



**CAMPBELLTOWN
CITY COUNCIL**

ORDINARY BUSINESS PAPER

11 FEBRUARY 2025

COMMON ABBREVIATIONS

AEP	Annual Exceedence Probability
AHD	Australian Height Datum
BASIX	Building Sustainability Index Scheme
BCA	Building Code of Australia
BIC	Building Information Certificate
CLEP 2015	Campbelltown Local Environmental Plan 2015
CBD	Central Business District
CPTED	Crime Prevention Through Environmental Design
CSG	Coal Seam Gas
DA	Development Application
DCP	Development Control Plan
DDA	<i>Disability Discrimination Act 1992</i>
DPHI	Department of Planning Housing and Infrastructure
EIS	Environmental Impact Statement
EPA Act	<i>Environmental Planning and Assessment Act 1979</i>
EPA	Environmental Protection Authority
EPI	Environmental Planning Instrument
FPL	Flood Planning Level
FFTF	Fit for the Future
FSR	Floor Space Ratio
GRCCC	Georges River Combined Councils Committee
HIS	Heritage Impact Statement
IDO	Interim Development Order
IPR	Integrated Planning and Reporting
KPoM	Koala Plan of Management
LEC	Land and Environment Court
LEC Act	<i>Land and Environment Court Act 1979</i>
LEP	Local Environmental Plan
LGA	Local Government Area
LG Act	<i>Local Government Act 1993</i>
LPP	Local Planning Panel
LTFP	Long Term Financial Plan
NGAA	National Growth Areas Alliance
NOPO	Notice of Proposed Order
HNSW	Homes NSW
OEH	Office of Environment and Heritage
OLG	Office of Local Government
OSD	On-Site Detention
OWMS	Onsite Wastewater Management System
PCA	Principal Certifying Authority
PoM	Plan of Management
POEO Act	<i>Protection of the Environment Operations Act 1997</i>
PMF	Probable Maximum Flood
PIN	Penalty Infringement Notice
PP	Planning Proposal
PPR	Planning Proposal Request
REF	Review of Environmental Factors
REP	Regional Environment Plan
RFS	NSW Rural Fire Service
RL	Reduced Levels
RMS	Roads and Maritime Services
SANSW	Subsidence Advisory NSW
SEE	Statement of Environmental Effects
SEPP	State Environmental Planning Policy
SREP	Sydney Regional Environmental Plan
SSD	State Significant Development
STP	Sewerage Treatment Plant
SWCPP	Sydney Western City Planning Panel (District Planning Panel)
TCP	Traffic Control Plan
TMP	Traffic Management Plan
TNSW	Transport for NSW
VMP	Vegetation Management Plan
VPA	Voluntary Planning Agreement
PLANNING CERTIFICATE	- A Certificate setting out the Planning Rules that apply to a property (formerly Section 149 Certificate)
SECTION 603 CERTIFICATE	- Certificate as to Rates and Charges outstanding on a property
SECTION 73 CERTIFICATE	- Certificate from Sydney Water regarding Subdivision



04 February 2025

You are hereby notified that the next Ordinary Council Meeting will be held at the Civic Centre, Campbelltown on Tuesday 11 February 2025 at 6:30 pm.

Lindy Deitz
Chief Executive Officer

Agenda Summary

ITEM	TITLE	PAGE
1.	OPENING	5
2.	APOLOGIES/LEAVE OF ABSENCE	6
3.	CONFIRMATION OF MINUTES	7
3.1	Minutes of the Ordinary Meeting of Council held 10 December 2024	7
4.	STATEMENT OF ETHICAL OBLIGATIONS AND DECLARATIONS OF INTEREST	34
	Pecuniary Interests	
	Non Pecuniary – Significant Interests	
	Non Pecuniary – Less than Significant Interests	
	Other Disclosures	
5.	MAYORAL MINUTE	34
6.	PETITIONS	34
7.	CORRESPONDENCE	35
7.1	Upper Water Canal Corridor Gilead – Access for fauna crossing	35
7.2	Menangle Creek Rezoning, Koala Corridor	37
7.3	Our Call to the Federal Government for Support	39
7.4	Improving Koala Safety along Appin Road	42
8.	REPORTS FROM OFFICERS	49

8.1	Appointment of Independent Audit, Risk and Improvement Committee Members	49
8.2	ARIC and Internal Audit Charters	52
8.3	Significant Development Applications	87
8.4	Australian Local Government Association - National General Assembly 2025 - Call for Motions	91
8.5	Reports and Letters Requested	118
8.6	Investments and Revenue Report - November and December 2024	124
8.7	Revised Sundry Debtor Recovery Procedures Policy	135
8.8	Quarterly Business Review Statement as at 31 December 2024	142
8.9	Chief Executive Officer Delegation of Authority	158
9.	QUESTIONS WITH NOTICE	163
	Nil	
10.	RESCISSION MOTION	163
	Nil	
11.	NOTICE OF MOTION	163
	Nil	
12.	URGENT GENERAL BUSINESS	163
13.	PRESENTATIONS BY COUNCILLORS	163
14.	CONFIDENTIAL REPORTS FROM OFFICERS	164
14.1	Licence Agreements - Baby Health Centres	164
14.2	Assignment of Lease - Commercial Property, Milgate Arcade Campbelltown	164

1. OPENING

Australian National Anthem

Australians all let us rejoice,
For we are one and free;
We've golden soil and wealth for toil;
Our home is girt by sea;
Our land abounds in nature's gifts
Of beauty rich and rare;
In history's page, let every stage
Advance Australia Fair.
In joyful strains then let us sing,
Advance Australia Fair.

Acknowledgement of Country

I would like to acknowledge the Dharawal people whose ongoing connection and traditions have nurtured and continue to nurture this land. I pay my respects and acknowledge the wisdom of the Elders – past, present and emerging and acknowledge all Aboriginal people here tonight.

Council Prayer

Almighty God, we who are gathered in Council, pledge ourselves to work in harmony for the welfare and development of our City. Guide us we pray in our deliberations. Help us to be fair in our judgements and wise in our actions, so that prosperity and happiness shall be the lot of our people. Amen.

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2. APOLOGIES/LEAVE OF ABSENCE

Nil at time of print.

3. CONFIRMATION OF MINUTES

3.1 Minutes of the Ordinary Meeting of Council held 10 December 2024

Officer's Recommendation

That the Minutes of the Ordinary Meeting of Council held 10 December 2024, copies of which have been circulated to each Councillor, be taken as read and confirmed.

Report

That the Minutes of the Ordinary Meeting of Council held 10 December 2024 are presented to Council for confirmation.

Attachments

1. Minutes of the Ordinary Meeting of Council held 10 December 2024 (contained within this report)

CAMPBELLTOWN CITY COUNCIL

Minutes Summary

Ordinary Council Meeting held at 6:30 pm on Tuesday, 10 December 2024.

ITEM	TITLE	PAGE
1.	ACKNOWLEDGEMENT OF LAND	3
2.	APOLOGIES/LEAVE OF ABSENCE	3
3.	CONFIRMATION OF MINUTES	3
3.1	Minutes of the Ordinary Meeting of Council held 12 November 2024	3
4.	DECLARATIONS OF INTEREST	4
	Pecuniary Interests	
	Non Pecuniary - Significant Interests	
	Non Pecuniary - Less than Significant Interests	
	Other Disclosures	
5.	MAYORAL MINUTE	5
5.1	Merry Christmas	5
5.2	Lifetime Achievement Award presented to Cr Meg Oates	5
6.	PETITIONS	5
7.	CORRESPONDENCE	5
7.1	Raby Road Congestion	5
7.2	Upper Water Canal Corridor Gilead - Access for fauna crossing	6
8.	REPORTS FROM OFFICERS	7
8.1	Our Call to the Federal Government for Support	7
8.2	Planning Proposal - 13-17 Eagleview Road, Minto	7
8.3	Planning Proposal Post Exhibition Report - 1 Bugden Place, Campbelltown	8
8.4	Significant Development Applications	8
8.5	Application to Revoke a Menacing Dog Declaration	8
8.6	Western Sydney Infrastructure Grants Program (ex WestInvest) Update	9
8.7	Partnership with Yarpa	9
8.8	A Sustainable Approach to Funding and Management of Billabong Parklands	9

8.9	Policy Review: Professional Service Provider Use of Council Leisure Facilities	10
8.10	Policy Review: Data Governance Policy	10
8.11	Policy Review: Contract Management Policy	10
8.12	Policy Review: Conflict of Interest Policy - Council Related Development	11
8.13	Investments and Revenue Report - October 2024	11
8.14	T24/37 Operation and Management of Farrow Road Multideck Car Park	11
8.15	2025 Council Meeting Calendar	12
8.16	Reports and Letters Requested	12
9.	QUESTIONS WITH NOTICE	12
	Nil	
10.	RESCISSION MOTION	13
10.1	Flag Raising policy	13
11.	NOTICE OF MOTION	14
11.1	Aboriginal Road and Place names	14
11.2	Koala Awareness Zone on Appin Road	15
12.	URGENT GENERAL BUSINESS	15
13.	PRESENTATIONS BY COUNCILLORS	16
14.	CONFIDENTIAL REPORTS FROM OFFICERS	17
	Confidentiality Recommendation	
	Recommendations of the Confidential Committee	
14.1	Lease - Homebase, 24 Blaxland Road Campbelltown	18
14.2	Lease amendment - Art Gallery Road, Campbelltown	18

Minutes of the Ordinary Meeting of the Campbelltown City Council held on 10 December 2024

Present

- Councillor M Chowdhury
- Councillor J Cotter
- Councillor K Halabi
- Councillor K Hunt
- Councillor M Khalil
- Councillor D Lound
- Councillor C McEwan
- Councillor W Morrison
- Councillor M Oates
- Councillor A Rahman
- Councillor J Rivera
- Councillor T Triebels
- Councillor I Wisniewska
- Councillor A Zahra

1. ACKNOWLEDGEMENT OF LAND

An Acknowledgement of Land was presented by the Chairperson, the Mayor Darcy Lound.

Council Prayer

The Council Prayer was presented by the Chief Executive Officer.

2. APOLOGIES/LEAVE OF ABSENCE

It was **Moved** Councillor Cotter, **Seconded** Councillor Morrison:

That the apology of Councillor S Berbari be accepted.

357/2024 The Motion on being Put was **CARRIED**.

3. CONFIRMATION OF MINUTES

3.1 Minutes of the Ordinary Meeting of Council held 12 November 2024

It was **Moved** Councillor Chowdhury, **Seconded** Councillor Rahman:

That the Minutes of the Ordinary Council Meeting held 12 November 2024, copies of which have been circulated to each Councillor, be taken as read and confirmed.

358/2024 The Motion on being Put was **CARRIED**.

4. DECLARATIONS OF INTEREST

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

Pecuniary Interests

Councillor Warren Morrison

Item 14.1- Lease - Homebase, 24 Blaxland Road Campbelltown

Councillor Morrison advised that he owns property in the vicinity of the item and will leave the Chamber.

Non Pecuniary – Significant Interests

Councillor Joshua Cotter

Item 8.2 – Planning Proposal – 13-17 Eagleview Road, Minto

Item 8.3 – Planning Proposal Post Exhibition Report – 1 Bugden Place, Campbelltown

Councillor Cotter advised that he is a member of the Sydney Western City Planning Panel and will leave the Chamber.

Councillor Warren Morrison

Item 8.2 – Planning Proposal – 13-17 Eagleview Road, Minto

Item 8.3 – Planning Proposal Post Exhibition Report – 1 Bugden Place, Campbelltown

Councillor Cotter advised that he is a member of the Sydney Western City Planning Panel and will leave the Chamber.

Councillor Isabella Wisniewska

Item 8.2 – Planning Proposal – 13-17 Eagleview Road, Minto

Item 8.3 – Planning Proposal Post Exhibition Report – 1 Bugden Place, Campbelltown

Councillor Wisniewska advised that she is a member of the Sydney Western City Planning Panel and will leave the Chamber.

Non Pecuniary – Less than Significant Interests

Councillor Masud Khalil

Item 8.2 – Planning Proposal – 13-17 Eagleview Road, Minto

Councillor Khalil advised he has a personal interest in the item and will leave the Chamber.

Councillor Masood Chowdhury

Item 8.2 – Planning Proposal – 13-17 Eagleview Road, Minto

Councillor Chowdhury advised he is a member of the AMWC but does not consider the interest significant and will remain in the Chamber.

Councillor Tao Triebels

Item 14.2 – Lease amendment – Art Gallery Road, Campbelltown

Councillor Triebels advised he has a personal interest in the item and will leave the Chamber.

Other Disclosures

Nil

5. MAYORAL MINUTE

5.1 Merry Christmas

It was **Moved** Councillor Lound:

That the information be noted.

359/2024 The Motion on being Put was **CARRIED**.

5.2 Lifetime Achievement Award presented to Cr Meg Oates

It was **Moved** Councillor Lound:

That the information be noted.

360/2024 The Motion on being Put was **CARRIED**.

6. PETITIONS

7. CORRESPONDENCE

7.1 Raby Road Congestion

It was **Moved** Councillor Chowdhury, **Seconded** Councillor Khalil:

That the letter be received and the information be noted.

361/2024 The Motion on being Put was **CARRIED**.

7.2 Upper Water Canal Corridor Gilead – Access for fauna crossing

It was **Moved** Councillor McEwan, **Seconded** Councillor Cotter:

1. That the letter be received and the information be noted.
2. That a letter be sent in response to the Hon Rose Jackson MLC Minister for Water to thank the minister for her letter and information provided and ask what is expected timeframe for the completion of the pilot at Ousedale Creek and what the expected time line would be from the completion of the pilot to seeing similar crossing of the WaterNSW upper canal, constructed via Menangle Creek in Gilead/Figtree Hill.
3. Inform the Minister the importance of water protection is well understood by the Council but the timely provision of viable wildlife crossing of the upper canal at Menangle Creek is a critical feature of the Gilead land release, as without it, koalas will not be able to travel between the Georges and Nepean Rivers as planned.
4. Invite the Minister to visit the site in person to gain a first hand appreciation of the unique but manageable circumstances and challenges of this location set against its critical position within the east-west

362/2024 The Motion on being Put was **CARRIED**.

Procedural Motion

It was **Moved** Councillor Lound, **Seconded** Councillor Rivera:

That Item 11.2 be brought forward to be considered after Item 7.2

363/2024 The Motion on being Put was **CARRIED**.

8. REPORTS FROM OFFICERS

8.1 Our Call to the Federal Government for Support

It was **Moved** Councillor Hunt, **Seconded** Councillor Rahman:

That Council note the attached Call to the Federal Government for Support.

364/2024 The Motion on being Put was **CARRIED**.

Meeting Note: Having declared an interest in Item 8.2 and Item 8.3 Councillor Cotter, Councillor Morrison and Councillor Wisniewska left the Chamber at 7:31 pm.

Meeting Note: Having declared an interest in Item 8.2 Councillor Khalil left the Chamber at 7:31 pm.

8.2 Planning Proposal - 13-17 Eagleview Road, Minto

It was **Moved** Councillor Chowdhury, **Seconded** Councillor Rahman:

1. That Council endorse the Planning Proposal at attachment 1 which seeks to amend the Campbelltown Local Environmental Plan 2015 by including 'a place of public worship' as an additional permitted use at 13-17 Eagleview Road, Minto and forward the Planning Proposal to the Department of Planning, Housing and Infrastructure seeking a Gateway Determination.
2. That Council request delegation to make the local environmental plan under Section 3.36 of the *Environmental Planning and Assessment Act, 1979*.
3. That subject to a Gateway Determination, the Planning Proposal be exhibited in accordance with the Gateway Determination requirements.
4. That a report on the outcome of the public exhibition of the Planning Proposal be presented to Council for consideration.

A Division was recorded in regard to the Resolution for Item 8.2 with those voting for the Motion being Councillors K Hunt, M Chowdhury, M Oates, A Rahman, J Rivera, T Triebels, C McEwan, K Halabi and D Lound.

Voting against the Resolution were Councillor A Zahra.

365/2024 The Motion on being Put was **CARRIED**.

Meeting Note: Councillor Khalil returned to the Chamber at 7:48 pm.

8.3 Planning Proposal Post Exhibition Report - 1 Bugden Place, Campbelltown

It was **Moved** Councillor Hunt, **Seconded** Councillor Chowdhury:

1. That Council forward the Planning Proposal at attachment 1 to the Department of Planning, Housing and infrastructure to finalise the Planning Proposal and make the amendment to Campbelltown Local Environmental Plan 2015.

A Division was recorded in regard to the Resolution for Item 8.3 with those voting for the Motion being Councillors K Hunt, M Chowdhury, M Oates, A Rahman, J Rivera, T Triebels, A Zahra, K Halabi, M Khalil and D Lound.

Voting against the Resolution were Councillor C McEwan.

366/2024 The Motion on being Put was **CARRIED**.

Meeting Note: Councillor Cotter, Councillor Morrison and Councillor Wisniewska returned to the Chamber at 8:00 pm.

8.4 Significant Development Applications

It was **Moved** Councillor Khalil, **Seconded** Councillor Chowdhury:

That the information be noted.

367/2024 The Motion on being Put was **CARRIED**.

8.5 Application to Revoke a Menacing Dog Declaration

It was **Moved** Councillor Rivera, **Seconded** Councillor Wisniewska:

1. That the Menacing Dog Declarations made on 13 June 2023, in respect of a female German Shepherd be revoked in accordance with provision Section 39(2)(a), (b) and (2A) *Companion Animals Act, 1998*.
2. That Council give notice to the owner of the dog and to the Director General Division of Local Government of the revocation of the Dangerous Dog Declarations referred to in 1 above within 7 days in accordance with the provisions of Sections 39 (3) and 40 (2) *Companion Animals Act, 1998*.

368/2024 The Motion on being Put was **CARRIED**.

8.6 Western Sydney Infrastructure Grants Program (ex WestInvest) Update

It was **Moved** Councillor Oates, **Seconded** Councillor Rahman:

1. That Council notes the current status of the Western Sydney Infrastructure Grants Program, formerly known as WestInvest.
2. That Council endorse the provision of up to \$10 million from the Infrastructure Reserve to support the achievement of strategic and functional goals for the Centre of Excellence.
3. That any use of the approved provision from the Infrastructure Reserve be repaid in full over 5 years from operational savings.

369/2024 The Motion on being Put was **CARRIED**.

8.7 Partnership with Yarpa

It was **Moved** Councillor Morrison, **Seconded** Councillor Cotter:

That Council note the formation of the partnership with Yarpa.

370/2024 The Motion on being Put was **CARRIED**.

8.8 A Sustainable Approach to Funding and Management of Billabong Parklands

It was **Moved** Councillor Khalil, **Seconded** Councillor Rahman:

1. That an Aquatic Centre entrance fee structure be introduced to the Campbelltown Billabong Parklands, commencing 1 October 2025 for the periods of October-March each year.
2. That the entry fee structure for the Campbelltown Billabong Parklands is submitted within the draft Council Fees and Charges for 2025/2026 to commence from 1 October 2025.

371/2024 The Motion on being Put was **CARRIED**.

8.9 Policy Review: Professional Service Provider Use of Council Leisure Facilities

It was **Moved** Councillor Hunt, **Seconded** Councillor Chowdhury:

1. That the revised Professional Service Provider Use of Council Leisure Facilities Policy as attached to this report be adopted.
2. That the Professional Service Provider User of Council Leisure Facilities Policy review date be set at 30 December 2028.

372/2024 The Motion on being Put was **CARRIED**.

8.10 Policy Review: Data Governance Policy

It was **Moved** Councillor Hunt, **Seconded** Councillor Wisniewska:

That Council approve the proposed Data Governance policy with the following amendment to point 11 Data Sharing and Procurement to include 'written approval' in points (a) and (b)ii.

373/2024 The Motion on being Put was **CARRIED**.

8.11 Policy Review: Contract Management Policy

It was **Moved** Councillor Khalil, **Seconded** Councillor Chowdhury:

1. That Council adopt the revised Contract Management Policy.
2. That the Contract Management Policy review date be set at 31 December 2028.

374/2024 The Motion on being Put was **CARRIED**.

8.12 Policy Review: Conflict of Interest Policy – Council Related Development

It was **Moved** Councillor Morrison, **Seconded** Councillor Rahman:

1. That Council adopt the amended Managing Conflicts of Interest for Council-Related Development Policy shown at attachment 1.
2. That the Managing Conflicts of Interest for Council-Related Development Policy review date be set at 30 June 2028.

375/2024 The Motion on being Put was **CARRIED**.

8.13 Investments and Revenue Report – October 2024

It was **Moved** Councillor Rahman, **Seconded** Councillor Hunt:

That the information be noted.

376/2024 The Motion on being Put was **CARRIED**.

8.14 T24/37 Operation and Management of Farrow Road Multideck Car Park

It was **Moved** Councillor Morrison, **Seconded** Councillor Khalil:

That Council:

1. In accordance with section 178 of the *Local Government (General) Regulation 2021*, declines to accept the tenders received for operation and management of the multideck car park on Farrow Road, as the tenders received did not meet requirements of Council.
2. Enter into negotiations with the organisations that submitted a tender and detailed relevant experience in similar services. As the market has been tested through this process, the Evaluation Panel do not see any benefit in inviting fresh tenders for the same works.
3. Endorse the Chief Executive Officer to finalise negotiations and enter into a contract for the operation and management of the multideck car park, by way of delegated authority under section 377 of the *Local Government Act 1993*.
4. Notify the Tenderers of the results of the tender process.

377/2024 The Motion on being Put was **CARRIED**.

8.15 2025 Council Meeting Calendar

It was **Moved** Councillor Hunt, **Seconded** Councillor Khalil:

That the 2025 calendar be noted and adopted.

378/2024 The Motion on being Put was **CARRIED**.

8.16 Reports and Letters Requested

It was **Moved** Councillor Morrison, **Seconded** Councillor Hunt:

That the comments and updates to the reports and letters requested be noted.

379/2024 The Motion on being Put was **CARRIED**.

9. QUESTIONS WITH NOTICE

Nil

10. RESCISSION MOTION

10.1 Flag Raising policy

It was **Moved** Councillor Rivera, **Seconded** Councillor Triebels:

Councillor Jayden Rivera has given Notice in writing of his intention to move the following Motion at the next meeting of Council on 10 December 2024.

1. That the Council decision at the Ordinary Meeting of Council held 13 February 2024, **Item 11.1 – Flag Raising on Council Property** - as detailed below:
 1. *That no flags are to be raised on the Council Civic precinct flagpoles unless by an expressed Council resolution except for the Australian National, NSW State, Aboriginal and Torres Strait Islander, and/or Campbelltown Council flag raising ceremonies.*
 2. *That no financial and/or in-kind support be given to any flag raising ceremonies except for Australian National, NSW State, Aboriginal and Torres Strait Islander, and/or Campbelltown Council flag raising without an expressed Council resolution.'*

be rescinded.

2. Should the rescission motion be carried, that Council officers prepare a Flag raising policy for adoption by Council that provides for flag raising ceremony applications to be considered and determined under delegated authority in accordance with the adopted policy.

It was **Moved** Councillor Hunt, **Seconded** Councillor Chowdhury that a Division be recorded for Item 10.1.

A Division was recorded in regard to the Resolution for Item 10.1 with those voting for the Motion being Councillors K Hunt, M Chowdhury, M Oates, A Rahman, I Wisniewska, J Rivera, T Triebels, C McEwan, K Halabi, M Khalil and D Lound.

Voting against the Resolution were Councillors A Zahra, W Morrison and J Cotter.

380/2024 The Motion on being Put was **CARRIED**.

11. NOTICE OF MOTION

11.1 Aboriginal Road and Place names

It was **Moved** Councillor McEwan, **Seconded** Councillor Chowdhury:

1. That Council investigate appropriate Dharawal words for use as future road and/or place names across the Campbelltown Local Government Area and report back to the Council.
2. That a report be presented to Council, detailing the implications and the procedural steps required by the Geographical Names Board, and any other relevant government entities.

381/2024 The Motion on being Put was **CARRIED**.

11.2 Koala Awareness Zone on Appin Road

It was **Moved** Councillor McEwan, **Seconded** Councillor Rivera:

That the Council:

1. Write to the NSW Minister for Roads the Hon. John Graham MLC, the NSW Minister for the Environment the Hon. Penny Sharpe MLC and the Minister for Regional Transport and Roads the Hon. Jenny Aitchison MP, seeking their commitment to the earliest delivery of "Koala Awareness" zones beginning from Noorumba Reserve to Mallaty Creek, reducing the speed limits at known koala crossing points on Appin Road from dusk to dawn and install effective koala fencing along Appin Road as well as adding an additional crossing at Mallaty Creek.
2. Write to the Member for Campbelltown Mr Greg Warren MP, the Member for Macarthur Dr Mike Frelander MP and the Member for Wollongong the Hon. Paul Scully MP seeking their support and advocacy for the delivery of these koala protection initiatives.

