioner concession /postponed rates have been taken into account. The applicant must disclose the Gross household income which includes but not limited to income from pensions/salaries, investment income, deemed income from assets, deemed rental from non-owner residents etc.
- The rates payable must only include ad valorem and base amounts and does not relate to domestic waste management charges, stormwater levy, septic approval to operate or any special rates.
- The ordinary rate increase must be more in percentage terms than the maximum permissible rate increase allowed for the year by the Department of Local Government (or by council-specific order issued by the Minister for a rate increase over the nominated increase.)
- To those properties that are subject to a Mixed Development Apportionment Factor (MADF) and are rated as part residential and part business the residential rate only is to be considered in the calculation of the increase.
- An application must be made on the approved form.
- Applications for relief under this policy will only be considered if they are received within 6 months of the posting date of the rate notice in the first year of the use of the General Revaluation for rating purposes.

ATTACHMENT 14 – PROPOSED RATING STRUCTURE

ATTACHMENT 15 – IMPACT ON RATES

ATTACHMENT 16 – AVERAGE RATES BY SUBURB

ATTACHMENT 17 – COUNCIL'S RATES HARDSHIP POLICY

ATTACHMENT 18 – COUNCIL'S APPLICATION FOR RATES HARDSHIP

ATTACHMENT 19 – COUNCIL'S DEBT RECOVERY POLICY

ATTACHMENT 20 – COUNCIL'S PENSION POLICY

Criterion 4: Delivery Program and Long Term Financial Plan assumptions

The Council's planned service delivery and budgeting must be based on realistic assumptions in order for an application to be approved by IPART.

Given the importance of the Delivery Program and LTFP in providing the strategic and financial justification for a special variation, it is critical that the assumptions underpinning these plans, in particular, are realistic. Questions that we will consider in assessing this criterion include:

- Is the proposed scope and level of service delivery in the Delivery Program appropriate given the council's financial outlook and the community's priorities?
- Are the Council's estimates of specific program or project costs which have been incorporated into the LTFP feasible and based on an efficient allocation of resources?
- Are the Council's projected cost components (including labour costs) in the LTFP based on realistic assumptions?
- Has the Council incorporated other realistic assumptions about the expected rate of growth in the LGA?

In explaining the Council's assumptions, identify any industry benchmarks or independent cost assessments that have been utilised by the Council in developing them. Also include details of any relevant research or feasibility work undertaken e.g., related to new program or project costs.

Delivery Program assumptions

Explain the key assumptions underpinning the Council's Delivery Program and why they are realistic. For example, assumptions will relate to:

- the community's priorities and expectations, in order of importance
- proposed level of service for assets
- speed at which asset backlogs are to be addressed
- speed at which other identified gaps in service provision are addressed.

Council's Community Strategic Plan (Camden 2040) contains 6 Key Directions and 30 Local Services. These same Key Directions and Local Services are reflected in Council's Delivery program and Operational Plan (DPOP). Put simply, the 4 year DPOP is a 4 year action plan to deliver the aspirations of Camden 2040. These Key Directions and Local Services were developed in response to Camden 2040 community consultation and have been refined through two major community surveys since Camden 2040 was adopted in December 2010.

The proposed service levels for assets are clearly articulated in the Asset Management Plans developed for Roads & Transport, Open Space, Drainage and Buildings. At a much higher level, these service levels are outlined in Council's Asset Management Strategy.

The difficulty is always going to be securing sufficient funds to maintain these service levels, particularly with so many competing priorities. The infrastructure asset backlog exceeds \$12m and whilst the proposed \$6m Community Infrastructure Renewal Program will go some way towards addressing this asset backlog, there still remains a way to go. A long term plan to eliminate Council's asset backlog will be developed as part of an overall plan to improve the sophistication of Council's asset management systems.

Long Term Financial Plan assumptions

Explain the key assumptions underpinning the LTFP and why they are realistic. For example, assumptions will relate to:

- the rate peg (if different from 3%)
- rate of growth in labour costs
- rate of growth in non-labour costs
- cost of service provision in the council's proposed program of expenditure (as per Part A)
- level of cost recovery for provision of services (e.g., full or partial cost recovery)
- expenditure growth rate
- major asset disposals/investments/capital commitments
- population and rate assessment growth rate
- major borrowings/repayments
- grants and other revenue.

Attached is an extract from Council's LTFP which explains the assumptions used in the plan.

To support the validity of these assumptions an extract from the recent Treasury Corporation Report on Council's sustainability and LTFP assumptions is below.