It was **Moved** Councillor Hunt, **Seconded** Councillor Chowdhury that a Division be recorded for Item 10.1.

It was **Moved** Councillor Hunt, **Seconded** Councillor Oates that a Division be recorded for Item 11.2.

A Division was recorded in regard to the Resolution for Item 11.2 with those voting for the Motion being Councillors K Hunt, M Chowdhury, M Oates, A Rahman, I Wisniewska, J Rivera, T Triebels, C McEwan, A Zahra, K Halabi, M Khalil, W Morrison, J Cotter and D Lound.

Voting against the Resolution were Nil.

382/2024 The Motion on being Put was **CARRIED**.

12. URGENT GENERAL BUSINESS

13. PRESENTATIONS BY COUNCILLORS

1. On Tuesday, 19 November, Councillor Karen Hunt represented the Mayor at the HMAS Sydney II memorial service held at the Lithgow Street memorial. The service commemorated the 645 Australian sailors who lost their lives in a battle off the north-west coast of Western Australia in 1941. The event marked the 73rd anniversary of the sinking of the Sydney II, which occurred during a battle lasting no more than half an hour. It was heartening to see long-standing local residents and descendants of some of the crew members in attendance. Councillor Hunt commended the Council for its efforts in maintaining the memorial and ensuring it remains in pristine condition. "We will remember them. Lest We Forget."
2. Councillor Karen Hunt on Thursday, 28 November, attended the Sarah Redfern High School STEAM presentation display, joined by Councillors Triebels, Rivera, and Chowdhury. Councillor Hunt found it uplifting to hear the students speak with such enthusiasm about their projects. The students had also participated in the CSIRO end-of-year showcase earlier that month. The variety of projects on display demonstrated their potential to play a significant role in future sustainability. Councillor Hunt was pleased to see so many students showing a strong interest in STEAM – science, technology, engineering, arts, and mathematics. She also commended teacher Cameron Rodgers for his outstanding leadership in guiding the students.
3. On 10 December, Councillor Karen Hunt represented the Mayor at St John the Evangelist Catholic Parish Primary School for the opening and blessing of the school's new facilities block by Bishop of Wollongong, Brian Mascord DD. Dr Mike Freeland MP attended on behalf of the Minister for Education, the Hon. Jason Clare. The new canteen and amenities, which had been long overdue, were warmly welcomed by the staff, students, and parents. School Principal Paul Moroney extended his greetings to the Mayor.
4. Finally, Councillor Karen Hunt extended her heartfelt wishes to everyone in the chamber for a Merry Christmas and a safe, happy New Year. She took a moment to acknowledge the regular attendees, particularly Brooklyn, for his consistent and diligent presence. Councillor Hunt also recognised the valuable contributions of journalist Eric Kontos. She expressed her gratitude to the executive team, all staff members, her fellow Councillors, and, of course, the Mayor for their hard work and dedication throughout the year.
5. Councillor Masood Chowdhury extended his warm wishes for a Merry Christmas and a Happy New Year to everyone present. He expressed his sincere gratitude to the staff, officers, and directors for their dedication and hard work throughout the year. Councillor Chowdhury conveyed his eagerness to continue collaborating with the team in the coming year, looking forward to another year of successful teamwork and shared achievements.
6. Councillor Meg Oates on 5 December attended the Little Orange Turns 10 celebration at the Campbelltown Arts Centre. This event marked a significant milestone and was a fantastic party, coinciding with the International Day of People with Disability. Little Orange Studio plays a crucial role in the Campbelltown Arts Centre's programming, providing a unique and nurturing space that supports the practice and career growth of resident studio artists. The artists truly put on a show, showcasing their incredible talent and thrilling the attendees.

7. On December, Councillor Meg Oates attended the Gift of Time ceremony. This event highlighted the incredible dedication of volunteers who contribute countless hours to the community. Councillor Oates expressed deep gratitude for their unwavering commitment and the significant impact they have on the community. The ceremony was a heartfelt acknowledgment of the volunteers' efforts, celebrating their invaluable contributions and the positive difference they make in the lives of many.
8. Finally, Councillor Meg Oates thanked the staff for all the amazing work they do all year. Councillor Oates especially acknowledged and presented the resilience award to the event staff for their work throughout the year they have faced many challenges and always come up with a solution and the events have all been a hit.
9. Councillor Ash Rahman on 28 November, along with Councillor Morrison and Councillor Khalil, attended the opening of the Light the World Giving Machine at Macarthur Square. This extraordinary event showcased that it is easier than ever to donate to incredible organisations that support the community and beyond. The experience was truly remarkable, highlighting the ease and impact of charitable giving.
10. On 2 December, Councillor Ash Rahman attended Al-Faisal College Campbelltown's High School Presentation Day. The event was graced by the presence of Deputy Mayor Karen Hunt, Councillor Khalil and other influential figures, adding a special touch to the occasion. It was an absolute pleasure to celebrate the students' achievements and progress.
11. On December 7th, Councillor Ash Rahman had the privilege of representing the Mayor of Campbelltown at the Nepali Community Language School Pathashala event at the Greg Percival Community Hall. The event celebrated the rich Nepali culture and language, providing a wonderful opportunity for Councillor Rahman to connect with the Nepali community in the region.
12. In the three months of his journey as a Councillor, Councillor Ash Rahman had the opportunity to meet many influential role models and work closely with Council CEO Lindy Deitz, Executive General Manager Jai Rowell, Ben Hoyle, Jim Baldwin, Monique Dunlop, Amanda King, and the rest of the executive team. He expressed his deepest gratitude to his lovely wife and children for their passionate support. Councillor Rahman also acknowledged the support from the Macquarie Fields/Ingleburn and Campbelltown Labor branch members. He extended his sincere thanks to Eric Kontos for his dedication to the community. Additionally, he thanked his fellow Councillors, the Mayor, and the Deputy Mayor.

Councillor Rahman wished everyone a Merry Christmas and a New Year filled with happiness, success, and good health.
13. Councillor Isabella Wisniewska recently encountered the Giving Machine at Macarthur Square and had the pleasure of speaking with the dedicated volunteers assisting there. She encouraged her fellow councillors to visit the Giving Machine and, if possible, make a donation in the spirit of the festive season. Councillor Wisniewska emphasized the importance of supporting this charitable initiative and the positive impact it has on the community.

14. Finally, Councillor Isabella Wisniewska wished everyone a very Merry Christmas and a Happy New Year. She took the opportunity to thank Lindy, Jai, Ben, Jim, Kate, Monique, and Amanda for their exceptional competence and generosity in sharing their knowledge. She commended them for the assistance they provide. Councillor Wisniewska also expressed her pleasure in getting to know all the councillors over the past three months and looked forward to continuing to work with them in the new year.
15. Councillor Jayden Rivera on 28 November attended the STEAM showcase at Sarah Redfern High School, along with Councillor Triebels and Deputy Mayor Hunt. The inventions and innovations produced by the students were incredible. He commended Mr. Cameron Rogers for doing an amazing job organising the event and the keynote speakers. Councillor Rivera expressed his hope to attend the event again in the future.
16. Councillor Jayden Rivera wished everyone a Merry Christmas and a Happy New Year.
17. Councillor Tao Triebels on 28 November attended the STEAM showcase at Sarah Redfern High School, along with Councillor Rivera and Deputy Mayor Hunt. Councillor Triebels commended the students on their presentations and were able to go into great detail when speaking about their inventions and innovations.
18. Councillor Tao Triebels on 5 December attended the Heat Symposium at Parramatta. Councillor Triebels described it as an inspiring event bringing together so many community members from across Sydney to solve problems and take tangible actions together.
19. Finally, Councillor Triebels wished everyone a very Merry Christmas and looks forward to seeing everyone in the New Year.
20. From 17 to 19 November, Councillor Cameron McEwan attended the Local Government NSW annual conference in Tamworth. The event provided an excellent opportunity for him to further develop his skills as a councillor and to network with fellow councillors from both Campbelltown and across the state. By listening to the debates and participating as a voting delegate during the AGM, Councillor McEwan gained valuable insights into the interactions between various levels of government and the collaborative nature of local government. He expressed his gratitude to Lindy and Jai for attending alongside the councillors and for the valuable insights they shared throughout the conference. Councillor McEwan also thanked Amanda for her support and planning over the 3 days, as well as Kelly for her behind-the-scenes efforts. Despite the long drive, he considered the experience well worth it and looked forward to attending the conference again next year in Penrith.
21. Councillor Cameron McEwan on 5 December attended the Little Orange Turns 10 party at the Campbelltown Arts Centre. The event celebrated a decade of the studio providing opportunities for local people living with disabilities to express themselves artistically. Councillor McEwan, along with Councillor Oates, Deputy Mayor Hunt, and Executive General Manager Jai Rowell, joined in the festivities. A game of pass the parcel was a particular highlight for Councillor McEwan, bringing back fond memories and inspiring him to incorporate it into his own parties. He extended his congratulations to Little Orange and expressed excitement for their future creations.

22. As the New Year and Christmas approach, Councillor Cameron McEwan reflects on his first few months in office. He has gained a deep understanding of council operations, his role, and the local community, thanks to the tremendous efforts of the council staff. Despite the unique challenges of an election year, the council has managed the transition well.

Councillor McEwan extends his gratitude to everyone who has supported him, including executives Lindy, Jai, Ben, and Jim, as well as the many behind-the-scenes workers like the accounting team, caterers, cleaners, IT support, customer service, dedicated officers, and rangers.

He also thanks his wife, Amy, for her unwavering support, from managing more household responsibilities to offering valuable insights and suggestions.

Councillor McEwan appreciates the community's trust in him and finds it rewarding to help resolve their issues, no matter how small. He is grateful to his fellow councillors for their warm welcome and shared wisdom, and to the mayor for his leadership and willingness to address concerns.

Finally, Councillor McEwan wishes everyone a safe and relaxing holiday season and a very Merry Christmas.

23. Councillor Adam Zahra attended the Marsdens Law Groups Christmas Party and noted it was great to listen to Jim's speech and speak with a few of the lawyers, fellow Councillors, at Council staff, Jim and Jai at the party. He was grateful for the opportunity to have a conversation with Dr Mike Freeland MP and gain some insights from him.
24. Councillor Adam Zahra attended the Campbelltown Christmas Carols at the Athletics Stadium. Councillor Zahra commended the event staff for a wonderful event. Even with the changeable weather it was a great turnout and Councillor Zahra looks forward to attending again next year.
25. Councillor Adam Zahra wished everyone in the chamber a Merry Christmas and a Happy New Year. He expressed his gratitude to Lindy, Jai, Ben, and Jim for their support over the past few months, which has enabled him to hit the ground running as a new councillor. He also thanked all the other council staff he has interacted with, noting that every interaction has been positive.

On a personal note, Councillor Zahra thanked Tatum for her unwavering support of his political aspirations, acknowledging that he could not fulfill his role without her. He concluded by stating that it is a privilege to serve Campbelltown and that he looks forward to continuing his work in the New Year.

26. Councillor Khaled Halabi expressed what an honour it has been working alongside his fellow Councillors for the next 4 years sharing common vision of passion for the Macarthur Area and supporting the community. Councillor Halabi thanked Lindy, Jai, Ben, Jim and all Council staff for helping him over the last few months. Finally, he wished everyone a safe and Happy New Year.

27. Councillor Masud Khalil began by thanking Lindy, Jai, Ben, Jim and all support staff in chambers tonight and wished everyone a safe and Happy Christmas and New Year. He also wished the community a Merry Christmas and acknowledged that it can be a difficult time for people and urges the community to come forward if they are able to donate to the giving machine at Macarthur Square. Councillor Khalil finished by thanking his fellow Councillors for their friendship over the last few months and wished them a Merry Christmas and Happy New Year.
28. On Thursday 28 November, Councillor Warren Morrison proudly represented the Mayor Darcy Lound at the opening of the Giving Machine at Macarthur Square. This innovative charity initiative, supported by the local Church of Jesus Christ of Latter-day Saints and their volunteers, allows people to purchase gift cards through the Giving Machine for various world charities. The funds are then directed to these charities to support people around the globe.

He was delighted to see many community members supporting the Giving Machine's opening and thanked the church and various community groups for their ongoing volunteer efforts and support for numerous charities in the area. Councillor Morrison extended his gratitude to everyone for their continued support of the community.
29. Councillor Warren Morrison on 2 December, along with Deputy Mayor Hunt, Councillor Khalil, and Councillor Rahman, attended the Al-Faisal College Minto High School Awards Presentation Day. Councillor Morrison expressed gratitude to Mr. Shafiq Khan, Founder and Managing Director of Al-Faisal College, and Principal Sonali Luthera for their warm welcome. The Councillors had the honour of representing the community and handing out awards. Councillor Morrison congratulated all the students on their remarkable achievements and hard work throughout the year in reaching their personal goals.
30. Councillor Warren Morrison on 3 December, along with Greg Warren MP and Mayor Councillor Lound, attended the opening of the Humanity Matters charity on Lindsay Street, Campbelltown. Humanity Matters is a not-for-profit organization that supports marginalized communities in South West Sydney. Founded in the late 1980s, it began by helping street-frequenting young people connect with the community. Today, their Street Youth Services continue to be a key part of their work, providing support and services to isolated individuals. Their Food and Coffee Vans offer mobile meeting spots and pathways to training and employment for young people with complex needs. Councillor Morrison thanked CEO Selim Ucar and the staff for their excellent work in helping the youth in the community.
31. On Friday 6 December 2024, Councillor Warren Morrison attended the Marsden's Law Group Christmas party at the Campbelltown Arts Centre. The event was attended by Local MPs, Councillors, employees of Marsden's, and many local community members. Councillor Morrison thanked Marsden's for hosting another excellent Christmas party and event at the Campbelltown Arts Centre.

32. Councillor Warren Morrison on 7 December, along with Councillor Khalil, attended the Christmas celebration at Campbelltown Sports Stadium. The event featured an afternoon and evening filled with entertainment, food, and fun, bringing smiles to the faces of many children, adults, and families. Councillor Morrison congratulated the staff for organizing such an excellent event and expressed his gratitude to Ally Redondo and James from C91.3 for their outstanding efforts in ensuring the children had a fantastic time. The celebration was a great success, creating joyful memories for everyone involved.
33. Finally, Councillor Warren Morrison extended his best wishes to all the councillors, CEO Lindy Deitz, the directors, council staff, the audience, Max and Mark Keaton for their support, and the media. He wished everyone a Merry Christmas, a Happy New Year, and a joyous festive season. He hoped everyone has a wonderful time and that all families enjoyed a safe and happy holiday.
34. Councillor Joshua Cotter on 3 December attended the Gift of Time ceremony. Councillor Cotter expressed what a privilege it was to attend the event recognising 1,118 volunteers from 55 Campbelltown community organisations and services who have collectively given up more than 127,480 hours of their time throughout the year.
35. Councillor Joshua Cotter spoke about The Formal Project Inc. He highlighted their impressive achievements in 2024, including supporting 9,511 students and dedicating 63,500 volunteer hours.

Councillor Cotter emphasised the unique impact of The Formal Project, which makes students and families feel special during challenging times. The organisation ensures students feel equal to their peers, bringing joy and smiles to their faces. Their motto, "No Child Left Behind," is truly lived out every day.

Councillor Cotter also made a public call for businesses, organisations, or individuals who can provide a space for The Formal Project in 2025. He encouraged anyone who can help to contact him, believing that together, through the power of social media, they can make a difference.

36. This morning, Mayor Councillor Darcy Lound was delighted to present the annual Jubilee Awards at the Campbelltown Civic Hall. This year's awards recognised 10 residents and 2 community groups for their decades-long contributions to the city. Mayor Lound extended heartfelt congratulations to all the recipients for their outstanding dedication and service to the community.
37. Mayor Councillor Lound took a moment to formally acknowledge Eriko, who has been part of the Koshigaya Exchange program, for her exceptional contributions during her time at Campbelltown Council over the past 3 months. Eriko's passion and dedication were evident in every aspect of her work, from assisting various departments to engaging with the local community. Mayor Lound emphasised that Eriko's presence will be greatly missed, both for her hard work and the vibrant energy she brought to the team. The Mayor also expressed gratitude for the opportunity to work with her and wished her all the best in her future endeavours.
38. Mayor Councillor Darcy Lound attended the School of Rock's end-of-year show, known as the Summer Rumble. The event was in full swing, with students covering a variety of bands such as Queen, Foo Fighters, and Tina Turner. The talent on display was

outstanding, and Mayor Lound had the pleasure of meeting Tan, Ange, and Hannah from the School of Rock. It was a fantastic event, showcasing the impressive abilities of the young local talent.

39. Mayor Darcy Lound expressed a huge thank you to all the fantastic Council staff who made Rocking Around Campbelltown and the Campbelltown Christmas Carols a great success on Saturday. He also thanked the community for coming out to join the festivities, despite the less-than-ideal weather, which didn't dampen the Christmas spirit. It was wonderful to see so many children with smiling faces when Santa arrived.

Mayor Lound extended his gratitude to Ally and James from C91.3FM for keeping everyone engaged on the bus and for Ally's role as the emcee at the Carols. He also thanked Jeff McGill for being present and capturing great photos.

Additionally, Mayor Lound thanked the local SES, Fire and Rescue, and Rural Fire Service trucks for their participation. He concluded by expressing his appreciation to everyone for coming out and making the event a success.

40. On 7 December, Mayor Darcy Lound expressed his gratitude to Clare and the team from Stockland for inviting him to the opening of Leppington House Park in Willowdale. He highlighted that this fantastic new park is a great asset for the growing community and celebrates the incredible history of the city. Despite the rain, it was wonderful to see the community enjoying the event.

Mayor Lound thanked Aunty Glenda, Stockland, the team at Campbelltown City Council, and the dedicated landscape architects and contractors who worked together to bring the park to life. He expressed confidence that the community will enjoy the park for years to come.

41. Mayor Darcy Lound was delighted to award local students who excelled in Japanese language studies this year. He congratulated all the students on their achievements and thanked Eriko, who is from Japan and part of the Campbelltown Koshigaya exchange program, for her assistance.

Mayor Lound also extended his gratitude to Terry and Veronica Crotty and the committee of the Campbelltown Koshigaya Sister City Association for organising the fantastic event to recognise the students' accomplishments.

42. Mayor Darcy Lound congratulated St Patrick's College for Girls Campbelltown History Club on their achievements this year. He attended the veterans presentation assembly with other notable guests, including Sally Quinnell MP, Dr. Mike Freeland MP, Jim Marsden, and Edward Kitt.

Mayor Lound thanked the History Club for the invitation and congratulated them on their success.

43. Mayor Lound shared how wonderful it was to spend time with Sam and the dedicated team of volunteers at The Formal Project Inc. In times when families face challenges for various reasons, Sam and the team generously give their time and passion to ensure that children can attend their school formals looking their best. Their efforts are truly a testament to their commitment. Not only do they provide formal wear, but they also assist with makeup, hair, and accessories when needed. Recently, they sent a large amount of formal wear to regional parts of NSW, benefiting indigenous youth as well. This incredible service to the community is made possible by a team of amazing volunteers, and it was inspiring to witness their work firsthand.
44. Finally, the Mayor Councillor Lound again thanked the staff for their support over the year. He also acknowledged Eric Kontos and the fantastic job he does covering the media of what is happening at Council. He wished everyone a safe and happy Christmas and New Year.

14. CONFIDENTIAL REPORTS FROM OFFICERS

Confidentiality Recommendation

It was **Moved** Councillor Hunt, **Seconded** Councillor Khalil:

1. That this Ordinary Meeting of Council be adjourned and reconvened as a meeting of the Confidential Committee for discussion of items 14.1 and 14.2 which are considered to be confidential in accordance with Section 10A(2) of the *Local Government Act 1993*, as indicated below:

Item 14.1 Lease - Homebase, 24 Blaxland Road Campbelltown

Item 14.1 is confidential in accordance with Section 10A(2)(c) of the *Local Government Act 1993* as the report refers to information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Item 14.2 Lease amendment - Art Gallery Road, Campbelltown

Item 14.2 is confidential in accordance with Section 10A(2)(c) of the *Local Government Act 1993* as the report refers to information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

2. Council considers that discussion of the business in open meeting would be, on balance, contrary to the public interest.

383/2024 The Motion on being Put was **CARRIED**.

The Ordinary Meeting of Council was adjourned at 9:28 pm and reconvened as a meeting of the Confidential Committee at 9:29 pm.

Recommendations of the Confidential Committee

Meeting Note: Having declared an interest in the Item Councillor Morrison left the Chamber at 9:29 pm.

14.1 Lease - Homebase, 24 Blaxland Road Campbelltown

It was **Moved** Councillor Chowdhury, **Seconded** Councillor Oates:

1. That Council endorse entering a new lease for Shop 12 Homebase 24 Blaxland Road, Campbelltown based on the terms outlined in this report.
2. That all and any documentation relating to the variation of the lease is signed by way of delegated authority by the Chief Executive Officer (or her authorised delegate) under S377 of the Local Government Act, 1993.

384/2024 The Motion on being Put was **CARRIED**.

Meeting Note: Councillor Morrison returned to the Chamber at 9:30 pm.

Meeting Note: Councillor Triebels left the Chamber at 9:30 pm.

14.2 Lease amendment - Art Gallery Road, Campbelltown

It was **Moved** Councillor Khalil, **Seconded** Councillor Rivera:

1. That Council endorse the request for support from a council tenant as detailed in the report.
2. That all and any documentation relating to the request for support is signed by way of delegated authority by the Chief Executive Officer (or her authorised delegate) under S377 of the *Local Government Act 1993*.

385/2024 The Motion on being Put was **CARRIED**.

Meeting Note: Councillor Triebels returned to the Chamber at 9:43 pm.

It was **Moved** Councillor Hunt, **Seconded** Councillor Chowdhury:

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

386/2024 The Motion on being Put was **CARRIED**.

At the conclusion of the meeting of the Confidential Committee the Open Council Meeting was reconvened at 9:43 pm

It was **Moved** Councillor Hunt, **Seconded** Councillor Zahra:

That the reports of the Confidential Committee and the recommendations contained therein be adopted.

387/2024 The Motion on being Put was **CARRIED**.

There being no further business the meeting closed at 8:46 pm.

Confirmed by Council on

..... Chief Executive Officer Chairperson

4. STATEMENT OF ETHICAL OBLIGATIONS AND DECLARATIONS OF INTEREST

Statement of Ethical Obligations

Statement of Ethical Obligations In accordance with section 233A of the Local Government Act 1993, the Mayor and Councillors are bound by the Oath or Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of the City of Campbelltown and the Campbelltown City Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act, to the best of their ability and judgement.

Declarations of Interest

Pecuniary Interests

Non Pecuniary – Significant Interests

Non Pecuniary – Less than Significant Interests

Other Disclosures

5. MAYORAL MINUTE

6. PETITIONS

7. CORRESPONDENCE**7.1 Upper Water Canal Corridor Gilead – Access for fauna crossing**

Officer's Recommendation

That the letter be received and the information be noted.

1. Letter from the Mayor to The Hon Rose Jackson MLC, Minister for Water dated 18 December 2024.

Attachments

- 7.1.1 Letter from the Mayor to The Hon Rose Jackson MLC, Minister for Water dated 18 December 2024 (contained within this report) [↓](#)

Office of the Mayor



18 December 2024

The Hon Rose Jackson MLC
Minister for Water
Via portal

Dear Minister,

Re: Upper Water Canal Corridor Gilead – Access for Fauna Crossing

Thank you for your response dated 27 November 2024 to my letter regarding the east-west koala movement through Noorumba Reserve at Gilead and the Figtree Hill development application.

In considering this correspondence at its meeting on 10 December 2024, Council resolved:

1. That the letter be received and the information be noted.
2. That a letter be sent in response to [you] to thank [you] for [your] letter and the information provided and ask what is the expected time line from the completion of the pilot to seeing similar crossing of the WaterNSW upper canal constructed via Menangle Creek in Gilead/Figtree Hill.
3. Inform [you] the importance of water protection is well understood by the Council but the timely provision of viable wildlife crossing of the upper canal at Menangle Creek is a critical feature of the Gilead land release, as without it, koalas will not be able to travel between the Georges and Nepean Rivers as planned.
4. Invite the Minister to visit the site in person to gain a first hand appreciation of the unique but manageable circumstances and challenges of this location set against its critical position within the east-west koala corridor.

I'd appreciate your confirmation of the timeline of the pilot and any future works at your earliest convenience.

The Council is aware that the timely provision of a viable wildlife crossing of the upper canal at Menangle Creek is a critical feature of the Gilead land release, as without it, koalas will not be able to travel between the Georges and Nepean Rivers as planned. Given the extensive and collaborative efforts by both State and Local government to ensure the establishment and improvement of koala connectivity corridors across the Gilead land release area, the lack of a suitable resolution to the crossing of the upper canal to date, is highly concerning.

In accordance with the Council resolution, I'd like to invite you to Campbelltown to visit the site to understand the unique attributes of the site and visualise Council's proposed solution for the critical movement of koalas and other fauna.

Signature removed

Cr Darcy Lound
Mayor of Campbelltown
DOC-24-359988

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ABN: 31 459 914 087

7.2 Menangle Creek Rezoning, Koala Corridor

Officer's Recommendation

That the letter be received and the information be noted.

1. Letter from The Hon Paul Scully MP, Minister for Planning and Public Spaces to the Mayor dated 19 December 2024.

Attachments

- 7.2.1 Letter from The Hon Paul Scully MP, Minister for Planning and Public Spaces to the Mayor dated 19 December 2024 (contained within this report) [↓](#)

The Hon Paul Scully MP
Minister for Planning and Public Spaces



Ref: MDPE24/2393

Cr Darcy Lound
Mayor of Campbelltown
Campbelltown City Council
Email removed

Dear Mayor *Darcy*

I write in response to correspondence from the former Mayor on behalf of Campbelltown City Council about the rezoning of land within the Figtree Hill development site at Gilead. I note Council also wrote to the Hon Penny Sharpe MLC, Minister for the Environment, about this matter. Please accept this as a response to both enquiries.

I acknowledge Council's resolution seeking the rezoning of this land from residential to C2 Environmental Conservation, to protect the biodiversity and ecological capacity of the Menangle Creek corridor. As Council is aware, the Department of Planning, Housing and Infrastructure supports rezoning the land to enable further protection of the koala corridor.

The Department is actively working with Council and the proponent to progress the rezoning as a priority. I am advised the Department has contacted Council to better understand the development application issues with WaterNSW and to provide assistance where possible.

I can assure Council that the NSW Government shares its commitment to the delivery of viable and safe koala corridors across the Gilead area.

Should Council have any questions, Chantelle Chow, A/Director, Southern, Western and Macarthur Region, at the Department can be contacted on iPhone removed

Thank you for bringing this to my attention.

Yours sincerely

Signature removed

Paul Scully MP ✓
Minister for Planning and Public Spaces

19/14/24

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6080
nsw.gov.au/ministerscully

7.3 Our Call to the Federal Government for Support

Officer's Recommendation

That the letter be received and the information be noted.

1. Letter from The Hon Catherine King MP, Minister Transport dated 22 January 2025.

Attachments

- 7.3.1 Letter from The Hon Catherine King MP, Minister Transport dated 22 January 2025.
(contained within this report) [↓](#)



The Hon Catherine King MP

Minister for Infrastructure, Transport, Regional Development and Local Government
Member for Ballarat

Ref: MC25-000620

Cr Darcy Lound
Mayor
Campbelltown City Council
PO Box 57
CAMPBELLTOWN NSW 2560

Email removed

Dear Mayor

Thank you for your letter of 11 December 2024 regarding the upcoming federal election and advocating for key infrastructure priorities in the Campbelltown-Macarthur region. I apologise for the delay in responding.

The Australian Government has a strong focus on investing in the land transport infrastructure projects needed to connect people and businesses across the nation. By enabling better connectivity between, and within communities, the Government aims to promote an efficient transport network and to help support the continued growth in the Campbelltown-Macarthur region.

The Government's current land transport infrastructure investments in the Campbelltown area include:

- \$122 million on Appin Road;
- \$25 million for the Commuter Car Park Upgrade - T8 East Hills Line – Campbelltown;
- \$22.5 million towards the upgrade of the Appin Road and St Johns Road Intersection; and
- \$7.5 million towards the Spring Farm Parkway Stage 2 – Planning project.

The Government recognises the importance of the Western Sydney International (Nancy-Bird Walton) Airport (WSI) for the Campbelltown-Macarthur region and is investing \$97.5 million towards the \$195 million South West Sydney Rail Planning – Business Case project for the development of a final business case and early development activities for a rail line from Bradfield to Leppington and Macarthur. This project will support planning for this important rail extension to further unlock and enhance opportunities for residents in South West Sydney including access to the new WSI Airport, better rail connectivity for communities and support for new and existing housing developments.

PO Box 6022 Parliament House, Canberra ACT 2600 | Phone removed

In relation to the delivery of a Community and Justice Precinct in Campbelltown, I note the long-term engagement of the Government through the Department of Infrastructure, Transport, Regional Development, Communications and the Arts, and the Attorney-General's Department as part of the Western Sydney City Deal. This commitment is led by the New South Wales (NSW) Government and next steps for the project are a matter for NSW.

Thank you for taking the time to write to me on this matter.

Yours sincerely

Signature removed

Catherine King MP

22 / 1 /2025

7.4 Improving Koala Safety along Appin Road

Officer's Recommendation

That the letter be received and the information be noted.

1. Letter from the Mayor to The Hon John Graham MLC, Minister for Roads dated 28 January 2025.
2. Letter from the Mayor to The Hon Penny Sharpe MLC, Minister for the Environment dated 28 January 2025.
3. Letter from the Mayor to The Hon Jenny Aitchison MP, Minister for Regional Transport and Roads dated 28 January 2025.

Attachments

- 7.4.1 Letter from Mayor to the Hon John Graham MLC re Improving Koala Safety on Appin Rd 28 January 2025 (contained within this report) [↓](#)
- 7.4.2 Letter from Mayor to the Hon Penny Sharpe MLC re Improving Koala Safety on Appin Rd 28 January 2025 (contained within this report) [↓](#)
- 7.4.3 Letter from Mayor to the Hon Jenny Aitchison MP re Improving Koala Safety on Appin Rd 28 January 2025 (contained within this report) [↓](#)

Office of the Mayor



28 January 2025

The Hon John Graham MLC
Minister for Roads
Via portal

Dear Minister,

NSW Government commitment to Improving Koala safety along Appin Road

Campbelltown City Council has long advocated for improvements to Appin Rd, both to ensure safety of motorists and protection our local koala population. Safe fauna movement across Appin Road is critical to ensure koalas thrive into the future. Appin Road was responsible for one of the highest Koala fatality rates during 2024 for a single road.

Whilst we are pleased to see recent fencing installed and construction commencing for an underpass as part of the Figtree Hill development, further commitment and action is required by the NSW Government.

At its meeting held on 10 December 2024, Council resolved to:

1. Write to the NSW Minister for Roads the Hon. John Graham MLC, the NSW Minister for the Environment the Hon. Penny Sharpe MLC and the Minister for Regional Transport and Roads the Hon. Jenny Aitchison MP, seeking their commitment to the earliest delivery of "Koala Awareness" zones beginning from Noorumba Reserve to Mallaty Creek, reducing the speed limits at known koala crossing points on Appin Road from dusk to dawn and install effective koala fencing along Appin Road as well as adding an additional crossing at Mallaty Creek.
2. Write to the Member for Campbelltown Mr Greg Warren MP, the Member for Macarthur Dr Mike Freelander MP and the Member for Wollongong the Hon. Paul Scully MP seeking their support and advocacy for the delivery of these koala protection initiatives.

Therefore, noting the impacts to koalas, and to build on the work completed and underway, we request that the NSW Government provide a commitment to the earliest delivery of:

1. "Koala Awareness" zones beginning from Noorumba Reserve to Mallaty Creek
2. Reduction of speed limits at known koala crossing points on Appin Road from dusk to dawn including monitoring and enforcement activities
3. Effective koala fencing and interventions along the entire length of Appin Road, where any Koala crossings occur

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Office of the Mayor



4. An additional koala crossing at Mallaty Creek to ensure safe connection of habitat between the Georges and Nepean Rivers.

In addition to the above, Council is currently delivering a vehicle strike mitigation program funded under the NSW Koala Strategy. Whilst this initiative will aim to improve 24 of our high priority local roads, further work is needed to tackle the problem on state roads where vehicle numbers and speeds are greater, leading to higher numbers of Koala fatalities.

Lastly, I would like to acknowledge the tireless work of our wildlife carers. Whilst we are highlighting the significant impacts of vehicle strikes on koalas, they are out there day and night to rescue injured and collect deceased koalas, and they deserve recognition and further funding to support the vital work they do.

If you have any questions or would like any further information, please contact Council's Executive General Manager City Placemaking and Services, Mr Ben Hoyle on Phone removed

Yours sincerely,
Signature removed

Cr Darcy Lound
Mayor of Campbelltown

CC:
Mr Greg Warren MP, Member for Campbelltown
Dr Mike Freelander MP, Member for Macarthur
The Hon Paul Scully MP, Member for Wollongong

Campbelltown City Council
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PO Box 57, Campbelltown NSW 2560

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ABN: 31 459 914 087

Office of the Mayor



28 January 2025

The Hon Penny Sharpe MLC
NSW Minister for the Environment
Via portal

Dear Minister,

NSW Government commitment to Improving Koala safety along Appin Road

Campbelltown City Council has long advocated for improvements to Appin Rd, both to ensure safety of motorists and protection our local koala population. Safe fauna movement across Appin Road is critical to ensure koalas thrive into the future. Appin Road was responsible for one of the highest Koala fatality rates during 2024 for a single road.

Whilst we are pleased to see recent fencing installed and construction commencing for an underpass as part of the Figtree Hill development, further commitment and action is required by the NSW Government.

At its meeting held on 10 December 2024, Council resolved to:

1. Write to the NSW Minister for Roads the Hon. John Graham MLC, the NSW Minister for the Environment the Hon. Penny Sharpe MLC and the Minister for Regional Transport and Roads the Hon. Jenny Aitchison MP, seeking their commitment to the earliest delivery of "Koala Awareness" zones beginning from Noorumba Reserve to Mallaty Creek, reducing the speed limits at known koala crossing points on Appin Road from dusk to dawn and install effective koala fencing along Appin Road as well as adding an additional crossing at Mallaty Creek.
2. Write to the Member for Campbelltown Mr Greg Warren MP, the Member for Macarthur Dr Mike Freeland MP and the Member for Wollongong the Hon. Paul Scully MP seeking their support and advocacy for the delivery of these koala protection initiatives.

Therefore, noting the impacts to koalas, and to build on the work completed and underway, we request that the NSW Government provide a commitment to the earliest delivery of:

1. "Koala Awareness" zones beginning from Noorumba Reserve to Mallaty Creek
2. Reduction of speed limits at known koala crossing points on Appin Road from dusk to dawn including monitoring and enforcement activities
3. Effective koala fencing and interventions along the entire length of Appin Road, where any Koala crossings occur

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Office of the Mayor



28 January 2025

The Hon. Jenny Aitchison MP
Minister for Regional Transport and Roads
Via portal

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8. REPORTS FROM OFFICERS

8.1 Appointment of Independent Audit, Risk and Improvement Committee Members

Reporting Officer

Chief Executive Officer
Chief Executive Officer

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

Officer's Recommendation

That Council endorse:

1. Ms Rhonda Wheatley be re-appointed as an independent member of the Audit, Risk and Improvement Committee until 31 December 2026
2. Ms Sally Pearce be appointed as an independent member of the Audit, Risk and Improvement Committee until 31 December 2027
3. Mr Charbel Abouraad be appointed as an independent member of the Audit, Risk and Improvement Committee until 31 December 2028
4. That the independent members be remunerated as outlined in the report.

Purpose

To ensure all independent positions are filled to the Audit, Risk and Improvement Committee.

History

Council is required to have an Audit, Risk and Improvement Committee (ARIC) under the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* (the Regulation) and the *Risk Management and Internal Audit for local government in NSW Guidelines*. In accordance with this legislation the composition of ARICs in NSW Local Government is 3 independent members to be appointed by resolution of council.

The Regulation further defines the parameters associated with the term of office to be:

- A council may appoint a member of the council's Audit, Risk and Improvement Committee for a term of no more than 4 years
- A person who continues to be eligible for appointment may be reappointed
- A person must not be a member of an Audit, Risk and Improvement Committee for a particular council for more than 8 years in a 10-year period.

Given the 8 year term limit now imposed, the contracts of Mr Bruce Hanrahan and Mr Jim Mitchell are not able to be extended. As such, recruitment of 2 new ARIC members is required. It should be noted however the appreciation of the commitment and energy that both Mr Hanrahan and Mr Mitchell made to Council's ARIC as independent oversight to Council's governance and improvement framework. Both members served Council's ARIC with professionalism and diligence.

Report

For the ARIC to remain operating within its Charter and in accordance with legislative requirements, the appointment of 3 independent members is now required.

Ms Rhonda Wheatley, an existing independent member of ARIC, originally appointed in 2021 has expressed interest in extending her term of office. It is recommended to support a reappointment of a further 2 year term noting Ms Wheatley satisfies the eligibility requirements and this will ensure continuity remains in the ARIC along with broad breadth of independent expertise across financial, legal, governance and risk.

Staff recently undertook an open market recruitment process led by the Chief Executive Officer for two new independent ARIC members. Council received a high number of applications and after careful consideration of all the applicants, 3 candidates were interviewed. Following interviews, the panel selected Mr Charbel Abouraad and Ms Sally Pearce as the recommended new independent ARIC members for a period of 4 and 3 years.

The differentiation in the terms is to better stagger the end dates of each independent member to support stability and consistency with the ARIC and reduce the risk of significant turnover and induction simultaneously. This approach is supported by the Guidelines.

The biographies of the recommended new members are as follows:

Mr Charbel Abouraad

Mr Charbel Abouraad holds a Bachelor of Commerce degree majoring in Econometrics and Finance from Sydney University, a Bachelor of Laws degree from UTS, a CPA, a Company Directors Course (GAICD), and a Graduate Certificate in Legal Practice.

Charbel has a wealth of experience in the financial industry including 15 years specialising in commercial and business banking with 3 of Australia's leading financial institutions: NAB, CBA, and Judo Bank. In Charbel's current role as Director of Credit Risk, he makes independent decisions daily by reviewing financial reports and relevant data, critically assessing lending proposals to ensure they align with the organisation's risk appetite and policy framework.

Charbel has over 5 years of experience in the medical technology industry, specialising in contract management, governance, and procurement. This experience includes handling complex medical tender submissions, managing government relations, and overseeing ongoing contractual compliance.

Ms Sally Pearce

Ms Sally Pearce has extensive experience as a Chief Financial Officer (CFO) and current participation on 3 audit and risk committees. Sally's professional background has equipped her with a comprehensive understanding of risk management, internal controls, and corporate governance. As a CFO, she led financial strategy and reporting, oversaw enterprise risk management, managed relationships with external auditors and implemented robust internal control frameworks.

Sally currently serves on the audit and risk committees of NSW Communities and Justice, TAFE NSW and the Information and Privacy Commission. These organisations demonstrate her ability to understand and support a range of organisations with diverse governance arrangements and complexity.

Sally's knowledge of Campbelltown and its communities comes from not only having family live in the area but also working as a Commercial Analyst at Landcom on a range of property development projects within the Local Government Area and as Director of Finance for the South Western Sydney Local Health District, which included Campbelltown Hospital.

In accordance with the ARIC Charter, the Chairperson is to be elected by the ARIC Independent members. This election of the Chairperson is proposed to be held at the next ARIC meeting following the resolution of this report.

Remuneration

The Chairperson and independent members of Council's ARIC is remunerated at \$1,200 and \$1,000 ex GST, per meeting respectively. These amounts are provided for in the Council's budget.

Attachments

Nil

8.2 ARIC and Internal Audit Charters

Reporting Officer

Internal Auditor
Chief Executive Officer

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

Delivery Program

Principal Activity
PA10 Governance and Administration

Officer's Recommendation

That Council adopt the Audit, Risk and Improvement Committee and Internal Audit Charters.

Purpose

For the Council to consider the revised ARIC and Internal Audit Charters.

Report

In accordance with the Local Government Regulation (Section 216K, 216O) requires Council's Audit, Risk and Improvement Committee and Internal Audit to operate according to terms of reference/charter. An annual review of the charters is required by the Committee and the reviews have been conducted and updated changes necessary in line with the charter.

The Audit, Risk and Improvement Committee endorsed the Charters at their meeting on 20 August 2024.

Attachments

- 8.2.1 Internal Audit Charter (contained within this report) [↓](#)
- 8.2.2 ARIC Charter current (contained within this report) [↓](#)
- 8.2.3 ARIC Charter proposed (contained within this report) [↓](#)



INTERNAL AUDIT CHARTER

Approved by Committee: 20 AUGUST 2024
Adopted by Council: TBC
Version No.2

Introduction

Campbelltown City Council (Council) has established Internal Audit as a key component of the council's governance and assurance framework and in compliance with the *Guidelines for risk management and internal audit in local councils in NSW*. This Charter provides the framework for the conduct of Internal Audit function in Council and has been approved by council taking into account the advice of the council's Audit, Risk and Improvement Committee (Committee).

Purpose of internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve councils' operations. It helps council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Internal audit provides an independent and objective review and advisory service to provide advice to the governing body, Chief Executive Officer and Audit, Risk and Improvement Committee about council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists council to improve its business performance.

Independence

Council's Internal Audit function is to be independent of council so it can provide an unbiased assessment of council's operations and risk and control activities.

Internal Audit reports functionally to the Council's Audit, Risk and Improvement Committee on the results of completed audits, and for strategic direction and accountability purposes, and reports administratively to the Executive General Manager City Planning and Corporate Services to facilitate day-to-day operations. Internal audit activities are not subject to direction by council and council's management has no role in the exercise of council's internal audit activities.

The Committee is responsible for communicating any internal audit issues and report to the governing body. Should the governing body require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the governing body where the Chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act. Individual councillors are not entitled to request or receive information from the committee.

The Chief Executive Officer must consult with the Chair of council's Committee before appointing or changing the employment conditions of Internal Audit. Where dismissal occurs, the Chief Executive Officer must report to the governing body advising of the reasons why Internal Audit was dismissed.

Where the chair of council's Audit, Risk and Improvement Committee has any concerns about the treatment of the Internal Auditor, or any action taken that may compromise the Internal Auditor's ability to undertake their functions independently, they can report their concerns to the governing body.

The Internal Auditor is to confirm at least annually to the Audit, Risk and Improvement

Committee the independence of internal audit activities from council.

Authority

Council authorises Internal Audit to have full, free and unrestricted access to all functions, premises, assets, personnel, records and other documentation and information that the Internal Auditor considers necessary to enable Internal Audit to fulfil its responsibilities. All records, documentation and information accessed while undertaking internal audit activities are to be used solely for the conduct of these activities.

The Internal Auditor is responsible and accountable for maintaining the confidentiality of the information they receive during their work.

All internal audit documentation is to remain the property of council, including where internal audit services are performed by an external third-party provider.

Information and documents pertaining to Internal Audit are not to be made publicly available. Internal Audit may only release council information to external parties that are assisting Internal Audit to fulfil its responsibilities with the approval of the Chief Executive Officer, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Role

Internal Audit is to support council's Audit, Risk and Improvement committee to review and provide independent advice to council in accordance with section 428A of the *Local Government Act 1993*. This includes conducting internal audits of council and monitoring the implementation of corrective actions.

Internal Audit is to also play an active role in:

- developing and maintaining a culture of accountability and integrity;
- facilitating the integration or risk management into day-to-day business activities and processes; and
- promoting a culture of high ethical standards.

Internal Audit has no direct authority or responsibility for the activities it reviews. Internal Audit has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in council functions or activities (except in carrying out its own functions).

Internal Auditor

Council's Internal Audit function is to be led by a member of council's staff with sufficient skills, knowledge and experience to ensure it fulfils its roles and responsibilities to council and its Audit, Risk and Improvement committee. The Internal Auditor must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the Internal Auditor include:

- managing the day-to-day activities of the Internal Audit function;
- managing council's internal audit budget;
- supporting the operation of council's Audit, Risk and Improvement committee;
- approving internal audit project plans, conducting or supervising audits and assessments and providing independent advice to the Audit, Risk and Improvement committee;

- monitoring council's implementation of corrective actions that arise from findings of audits;
- fulfilling the Committee's annual work plan and four-yearly strategic plan;
- ensuring the council's internal audit activities comply with the *Guidelines on risk management and internal audit in local councils in NSW*, and
- contract management and oversight of supplementary external providers (where appropriate).

Internal Audit

Members of the Internal Audit function are responsible to the Internal Auditor. Individuals that perform internal audit activities for council must have:

- an appropriate level of understanding of the council's culture, systems and processes;
- the skills, knowledge and experience necessary to conduct internal audit activities;
- effective interpersonal and communication skills to ensure they can partner with council staff effectively and collaboratively, and
- honesty, integrity and diligence.

Performing internal audit activities

The work of Internal Audit is to be thoroughly planned and executed. The council's Audit, Risk and Improvement committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each council term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee is to also develop an annual workplan to guide the work of the internal audit over the forward year. All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and Australian Standard ISO 31000 2018, Risk Management Guidelines.

The Internal Auditor is to provide the findings and recommendations of internal audits to the Audit, Risk and Improvement committee at the end of each audit. Each report is to include a response from the relevant senior manager. The Internal Auditor is to establish an ongoing monitoring system to follow up council's progress in implementing corrective actions.

The Chief Executive Officer, in consultation with the Audit, Risk and Improvement committee, is to develop and maintain policies and procedures to guide the operation of council's Internal Audit function.

The Internal Auditor is to ensure that the Audit, Risk and Improvement committee is advised at each of the committee's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

Conduct

Internal audit personnel must comply with the council's Code of Conduct. Complaints about breaches of council's code of conduct by internal audit personnel are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The Chief Executive Officer must consult with council's Audit, Risk and Improvement committee before any disciplinary action taken against the Internal Auditor in

response to a breach of council's Code of Conduct.

Internal auditors are also required to comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

Administrative arrangements

Audit, risk and improvement committee meetings

The Internal Auditor will attend Audit, Risk and Improvement committee meetings as an independent non-voting observer. The Internal Auditor can be excluded from meetings by the committee at any time.

The Internal Auditor must meet separately with the Audit, Risk and Improvement committee at least once per year.

The Internal Auditor can meet with the chair of the Audit, Risk and Improvement committee at any time, as necessary, in between committee meetings.

External audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

Dispute resolution

Internal Audit should maintain an effective working relationship with council and the Audit, Risk and Improvement committee and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between Internal Audit and council, the dispute is to be resolved by the Chief Executive Officer and/or the Audit, Risk and improvement committee. Disputes between Internal Audit and the Audit, Risk and Improvement committee are to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

Review arrangements

Council's Audit, Risk and Improvement committee must review the performance of the internal audit function each year and report its findings to the governing body. A strategic review of Internal Audit must be conducted each council term that considers the views of an external party with a strong knowledge of internal audit on the performance of the internal audit unit and reported to the governing body.

This charter is to be reviewed annually by the Committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

Further information

For further information on council's Internal Audit activities contact the Internal Audit by email sam.helweh@campbelltown.nsw.gov.au or by phone on 02 4645 4883

Reviewed by Chair of the Audit, Risk and Improvement Committee: August 2024

Reviewed by Council or in accordance with a resolution of the governing body

[date]

[resolution reference]

Next review date:

January 2026

Schedule 1

Internal audit function responsibilities

Audit

Internal audit

- Conduct internal audits as directed by council's Audit, Risk and Improvement committee;
- Implement council's annual and strategic internal audit work plans;
- Monitor the implementation by council of corrective actions;
- Assist council to develop and maintain a culture of accountability and integrity;
- Facilitate the integration of risk management into day-to-day business activities and processes, and
- Promote a culture of high ethical standards.

External audit

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided;
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations; and
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

Risk

Risk management

- if council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard;
- whether council's risk management framework is adequate and effective for identifying and managing the risks council faces, including those associated with individual projects, programs and other activities;
- if risk management is integrated across all levels of council and across all processes, operations, services, decision-making, functions and reporting;
- of the adequacy of risk reports and documentation, for example, council's risk register and risk profile;
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings;
- whether appropriate policies and procedures are in place for the management and exercise of delegations;
- if council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within council and strong leadership that supports effective risk management;

- of the adequacy of staff training and induction in risk management;
- how council's risk management approach impacts on council's insurance arrangements;
- of the effectiveness of council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

- whether council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective;
- whether council has in place relevant policies and procedures and that these are periodically reviewed and updated;
- whether appropriate policies and procedures are in place for the management and exercise of delegations;
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with;
- if council's monitoring and review of controls is sufficient; and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

Compliance

Review and advise of the adequacy and effectiveness of council's compliance framework, including:

- if council has appropriately considered legal and compliance risks as part of council's risk management framework;
- how council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise of the adequacy and effectiveness of council's fraud and corruption prevention framework and activities, including whether council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise:

- if council is complying with accounting standards and external accountability requirements;
- of the appropriateness of council's accounting policies and disclosures;
- of the implications for council of the findings of external audits and performance audits and council's responses and implementation of recommendations;
- whether the council's financial statement preparation procedures and timelines are sound;
- the accuracy of council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues

- the methods used by council to account for significant or unusual transactions and areas of significant estimates or judgements;
- appropriate management signoff on the statements

- if effective processes are in place to ensure financial information included in the council's report is consistent with signed financial statements;
- if the council's financial management processes are adequate;
- the adequacy of cash management policies and procedures;
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases

- if policies and procedures for management review and consideration of the financial position and performance of council are adequate; and
- if council's grants and tied funding policies and procedures are sound.