"Overall, Council's assumptions of revenue and expenses are underpinned by high population growth. Should the forecast population growth not be achieved, Council can reduce its expenditure accordingly. The assumptions generally seem reasonable with exceptions noted above"

The "exceptions noted above" predominately relate to the risk associated with some growth estimates but as indicated above Council has the capacity to reduce spending if required.

ATTACHMENT 21 – LTFP ASSUMPTIONS

Criterion 5: Productivity improvements and cost containment strategies

In this section, provide details of any productivity improvements and cost containment strategies that the council has undertaken in the last 2 years (or longer), before considering an increase in rates.

Also provide details of plans for productivity improvements and cost containment strategies during the period of the special variation. These proposed initiatives, which may be capital or recurrent, must be to reduce costs.

Where possible, all productivity improvements and savings (including forward plans) should be quantified in dollar terms. The Council may also wish to identify its current and/or projected financial position without the (savings) initiatives.

Productivity improvements should include consideration of:

- levels of service provision (e.g. utilisation rates of community halls and number of service enquiries per FTE)
- measures of input (e.g. FTE levels, contracting costs)
- reviews of organisational structures or service delivery.

Identify how and where the proposed initiatives have been factored into the council's resourcing strategy (e.g. LTFP and AMP).

As additional supportive information, the Council may wish to provide evidence of improvements in its performance on key indicators that measure productivity or efficiency. This information is not essential for this criterion to be met. However, we will be reviewing the Council's labour costs against the DLG Group average, to help assess the council's costs.

GENERAL COMMENTARY

Camden Council has been a 'growth Council' for many years, with the population doubling in the last 20 years alone. The growth of the Camden Council organisation has not kept pace with this population growth, meaning that it has demonstrated significant productivity and efficiency through delivering services and facilities to a larger community without proportional organisational growth. This represents a 'culture of productivity' within the Council staff organisation and the elected councillors.

Council's growth in its staff establishment is not keeping pace with the growth in services required by an increasing population. Over the past 5 years, the number of fulltime equivalent staff has increased by 9%, however the number of properties for which this organisation provides services has grown by more than double this rate, 21%.

Camden Council already runs one of the leanest staffing organisations in the local government sector. The Local Government National Report (2009) identifies that the Australian Councils average population per council staff member is 123; the NSW Councils average is 138 and the Camden Council ratio is 185. In its simplest form, the statistic identifies that if Camden Council was the "average NSW Council" it would have an additional 114 staff.

Council's high performance, despite the growth in the demands that have been placed on the organisation, and the fact that the organisation has not grown proportionally to this, was highlighted in a random service satisfaction survey conducted in late 2011. Council received a high satisfaction rating for its overall performance from residents. The survey indicated that the mean satisfaction rating for Council's overall performance was 7.14 (out of 10). This was higher than the mean score for comparable Councils (6.70). The areas the community feels require most attention – condition of assets and infrastructure – are the subject of this application.

Despite the significantly high number of development applications processed than those of most other Councils (note: total value of development is \$1.2 billion over the past 3 years), Camden Council continues to process DA's under the State average time, and at much lower staffing levels. According to The Department of Planning 2010/11 Performance Monitoring figures, Camden Council officers assesses an average of 158 applications per year, the highest number of development applications per officer across the entire Sydney region. Liverpool City Council is second with 123 applications per officer (28% fewer applications per officer).

Camden Council has a culture of actively constraining expenditure and pursuing productivity improvements. The following is a sample of specific productivity improvements and expenditure savings:

Energy costs

Council entered into a 30 month electricity contract which expired 31 December 2012. The focus of this contract was on street lighting charges and community facilities that consume the most power. A total of \$114,000 in expenditure savings have been realised during the contract period.

In addition, from 1 January 2013, Council entered into a new contract for contestable sites and its street lighting charges. This contract will result in a one-off increase in Year 1 of 1.4% for contestable sites and 4.3% for street lighting, which are both lower than the 7.5% increase expected under a previous contract. This represents a saving of approximately \$40,000 over the next 12 months alone.

Renewable Energy

Council has invested in a solar photovoltaic system for Narellan Library which is expected to produce 30% of the total energy required for the day to day operations of the Library. This translates to a saving of approximately \$22,000 per annum.

Water Costs

Council is implementing water saving measures which have been identified through water audits of its highest using facilities, including repairing leaks, installing water efficient devices and improving operational practices.

A Recycled Water Agreement for sub-surface irrigation to some of Council's playing fields has achieved a water price 75% lower than potable water for a set volume – excess water is 50% lower than the potable water price.

Processed/Refined Soil as Fill Material

Council sifts dirt and rubbish from rural road shoulders, which allows re-use of screened soil and savings in disposal of residual rubbish. Annual savings are estimated at \$150,000 in tipping and transport costs.