Governance

Review and advise of the adequacy of council's governance framework, including council's:

- decision-making processes;
- implementation of governance policies and procedures;
- reporting lines and accountability;
- assignment of key roles and responsibilities;
- committee structure;
- management oversight responsibilities;
- human resources and performance management activities;
- reporting and communication activities;
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

Improvement

Strategic planning

Review and advise:

- of the adequacy and effectiveness of council's IP&R processes;
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

Review and advise:

- if council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance;
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how council can improve its service delivery and council's performance of its business and functions generally.

Performance data and measurement

Review and advise:

- if council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators council uses are effective, and
- of the adequacy of performance data



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AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER

Approved by Committee: 20 August 2024
Adopted by Council: **TBC**
Version No:4

Introduction

Campbelltown City Council (Council) has established an Audit, Risk and Improvement Committee (Committee) in compliance with section 428A of the *Local Government Act 1993 (the Act)* and section 216K of the *Local Government (General) Regulation 2021*. This Charter set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective and Role

The objective of council's Committee is to provide independent assurance to council by monitoring, reviewing and providing advice about council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Independence

The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and provide council with robust, objective and unbiased advice and assurance.

The Committee is to provide an advisory and assurance role only and is to have no administrative function, delegated financial responsibility or any management functions of the council. The Committee will provide independent advice to the council that is informed by council's internal audit and risk management activities and information and advice provided by council staff, relevant external bodies and subject matter experts.

The Committee must always ensure it maintains a direct reporting line to and from council's internal audit function and act as a mechanism for internal audit to report to the governing body and the Chief Executive Officer on matters affecting the performance of the internal audit function.

Authority

Council authorises the Committee, for the purposes of exercising its role and responsibilities, to:

- access any information it needs from council.
- use any council resources it needs.
- have direct and unrestricted access to the Chief Executive Officer and senior management of council.
- seek the Chief Executive Officer's permission to meet with any other council staff member or contractor.
- discuss any matters with the external auditor or other external parties.
- request the attendance of any employee at committee meetings; and
- obtain external legal or other professional advice in line with councils' procurement policies.

Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release council information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the Chief Executive Officer, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Composition and tenure

The Committee consists of one independent voting Chair, two independent voting members and one non-voting councillor member, as required under the *Local Government (General) Regulation 2021*.

The independent members of the Committee are to appoint the Chair of the Committee, who must also be an independent member. The Chair is counted as one member of the Committee and will serve for the term of the Committee. Current committee members are:

		Until
Ms Rhonda Wheatley	Independent member (voting)	Until 31 December 2026
Ms Sally Pearce	Independent member (voting)	Until 31 December 2027
Mr Charbel Abouraad	Independent member (voting)	Until 31 December 2028
Mr Warren Morrison	Councillor member (non-voting)	Until September 2028

All committee members are to meet the independence and eligibility criteria prescribed in the *Guidelines for risk management and internal audit in local [councils-government](#) in NSW*.

Members ~~may be appointed up to a maximum of a~~ ~~will be appointed for a~~ four-year period. Members can be re-appointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee.

Members who have served an eight-year term (either as member or Chair) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of council, ideally, no more than one member should leave the Committee because of rotation on any one year.

The member terms and conditions are to be disclosed in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their committee responsibilities.

Prior to approving the reappointment or extension of the Chair's or an independent member's term, the governing body is to undertake an assessment of the Chair's or committee member's performance. Reappointment of the Chair and members is also to be subject to the individual still meeting independence and eligibility requirements.

Members of the Committee are to possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of council, the environment in which council operates, and the contribution that the Committee makes to the council. At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment.

All members should have sufficient understanding of the council's financial reporting responsibilities to be able to contribute to the Committee's consideration of the council's annual financial statements.

Role

In accordance with section 428A of the *Local Government Act 1993*, the role of the Committee is to review and provide independent advice to council regarding the following aspects of the council's operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the council, and
- internal audit.

The Committee must also provide information to the council for the purpose of improving council's performance of its functions.

The Committee's specific Audit, Risk and Improvement responsibilities under section 428A are outlined in Schedule 1 to this charter.

The Committee will act as a forum for the council's internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The Committee will have no power of direction over external audit or the manner in which the external audit is planned or undertaken but will act as a forum for the consideration of external audit findings.

The Committee is directly responsible and accountable to the governing body of the council for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of the council rests with the governing body and the Chief Executive Officer.

The responsibilities of the Committee may be revised or expanded in consultation with, or as requested by, the governing body of the council from time to time.

Responsibilities of members

Independent members

The Chair and members of the Committee are expected to understand and observe the requirements of the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement act in the best interests of the council have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the council

Audit, Risk and Improvement Charter

- have strong leadership qualities (Chair)
- lead effective committee meetings (Chair), and
- oversee council's internal audit function (Chair).

Councillor member

To preserve the independence of the Committee, the councillor member of the Committee is a non-voting member. Their role is to:

- relay to the Committee any concerns the governing body may have regarding council and issues being considered by the Committee
- provide insights into local issues and the strategic priorities of the council that would add value to the Committee's consideration of agenda items
- advise the governing body (as necessary) of the work of the Committee and any issues arising from it and
- assist the governing body to review the performance of the Committee.

Issues or information the councillor member raises with or provides to the Committee must relate to the matters listed in Schedule 1 and issues being considered by the Committee.

The councillor member of the Committee must conduct themselves in a non-partisan and professional manner. The councillor member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

If the councillor member of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the council, that the councillor member be removed from membership of the Committee. Where the council does not agree to the Committee Chair's recommendation, the council must give reasons for its decision in writing to the Chair.

Conduct

Independent committee members are required to comply with the council's Code of conduct and be held to the same ethical, behavioural and conduct standards as officials of the council.

Complaints or breaches of council's code of conduct by an independent committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The Chief Executive Officer must consult with the governing body before taking any disciplinary action against an independent committee member in response to a breach of the council's Code of Conduct.

Conflicts of interest

Once a year, Committee members will provide written declarations to the council stating that they do not have any conflicts of interest that would preclude them from being members of the Committee. Independent committee members are 'designated persons' and must also complete and submit returns of interest.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest that may have at the start of each meeting, before discussion of the relevant agenda item or issue, and when the issue arises. Where committee members and observers are deemed to have a pecuniary or significant non-pecuniary conflict of interest, they are to remove themselves from Committee deliberations on the issue. Details of any conflicts of interest should also be appropriately minuted.

Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and Australian Standard ISO 31000 2018, Risk Management Guidelines, where applicable.

Work plans

The work of the Committee is to be thoroughly planned and executed to ensure that all council activities and functions are reviewed. The Committee must develop a strategic plan every four years to ensure that all matters listed in Schedule 1 are reviewed by the Committee and the internal audit function over each council term. The strategic plan must be reviewed at least annually to ensure it remains appropriate.

The Committee may, in consultation with the council's governing body, vary the strategic work plan at any time to address new or emerging risks. The governing body of council may also, by resolution, request the Committee to approve a variation to the strategic work plan. However, any decision to vary the strategic work plan must be made by the Committee.

The Committee must also develop an annual work plan to guide its work, and the work of Internal Audit function over the forward year.

The Committee may, in consultation with the council's governing body, vary the annual work plan to address new or emerging risks. The governing body of the council may also, by resolution, request the Committee to approve a variation to the annual work plan. However, any decision to vary the annual work plan must be made by the Committee.

When considering whether to vary the strategic or annual work plans, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

Assurance reporting

The Committee must regularly report to the council to ensure that the council is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of the council or the achievement of council's goals and objectives.

The Committee will provide an update to the governing body and Chief Executive Officer of its activities and opinions after every Committee meeting.

The Committee will provide an annual assessment to the governing body and Chief Executive Officer each year on the Committee's work and its opinion on how council is performing.

The Committee will provide a comprehensive assessment every council term of all the matters listed in Schedule 1 to the governing body and Chief Executive Officer.

The Committee may at any time report to the governing body or Chief Executive Officer on any other matter it deems of sufficient importance to warrant their attention. The Mayor and Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

Should the governing body require additional information, a request for the information may be made to the Chair by resolution. The Chair may only provide the information requested by the governing body where the Chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local

Government Act. Individual councillors are not entitled to request or receive information from the Committee.

Administrative arrangements

Meetings

The Committee will meet at least ~~five~~ five times per year, including a special meeting to review the council's financial statements.

The Committee can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a committee member, the Chief Executive Officer or the governing body.

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted if a member is unable to attend a meeting.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the Chair has the casting vote.

The Chair of the Committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

The Chief Executive Officer and the Internal Auditor are to attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The Chair can request any of council's Directors or any member of the senior management team, any councillors, any employee/contractor of the council and any subject matter expert to attend committee meetings.

These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The Committee must meet separately with both the Internal Auditor and the council's external auditor at least once per year.

Dispute resolution

Members of the Committee and council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the Committee and the Chief Executive Officer or other senior managers, the dispute is to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

Secretariat

The Chief Executive Officer will appoint a council employee/s to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least 5 working days before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated to each member at the next audit risk and improvement committee meeting.

Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term or does not intend to seek re-appointment after the expiry of their term, they should give three months' notice to the Chair and governing body prior to their resignation to enable the council to ensure a smooth transition to a new committee member.

The governing body can terminate via resolution the engagement of any Chair or independent committee member before the expiry of their term where the individual has:

- breached the council's Code of Conduct
- performed unsatisfactorily or not to expectations
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any legislation or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The position of a councillor member on the Committee can be terminated at any time by the governing body via resolution.

Review arrangements

At least once every council term the governing body must conduct an external review of the effectiveness of the Committee.

This Charter is to be reviewed annually by the Committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

Further information

For further information on council's Audit, Risk and Improvement committee contact Internal Audit by email sam.helweh@campbelltown.nsw.gov.au or by phone on 02 4645 4883

Endorsed by Chair of the Audit, Risk and Improvement Committee: 20 August 2024

Reviewed by Council with a resolution date: **TBC**

Next review date:
[August-January 2026](#)

Schedule 1:

Audit, Risk and Improvement Committee responsibilities**1.0 AUDIT****1.1 Internal Audit**

- 1.1 Provide overall strategic oversight of internal audit activities
- 1.1.1 Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit;
- 1.1.2 Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions; and
- 1.1.3 Review and advise council:
- (a) on whether the council is providing the resources necessary to successfully deliver the internal audit function;
 - (b) if the council is complying with internal audit requirements, including conformance with the International Professional Practices Framework;
 - (c) if the council's Internal Audit Charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by council are suitable
 - (d) of the strategic four-year plan and annual work plan of internal audits to be undertaken by council's internal audit function;
 - (e) if council's internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function;
 - (f) of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised;
 - (g) of the implementation by council of these corrective actions;
 - (h) on the appointment of the head of the internal audit function and external providers, and
 - (i) if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities.

1.2 External Audit

- 1.2.1 Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit;
- 1.2.2 Coordinate as far as is practicable, the work programs of internal audit and external audit;
- 1.2.3 Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided;
- 1.2.4 Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations; and
- 1.2.5 Provide advice to the governing body and/or general manager on action taken on significant issues raised in relevant external audit reports and better practice guides.

2.0 RISK

- 2.1 Review and advise on council

- (a) if council's has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard;
- (b) whether council is providing the resources necessary to successfully implement its risk management framework;
- (c) whether the council's risk management framework is adequate and effective for identifying and managing the risks council faces, including those associated individual projects, programs and other activities;
- (d) if risk management is integrated across all levels of council and across all processes, operations, services, decision-making, functions and reporting;
- (e) of the adequacy of risk reports and documentation, for example, council's risk register and risk profile;
- (f) whether a sound approach has been followed in developing risk management plans for major projects or undertakings;
- (g) whether appropriate policies and procedures are in place for the management and exercise of delegations;
- (h) if council has taken steps to embed a culture which is committed to ethical and lawful behavior;
- (i) if there is a positive risk culture within the council and strong leadership that supports effective risk management;
- (j) of the adequacy of staff training and induction in risk management;
- (k) how council's risk management approach impacts on council's insurance arrangements;
- (l) of the effectiveness of council's management of its assets, and
- (m) of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

2.2 Internal Controls

2.2.1 Review and advise the council:

- (a) whether council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective;
- (b) whether council has in place relevant policies and procedures and that these are periodically reviewed and updated;
- (c) whether appropriate policies and procedures are in place for the management and exercise of delegations;
- (d) whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with;
- (e) if the council's monitoring and review of controls is sufficient, and
- (f) if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

2.3 Compliance

2.3.1 Review and advise council of the adequacy and effectiveness of council's compliance framework, including:

- (a) if council has appropriately considered legal and compliance risks as part of the council's risk management framework;
- (b) how council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and whether appropriate processes are in place to assess compliance.

2.4 Fraud and Corruption

2.4.1 Review and advise council of the adequacy and effectiveness of council's fraud and corruption prevention framework and activities, including whether council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

2.5 Financial management

2.5.1 Review and advise council:

- (a) if council is complying with accounting standards and external accountability requirements;
- (b) of the appropriateness of council's accounting policies and disclosures;
- (c) of the implications for council of the findings of external audits and performance audits and council's responses and implementation of recommendations;
- (d) whether council's financial statement preparation procedures and timelines are sound;
- (e) the accuracy of council's annual financial statements prior to external audit, including:
 - management compliance/representations;
 - significant accounting and reporting issues;
 - the methods used by council to account for significant or unusual transactions and areas of significant estimates or judgements; and
 - appropriate management sign off on the statements.
- (f) if effective processes are in place to ensure financial information included in the council report is consistent with signed financial statements;
- (g) if council's financial management processes are adequate;
- (h) the adequacy of cash management policies and procedures;
- (i) if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions;
 - adequate segregation of duties;
 - timely reconciliation of accounts and balances;
 - review of unusual and high value purchases;
- (j) if policies and procedures for management review and consideration of the financial position and performance of the council are adequate; and
- (k) if council's grants and tied funding policies and procedures are sound.

2.6 Governance

2.6.1 Review and advise council regarding its governance framework, including council's:

- (a) decision-making processes;
- (b) implementation of governance policies and procedures;
- (c) reporting lines and accountability;
- (d) assignment of key role and responsibilities;
- (e) committee structure;
- (f) management oversight responsibilities;
- (g) human resources and performance management activities;
- (h) reporting and communication activities;
- (i) information and communications technology (ICT) governance, and
- (j) management and governance of the use of data, information and knowledge.

3.0 Improvement

3.1 Strategic planning

3.1.1 Review and advise council:

- (a) of the adequacy and effectiveness of the council's IP&R processes;
- (b) if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- (c) whether the council is successfully implementing and achieving its IP&R objectives and strategies.

3.2 Service reviews and business improvement

3.2.1 Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies); and

3.2.2 Review and advise council:

- (a) if council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance;
- (b) if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- (c) how the council can improve its service delivery and the council's performance of its business and functions generally.

3.3 Performance data and measurement

3.3.1 Review and advise council:

- (a) if council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- (b) if the performance indicators council uses are effective, and
- (c) of the adequacy of performance data collection and reporting.



AUDIT, RISK AND IMPROVEMENT COMMITTEE CHARTER

Approved by Committee: 20 August 2024
Adopted by Council: **TBC**
Version No:4

Introduction

Campbelltown City Council (Council) has established an Audit, Risk and Improvement Committee (Committee) in compliance with section 428A of the *Local Government Act 1993 (the Act)* and section 216K of the *Local Government (General) Regulation 2021*. This Charter set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective and Role

The objective of council's Committee is to provide independent assurance to council by monitoring, reviewing and providing advice about council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Independence

The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and provide council with robust, objective and unbiased advice and assurance.

The Committee is to provide an advisory and assurance role only and is to have no administrative function, delegated financial responsibility or any management functions of the council. The Committee will provide independent advice to the council that is informed by council's internal audit and risk management activities and information and advice provided by council staff, relevant external bodies and subject matter experts.

The Committee must always ensure it maintains a direct reporting line to and from council's internal audit function and act as a mechanism for internal audit to report to the governing body and the Chief Executive Officer on matters affecting the performance of the internal audit function.

Authority

Council authorises the Committee, for the purposes of exercising its role and responsibilities, to:

- access any information it needs from council.
- use any council resources it needs.
- have direct and unrestricted access to the Chief Executive Officer and senior management of council.
- seek the Chief Executive Officer's permission to meet with any other council staff member or contractor.
- discuss any matters with the external auditor or other external parties.
- request the attendance of any employee at committee meetings; and
- obtain external legal or other professional advice in line with councils' procurement policies.

Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release council information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the Chief Executive Officer, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Composition and tenure

The Committee consists of one independent voting Chair, two independent voting members and one non-voting councillor member, as required under *the Local Government (General) Regulation 2021*.

The independent members of the Committee are to appoint the Chair of the Committee, who must also be an independent member. The Chair is counted as one member of the Committee and will serve for the term of the Committee. Current committee members are:

Ms Rhonda Wheatley	Independent member (voting)	Until 31 December 2026
Ms Sally Pearce	Independent member (voting)	Until 31 December 2027
Mr Charbel Abouraad	Independent member (voting)	Until 31 December 2028
Mr Warren Morrison	Councillor member (non-voting)	Until September 2028

All committee members are to meet the independence and eligibility criteria prescribed in the *Guidelines for risk management and internal audit for local government in NSW*.

Members may be appointed up to a maximum of a four-year term. Members can be re-appointed for a further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee.

Members who have served an eight-year term (either as member or Chair) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of council, ideally, no more than one member should leave the Committee because of rotation on any one year.

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These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The Committee must meet separately with both the Internal Auditor and the council's external auditor at least once per year.

Dispute resolution

Members of the Committee and council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way via discussion and negotiation.

In the event of a disagreement between the Committee and the Chief Executive Officer or other senior managers, the dispute is to be resolved by the governing body of the council.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Secretary of the Department of Planning, Industry and Environment in writing.

Secretariat

The Chief Executive Officer will appoint a council employee/s to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least 5 working days before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated to each member at the next audit risk and improvement committee meeting.

Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term or does not intend to seek re-appointment after the expiry of their term, they should give three months' notice to the Chair and governing body prior to their resignation to enable the council to ensure a smooth transition to a new committee member.

The governing body can terminate via resolution the engagement of any Chair or independent committee member before the expiry of their term where the individual has:

- breached the council's Code of Conduct
- performed unsatisfactorily or not to expectations
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been proven to be in a serious breach of their obligations under any legislation or
- declared, or is found to be in, a position of a conflict of interest which is unresolvable.

The position of a councillor member on the Committee can be terminated at any time by the governing body via resolution.

Review arrangements

At least once every council term the governing body must conduct an external review of the effectiveness of the Committee.

This Charter is to be reviewed annually by the Committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

Further information

For further information on council's Audit, Risk and Improvement committee contact Internal Audit by email sam.helweh@campbelltown.nsw.gov.au or by phone on 02 4645 4883

Endorsed by Chair of the Audit, Risk and Improvement Committee: 20 August 2024

Reviewed by Council with a resolution date: TBC

Next review date:

January 2026

Schedule 1:

Audit, Risk and Improvement Committee responsibilities

1.0 AUDIT

1.1 Internal Audit

- 1.1 Provide overall strategic oversight of internal audit activities
- 1.1.1 Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit;
- 1.1.2 Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions; and
- 1.1.3 Review and advise council:
- (a) on whether the council is providing the resources necessary to successfully deliver the internal audit function;
 - (b) if the council is complying with internal audit requirements, including conformance with the International Professional Practices Framework;
 - (c) if the council's Internal Audit Charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by council are suitable
 - (d) of the strategic four-year plan and annual work plan of internal audits to be undertaken by council's internal audit function;
 - (e) if council's internal audit activities are effective, including the performance of the head of the internal audit function and internal audit function;
 - (f) of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised;
 - (g) of the implementation by council of these corrective actions;
 - (h) on the appointment of the head of the internal audit function and external providers, and
 - (i) if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities.

1.2 External Audit

- 1.2.1 Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit;
- 1.2.2 Coordinate as far as is practicable, the work programs of internal audit and external audit;
- 1.2.3 Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided;
- 1.2.4 Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations; and
- 1.2.5 Provide advice to the governing body and/or general manager on action taken on significant issues raised in relevant external audit reports and better practice guides.

2.0 RISK

- 2.1 Review and advise on council
- (a) if council's has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard;
 - (b) whether council is providing the resources necessary to successfully implement its risk management framework;
 - (c) whether the council's risk management framework is adequate and effective for identifying and managing the risks council faces, including those associated individual projects, programs and other activities;

- (d) if risk management is integrated across all levels of council and across all processes, operations, services, decision-making, functions and reporting;
- (e) of the adequacy of risk reports and documentation, for example, council's risk register and risk profile;
- (f) whether a sound approach has been followed in developing risk management plans for major projects or undertakings;
- (g) whether appropriate policies and procedures are in place for the management and exercise of delegations;
- (h) if council has taken steps to embed a culture which is committed to ethical and lawful behavior;
- (i) if there is a positive risk culture within the council and strong leadership that supports effective risk management;
- (j) of the adequacy of staff training and induction in risk management;
- (k) how council's risk management approach impacts on council's insurance arrangements;
- (l) of the effectiveness of council's management of its assets, and
- (m) of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

2.2 Internal Controls

2.2.1 Review and advise the council:

- (a) whether council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective;
- (b) whether council has in place relevant policies and procedures and that these are periodically reviewed and updated;
- (c) whether appropriate policies and procedures are in place for the management and exercise of delegations;
- (d) whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with;
- (e) if the council's monitoring and review of controls is sufficient, and
- (f) if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

2.3 Compliance

2.3.1 Review and advise council of the adequacy and effectiveness of council's compliance framework, including:

- (a) if council has appropriately considered legal and compliance risks as part of the council's risk management framework;
- (b) how council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and whether appropriate processes are in place to assess compliance.

2.4 Fraud and Corruption

2.4.1 Review and advise council of the adequacy and effectiveness of council's fraud and corruption prevention framework and activities, including whether council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

2.5 Financial management

2.5.1 Review and advise council:

- (a) if council is complying with accounting standards and external accountability requirements;
- (b) of the appropriateness of council's accounting policies and disclosures;
- (c) of the implications for council of the findings of external audits and performance audits and council's responses and implementation of recommendations;

- (d) whether council's financial statement preparation procedures and timelines are sound;
- (e) the accuracy of council's annual financial statements prior to external audit, including:
 - management compliance/representations;
 - significant accounting and reporting issues;
 - the methods used by council to account for significant or unusual transactions and areas of significant estimates or judgements; and
 - appropriate management sign off on the statements.
- (f) if effective processes are in place to ensure financial information included in the council report is consistent with signed financial statements;
- (g) if council's financial management processes are adequate;
- (h) the adequacy of cash management policies and procedures;
- (i) if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions;
 - adequate segregation of duties;
 - timely reconciliation of accounts and balances;
 - review of unusual and high value purchases;
- (j) if policies and procedures for management review and consideration of the financial position and performance of the council are adequate; and
- (k) if council's grants and tied funding policies and procedures are sound.

2.6 Governance

2.6.1 Review and advise council regarding its governance framework, including council's:

- (a) decision-making processes;
- (b) implementation of governance policies and procedures;
- (c) reporting lines and accountability;
- (d) assignment of key role and responsibilities;
- (e) committee structure;
- (f) management oversight responsibilities;
- (g) human resources and performance management activities;
- (h) reporting and communication activities;
- (i) information and communications technology (ICT) governance, and
- (j) management and governance of the use of data, information and knowledge.

3.0 Improvement

3.1 Strategic planning

3.1.1 Review and advise council:

- (a) of the adequacy and effectiveness of the council's IP&R processes;
- (b) if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- (c) whether the council is successfully implementing and achieving its IP&R objectives and strategies.

3.2 Service reviews and business improvement

3.2.1 Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies); and

3.2.2 Review and advise council:

- (a) if council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance;
- (b) if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and

(c) how the council can improve its service delivery and the council's performance of its business and functions generally.

3.3 Performance data and measurement

3.3.1 Review and advise council:

- (a) if council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- (b) if the performance indicators council uses are effective, and
- (c) of the adequacy of performance data collection and reporting.

8.3 Significant Development Applications

Reporting Officer

Executive General Manager | City Governance, Planning and Corporate Services
City Planning and Corporate Services

Community Strategic Plan

Objective	Strategy
2 Places For People	2.3.1 Ensure all people in Campbelltown have access to safe, secure, and affordable housing

Delivery Program

Principal Activity
PA Building Development and Controls

Principal Activity

Officer's Recommendation

That the information be noted.

Report

Development applications received by the Council, are required to be determined by the appropriate authority in accordance with the relevant provisions of the *Environmental Planning and Assessment Act 1979*.

Determining authorities include but are not limited to the Campbelltown Local Planning Panel, the Sydney Western City Planning Panel, or the Chief Executive Officer under delegation.

This report provides information detailing all development applications considered under the authority of entities such as the Local Planning Panel, the Sydney Western City Planning Panel, and any other non-council government authorities, as well as more significant development applications approved by the General Manager under delegation.

The table attached to this report provides a summary of those development applications that meet the above criteria.

Attachments

DAs where the authority is the Sydney Western City Planning Panel					
DA No. & Link	Address	Description	Value	Authority Criteria	Status
2672/2024/DA-C	Hansens Road, Minto Heights	Emergency services facility comprising the Georges River Fire Brigade Building and associated works including site civil works, fencing, driveways, parking, sewage management system and ancillary structures/signage	\$5,889,821	Capital Investment Value >\$5 million	Completed - approved with conditions
2111/2024/DA-RA	14 – 20 Palmer Street, Ingleburn	Demolition of the existing dwellings and construction of a ten-storey mixed use apartment building, basement car parking and associated site and landscaping works	\$35,126,643	Capital Investment Value > \$30M	Completed - approved with conditions
3464/2023/DA-SW	Various Streets, Airs	Subdivision of Stage 8 into 82 lots comprising 80 residential lots and 2 lots for parks and associated subdivision works including demolition, excavation works associated with road grading, site benching, removal of redundant services, the construction of roads and roadworks, stormwater drainage, utility services, selective tree removal, sedimentation control, and street landscaping	\$6,464,982	Capital Investment Value > \$5M – Crown Development	Completed - approved with conditions
1398/2023/DA-DE	8 Noonan Road, Ingleburn	Change of use from motor vehicle repair station and truck wash to a waste management facility that use the existing warehouse for scrap metal yard	\$150,000	Designated Development – Waste Facility	Completed - approved with conditions

DAs where the authority is the Department of Planning					
DA No. & Link	Address	Description	Value	Authority Criteria	Status
SSD - 52066209	1 Hurley Street, Campbelltown	Macarthur Health Precinct – Stage 2	\$68 million	Hospital >\$30 million	Assessment in progress

DAs where the authority is Campbelltown Local Planning Panel					
DA No. & Link	Address	Description	Value	Authority Criteria	Status
2266/2024/DA-C	Lot 1 Narellan Road, Campbelltown	Removal of the Stations of the Cross from the site		Demolition of a heritage item	Completed - approved with conditions

Significant DAs approved under delegation by the Chief Executive Officer since last Council meeting (value exceeding \$3 million)					
DA No. & Link	Address	Description	Value	Authority Criteria	Status
4255/2024/DA-C	71 Blaxland Road, Campbelltown	Demolition of existing structures, site preparation works and construction of a specialised retail premises	5,035,549	Delegated authority	Approved with conditions
3660/2023/DA-CW	Menangle Road, Menangle Park	Establishment of a recreation area comprising sporting fields, an amenities building, car parking, and associated civil and landscaping works	7,779,963	Delegated authority	Approved with conditions
4801/2022/DA-CW	Appin Road, Gilead	Construction and delivery of open space park known as Noorumba Parklands	5,344,681	Delegated authority	Approved with conditions
2079/2024/DA-I	19 Swaffham Road, Minto	Use and operation of a freight transport facility and physical works associated with the proposed use, including earthworks, hardstand extension, erection of site offices, amenities and other supporting structures	5,275,191	Delegated authority	Approved with conditions
2238/2023/DA-SW	Appin Road, Gilead	Subdivision to create 96 Torrens title residential lots and 1 residue lot for future residential development with associated civil works	7,498,954	Delegated authority	Approved with conditions
4531/2023/DA-SW	Menangle Road, Menangle Park	Subdivision to create 150 Torrens title residential allotments, 12 residue allotments for future subdivision, two allotments for roads and landscaping purposes,	8,062,000	Delegated authority	Approved with conditions

		and one allotment for a future park, in addition to associated civil and landscaping works			
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8.4 Australian Local Government Association - National General Assembly 2025 - Call for Motions

Reporting Officer

Manager Governance and Risk
City Planning and Corporate Services

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.1 Provide proactive and collaborative leadership on issues that are important to Campbelltown now and into the future

Delivery Program

Principal Activity
PA10 Governance and Administration

Principal Activity
PA10 Governance and Administration

Officer's Recommendation

1. That Council endorse the attendance of the Mayor and the Chief Executive Officer and/or delegate/s and staff to the 2025 National General Assembly of Local Government in Canberra from 24-27 June 2025.
2. That interested Councillors advise the Executive General Manager, Planning and Corporate Services of their attendance at the 2025 National General Assembly of Local Government in Canberra from 24-27 June 2025.

Purpose

To advise Councillors of the 2025 National General Assembly of Local Government in Canberra from 24-27 June 2025.

Report

The National General Assembly of Local Government (NGA) will be convened in Canberra from 24-27 June 2025. It provides an opportunity for council to influence the national policy agenda with the theme for the 2025 conference being National Priorities Need Local Solutions.

This event provides an opportunity for Council to engage directly with the Federal Government to develop national policy and to influence the future direction of local government and our communities.

A discussion paper, Call for Motions, prepared by the Australian Local Government Association (ALGA) is attached to assist with the identification of motions that address the theme of the 2025 NGA: National Priorities Need Local Solutions. This theme aims to explore the critical importance of trust in governments, between governments, its institutions, and its citizens. This trust is a fundamental building block of our nation's democracy. The discussion paper is a call for councils to submit motions for debate at the 2025 NGA.

Motions for this year's NGA should consider:

- Any new practical programs or policy changes that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities; and/or
- New program ideas that would help the local government sector to deliver place-based solutions to national priorities.

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper and the 'National Priorities Need Local Solutions' theme of the NGA. Motions can address one or all of the issues identified in the discussion paper.

To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome i.e. call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence to support the outcome being sought and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording:

This National General Assembly calls on the Australian Government to...

Councillor Lodgement of Motions

Motions must be submitted to the National General Assembly by Monday 31 March 2025. Councillors wishing to lodge a motion must first seek resolution of Council by submitting a notice of motion to the Council meeting to be held on 11 March 2025. Notices of motion for this meeting need to be lodged by 9am Tuesday 4 March 2025 via motions@campbelltown.nsw.gov.au.

Motions should generally be in a form that seeks the NGA's support for a particular action or policy change at the Federal level which will assist local governments to meet local community needs. For example: that this National General Assembly call on the Federal Government to restore funding for local government financial assistance grants to a level equal to at least one percent of Commonwealth taxation revenue.

Attachments

8.4.1 National General Assembly 2025 Discussion Paper: National Priorities Need Local Solutions (contained within this report) [↓](#)

*National Priorities
Need Local Solutions*

24 - 27 June 2025 | National
Convention Centre Canberra

**National
General
Assembly
Discussion Paper**



ALGA
Australian Local
Government Association

KEY DATES

18 December 2024 | Opening of Call for Motions

31 March 2025 | Acceptance of Motions closes

24 June 2025 | Regional Cooperation & Development Forum

25 - 27 June 2025 | National General Assembly

TO SUBMIT YOUR MOTION

VISIT: [ALGA.COM.AU](https://alga.com.au)

The Australian Local Government Association (ALGA) is pleased to convene the 31st National General Assembly of Local Government (NGA), to be held in Canberra from 24-27 June 2025.

As convener of the NGA, the ALGA Board cordially invites all councils to send representatives to this important national event.

The NGA is the premier national gathering of local governments, and provides councils with the opportunity to come together, share ideas, debate motions, and most importantly unite and further build on the relationship between local government and the Australian Government.

This discussion paper contains essential information for Australian councils considering submitting motions for debate at the 2025 National General Assembly of Local Government (NGA).

It is recommended that all councils and delegates intending to attend the 2025 NGA familiarise themselves with the guidelines for motions contained in this paper on page 6.

BACKGROUND TO ALGA AND THE NGA

ALGA was established 1947. In structure, ALGA is a federation of member state and territory associations. Its mission is to achieve outcomes for local government through advocacy with impact, and maximise the economic, environmental and social wellbeing of councils and our communities.

Since 1994, the NGA has built the profile of local government on the national stage, showcased the value of councils, and most importantly demonstrated – particularly to the Australian Government – the strength and value of working with local government to help deliver on national priorities.

Debate on motions was introduced to the NGA as a vehicle for councils from across the nation to canvas ideas. Outcomes of debate on motions (NGA Resolutions) could be used by participating councils to inform their own policies and priorities, as well as their advocacy when dealing with federal politicians.

At the same time, they help ALGA and its member state and territory associations gain valuable insight into council priorities, emerging national issues, and the level of need and support for new policy and program initiatives.

Given the structure of ALGA, its Constitution, and level of resources, the NGA does not bind the ALGA Board. However, the Board carefully considers NGA resolutions as it determines ALGA's policies, priorities and strategies to advance local governments within the national agenda.

This is your NGA and ALGA is pleased to act as the convener. ALGA's policies and priorities will continue to be determined by the ALGA Board in the interests of all councils.

The ALGA Board thanks all councils for attending the NGA and those that will take the time to reflect on the purpose of debate on motions outlined in this paper, and to submit motions for debate at the 2025 NGA.



SUBMITTING MOTIONS

The theme of the 2025 NGA is – *National Priorities Need Local Solutions*

In June 2025, Australia will either have a re-elected Labor Government, or a new Coalition or minority government.

The 31st National General Assembly of Local Government will focus on opportunities for councils to work with the next Federal Government to deliver local solutions that will help them deliver on their vision for the nation.

As the closest government to communities, councils understand local challenges and opportunities. They are a willing partner in government, and sustainably funded can provide place-based solutions to a range of national priorities including affordable housing, energy transition, road safety, increasing productivity, and improved health and wellbeing.

This discussion paper is a call for councils to submit motions for debate at the 2025 NGA to be held in Canberra from 24-27 June 2025.

Motions for this year's NGA should consider:

- Any new practical programs or policy changes that can strengthen the system of local government nationally to provide the services and infrastructure required to support and strengthen our communities; and/or
- New program ideas that that would help the local government sector to deliver place-based solutions to national priorities.

Motions should be concise, practical and implementable and meet the guidelines for motions set out in the paper.

You are encouraged to read all the sections of the paper but are not expected to respond to every issue or question. Your council's motion/s must address one or more of the issues identified in the discussion paper.



Motions must be lodged electronically using the online form available on the NGA website at: www.alga.asn.au and received no later than 11:59pm AEST on Monday 31 March 2025.

All notices of motions will be reviewed by the ALGA Board's NGA Sub-committee prior to publishing the NGA Business Paper to ensure that they meet these guidelines. This sub-committee reserves the right to select, edit or amend notices of motions to facilitate the efficient and effective management of debate on motions at the NGA. For example, the sub-committee may recommend an overarching strategic motion to encompass several motions on the same topic.

All NGA resolutions will be published on www.nationalgeneralassembly.com.au.

As the host of the NGA, ALGA will communicate resolutions to the relevant Australian Government Minister and publish Ministerial responses as they are received on this website.

Please note that if your council does submit a motion, there is an expectation that a council representative will be present at the NGA to move and speak to that motion if required.

We look forward to hearing from you and seeing you at the 2025 NGA.

CRITERIA FOR MOTIONS



To be eligible for inclusion in the NGA Business Papers, and subsequent debate on the floor of the NGA, motions must meet the following criteria:

1. Be relevant to the work of local government nationally.
2. Not be focused on a specific jurisdiction, location or region – unless the project or issue has national implications.
3. Be consistent with the themes of the NGA.
4. Complement or build on the policy objectives of ALGA and your state or territory local government association.
5. Be submitted by a council which is a financial member of their state or territory local government association.
6. Propose a clear action and outcome ie call on the Australian Government to act on something.
7. Not be advanced on behalf of external third parties that may seek to use the NGA to apply pressure to Board members, or to gain national political exposure for positions that are not directly relevant to the work of, or in the national interests of, local government.
8. Address issues that will directly improve the capacity of local government to deliver services and infrastructure for the benefit of all Australian communities.
9. Not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
10. Be supported by sufficient evidence and demonstrate the relevance and significance of the matter to local government nationally.

Motions must commence with the following wording:

This National General Assembly calls on the Australian Government to

...

Please note: that resolutions of the NGA do not automatically become ALGA's national policy positions.

The ALGA Board carefully considers NGA resolutions as it determines ALGA's policies, priorities and strategies to advance local governments within the national agenda, but the resolutions are not binding.



OTHER THINGS TO CONSIDER

It is important to complete the background section of the submission form. Submitters of motions should not assume that NGA delegates will have background knowledge of the proposal. The background section helps all delegates, including those with no previous knowledge of the issue, in their consideration of the motion. Please note, motions should NOT be prescriptive in directing how the matter should be pursued.

Try to keep motions practical, focussed and capable of implementation to ensure that relevant Australian Government Ministers provide considered, thoughtful and timely responses.

Try to avoid motions that are complex, contain multi-dot points and require complex cross-portfolio implementation.

All motions submitted will be reviewed by the ALGA Board's NGA Sub-committee, in consultation with state and territory local government associations, to determine their eligibility for inclusion in the NGA Business Papers.

When reviewing motions, the Sub-committee considers the criteria, clarity of the motion and the importance and relevance of the issue to local government.

If there are any questions about the substance or intent of a motion, ALGA will raise these with the nominated contact officer. With the agreement of the submitting council, these motions may be edited before inclusion in the NGA Business Papers.

To ensure an efficient and effective debate, where there are numerous motions on a similar issue, the NGA Sub-committee will group these motions together under an overarching strategic motion. The strategic motions will have either been drafted by ALGA or will be based on a motion submitted by a council which best summarises the subject matter.

Debate will occur in accordance with the rules for debate published in the Business Papers and will focus on the strategic motions. Associated sub-motions will be debated by exception only or in accordance with the debating rules.

Any motion deemed to be primarily concerned with local or state issues will be referred to the relevant state or territory local government association and will not be included in the NGA Business Papers.

All motions require:

- a contact officer;
- a clear national objective;
- a summary of the key arguments in support of the motion; and
- endorsement of your council

Motions should be lodged electronically using the online form available at www.alga.com.au.

Motions should be received no later than 11:59pm AEST on Monday 31 March 2025.



SETTING THE SCENE

The theme for the 2025 NGA – **National Priorities Need Local Solutions** – highlights the unique role Australia's 537 councils can play delivering local, place-based solutions that meet the needs of their communities, while addressing broader national priorities.

The 2025 NGA provides you - the elected representatives of Australia's local councils and communities - with the opportunity to engage with the Federal Government and key Ministers.

Further, it is your opportunity to advocate for new or expanded programs and key policy initiatives that could strengthen local governments and its capacity to deliver services and infrastructure to local communities across the nation.

This year's call for motion focusses on twelve priority areas:

- Intergovernmental relations;
- Financial sustainability;
- Roads and infrastructure;
- Emergency management;
- Housing and homelessness;
- Jobs and skills;
- Community services;
- Closing the Gap and Aboriginal and Torres Strait Islander Reconciliation;
- Data, digital technology and cyber security;
- Climate change and renewable energy;
- Environment;
- Circular economy



1. INTERGOVERNMENTAL RELATIONS



For almost 30 years, local government was represented by ALGA on the Council of Australian Governments (COAG), providing local input into national decision making. However, when COAG was replaced by National Cabinet in March 2020, local government was not included.

National Cabinet is a forum for the Prime Minister, Premiers and Chief Ministers to meet and work collaboratively; and is a key mechanism in Australia's intergovernmental architecture. A representative of local government, the President of ALGA, is invited to meet with National Cabinet once each year, as well as one meeting of the Council on Federal Financial Relations comprising the Commonwealth Treasurer as Chair and all state and territory treasurers.

While National Cabinet was established to support a coordinated national response to the COVID-19 pandemic, the lack of local representation to this body has unfortunately impacted on decision making.

The Government's review into the COVID-19 response – published in October 2024 – found that Australia's 537 councils were critical for the implementation of National Cabinet decisions during the pandemic.

The inquiry also recommended National Cabinet would benefit from having more structured engagement and active consultation with local government to ensure future decision-making is informed at a local level.

In addition to attending one meeting per year of National Cabinet and CFFR, ALGA also represents local government on a range of Ministerial Councils and Forums, including the Infrastructure and Transport Ministers Meeting, National Emergency Management Ministers Meeting, Local Government Ministers Forum, Joint Council on Closing the Gap, Planning Ministers Meeting, Environment Ministers Meeting, Cultural Ministers Meeting, Energy and Climate Change Ministers Meeting, Road Safety Ministers Meeting, and Building Ministers Meeting.

Given the important role councils play delivering local solutions to national priorities, how can intergovernmental arrangements be further improved in Australia?

Are there new initiatives and programs that could be adopted to improve the level of cooperation and collaboration between the Australian Government and local government?

2. FINANCIAL SUSTAINABILITY

Sustainably funded, councils can play a key role delivering local solutions to national priorities. However, across the country many councils are facing significant financial challenges and are struggling to fund the delivery of core community services.

Every year councils are being asked to do more with less as a result of cost shifting, inadequate state and federal funding and, in some jurisdictions, rate pegging.

In 2024/25 councils will receive \$3.27 billion in federal Financial Assistance Grants. This is approximately 0.5% of Commonwealth taxation revenue, which is half the amount it was in 1996. The Australian Parliament is currently undertaking an Inquiry into local government sustainability, to which ALGA, State and Territory associations and many councils provided submissions

ALGA's submission to this inquiry highlighted that:

- If local government were provided annually with an additional \$350 million for the maintenance and delivery of quality open space, Australia's gross domestic product (GDP) would increase by \$858.9 million each year.
- If local government were able to effectively increase its capacity to perform regulatory services in planning and building, there would be an annual saving of \$859 million for development proponents and would generate an additional \$1.67 billion in GDP each year.
- Increased block transfers of Commonwealth funds to local governments can deliver greater efficiency and administrative cost savings of \$236 million and would generate increase GDP by \$330.8 million each year
- Reducing local government staff turnover can save \$425 million in avoided costs and lead to a \$619.9 million increase in GDP each year.
- Investing an additional \$1 billion each year into the maintenance of local government roads would increase GDP by \$354.6 million annually.

ALGA also stressed that the inquiry should not recommend any actions that will improve the financial sustainability of some councils to the detriment of others.

What are the opportunities to address financial sustainability across councils, and support their capacity to deliver local solutions to national priorities?

Are there improvements to be made to existing federal funding programs and arrangements that would support improved local government financial sustainability?

3. ROADS AND INFRASTRUCTURE

Local governments are responsible for around 75% of Australia's road network by length, and play an important role supporting productivity and improving road safety.

However, many councils are not resourced to effectively maintain their local roads, and independent research from the Grattan Institute in 2023 identified a \$1 billion annual local government road maintenance funding gap.

In November 2023 the Government announced that Roads to Funding would be progressively increased from \$500 million to \$1 billion per year over the forward estimates, effectively halving the current funding gap.

In addition to local roads, councils build and maintain community facilities and infrastructure worth more than \$100 billion nationally.

In 2020 the Australian Government introduced a new Local Roads and Community Infrastructure Program, which saw \$3.25 billion provided to all councils for local projects on a formula basis. ALGA's 2024 National State of the Assets highlighted the success of this federal funding program, reporting a \$1 billion improvement in the condition of local government facilities since the 2021 report.

Are there new programs or initiatives that the Australian Government could adopt to improve the long-term sustainability of local government roads and community infrastructure?

Are there programs or initiatives that the Australian Government could provide to improve the sector's capacity to manage local government infrastructure and to integrate these plans into long-term financial plans?

Are there opportunities for the Australian Government to support councils to invest in local infrastructure that will help address national priorities?



4. EMERGENCY MANAGEMENT

Australia is experiencing weather events of greater intensity and frequency – which leads to increased impacts on communities and council resources. Over the past two years, more than 60 per cent of local government areas have been declared natural disaster areas, many of them multiple times.

In 2022 ALGA successfully advocated for a new \$200 million per year Disaster Ready Fund, and to date two rounds of funding have been provided through this program. This program has been legislated to run for five years.

Both rounds of the Disaster Ready Fund have been significantly oversubscribed, and ALGA is advocating for a significant increase in federal funding to improve the emergency management capability and capacity of local government.

The Royal Commission on National Natural Disaster Arrangements made two important recommendations for local government – calling for State and Territory Governments to take responsibility for the capacity and capability of local government for the functions which are delegated to them (recommendation 11.1), and recommending States and Territory Governments review arrangements for resource sharing between local governments (recommendation 11.2).

Released in November 2024, the Colvin Review (Independent Review of Commonwealth Disaster Funding) and Glasser Review (Independent Review of National Natural Disaster Governance Arrangements) both support a strategic shift towards disaster risk reduction and resilience. The Colvin Review also supports a major capacity uplift for local government and an enhanced national training and exercise regime which tests and builds local government capacity.

Councils are encouraged to draw on their practical experience of the improvements that could be made to managing emergencies.

Please note that many aspects of emergency management are state or territory responsibilities, and your motions should focus on how the Australian Government could assist.

What new programs, or improvements to existing programs, could the Australian Government develop to partner with local government to improve the current natural disaster management systems to further assist in recovery and build resilience?

How can the Government best support Australian councils to prepare for, respond to and recover from natural disasters?

5. HOUSING AND HOMELESSNESS

Australia is currently facing a housing crisis which is resulting in more people experiencing housing insecurity and homelessness, while also preventing required worker movement across the country.

Councils are not responsible for building housing. Many councils do, however, play a key role in facilitating housing supply by appropriately zoning land and approving development. Others are going above and beyond to address the housing crisis, albeit without adequate resourcing.

One of the biggest issues is a lack of funding for infrastructure such as roads, water and power connections that are necessary for new housing developments.

The National Housing Accord – which ALGA is a signatory to on behalf of local government - sets an ambitious target of 1.2 million new, well-located homes over the next five years.

Research commissioned by ALGA, and delivered by Equity Economics, showed that there is currently a \$5.7 billion funding shortfall for the enabling infrastructure required to bridge the gap between current constructions and Australia's housing targets.

Another significant issue is local government's lack of input into setting housing policy at both a state, territory and federal level, While ALGA represents councils on a wide range of ministerial councils, it is not currently a member of the Housing and Homelessness Ministerial Council or National Cabinet.

A key focus for councils is ensuring that any new housing developments are not just supported by enabling infrastructure, but also the local facilities and services that are vital for healthy, productive and resilient communities.

What new programs and policies could the Australian Government develop to partner with local government to support the provision of more affordable housing?

How can the Australian Government work with councils to address the causes and impacts of homelessness?



6. JOBS AND SKILLS

Local government is a major employer in Australia providing employment, career advancement and training opportunities for more than 200,000 Australians, across an estimated 400 occupations.

However, councils – like many employers across the nation – are experiencing skill shortages that hinder their ability to meet community needs.

The 2022 Local Government Workforce Skills and Capability Survey show nine out of every ten Australian councils are facing jobs and skills shortages.

65% of respondent local governments said that project delivery had been impacted or delayed by vacancies, skills shortages, skills gaps or training needs.

The top five most cited skill shortages that local governments experienced were engineers (as noted by 46% of 2022 survey respondents), urban and town planners (40%), building surveyors (36%), environmental health inspectors (30%) and human resources professionals (29%).

Drivers of skill shortages include difficulty attracting young people to local government jobs, lack of available training courses, wage competition, and lack of resources to upskill the current workforce such as access to training facilities for rural/remote councils, workplace supervisors, subject matter experts, and contextualised training resources.

National priorities, such as increasing housing supply, cannot be achieved without support from local government and the right people to do the work.

Are there programs or initiatives that the Australian Government could implement that would enhance local government's capacity to attract and retain appropriately skilled staff now and into the future?

Are there programs or changes to existing programs that would increase local government's ability to employ apprentices and trainees?

Are there other initiatives that the Australian Government could provide to improve the sector's ability to plan and develop skills fit for the future?

7. COMMUNITY SERVICES

Councils provide a wide range of services based on local characteristics, needs, priorities, and the resources of their community.

Some of these services are provided to address market failure, and many of them are provided by councils on behalf of other levels of government.

It is important to note that nationally local government is more than 83% self-sufficient ie funded at the local level either through rates, fees and charges, sale of goods and services, or interest. The Australian Bureau of Statistics data shows that total local government annual expenditure in 2022-23 was \$48 billion.

Only 17% comes from grants and subsidies from other levels of government. Unfortunately, many of these grants and subsidies are tied, or competitive funding programs, or require matching funding which restricts the ability to address local priorities in the way the council and community might need.