Alternative footpath repair method

The use of a large surface grinder is estimated to save approximately \$60,000 per annum, with less need for full reconstruction of footpaths and less inconvenience to residents.

Fleet Management

Council continues to progressively convert its passenger fleet from 6 cylinder to 4 cylinder or alternate fuel vehicles. In lease and insurance costs alone, Council saves an estimated \$300,000 per annum on the 75 four cylinder vehicles it now has in its fleet.

Alternative road construction method

Increased use of profile machinery in recent years has assisted in the significant containment of road construction costs, equating to savings of in excess of \$1.2m per annum. This has allowed Council to expand the road reconstruction programme to address assets requiring critical attention and therefore, attempt to reign in the escalating cost of Council's infrastructure asset backlog.

Alternative road construction products

The use of recycled material has resulted in savings of approximately \$58,000 per annum.

Banking Services Contract

Council recently secured a new Banking Services Contract which will yield \$150,000 in savings over the next 5 years.

Voluntary Planning Agreements

Council has successfully negotiated Voluntary Planning Agreements (VPA's) with both Oran Park and Gregory Hills Precincts worth a combined \$200m. Whilst the VPA's essentially reflect what would have been otherwise collected under Developer Contribution Plans, the VPA's 'guarantee' delivery of facilities to the community in accordance with strict lot release timeframes/numbers. This will ensure facilities are delivered when they are needed by the local community, not when Council has collected sufficient cash to build the facilities (which is typically the way in Local Government).

In summary, despite the increased population of Camden and the associated growth in demand for Council services, Camden Council has not grown proportionally. This means that the organisation has become increasingly productive and efficient in the delivery of services to the community. In addition to this, Council has implemented a variety of cost saving measures.

This culture of performance improvement will continue into the future, because despite the relief this small rate increase will bring to our financial situation, Council will continue to face significant operational challenges in delivering its range and quality of services to a rapidly expanding population.

Other information

Previous Instruments of Approval for expiring special variations

If your Council has an existing special variation which is due to expire in the proposed special variation period, we request that you attach a copy of the Instrument of Approval for this variation, which has been signed by the Minister or IPART Chairman.

ATTACHMENT 22 – THE INSTRUMENT UNDER SECTION 508(2):

Reporting

Provide details of the mechanisms that the Council will put in place to transparently report to the community on the special variation (being applied for).

Indicate how the Council proposes to report this information to the community and what performance measures it will be putting in place to measure the success of the projects or activities funded from the variation.

As specified in the Guidelines, reporting information should clearly identify:

- the additional income obtained through the variation
- the productivity offsets outlined through the variation
- the projects or activities funded from the variation
- details of any changes to the projects or activities funded from the variation compared with the council's initial proposal (noting such changes must be consistent with the terms of the Instrument of Approval)
- the outcomes achieved as a result of the projects or activities.

Upon Council receiving approval from IPART for a Special Rate Variation the projects funded by this variation will be added to Council's Delivery Program. The progress of work and the performance measures within the Delivery Program are reported to the community on a 6 monthly basis. At the end of the 4 year term of the Delivery Program the final outcome of the last 4 years work will be reported to the Community through the End of Term Report. Council's application for a variation is for 6 years so the last 2 years of this program will form part of the next 4 year Delivery Program.

Council has constructed a dedicated website for Camden 2040 (Community Strategic Plan) this site will be used to report on the progress of the works program that achieve the outcomes in Camden 2040. It is important for Council to demonstrate to the community how Council is addressing its infrastructure backlog and how the SRV is helping to achieve the sustainability outcomes in Camden 2040. The format of the reporting will incorporate the information as specified in the guidelines.

Council resolution

Attach a copy of the Council's resolution to apply to IPART for the special variation.

ORD06 Proposed Special Rate Variation - Community Consultation Feedback and Application to IPART

Resolution: Moved Councillor Sidgreaves, Seconded Councillor Fedeli that Council:

- i. note the results from community consultation feedback in relation to the proposed special rate variation to part-fund a \$6m Community Infrastructure Renewal Program; and
- ii. proceed to make formal application to IPART for a one-off 1.1% special rate variation over and above the Ministerial allowable limit, commencing 1 July 2013 and concluding 30 June 2019.

ORD57/13 THE MOTION ON BEING PUT WAS CARRIED ORDINARY COUNCIL MEETING HELD 12TH MARCH 2013

(Councillors Sidgreaves, Copeland, Symkowiak, Fischer, Dewbery and Fedeli voted in favour of the Motion. Councillors Campbell and Bligh voted against the Motion.)

ATTACHMENT 23 – COMPLETED CHECKLIST

ATTACHMENT 24 – CERTIFICATION SIGNATURES