Local government community services are broadly defined, and may include but are not limited to:

- environmental health including food safety;
- childcare, early childhood education, municipal health;
- aged care, senior citizens;
- services to people living with disability;
- programs to address disadvantage, to reduce poverty and homelessness;
- sporting and recreational programs;
- arts and cultural activities, programs and festivals;
- tourism and economic development activities;
- library services

Noting the funding arrangements for the provision of local government community services are there programs and initiatives that the Australian Government could implement to improve the delivery of these services?

Are there reforms or improvements in national community services program that would help local governments support the Australian Government to deliver on its national objectives?



8. CLOSING THE GAP AND ABORIGINAL AND TORRES STRAIT ISLANDER RECONCILIATION

In 2021, ALGA co-signed a landmark national agreement to close the gap between Indigenous and non-Indigenous Australians. At the heart of the National Agreement on Closing the Gap Partnership are four agreed priority reform targets and 19 socio-economic targets in areas including education, employment, health and wellbeing, justice, safety, housing, land and waters, and Aboriginal and Torres Strait Islander languages.

Local governments are uniquely placed to support partnerships to address long term service gaps and support their delivery. Councils are elected by their communities and have the longitudinal scope to develop a community's economic, skills, and infrastructure needs.

Local governments already play a significant role in helping their communities and the Closing the Gap outcomes. However, councils need appropriate resourcing, be it through place-based initiatives, or broader programs, to better facilitate and meet program objectives in their communities.

Are there programs or initiatives that the Australian Government could adopt to assist local government to advance reconciliation and close the gap?

Are there practical programs or initiatives that local government and the Australian Government could introduce to maintain, build and strengthen partnerships between Aboriginal and Torres Strait Islanders and governments?

9. DATA, DIGITAL TECHNOLOGY AND CYBER SECURITY

Provision of information technology to all Australians is vital to innovation, economic growth, and social equity. However, it is potentially even more important to regional Australia where the tyranny of distance increases the inequity of services available – including education, health, economic and social. Innovative technology is becoming more broadly available and could boost productivity and economic growth.

Councils around Australia continue to embrace new technologies to improve their service delivery standards and broaden consultation and engagement with their local communities. However, implementation can be hindered without access to basic technological infrastructure and the necessary IT skills and resources.

In recent times, cyber-attacks on major corporations and other businesses have resulted in significant data breaches. It is a timely reminder as digital information, services and products become an increasing feature of modern business operation including in local government.

Like all risks, local government must manage the risk of cyber-attacks and address cyber security.

While this is primarily a responsibility of the sector itself, governments at all levels must work together to ensure that the public have confidence in government information management systems and its security.

Drawing upon your council's experience, and your knowledge of other councils within your state or territory, are there programs and initiatives that the Australian Government could implement to help local government develop its digital technology services and infrastructure?

Are there actions the Australian Government could take to improve cyber security within the local government sector?



10. CLIMATE CHANGE AND RENEWABLE ENERGY

Climate change is resulting in more frequent and severe disasters, coastal erosion, and rising heat, which are all impacting on the liveability of Australian communities.

Local governments play a role in emissions reduction through reducing their corporate emissions and supporting broader national processes of decarbonisation through community engagement, and provision of services and infrastructure.

The 2024 Local Government Climate Review found that 89% of councils have set or planned ambitious corporate emissions reduction targets.

Councils also play a critical role supporting their communities through change, helping them to adapt and build their resilience. The latest Local Government Climate Review found that two-thirds have done a climate risk assessment and 72% are implementing initiatives.

Barriers to adaptation include internal resourcing (70%), funding (67%), complexity and not knowing how to respond (53%), and limited technical expertise and capacity (48%).

Councils need support to adequately assess climate risk and vulnerabilities and adequately address them in plans, policies investment decisions and engagement with communities. Unfortunately, funding and support from other levels of government has failed to keep pace, placing an inequitable burden on the sector.

The rapid increase in renewable energy projects in regions across Australia is resulting in uneven and inconsistent community benefits being offered and delivered to communities. It is also placing significant pressure on local governments to plan, negotiate and secure an enduring constructive legacy associated with renewable energy projects.

Local governments are the only local democratic institution in a position to convene local interests and broker long term social and economic benefits from renewables projects, and should be recognised and supported for their role in maintaining social license for renewables projects.

Noting the Australian Government's approach to reducing emissions, are there partnerships, programs, and initiatives that local government and the Australian Government can form to achieve Australia's 2050 net zero emissions target?

What are the opportunities to support councils to increase community resilience to the impacts of climate change?

What support do councils need to ensure that renewable energy projects deliver lasting benefits to the communities that house them?

11. ENVIRONMENT

The Australian Government's Nature Positive Plan states "Almost half of Australia's gross domestic product (GDP) has a moderate to very high direct dependence on nature. The rate at which we are eroding the environment poses tangible risks to Australia's economic, financial and social stability."

Australia's 537 local governments undertake broad and diverse work to support environmental outcomes.

However, councils do not receive adequate support for this work, which includes managing pests, weeds, and biosecurity threats, contributing to water security and management, managing parklands and reserves, and community education.

In recent years the National General Assembly has considered a range of environmental issues, and passed resolutions on biodiversity, biosecurity, conservation, climate change and water security.

How could the Australian Government partner with local government to strengthen Australia's environmental services and infrastructure?

What new programs could the Australian Government partner with local government in to progress local regional and national objectives?



12. CIRCULAR ECONOMY

Australia's volume of waste continues to increase compared with population growth and GDP, even with rates of recycling improving over the past decades.

The 2022 National Waste Report showed that waste generation has increased by 20% over the last 15 years (8.3% from municipal waste). Since 2006-07, recycling and recovery of Australia's core waste has increased by 57% (+22% in municipal) however Australia continues to have one of the lowest rates of recycling among OCED countries.

Local governments are under pressure to respond to community demand for addressing pollution, while at-capacity landfills and emerging problematic materials pose serious operational challenges.

Collecting, treating, and disposing of waste costs local governments an estimated \$3.5 billion annually.

ALGA believes the onus for waste reduction should be borne by industry, not local governments. Mandatory product stewardship approaches, including payments to local governments for their resource recovery services, would ensure the principle of producer responsibility is operationalised and the cost and risk burden on local governments is rebalanced.

How could the Australian Government further strengthen product stewardship arrangements to support local governments in their endeavours to increase recycling and reduce the volume of waste?

How could the Australian Government partner with local government to advance the circular economy?





CONCLUSION

Thank you for taking the time to read this discussion paper and your support for the 2025 National General Assembly of Local Government.

A final reminder:

- Motions should be lodged electronically at www.alga.com.au and received no later than 11.59pm on Monday 31 March 2025.
- Motions must meet the criteria published in this paper.
- Motions should commence with the following wording: 'This National General Assembly calls on the Australian Government to...'
- Motions should not be prescriptive in directing how the matter should be pursued.
- Motions should be practical, focussed and relatively simple.
- It is important to complete the background section on the form.
- Motions must not seek to advance an outcome that would result in a benefit to one group of councils to the detriment of another.
- When your council submits a motion there is an expectation that a council representative will be present at the 2025 National General Assembly to move and speak to that motion if required.
- Resolutions of the National General Assembly do not automatically become ALGA's national policy positions. The resolutions are used by the ALGA Board to inform policies, priorities and strategies to advance local governments within the national agenda.

We look forward to hearing from you and seeing you at the 2025 National General Assembly in Canberra.





8.5 Reports and Letters Requested

Reporting Officer

Manager Governance and Risk
City Planning and Corporate Services

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.1.2 Ensure the community is continuously informed about current and future issues affecting Campbelltown and key delivery partners

Delivery Program

Principal Activity
PA10 Governance and Administration

Officer's Recommendation

That the comments and updates to the reports and letters requested be noted.

Report

Attached for the information of Councillors is a status list of reports and letters requested from Council as at 4 February 2025.

Attachments

8.5.1 Reports Requested (contained within this report) [↓](#)

8.5.2 Letters Requested (contained within this report) [↓](#)

Reports requested effective 4 February 2025

Date of Decision Mover	Action Item	Comments / updates	Expected completion date
City Services			
12.11.24 Khalil	NM 11.2 Ramadan Nights 1. That a report be presented to Council to provide an overview of Council's events program and outline funding strategies to include the Ramadan Festival in 2026 as an ongoing part of the annual program, acknowledging its importance in promoting cultural diversity, fostering community engagement, and enhancing inclusion within the region.	The Events Team will; • Provide an overview of the events program and associated costs for 2026 • Provide an overview of event options • Outline the costs to deliver a Ramadan event in 2026 and ongoing • Investigate potential funding opportunities to deliver an event Currently under review.	April 2025
12.9.23 Hunt	NM 11.2 Bus Stop Shelters 2. That Council, subject to confirmation of bus routes and service standards, review the current installation program of bus stop shelters and explore options to expand to meet community growth and expectations; and 3. That a report is presented on the information received and options to be considered.		March 2025
13.10.22 Bricevic	NM 11.3 Footbridge over Bow Bowling Creek That Council: 1. provide a report on the feasibility of building a footbridge over Bow Bowling Creek (causeway) at Bow Bowling towards Minto. 2. Ensure the report includes particular reference to any current legislative requirements for pedestrian footbridges and addresses accessibility for those with mobility and/or disability issues. 3. That Council also advocate to the Member for Macquarie Fields in relation to the development of the bridge to seek funding to ensure it is built to an appropriate standard.	The feasibility report is currently being prepared.	March 2025

Reports requested effective 4 February 2025

Date of Decision Mover	Action Item	Comments / updates	Expected completion date
City Governance			
10.12.24 McEwan	<p>NM 11.1 - Aboriginal Road and Place Names</p> <p>2. That a report be presented to Council, detailing the implications and the procedural steps required by the Geographical Names Board, and any other relevant government entities.</p>	Currently under investigation	March 2025
City Planning and Environment			
10.12.24 Chowdhury	<p>ORD 8.2 -Planning Proposal - 13-17 Eagleview Road, Minto</p> <p>4. That a report on the outcome of the public exhibition of the Planning Proposal be presented to Council for consideration.</p>	This proposal is waiting for a Gateway Determination. The Gateway Determination will specify consultation and public exhibition requirements.	June 2025
13.02.24 Oates	<p>ORD 8.2 - Planning Proposal Request - Hollylea Road, Leumeah</p> <p>5. That following the completion of public exhibition either: a. where submissions are received by Council in response to public exhibition, a submissions report be presented to Council, or b. where no submissions are received by Council in response to public exhibition, the Planning Proposal be finalised.</p>	Waiting on Gateway Determination which will detail public exhibition requirements. Post exhibition report, if required expected early 2025	March 2025

Reports requested effective 4 February 2025

Date of Decision Mover	Action Item	Comments / updates	Expected completion date
City Futures			
14.9.21 Oates	<p>NM 11.2 - Creative Arts Fund</p> <p>1. That a report be presented investigating the establishment/trial of a local creative arts fund with the purpose of providing opportunities to improve the wellbeing, resilience and social cohesion of our community through creative expression and social connection.</p> <p>2. That the report also include the current and past, small and localised art funding initiatives undertaken by Campbelltown City Council including the cost associated with these initiatives.</p>	<p>A report is currently being drafted that investigates the opportunity of a local creative arts fund to improve our community's well-being, resilience, and social cohesion through creative expression and social connection. The report will include the current and past, small and localised art funding initiatives undertaken by Campbelltown City Council.</p>	March 2025
13.10.20 Lake	<p>NM 11.1 - Charging for parking within the Campbelltown Local Government Area</p> <p>That a full feasibility report be presented to Council outlining the financial and non-financial implications of introducing paid parking into the Campbelltown Local Government Area.</p>	<p>Further studies are required for paid parking to form a part of a parking strategy.</p>	July 2025

Letters requested effective 4 February 2025

Date of Decision Mover	Action Item	Comments / updates
<p>Office of Chief Executive Officer 09.07.24</p>	<p>NM 11.2 - Menangle Creek Rezoning</p> <ol style="list-style-type: none"> Write to the Hon. Paul Scully MP, NSW Minister of Planning asking them to rezone the Menangle Creek-Noorumba Corridor including Condition 22A land as C2 as a matter of urgency. Write to the Hon. Penny Sharpe MLC as the Minister for the Environment seeking her support for the rezoning. Write to Greg Warren MP as the local state representative seeking his support for the rezoning. 	<p>Letters dated 23.07.2024 sent to: The Hon. Paul Scully MP, NSW Minister of Planning The Hon. Penny Sharpe MLC as the Minister for the Environment Mr Greg Warren MP, Member for Campbelltown</p> <p>Response letters received from: Mr Greg Warren MP, Member for Campbelltown, providing response received from the Hon Paul Scully MP on 25.09.2024 Mr Greg Warren MP, Member for Campbelltown, providing response received from the Hon John Graham MLC on 26.09.2024 Response received from the Hon Paul Scully MP, Minister Planning and Public Spaces, on behalf of The Hon Penny Sharpe MLC, Minister for the Environment.</p>
<p>10.12.24 McEwan</p>	<p>NM 11.2 - Koala Awareness Zone on Appin Road</p> <ol style="list-style-type: none"> Write to the NSW Minister for Roads the Hon. John Graham MLC, the NSW Minister for the Environment the Hon. Penny Sharpe MLC and the Minister for Regional Transport and Roads the Hon. Jenny Aitchison MP, seeking their commitment to the earliest delivery of "Koala Awareness" zones beginning from Noorumba Reserve to Mollaty Creek, reducing the speed limits at known koala crossing points on Appin Road from dusk to dawn and install effective koala fencing along Appin Road as well as adding an additional crossing at Mollaty Creek. Write to the Member for Campbelltown Mr Greg Warren MP, the Member for Macarthur Dr Mike Freelander MP and the Member for Wollongong the Hon. Paul Scully MP seeking their support and advocacy for the delivery of these koala protection initiatives. 	<p>Letters dated 28.01.2025, included in the February Business Paper, sent to: The Hon Jenny Aitchison MP, Minister for Transport and Roads The Hon Penny Sharpe MLC, NSW Minister for the Environment The Hon John Graham MLC, Minister for Roads</p> <p>A copy of the above letters were provided to: Mr Greg Warren MP, Member for Campbelltown Dr Mike Freelander MP, Member for Macarthur The Hon Paul Scully MP, Member for Wollongong</p>
<p>10.12.24 McEwan</p>	<p>CO 7.6 - Upper Water Canal – Koala Crossing, Gilead</p> <ol style="list-style-type: none"> That a letter be sent to the Hon Rose Jackson MLC Minister of Water to support our call for works to be completed as a matter of urgency. 	<p>Letter dated 18.12.2024, included in February Business Paper, sent to the Hon Rose Jackson MLC, Minister for Water</p>

Letters requested effective 4 February 2025

Date of Decision Mover	Action Item	Comments / updates
<p>City Services 12.11.24 Zahra</p>	<p>NM 11.1 - Raby Road Traffic Congestion</p> <p>1. That Council write to the Minister of Transport, The Hon. Jo Elizabeth Haylen, MP in support of reducing the Raby Road traffic congestion between Campbelltown Road and onramp to M31, as agreed and actioned for review and consideration by Transport for NSW in the May 2024 Campbelltown Council Traffic Committee.</p>	<p>Letter dated 20.11.2024 sent to The Hon Jo Haylen MP, Minister for Transport.</p> <p>Response email received from The Hon Jo Haylen MP, Minister for Transport, referring the matter to The Hon John Graham MLC, Minister for Roads, for response.</p>

8.6 Investments and Revenue Report - November and December 2024

Reporting Officer

Executive Manager Corporate Services and Governance
City Planning and Corporate Services

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

Delivery Program

Principal Activity
PA10 Governance and Administration

Officer's Recommendation

That the information be noted.

Purpose

To provide a report outlining the activity in Council's financial services portfolio for the month of November and December 2024.

Report

Investments

Council's investment portfolio as of 31 December 2024 stood at approximately \$249 million. Funds are currently being managed by both Council staff and fund managers and are in accordance with the *Local Government Act 1993*, Local Government (General) Regulation 2021 and Council's Investment Policy.

All investments are placed with approved deposit taking institutions or TCorp and comply with the Investment policy.

Council's investment portfolio for the month of December outperformed the benchmark and provided an actual positive return of 0.43 per cent or 5.14 per cent annualised. This return includes the 31-day notice saver account but excludes Council's at call cash and Treasury Corp managed fund accounts.

The portfolio is diversified with maturities with varying lengths ranging up to the maximum 5 year period in accordance with Council's Investment Policy.

Council's investment advisor, Arlo Advisory, have confirmed that Council's investment portfolio is compliant with current policy settings, with clear buffers between exposures to individual entities and is well diversified from a credit rating spread perspective.

Council's total liquidity to meet short to medium term cash flow needs, remains strong with \$23 million held in an at call account and an amount of \$11 million in a 31-day notice account. This notice account offers a reasonable rate for short term deposits of 4.80 per cent which also moves in line with movements in the official cash rate.

The Reserve Bank of Australia (RBA) now meets to consider monetary policy 8 times per year namely:

17-18 February	11-12 August
31 March-1 April	29-30 September
19-20 May	3-4 November
7-8 July	8-9 December

The RBA kept rates on hold in its December meeting with the official cash rate holding at 4.35 per cent with inflation still above target. Despite progress in reducing inflationary pressures, challenges like weak household consumption, slowing GDP growth, and rising unemployment highlight the delicate balance the RBA must maintain between inflation control and employment stability. The Board's cautious approach reflects a focus on long-term inflation targets, with market expectations leaning toward rate cuts in 2025 as the RBA monitors evolving economic conditions and global monetary policy trends.

The market value of the Treasury Corporation Long Term Growth Fund which has a current asset allocation of around 50 per cent in domestic and international shares had a flat 0.09 per cent gain for the month of December. This Treasury Corporation Fund is a long-term growth fund with high return potential over the long term that may experience occasional periods of negative returns. It is intended to be at least a 7-year investment with the expectation of a return of CPI plus 3.5 per cent over a rolling 10-year period.

It is important to note that councils are restricted to conservative investments strictly in line with the Minister's Investment Order of 17 February 2011 and other relevant legislation including the *Local Government Act 1993* and the *Trustee Act 1925*. Investments in equities are prohibited under the legislation and therefore a benchmark such as the Bank Bill Index is used in line with Council's Investment Policy and the recommendations of the Office of Local Government Guidelines.

Rates and Charges

Rates and Charges levied for the period ending 31 December 2024 totalled \$162,731,013 representing 100 per cent of the current budget estimate.

The rates and charges receipts collected to the end of December totalled \$88,195,834. In percentage terms 54.8 per cent of all rates and charges due to be paid have been collected, compared to 55.1 per cent collected in the same period last year.

To mitigate the risk of debts becoming unmanageable Council staff have been actively assisting ratepayers with their quarterly instalments and provide advice on options available such as regular weekly payments. Where the charging of penalty interest causes hardship, the charges are waived in accordance with Council's Hardship Policy and an application being made. An on-line application form is available on Council's website to assist ratepayers to apply and complete their request at a convenient time.

Debt recovery action during the month involved the issue of 15 Statements of Claim to ratepayers with 2 or more instalments outstanding and a combined balance exceeding \$1,000. Further recovery on accounts with previous action resulted in 26 Judgments being served on defaulters that have not made suitable payment arrangements or failed on multiple occasions to maintain an agreed payment schedule.

Ratepayers who purchased property since the annual rates and charges notices had been issued, are provided a 'Notice to new owner' letter. During the month, 118 notices were sent to ratepayers advising them of the amount unpaid on their account and the amount levied in annual rates and charges. In addition, a separate letter is sent containing a request for additional contact points such as mobile number and/or email address.

Sundry Debtors

Non rate notice listed debts that are outstanding to Council as at 31 December 2024 are \$5,297,638, reflecting a decrease of \$2,046,103 since November 2024. During the month, 420 invoices were raised totalling \$3,622,569 and \$5,861,352 in payments were received. The majority of invoices raised in the month are generally paid within a 30-day period and those that are not are reflected in the Ageing of Sundry Debtors Report.

Debt recovery action is undertaken in accordance with Council's Sundry Debtors Recovery Procedures Policy and commences with the issue of a tax invoice. A person or entity may be issued more than one invoice 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 sundry debts that are not rates related, 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 is not maintained as agreed, a 7-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. If 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.

During the month, 3 accounts were issued a Letter of Demand 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 agent.

All costs associated with formal 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.

Council’s agents were instructed to issue 2 Statement of Liquidated Claim and obtain Pre-Judgment on 3 others for unpaid licence fees and one wage garnishee.

Council officers are mindful of the cost of living pressures on our community and 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 additional recovery action.

Material debts that remain outstanding for 90+ days or more are outlined below, with communication ongoing to facilitate settlement of the debts.

Debtor Type	Debtor	Amount Outstanding	Date of Debt
City Lifestyles	Sporting Groups - Facility hire fees	\$14,034	Various
City Governance	Booking of facilities debts	\$69,223	Various
City Governance	Various landowners - Property related debts	\$36,083	Various
City Governance	Lease Debts - Payment arrangements in place	\$24,671	March 2024
City Planning	Health inspection fees - Shop Food and Health, Fire Safety Statement, Pool Inspection and Septic Tank	\$190,425	Various

Attachments

- 8.6.1 Summary of Investment Portfolio - November 2024 (contained within this report) [↓](#)
- 8.6.2 Summary of Investment Portfolio - December 2024 (contained within this report) [↓](#)
- 8.6.3 Ageing of Sundry Debtor Accounts - December 2024 (contained within this report) [↓](#)
- 8.6.4 Rates and Charges Summary and Statistics - December 2024 (contained within this report) [↓](#)

Summary of Council's Investment Portfolio

Portfolio as at 30 November 2024



Investments Summary*

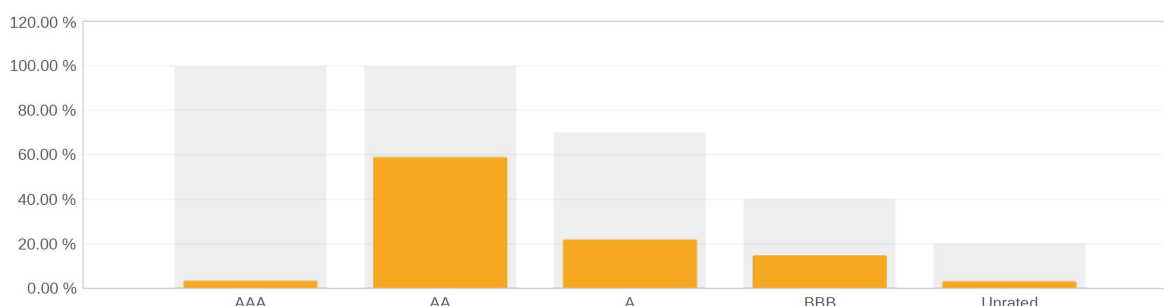
Asset Class as at 30/11/2024

Code	Number of Trades	Invested (\$)	Invested (%)
TD	42	129,031,413.70	56.53
FRN	24	45,681,114.40	20.01
CASH	3	26,565,334.27	11.64
BOND	7	13,884,246.60	6.08
FRTD	2	7,000,000.00	3.07
MGFUND	1	6,090,590.95	2.67
TOTALS	79	228,252,699.92	100.0

*Note valuations of Council's Senior FRNs on the Imperium Markets platform are marked-to-market and priced on a daily basis from an independent third party provider. Council has recorded its FRNs internally at the purchase price or face value. As such, the total portfolio's balance is likely to differ as at the reporting date).

Credit Quality

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	AAA	6,467,493.10	2.83	100.00	221,785,206.82
✓	AA	133,729,928.03	58.59	100.00	94,522,771.89
✓	A	49,166,563.53	21.54	70.00	110,610,326.41
✓	BBB	32,798,124.31	14.37	40.00	58,502,955.66
✓	Unrated	6,090,590.95	2.67	20.00	39,559,949.04
TOTALS		228,252,699.92	100.00		



Maturity Compliance

Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 90 days	60,567,759.27	26.54	10.00	100.00	167,684,940.65
✓	91 - 365 days	101,065,479.00	44.28	0.00	100.00	127,187,220.92
✓	1 - 2 years	28,364,504.50	12.43	0.00	70.00	131,412,385.44
✓	2 - 5 years	32,164,366.20	14.09	0.00	50.00	81,961,983.76
✓	5 - 10 years	6,090,590.95	2.67	0.00	20.00	39,559,949.04
TOTALS		228,252,699.92	100.00			

Portfolio Return

Council's performance for the month ending November 2024 (excluding cash accounts and TCorp LTGF) is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.35%	1.07%	2.16%	1.80%	4.36%
AusBond Bank Bill Index	0.36%	1.10%	2.22%	1.86%	4.46%
T/D Portfolio	0.42%	1.26%	2.56%	2.13%	5.15%
FRT/D Portfolio	0.44%	1.32%	2.67%	2.22%	5.41%
FRN Portfolio	0.45%	1.34%	2.70%	2.26%	5.44%
Bond Portfolio	0.17%	0.50%	0.99%	0.83%	1.75%
Council's Total Portfolio[^]	0.41%	1.23%	2.49%	2.08%	5.01%
Relative (to Bank Bills)	0.05%	0.13%	0.27%	0.22%	0.55%

[^]Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.35%	4.35%	4.36%
AusBond Bank Bill Index	4.48%	4.48%	4.47%	4.49%	4.46%
T/D Portfolio	5.26%	5.16%	5.17%	5.17%	5.15%
FRT/D Portfolio	5.54%	5.41%	5.39%	5.39%	5.41%
FRN Portfolio	5.62%	5.49%	5.46%	5.47%	5.44%
Bond Portfolio	2.06%	2.01%	1.98%	2.00%	1.75%
Council's Total Portfolio[^]	5.13%	5.03%	5.03%	5.03%	5.01%
Relative (to Bank Bills)	0.65%	0.55%	0.56%	0.54%	0.55%

[^]Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.

Summary of Council’s Investment Portfolio

Portfolio as at 31 December 2024



Investments Summary*

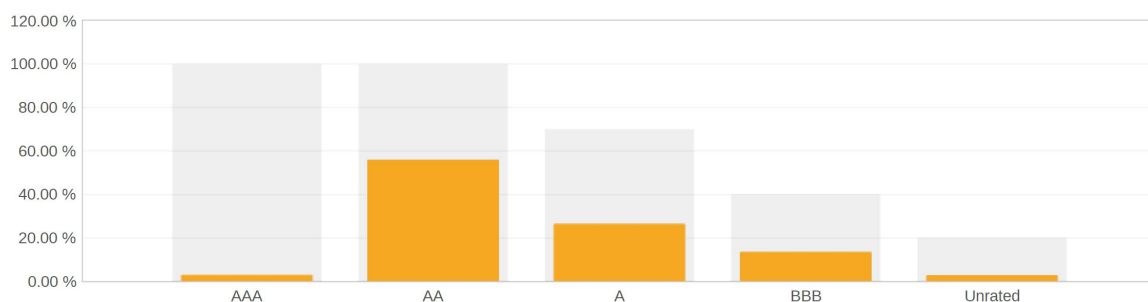
Asset Class as at 31/12/2024

Code	Number of Trades	Invested (\$)	Invested (%)
TD	47	147,031,413.70	58.94
FRN	24	45,726,256.50	18.33
CASH	3	34,703,090.95	13.91
BOND	6	8,911,256.05	3.57
FRTD	2	7,000,000.00	2.81
MGFUND	1	6,095,974.88	2.44
TOTALS	83	249,467,992.08	100.0

*Note valuations of Council’s Senior FRNs on the Imperium Markets platform are marked-to-market and priced on a daily basis from an independent third party provider. Council has recorded its FRNs internally at the purchase price or face value. As such, the total portfolio’s balance is likely to differ as at the reporting date).

Credit Quality

Compliant	Rating	Invested (\$)	Invested (%)	Limit (%)	Available (\$)
✓	AAA	6,477,524.30	2.60	100.00	242,990,467.78
✓	AA	138,873,258.10	55.67	100.00	110,594,733.98
✓	A	65,178,890.51	26.13	70.00	109,448,703.95
✓	BBB	32,842,344.29	13.16	40.00	66,944,852.54
✓	Unrated	6,095,974.88	2.44	20.00	43,797,623.53
TOTALS		249,467,992.08	100.00		



Maturity Compliance

Compliant	Term	Invested (\$)	Invested (%)	Min Limit (%)	Max Limit (%)	Available (\$)
✓	0 - 90 days	64,704,090.95	25.94	10.00	100.00	184,763,901.13
✓	91 - 365 days	119,672,778.90	47.97	0.00	100.00	129,795,213.18
✓	1 - 2 years	31,784,233.30	12.74	0.00	70.00	142,843,361.16
✓	2 - 5 years	27,210,914.05	10.91	0.00	50.00	97,523,081.99
✓	5 - 10 years	6,095,974.88	2.44	0.00	20.00	43,797,623.53
TOTALS		249,467,992.08	100.00			

Portfolio Return

Council's performance for the month ending December 2024 (excluding cash accounts and TCorp LTGF) is summarised as follows:

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	0.36%	1.08%	2.17%	2.17%	4.36%
AusBond Bank Bill Index	0.38%	1.12%	2.24%	2.24%	4.47%
T/D Portfolio	0.43%	1.27%	2.56%	2.56%	5.14%
FRT/D Portfolio	0.46%	1.34%	2.68%	2.68%	5.40%
FRN Portfolio	0.47%	1.36%	2.72%	2.72%	5.44%
Bond Portfolio	0.20%	0.53%	1.03%	1.03%	1.83%
Council's Total Portfolio^	0.43%	1.24%	2.50%	2.50%	5.02%
Relative (to Bank Bills)	0.05%	0.13%	0.26%	0.26%	0.55%

^Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.

Performance (Annualised)	1 month	3 months	6 months	FYTD	1 year
Official Cash Rate	4.35%	4.35%	4.35%	4.35%	4.36%
AusBond Bank Bill Index	4.53%	4.50%	4.50%	4.50%	4.47%
T/D Portfolio	5.20%	5.13%	5.14%	5.14%	5.14%
FRT/D Portfolio	5.53%	5.41%	5.38%	5.38%	5.40%
FRN Portfolio	5.62%	5.50%	5.47%	5.47%	5.44%
Bond Portfolio	2.33%	2.10%	2.05%	2.05%	1.83%
Council's Total Portfolio^	5.14%	5.03%	5.02%	5.02%	5.02%
Relative (to Bank Bills)	0.61%	0.53%	0.52%	0.52%	0.55%

^Council's total portfolio returns excludes Council's cash account holdings and TCorp LTGF.

AGEING OF SUNDRY DEBTOR ACCOUNTS - 31 December 2024



	Current Charges	Total 30 Days	Total 60 Days	Total 90+ Days	Balance Due	Previous Month 90+ days
City Lifestyles	85,957	26,894	25,247	21,792	159,890	12,262
City Governance	1,271,228	3,239,534	67,284	238,917	4,816,962	229,020
City Futures	0	0	0	0	0	0
City Services	45,035	20,936	0	709	66,680	3,235
City Planning	25,928	21,350	15,002	190,425	252,705	126,602
Office of the CEO	0	0	1,400	0	1,400	0
	1,428,148	3,308,713	108,933	451,843	5,297,638	371,120



Rates Summary

Statement of all Outstanding Rates and Extra Charges

Rate - Charge	30/06/2024	Net Levy for Year	Pension Rebates	Extra Charges	Total Receivable	Cash Collected	Net Amount Due	Postponed Rates & Interest	Gross Amount Due
Residential Business	4,744,997.77	81,432,113.87	1,334,869.37	607,010.87	85,449,253.14	44,865,497.19	40,583,755.95	318,439.17	40,902,314.52
Farmland	676,244.18	24,002,154.69		60,141.63	24,738,540.50	15,594,088.54	9,154,451.96		9,154,451.96
Mining	35,519.17	498,666.60	396.69	1,954.88	535,743.96	278,269.93	257,474.03	210,513.94	487,987.97
SR - Loan	0.76	32,390.70		0.00	32,391.46	32,391.46	0.00		0.00
SR - Infrastructure	919.88	0.00		39.00	958.88	0.00	958.88	0.00	958.88
	481,112.23	8,002,498.09		14,288.24	8,497,898.56	4,578,125.00	3,919,773.56	51,858.02	3,971,631.58
Total	\$5,938,793.99	\$113,967,823.95	\$1,335,266.06	\$683,434.62	\$119,254,786.50	\$65,338,372.12	\$53,916,414.38	\$580,810.13	\$54,497,344.91
Garbage Stormwater	1,659,164.85	41,188,702.69	1,044,856.37	68,960.57	41,871,971.74	21,991,088.90	19,880,882.84		19,880,882.84
	93,856.82	1,509,146.68		1,251.10	1,604,254.60	866,372.91	737,881.69		737,881.69
Grand Total	\$7,691,815.66	\$156,665,673.32	\$2,380,122.43	\$753,646.29	\$162,731,012.84	\$88,195,833.93	\$74,535,178.91	\$580,810.13	\$75,116,109.44

Total from Rates Financial Transaction Summary	74,178,482.10
Overpayments	-937,627.34
Difference	0.00

Analysis of Recovery Action

Rate accounts greater than 6 months less than 12 months in arrears	513,796
Rate accounts greater than 12 months less than 18 months in arrears	123,242
Rate accounts greater than 18 months in arrears	43,338
TOTAL rates and charges under instruction with Council's agents	680,376



Rates Statistics

No. of documents issued	July	August	September	October	November	December	January	February	March	April	May	June	Dec-23
Rate Notices	55,016	121	145										
Electronic - DoH	4,625												
Instalment Notices				46,632									
Electronic - DoH				4,568									
Missed Instalment Notices			12,802			9,829							10,838
- Pensioners > \$15,000			674			1,093							1,205
Notice to new owner	143	119	108	98	103	118							798
7-day Letters - Council issued			1,485			1,883							1,502
- Pensioners > \$1000			165			209							207
7-day Letters - Agent issued			699										
Statement of Claim	215	32	19	201	23	15							10
Judgments	28	72	17	22	36	26							7
Writs	6	1		3	1	2							1
Electronic - eRates & BPAView	18,412	18,496	19,686	19,907	20,156	20,429							17,175
Pensioner applications	81	61	59	78	61	50							33
Arrangements	73	86	88	92	96	109							70

8.7 Revised Sundry Debtor Recovery Procedures Policy

Reporting Officer

Executive Manager Corporate Services and Governance
City Planning and Corporate Services

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

Delivery Program

Principal Activity
PA10 Governance and Administration

Officer's Recommendation

1. That the revised Sundry Debtor Recovery Procedures Policy as attached to this report be adopted.
2. That the Sundry Debtor Recovery Procedures Policy review date be set at 30 December 2028.

Purpose

The Sundry Debtor Recovery Procedures Policy was originally adopted on 10 July 1990, was last reviewed on 23 April 2021 and is now due for further review.

The abovementioned policy has been reviewed in accordance with Council's Corporate Document process.

Report

The abovementioned policy has been reviewed in accordance with Council's Information Management Authorised Statement.


The review recommended that the Policy remains effective and only minor positional changes be made in line with the current organisational structure.

It is therefore recommended that Sundry Debtor Recovery Procedures Policy with the suggested changes be adopted by Council with a review date set at 30 December 2028.

Attachments

8.7.1 Sundry Debtor Recovery Procedures Policy - Current (contained within this report) [↓](#)

8.7.2 Sundry Debtor Recovery Procedures Policy - Proposed (contained within this report) [↓](#)

 CAMPBELLTOWN CITY COUNCIL		POLICY
Policy Title	Sundry Debtor Recovery Procedures	
Relevant Legislation/ Corporate Plan	<i>Local Government Act 1993 Local Government (General) Regulation Civil Procedure Act 2001 Corporations Act 2001</i>	
Responsible Officer	Executive Manager Corporate Services and Governance	

Policy details may change prior to review date due to legislative changes, therefore this document is uncontrolled when printed.

Objectives

To ensure the efficient and prompt recovery of all outstanding sundry debtor accounts.

Policy Statement

1. Issue of Original Account

- a) Debtor accounts are due and payable one month after the issue of the original invoice. A debtor may approach Council and seek an arrangement to finalise the account if they are experiencing financial difficulties. It must be stressed that recovery action will only apply to debtors who have failed to make satisfactory arrangements to finalise their outstanding account or those who default on an arrangement.
- b) If at the end of the month in which the debt was raised the amount remains unpaid, a statement will be issued followed by subsequent statements each calendar month thereafter.

2. Statements issued with debts aged 30 days shall incorporate a reminder message, prompting account holders to contact and discuss the matter with Council's Revenue staff.

- 3. a)** Statements issued with debts aged 60 days will incur an additional administration charge or interest charges as determined from year to year in [Statement of Revenue Policy within Council's Fees and Charges document and as stated in](#) the Operational Plan.
- b) Every effort shall be made to contact debtors by telephone or mail during the month debts are aged to 60 days. In the event that a suitable arrangement or payment is not made, a seven day letter is to be issued indicating referral of the matter to Council's agent for legal recovery action.

DATA AND DOCUMENT CONTROL		
Division: City Governance Section: Financial Services DocSet: 1555277	Adopted Date: 10/07/1990 Revised Date: 23/04/2021 Minute Number: 053 Review Date: 30/06/2024	Page: 1 of 3

Campbelltown City Council

- c) Legal recovery action to commence 10 days following the issue of a final letter of demand by Council's agents.

4. Additional action in respect of Companies

Where companies continue to default after Judgment is obtained, it is considered that steps for the winding up of companies under Section 459 of the *Corporations Act 2001* should be contemplated and the matter reported to Council. At this stage the matter be placed in the hands of Council's recovery agents.

5. Lease or Hire of Ovals by Sporting Clubs, Associations, 530A Committees and the like

All outstanding matters to be referred to the Executive Manager Community Businesses once they reach Step 2. The Executive Manager Community Businesses (or delegate) is to negotiate with officials of the responsible association to determine an appropriate payment resolution. Such matters shall also be referred to the Executive Manager Corporate Services and Governance for endorsement.

Accounts shall continue to progress to Step 3a while negotiations to resolve payment are being undertaken. Matters shall progress further once approved by the Executive Manager Community Businesses and Executive Manager Corporate Services and Governance.

Cancellation of lease or re-allocation of a ground should be considered as a last resort and will require a resolution of Council if a formal lease or licence exists.

6. Property Rentals

All outstanding matters to be referred to the ~~Coordinator~~ Property Services Manager once they reach Step 2 for appropriate action in accordance with the lease provisions. Such matters shall also be referred to the Executive Manager Corporate Services and Governance for endorsement.

Accounts shall continue to progress to Step 3a while negotiations to resolve payment are being undertaken. Penalty interest charges may be payable as part of the lease provisions and these will continue to accrue until a satisfactory outcome is resolved. Matters shall progress further once approved by the ~~Coordinator~~ Property Services Manager and Executive Manager Corporate Services and Governance.

7. Hire of Halls

Monies should be paid prior to use, except in the case of permanent bookings.

Recovery action will be taken up to and including Step 3.

Where successful contact with a permanent hirer cannot be established it may be prudent to consider the denial of further access to Council's facility via the posting of a security guard on the day of hire, and the changing of alarm access codes. This step to be authorised by the ~~Deputy Executive General Manager~~ ~~Director City Governance, Planning and Futures~~ Corporate Services with any costs recovered from the debtor.

Legislative Context

Local Government Act 1993; Local Government (General) Regulations 2005 (Clause 201-213); Civil Procedures Act 2005 (Sections 1-154); Corporations Act 2001 (Section 459).

DATA AND DOCUMENT CONTROL		
DocSet: 1555277	Page: 2 of 3	

Campbelltown City Council

Responsibility

The Executive Manager Corporate Services and Governance may delegate responsibility to the Senior Revenue Accountant to ensure proper procedural documentation is maintained at a level satisfactory to Council, relevant legislation and financial audit.


Effectiveness of this Policy

Key Performance Indicators:

Improvements in monthly debt recovery ratio - performance management ratio adapted from LGMA Health Check. The calculation ratio is invoices greater than 60 days divided by the total invoices raised.

END OF POLICY STATEMENT

DATA AND DOCUMENT CONTROL		
DocSet: 1555277	Page: 3 of 3	

 CAMPBELLTOWN CITY COUNCIL		POLICY
Policy Title	Sundry Debtor Recovery Procedures	
Relevant Legislation/ Corporate Plan	<i>Local Government Act 1993</i> <i>Local Government (General) Regulation</i> <i>Civil Procedure Act 2001</i> <i>Corporations Act 2001</i>	
Responsible Officer	Executive Manager Corporate Services and Governance	

Policy details may change prior to review date due to legislative changes, therefore this document is uncontrolled when printed.

Objectives

To ensure the efficient and prompt recovery of all outstanding sundry debtor accounts.

Policy Statement

1. Issue of Original Account

- a) Debtor accounts are due and payable one month after the issue of the original invoice. A debtor may approach Council and seek an arrangement to finalise the account if they are experiencing financial difficulties. It must be stressed that recovery action will only apply to debtors who have failed to make satisfactory arrangements to finalise their outstanding account or those who default on an arrangement.
- b) If at the end of the month in which the debt was raised the amount remains unpaid, a statement will be issued followed by subsequent statements each calendar month thereafter.

2. Statements issued with debts aged 30 days shall incorporate a reminder message, prompting account holders to contact and discuss the matter with Council's Revenue staff.

- 3. a)** Statements issued with debts aged 60 days will incur an additional administration charge or interest charges as determined from year to year in Statement of Revenue Policy within the Operational Plan.
- b) Every effort shall be made to contact debtors by telephone or mail during the month debts are aged to 60 days. In the event that a suitable arrangement or payment is not made, a seven day letter is to be issued indicating referral of the matter to Council's agent for legal recovery action.
- c) Legal recovery action to commence 10 days following the issue of a final letter of demand by Council's agents.

DATA AND DOCUMENT CONTROL		
Division: City Planning and Corporate Services Section: Financial Services DocSet: 1555277	Adopted Date: 10/07/1990 Revised Date: 18/10/2024 Minute Number: 053 Review Date: 30/12/2028	Page: 1 of 3

Campbelltown City Council

4. Additional action in respect of Companies

Where companies continue to default after Judgment is obtained, it is considered that steps for the winding up of companies under Section 459 of the *Corporations Act 2001* should be contemplated and the matter reported to Council. At this stage the matter be placed in the hands of Council's recovery agents.

5. Lease or Hire of Ovals by Sporting Clubs, Associations, 530A Committees and the like

All outstanding matters to be referred to the Executive Manager Community Businesses once they reach Step 2. The Executive Manager Community Businesses (or delegate) is to negotiate with officials of the responsible association to determine an appropriate payment resolution. Such matters shall also be referred to the Executive Manager Corporate Services and Governance for endorsement.

Accounts shall continue to progress to Step 3a while negotiations to resolve payment are being undertaken. Matters shall progress further once approved by the Executive Manager Community Businesses and Executive Manager Corporate Services and Governance.

Cancellation of lease or re-allocation of a ground should be considered as a last resort and will require a resolution of Council if a formal lease or licence exists.

6. Property Rentals

All outstanding matters to be referred to the Property Services Manager once they reach Step 2 for appropriate action in accordance with the lease provisions. Such matters shall also be referred to the Executive Manager Corporate Services and Governance for endorsement.

Accounts shall continue to progress to Step 3a while negotiations to resolve payment are being undertaken. Penalty interest charges may be payable as part of the lease provisions and these will continue to accrue until a satisfactory outcome is resolved. Matters shall progress further once approved by the Property Services Manager and Executive Manager Corporate Services and Governance.

7. Hire of Halls

Monies should be paid prior to use, except in the case of permanent bookings. Recovery action will be taken up to and including Step 3.

Where successful contact with a permanent hirer cannot be established it may be prudent to consider the denial of further access to Council's facility via the posting of a security guard on the day of hire, and the changing of alarm access codes. This step to be authorised by the Executive General Manager City Planning and Corporate Services with any costs recovered from the debtor.

Legislative Context

Local Government Act 1993; Local Government (General) Regulations 2005 (Clause 201-213); Civil Procedures Act 2005 (Sections 1-154); Corporations Act 2001 (Section 459).

Responsibility

The Executive Manager Corporate Services and Governance may delegate responsibility to the Senior Revenue Accountant to ensure proper procedural documentation is maintained at a level satisfactory to Council, relevant legislation and financial audit.

Effectiveness of this Policy

Key Performance Indicators:

Improvements in monthly debt recovery ratio - performance management ratio adapted from LGMA Health Check. The calculation ratio is invoices greater than 60 days divided by the total invoices raised.

END OF POLICY STATEMENT

DATA AND DOCUMENT CONTROL		
DocSet: 1555277	Page: 2 of 2	

8.8 Quarterly Business Review Statement as at 31 December 2024

Reporting Officer

Executive Manager Corporate Services and Governance
City Planning and Corporate Services

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.2 Ensure that public funds and assets are managed strategically, transparently and efficiently

Delivery Program

Principal Activity
PA10 Governance and Administration

Officer's Recommendation

That the adjustments recommended in the Quarterly Business Review be adopted.

Purpose

To advise Council that the quarterly financial review has been conducted on the original income and expenditure estimates presented in the 2024-25 budget. The adjustments relating to the review of the original budget allocations are presented for Council's consideration.

History

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

Report

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

provides an overview of the results of the financial review for the quarter ended 31 December 2024.

There are several adjustments to both income and expenditure items across many section budgets. While there will be reduced forecasts of revenue in some operations and increased costs in others, the measures that Council has implemented forecasts a balanced budget at year end.

In June 2024, Council adopted a balanced budget for 2024-25. There is no proposed change to the overall budget result in this review.

The recommended movements relating to income and expenditure are summarised in the attachment and details of significant items are listed in the body of this report for Council's consideration.

Adjustments to salaries across the following functions

- Office of the Chief Executive Officer - \$112,000 decrease in expenditure
- Animal Care Facility - \$250,000 increase in expenditure
- Planning and Development - \$284,100 decrease in expenditure
- City Lifestyles Directorate - \$383,860 decrease in expenditure
- Strategic Design and Enablement - \$195,000 decrease in expenditure
- Communications and Marketing - \$110,000 decrease in expenditure
- Financial Services - \$134,500 increase in expenditure
- City Futures Directorate - \$150,000 decrease in expenditure
- City Strategy and Outcomes - \$210,000 decrease in expenditure.

The major adjustments to employee related costs are listed above, the total salary adjustment is approximately a \$897,500 reduction. As part of the budget preparation process, the organisational salary structure is fully funded. These salary savings have resulted in internal structural change and general staff vacancy and turnover throughout the initial half of the year. These savings have been utilised to fund expenditure in other programs and any loss of revenue.

City Standards and Compliance – \$325,000 increase in expenditure and \$420,500 increase in income

Increases in expenditure primarily relate to increased legal and professional fees in ordinance activities, as well as increased costs associated with infringement management fees. There has also been additional protective equipment purchased for Community Response staff.

Increases in income are attributable to penalty fines for on and off-street parking returning to pre-covid levels.

Animal Care Facility - \$250,000 increase in expenditure

This increase in expenditure will fund an enhanced resource plan of staffing at the Animal Care Facility. The revised resource plan ensures Council meets its ongoing statutory obligations and is aligned to the NSW Animal Welfare Code of Practice No 5.

Planning and Development - \$86,000 increase in income

Income from Fire Safety Fees, Linen Checking Fees, Crossing Inspection Fees and S149 Certificate is tracking ahead of original budget estimates. Income has been reforecast down on

the original budget in relation to Engineering Inspection Fees and Development Application Fees.

Planning and Development - \$2.6 million increase in income (grant funded)

Council has been successful in obtaining a grant from the Federal Housing Support Program which will provide an additional \$2.6 million. These funds are specifically for the purposes of the City Centre Planning Proposal project and will enable the expansion of the changes to the Campbelltown Local Environmental Plan from the originally proposed 35ha to a much larger area of 123ha. This area includes all land on the east side of the railway line between the railway line and Moore Oxley bypass, from Narellan Road in the south to Campbelltown Road in the north. These additional funds enable the supporting studies for the planning proposal to be expanded to cover the additional area and the addition of a heritage study. The funds also provide contingency for updates and amendments to those studies should they be required following public exhibition and agency submissions post Gateway determination.

Campbelltown Sports Ground - \$800,000 increase in expenditure (reserve funded)

Increases relate to project works ongoing and are fully funded by internal specific purpose reserve funds:

- Campbelltown Stadium Entrance Enhancements – proposed project funds of \$500,000
- Campbelltown Athletics Track Replacement – increase of project funds by \$300,000 to complete project works, funded from internal reserves and annual program funding.

Campbelltown Billabong Parklands - \$80,000 increase in expenditure (reserve funded)

Allocation to fund the purchase of additional umbrellas to expand the shade provision following feedback from customers. Expenditure is fully funded by the equipment and asset reserve.

Community Businesses - \$160,000 increase in income

Various adjustments have been made for increased income relating to childcare grants, increased entry fees at Macquarie Fields Leisure Centre and increased income for ticket sales and food and beverage commission received at Campbelltown Sports Stadium.

Community Life - \$125,000 increase in expenditure

Increases are attributable to funding allocated for the weekly Homegrown and Handmade Markets to continue throughout this financial year. Funding has also been allocated for a Social Infrastructure Study, which is fully funded from developer contributions under the Campbelltown Local Infrastructure Plan (CLIP).

Development Reserve Movements - various adjustments

There have been various changes to expenditure, rental income and proposed project work within the Development Reserve budget. Movements to or from the reserve offset all adjustments. The primary movement relates to proposed project funds for Courtyard improvement works at 261 Queen Street (\$120,000).

Strategic Design and Enablement - \$120,000 increase in expenditure (reserve funded)

These funds will enable project work for the Noorumba Biobanking Site Management, fully funded by the biobanking income held in reserve.

Governance and Risk - \$280,000 increase in expenditure (reserve funded)

Increases in expenditure are attributable to projected insurance excess costs for the remainder of the financial year, fully funded from Council's Insurance reserve provision.

Interest on Investments- \$1 million increase in income

Council continues to perform well in the management of investments and will realise additional interest revenues this financial year compared to the conservative estimate of the original budget. It is proposed to utilise this increase for repayment of the Billabong restriction as per the 2020-21 Council commitment. Council is ahead of the forecast repayment plan, following this adjustment the remaining balance of the Billabong repayment schedule is \$3.7 million which is anticipated to be extinguished next financial year.

Corporate Support and Systems - \$190,000 increase in expenditure (partially reserve funded)

Increases relate to additional project allocation for various ICT works. Projects include Contact Centre, Microsoft Copilot and Windows Upgrades and are offset by a planned transfer from internal ICT reserves (\$80k). Project funds have also been allocated for continued required meeting room technology upgrades \$85k, offset by internal ICT project savings of \$85k.

Portfolio Project Management - \$180,000 increase in expenditure

Increased expenditure required for the completion of works at Raby Sports Indoor Complex. Funding has been sourced from the reprioritisation of annual asset program funds for building works in the current financial year.

Summary

As reported to Council in previous years, the financial objective has been to budget a surplus to improve Council's liquidity ratio. The liquidity ratio is at a satisfactory level and as such, a balanced budget is projected for the 2024-25 financial year.

As per the Responsible Accounting Officer's statement, the 2024-25 results continue to support Council's sound financial position in the short to medium term. During 2024-25, Council will further refine its financial strategy in line with the revision of the 10-year Long Term Financial Plan required by the Integrated Planning and Reporting Framework and determine the most appropriate and financially responsible action for future periods.

Attachments

8.8.1 Quarterly Business Review Statement as at 31 December 2024 (contained within this report) [↓](#)

Campbelltown City Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Report by Responsible Accounting Officer

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

31 December 2024

It is my opinion that the Quarterly Budget Review Statement for Campbelltown City Council for the quarter ended 31/12/24 indicates that Council's projected financial position at 30/6/25 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed: _____

Corinne Mears
Responsible Accounting Officer

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Campbelltown City Council
Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2024
Income & Expenses - Council Consolidated

(\$000's)	Original Budget		Approved Changes		Revised Budget 2024/25	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
	2024/25	Carry Forwards	Other than by QBRS	Sep QBRS					
Income									
Rates and Annual Charges	150,422	-	-	1,051	151,473	(1)	1	151,472	154,940
User Charges and Fees	17,978	-	-	(138)	17,839	243	2	18,082	9,649
Interest and Investment Revenues	10,008	-	-	-	10,008	1,000	3	11,008	3,700
Other Revenues	7,609	-	-	211	7,820	511	4	8,331	6,055
Grants & Contributions - Operating	29,370	3,986	163	(9,156)	24,363	108	5	24,471	13,123
Grants & Contributions - Capital	29,735	28,197	3,565	1,801	63,298	-		63,298	18,556
Rental Income	10,541	-	-	(10)	10,531	90	6	10,621	6,438
Fair value increment on investment properties	-	-	-	-	-	-		-	-
Total Income from Continuing Operations	255,663	32,183	3,728	(6,241)	285,333	1,951		287,284	212,461
Expenses									
Employee Costs	99,703	1,528	69	541	101,841	158	7	101,999	51,964
Borrowing Costs	33	-	-	-	33	-		33	20
Materials & Services	85,404	5,254	(1,698)	1,919	90,879	757	8	91,636	45,363
Depreciation	35,739	-	-	-	35,739	-		35,739	16,024
Legal Costs	1,226	19	-	50	1,296	85	9	1,381	747
Consultants	3,663	6,095	30	1,824	11,613	2,547	10	14,160	3,130
Other Expenses	3,903	-	-	261	4,163	(60)	11	4,103	1,848
Total Expenses from Continuing Operations	229,671	12,896	(1,599)	4,595	245,563	3,487		249,050	119,096
Net Operating Result from Continuing Operation	25,993	19,286	5,327	(10,836)	39,770	(1,536)		38,234	93,365
Discontinued Operations - Surplus/(Deficit)	-	-	-	-	-	-		-	-
Net Operating Result from All Operations	25,993	19,286	5,327	(10,836)	39,770	(1,536)		38,234	93,365
Net Operating Result before Capital Items	(3,742)	(8,911)	1,762	(12,638)	(23,528)	(1,536)		(25,064)	74,809

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/21 and should be read in conjunction with the total QBRS report

Campbelltown City Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Income & Expenses Budget Review Statement
Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes	Details
1	Minor adjustment to actual cost incurred.
2	Additional fee income received including; road and footpath reinstatement, fire safety fees, linen checking fees and crossing inspection fees. Reduced income relating to development application fees.
3	Income from investments increase due to higher interest rates and funds held.
4	Increased revenue from penalty notices and ticket sales and commissions at Campbelltown Sports Stadium.
5	Various adjustments including increased Start Strong Long Day Care funding and Revenue NSW ESL Admin funding.
6	Increased rental due to the leasing of previously vacated commercial properties.
7	Variations in employee costs due to new staff and provision for structural changes.
8	Various movements in program costs including increased infringement management fees, contractor costs, biobanking works and reserve funded insurance claims.
9	Minor adjustments to legal costs budget, including provision for Code of Conduct and compliance management.
10	Additional professional fees and consultancy services for the City Centre Planning Proposal project.
11	Minor adjustments to contribution budgets.

Campbelltown City Council

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2024

Capital Budget - Council Consolidated

	Original Budget 2024/25	Approved Changes		Revised Budget 2024/25	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Other than QBRS					
Capital Expenditure								
New Assets								
- Plant & Equipment	-	-	-	-	-	-	-	-
- Land & Buildings	-	19,790	2,890	23,170	-	-	23,170	12,789
- Other	-	-	-	-	-	-	-	-
Renewal Assets (Replacement)								
- Plant & Equipment	3,762	1,480	(1,120)	4,612	95	1	4,707	1,491
- Office Equipment/Furniture & Fittings	110	24	1,040	1,602	5	2	1,607	125
- Land & Buildings	32,318	22,515	2,407	65,297	(95)	3	65,202	11,613
- Roads, Bridges, Footpaths	14,424	2,971	2,499	19,765	900	4	20,665	3,239
- Stormwater/Drainage	1,561	54	(430)	1,065	-	-	1,065	238
- Other Assets	372	20	-	404	-	-	404	187
Loan Repayments (Principal)	1,021	-	-	1,021	-	-	1,021	505
Total Capital Expenditure	53,568	46,853	7,286	116,935	905		117,840	30,187
Capital Funding								
Rates & Other United Funding	15,205	5,042	3,213	33,219	675	5	33,894	7,870
Capital Grants & Contributions	29,735	28,197	3,565	63,298	-	-	63,298	18,556
Reserves:								
- External Restrictions/Reserves	(6,480)	1,143	-	(5,337)	-	-	(5,337)	22
- Internal Restrictions/Reserves	3,849	12,471	508	24,496	230	6	24,726	2,877
New Loans								
Receipts from Sale of Assets:								
- Plant & Equipment	1,255	-	-	1,255	-	-	1,255	860
- Land & Buildings	10,000	-	-	-	-	-	-	-
- Other Assets	4	-	-	4	-	-	4	2
Total Capital Funding	53,568	46,853	7,286	116,935	905		117,840	30,187
Net Capital Funding - Surplus/(Deficit)	-	-	-	-	-		-	-

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/21 and should be read in conjunction with the total QBRS report

Campbelltown City Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2024
Cash & Investments - Council Consolidated

	Original Budget 2024/25	Movement in Reserves		Current Balance 2024/25	Projected Movement 2024/25	Notes	Projected Year End Balance	Actual YTD figures
		Income/ Expenses	Transfers to/from					
Externally Restricted ⁽¹⁾								
Special Rates	-	-	-	-	-		-	-
Stormwater Management	1,133	-	(54)	1,079	-		1,079	1,079
Specific Purpose Grants	33,300	-	(17,298)	16,002	(5,000)		11,002	16,002
Specific Purpose Contributions	3,470	-	(141)	3,329	(500)		2,829	3,328
Developer Contributions - S7.11	46,646	4,835	(1,752)	49,729	(100)		49,629	49,729
Developer Contributions - Other	1,620	-	-	1,620	-		1,620	1,620
Domestic Waste Management	23,911	-	(7)	23,904	-		23,904	23,904
Self Insurance Workers Compensation Claims	5,883	-	(157)	5,726	-		5,726	5,726
Total Externally Restricted	115,962	4,835	(19,409)	101,389	(5,600)		95,789	101,389
⁽¹⁾ Funds that must be spent for a specific purpose								
Internally Restricted ⁽²⁾								
Property Development	6,627	-	(516)	6,111	-		6,111	6,111
Committed Works	20,217	-	(3,293)	16,924	(5,000)		11,924	16,924
Self Insurance Workers Compensation Claims	5,883	-	(157)	5,726	-		5,726	5,726
Replacement of Plant and Vehicles	8,233	-	358	8,591	-		8,591	8,591
Committed Works funded by Loans	3,175	-	(270)	2,905	(800)		2,105	2,905
Employee Leave Entitlements	9,557	-	-	9,557	-		9,557	9,557
Environmental Sustainability	3,664	685	(159)	4,190	-		4,190	4,191
Asset Replacement	6,430	-	2,105	8,535	(1,500)		7,035	8,535
Infrastructure Replacement Fund	38,152	-	(562)	37,590	-		37,590	37,590
Olympic Ambassador	135	-	-	135	-		135	135
Event Attraction	1,658	-	-	1,658	-		1,658	1,658
Insurance Claims - Excess	5,477	-	(17)	5,460	-		5,460	5,460
Local Government Elections	984	-	300	1,284	(900)		384	1,284
Other	99	-	-	99	-		99	99
Total Internally Restricted	110,292	685	(2,211)	108,766	(8,200)		100,566	108,766
⁽²⁾ Funds that Council has earmarked for a specific purpose								
Unrestricted (i.e. available after the above Restricti	17,691			51,192	-		51,192	51,192

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/21 and should be read in conjunction with the total QBRS report

Campbelltown City Council

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2024
Cash & Investments - Council Consolidated

Original Budget 2024/25 (\$'000's)	Movement in Reserves		Current Balance 2024/25	Projected Movement 2024/25	Notes	Projected Year End Balance	Actual YTD figures
	Income/ Expenses	Transfers to/from					
243,946			261,347	(13,800)		247,547	261,347

Quarterly Budget Review Statement
 for the period 01/10/24 to 31/12/24

This statement forms part of Council's Quarterly Budget Review Statement (QBRS) for the quarter ended 31/03/21 and should be read in conjunction with the total QBRS report

Campbelltown City Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

Not Applicable

Investments

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

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$261,347,080.

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.
The date of completion of this bank reconciliation is 31/12/24

Reconciliation Status

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

\$ 000's

Cash at Bank (as per bank statements)		11,163,257
Investments on Hand		249,330,479
less: Unpresented Cheques	(Timing Difference)	-
add: Undeposited Funds	(Timing Difference)	189,046
less: Identified Deposits (not yet accounted in Ledger)	(Require Actioning)	664,298
add: Identified Outflows (not yet accounted in Ledger)	(Require Actioning)	-
less: Unidentified Deposits (not yet actioned)	(Require Investigation)	-
add: Unidentified Outflows (not yet actioned)	(Require Investigation)	-
Reconciled Cash at Bank & Investments		261,347,080
Balance as per Review Statement:		261,347,080
Difference:		-

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details



Campbelltown City Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2024

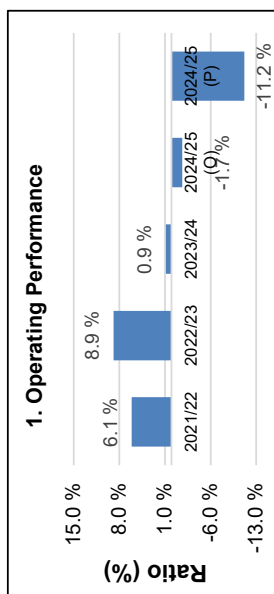
Current Projection Amounts 24/25	Indicator 24/25	Original Budget 24/25	Actuals Prior Periods 23/24	22/23
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NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

Operating Revenue (excl. Capital) - Operating Expenses	-25,064		0.9 %	8.9 %
Operating Revenue (excl. Capital Grants & Contributions)	223,986	-1.7 %		

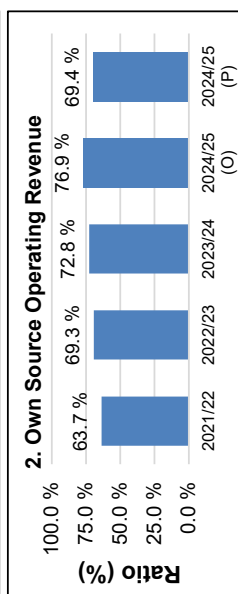
This ratio measures Council's achievement of containing operating expenditure within operating revenue.



2. Own Source Operating Revenue

Operating Revenue (excl. ALL Grants & Contributions)	199,515		72.8 %	69.3 %
Total Operating Revenue (incl. Capital Grants & Cont)	287,284	76.9 %		

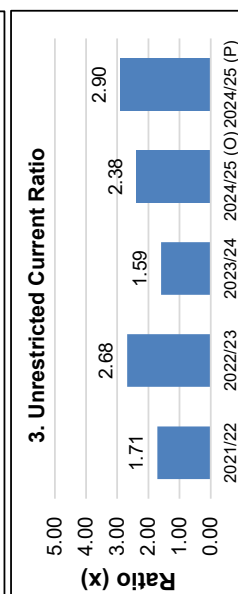
This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.



3. Unrestricted Current Ratio

Current Assets less all External Restrictions	81,109		1.59	2.68
Current Liabilities less Specific Purpose Liabilities	28,013	2.90		

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



Campbelltown City Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2024

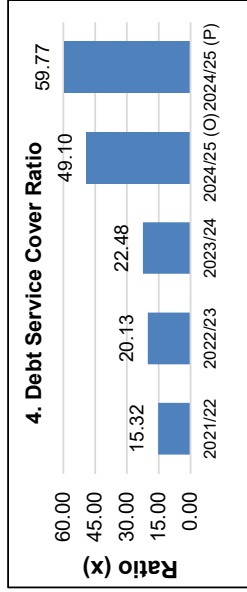
Current Projection Amounts 24/25	Indicator 24/25	Original Budget 24/25	Actuals Prior Periods 23/24	22/23
--	--------------------	-----------------------------	-----------------------------------	-------

NSW Local Government Industry Key Performance Indicators (OLG):

4. Debt Service Cover Ratio

Operating Result before Interest & Dep. exp (EBITDA)	62,998	49.10	22.48	20.13
Principal Repayments + Borrowing Interest Costs	1,054			

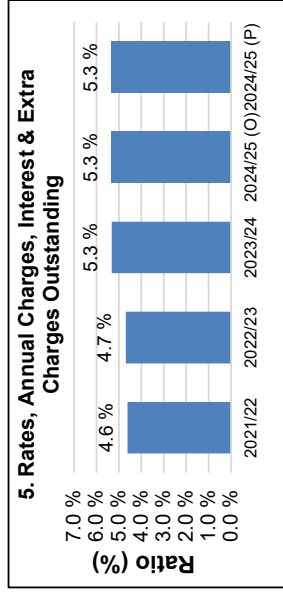
This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.



5. Rates, Annual Charges, Interest & Extra Charges Outstanding

Rates, Annual & Extra Charges Outstanding	7,692	5.3 %	5.3 %	4.7 %
Rates, Annual & Extra Charges Collectible	144,625			

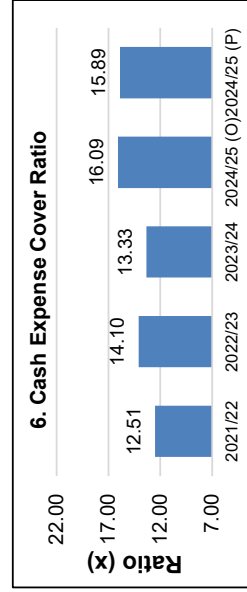
To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.



6. Cash Expense Cover Ratio

Current Year's Cash & Cash Equivalents (incl. Term Deposits)	261,347	16.09	13.33	14.10
Operating & financing activities Cash Flow payments	197,311			

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.



Campbelltown City Council

Quarterly Budget Review Statement

for the period 01/10/24 to 31/12/24

Contracts Budget Review Statement

Budget review for the quarter ended 31 December 2024

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Procurement Process Undertaken	Start Date	Duration of Contract	Budgeted (Y/N)	Notes
EXPENDITURE \$50,000 - \$150,000						
Livepro Australia Pty Ltd	Knowledge Management Solution	BuyNSW Quotation	11/10/24	3 years with 2 options for extension of 12 months each	Y	
Reditus Consulting Pty Ltd Mike Ritchie & Associates Pty Ltd	Geotechnical and Contamination Consultant Saved from the tip - A feasibility Study	LGP Quotation Public Quotation	17/10/24 01/10/24	3 months 6 months	Y Y	
EXPENDITURE \$150,000 - \$300,000						
Stantec Australia Pty Ltd	Traffic Consultant Services	LGP Quotation	28/10/24	3 months	Y	
Planning Ingenuity	Planner Western Sydney Infrastructure Grants Workstreams 4-6	Public Tender	08/11/24	3 years	Y	
Lifelike Group Pty Ltd	Council Chambers Audio Visual Replacement	Public Tender	18/10/24	15 months	Y	
Attekus Pty Ltd	Event & Ticketing System - Bookable	Quote	01/10/24	2 years	Y	
EXPENDITURE > \$300,000						

Notes:

** Contract Values are commercial in confidence

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

This statement forms part of Council's Quarterly Budget Review Statement (QBRSS) for the quarter ended 30/09/23 and should be read in conjunction with the total QBRSS report.

Campbelltown City Council

Quarterly Budget Review Statement
for the period 01/10/24 to 31/12/24

Consultancy & Legal Expenses Budget Review Statement

Consultancy & Legal Expenses Overview

Expense	YTD Expenditure (Actual Dollars)	Budgeted (Y/N)
Consultancies	3,129,540	Y
Legal Fees	746,804	Y

Definition of a consultant:

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

Comments

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

Details

8.9 Chief Executive Officer Delegation of Authority

Reporting Officer

Manager Governance and Risk
City Planning and Corporate Services

Community Strategic Plan

Objective	Strategy
5 Strong Leadership	5.2.1 Provide proactive and collaborative leadership on issues that are important to Campbelltown now and into the future

Delivery Program

Principal Activity
PA10 Governance and Administration

Officer's Recommendation

1. That Council revoke any previous delegation of the functions of the Council to the Chief Executive Officer of the Council.
2. That Council delegate under section 377 of the *Local Government Act 1993* the functions of Council as detailed in the attached Instrument of Delegation of Authority.

Purpose

To approve the Instrument of Delegation of Authority to the Chief Executive Officer.

Pursuant to section 380 of *Local Government Act 1993* each Council must review all its delegations during the first 12 months of each term of office.

By virtue of the resolution of Council at the Ordinary Meeting of 13 August 2024, the title of General Manager was changed to Chief Executive Officer. This amendment does not alter the fundamental responsibilities and statutory obligations of the role as defined by the *Local Government 1993* and any other statutory instrument which refers to the General Manager.

History

Council at its meeting held 8 November 2022, resolved to delegate its functions to then General Manager through the Instrument of Delegation of Authority.

Council is required to periodically review its delegations to ensure that it is consistent with statutory obligations and industry standards.

Report

Section 377 of the *Local Government Act 1993* (LG Act) allows Council to delegate to the General Manager or any other person or body (not including another employee of the Council) any of the functions of the Council other than the following:

- a) The appointment of a General Manager.
- b) The making of a rate.
- c) A determination under section 549 as to the levying of a rate.
- d) The making of a charge.
- e) The fixing of a fee.
- f) The borrowing of money.
- g) The voting of money for expenditure on its works, services, or operations.
- h) The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment).
- i) The acceptances of tenders to provide services currently provided by members of staff of Council.
- j) The adoption of operational plan under section 405.
- k) The adoption of a financial statement included in an annual financial report.
- l) A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6.
- m) The fixing of an amount or rate for the carrying out by the Council of work on private land.
- n) The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the Council for the carrying out of any such work.
- o) The review of a determination made by the Council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the *Environmental Planning and Assessment Act 1979*.
- p) The power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 19.
- q) A decision under section 356 to contribute money or otherwise grant financial assistance to persons.
- r) A decision under section 234 to grant leave of absence to the holder of a civic office.
- s) The making of an application, or the giving of a notice, to the Government or Minister.
- t) This power of delegation.
- u) Any function under this or any other Act that is expressly required to be exercised by resolution of the Council.

Section 380 of the *Local Government Act 1993* requires Council to review its delegations during the first 12 months of each term of office. Accordingly, the attached Instrument of Delegation to the Chief Executive Officer is submitted for Council's approval. No material changes have been made to the Instrument aside from the change to the title of Chief Executive Officer.

Attachments

8.9.1 Chief Executive Officer Instrument of Delegation - To Be Adopted (contained within this report) [↓](#)



Instrument of Delegation of Authority

Pursuant to section 377 of the Local Government Act 1993, Campbelltown City Council of 91 Queen Street, Campbelltown in the State of New South Wales ('Council') does, by resolution of the Council at its meeting on 11 February 2025 hereby:

1. Delegates to the Chief Executive Officer of the Council all of the functions of the Council under the Local Government Act 1993 or any other Act under which the Council may exercise functions or powers except for:

- 1.1 The following functions of the Council under the Local Government Act 1993:
 - a. The appointment of a general manager,
 - b. The making of a rate,
 - c. A determination under section 549 of the Local Government Act 1993 (NSW) as to the levying of a rate,
 - d. The making of a charge,
 - e. The fixing of a fee,
 - f. The borrowing of money,
 - g. The voting of money for expenditure on its works, services or operations,
 - h. The compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
 - i. The acceptance of tenders to provide services currently provided by members of staff of the council,
 - j. The adoption of an operational plan under section 405 of the Local Government Act 1993 (NSW),
 - k. The adoption of a financial statement included in an annual financial report,
 - l. A decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6 of the Local Government Act 1993 (NSW),

- m. The fixing of an amount or rate for the carrying out by the council of work on private land,
 - n. The decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
 - o. The review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,
 - p. The power of the Council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194 of the Local Government Act 1993 (NSW),
 - q. A decision under section 356 of the Local Government Act 1993 (NSW) to contribute money or otherwise grant financial assistance to persons,
 - r. A decision under section 234 of the Local Government Act 1993 (NSW) to grant leave of absence to the holder of a civic office,
 - s. The making of an application, or the giving of a notice, to the Governor or Minister,
 - t. This power of delegation under section 377(1) of the Local Government Act 1993 (NSW),
 - u. Any function under the Local Government Act 1993 (NSW) or any other Act that is expressly required to be exercised by resolution of the Council,
 - v. Any other function which must not be delegated pursuant to section 377(1) of the Local Government Act 1993.
- 1.2 Any function designated in any Act of Parliament as a function which must not be delegated.
- 1.3 Any function of the Council related to the assessment or determination of a development application, including any modification application or any request for a review of the determination, under the Environmental Planning and Assessment Act 1979 if that function is to be performed by another body according to legislation or to a Ministerial Direction including any functions ascribed to the Campbelltown Local Planning Panel and the Sydney Western City Planning Panel.
- 1.4 The decision to request the Minister of the relevant government department to make a local environmental plan under the Environmental Planning and Assessment Act, 1979
2. Sub-delegates to the Chief Executive Officer of the Council all functions delegated to the Council except any function designated in any Act of Parliament or the relevant instrument of delegation as a function which must not be sub-delegated.

3. The Council revokes all instruments of delegation to the Chief Executive Officer that were granted prior to this instrument.

Note: Any reference to General Manager is interpreted to apply to the Chief Executive Officer pursuant to the *Interpretations Act 1987*.

This Instrument shall take effect on the date of the resolution passed by the Council, the 11th day of February 2025 and remains in force until revoked or varied by Council resolution.

Mayor

Councillor

9. QUESTIONS WITH NOTICE

Nil

10. RESCISSION MOTION

Nil

11. NOTICE OF MOTION

Nil

12. URGENT GENERAL BUSINESS

13. PRESENTATIONS BY COUNCILLORS

14. CONFIDENTIAL REPORTS FROM OFFICERS

14.1 Licence Agreements - Baby Health Centres

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:

-

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

14.2 Assignment of Lease - Commercial Property, Milgate Arcade Campbelltown

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-

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

