

Resourcing Strategy

2025 - 2035 | Executive Report



Cover Page and Back Page

Camden Taste 2024

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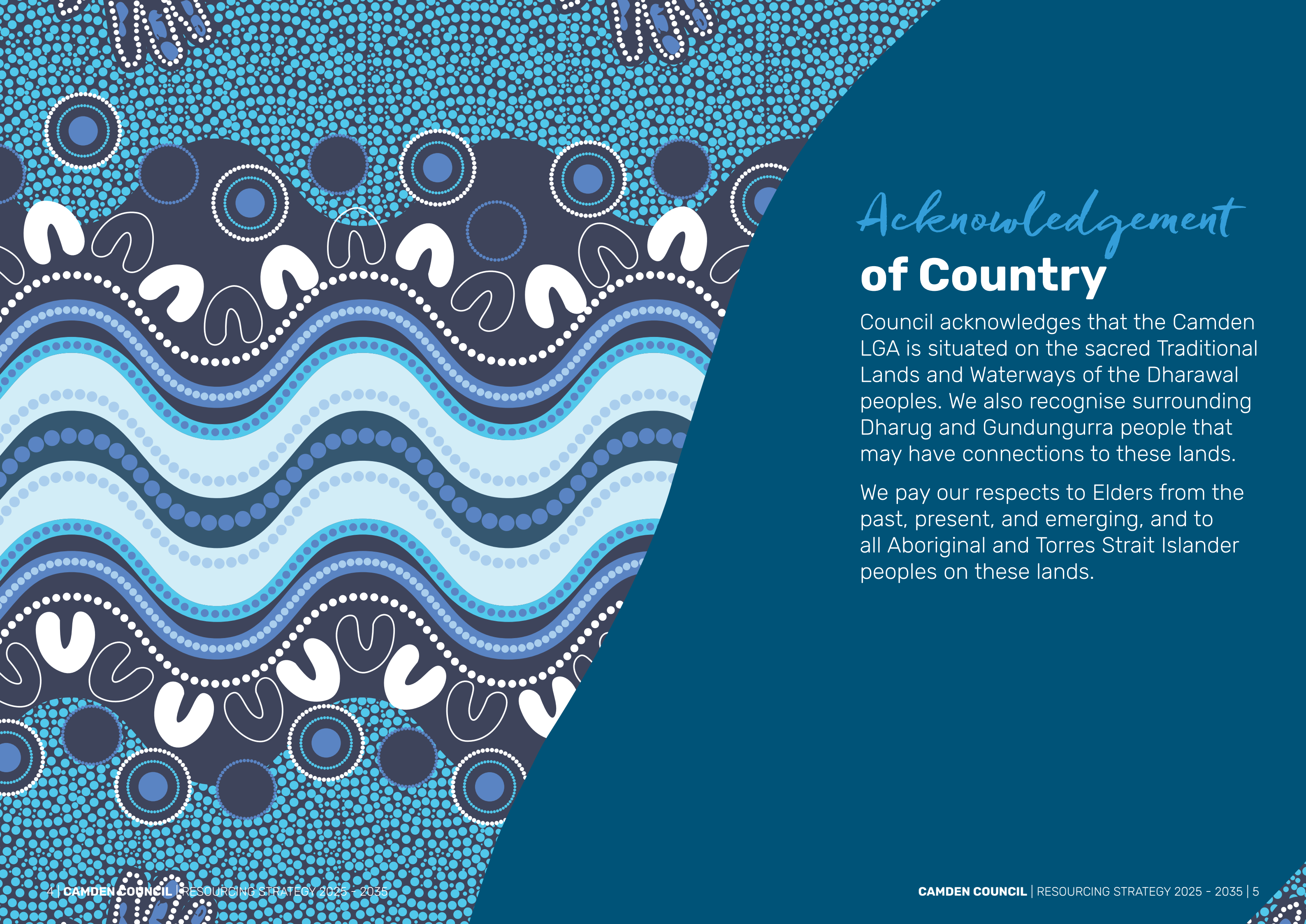
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Acknowledgement **of Country**

Council acknowledges that the Camden LGA is situated on the sacred Traditional Lands and Waterways of the Dharawal peoples. We also recognise surrounding Dharug and Gundungurra people that may have connections to these lands.

We pay our respects to Elders from the past, present, and emerging, and to all Aboriginal and Torres Strait Islander peoples on these lands.



About this Document

This Resourcing Strategy 2025/26 to 2034/35 outlines Council's resourcing commitment over the next 10 years to implement the Camden Community Strategic Plan 2025 – 2040.

It identifies resources that includes – people, money, and assets, and has three components:

- › Workforce Management Strategy
- › Asset Management Policy, Strategy and Plans
- › Long-Term Financial Plan.

These documents articulate how Council will manage resources to implement the Delivery Program 2025/26 to 2028/29 and associated Operational Plans in delivering the Camden Community Strategic Plan 2025 – 2040.

Camden Community Strategic Plan 2025 - 2040 reflects the values, knowledge and aspirations of both the community and business sector. It is the highest level of strategic planning for local councils in NSW.

The Community Strategic Plan is a requirement under the Local Government Act 1993 and the NSW Government's Integrated Planning and Reporting (IPR) framework. These regulations mandate that all councils identify the priorities and aspirations of its community and prepare a Resourcing Strategy to enable the delivery of the Delivery Program and Operational Plan.

Strategic Planning Framework

State and Federal Government - Plans, Strategies and Priorities



(Source : Local Government Act 1993 and the NSW Government's Integrated Planning and Reporting (IPR) framework)

Resource Management and Population Growth

The Camden Local Government Area (LGA) is one of the fastest-growing regions in NSW, with its population projected to increase by 29% between 2025 and 2035, and by 48% between 2025 and 2040. (profile.id, May 2024)

Located approximately 60km from the Sydney CBD and 19km from the Western Sydney International Airport (Nancy Bird Walton), the Camden LGA's rapid population growth will drive significant urban development, requiring extensive infrastructure, including roads, utilities, and a diverse range of services across the LGA. As a result, Council faces increasing responsibilities in resource management to support this growth effectively.

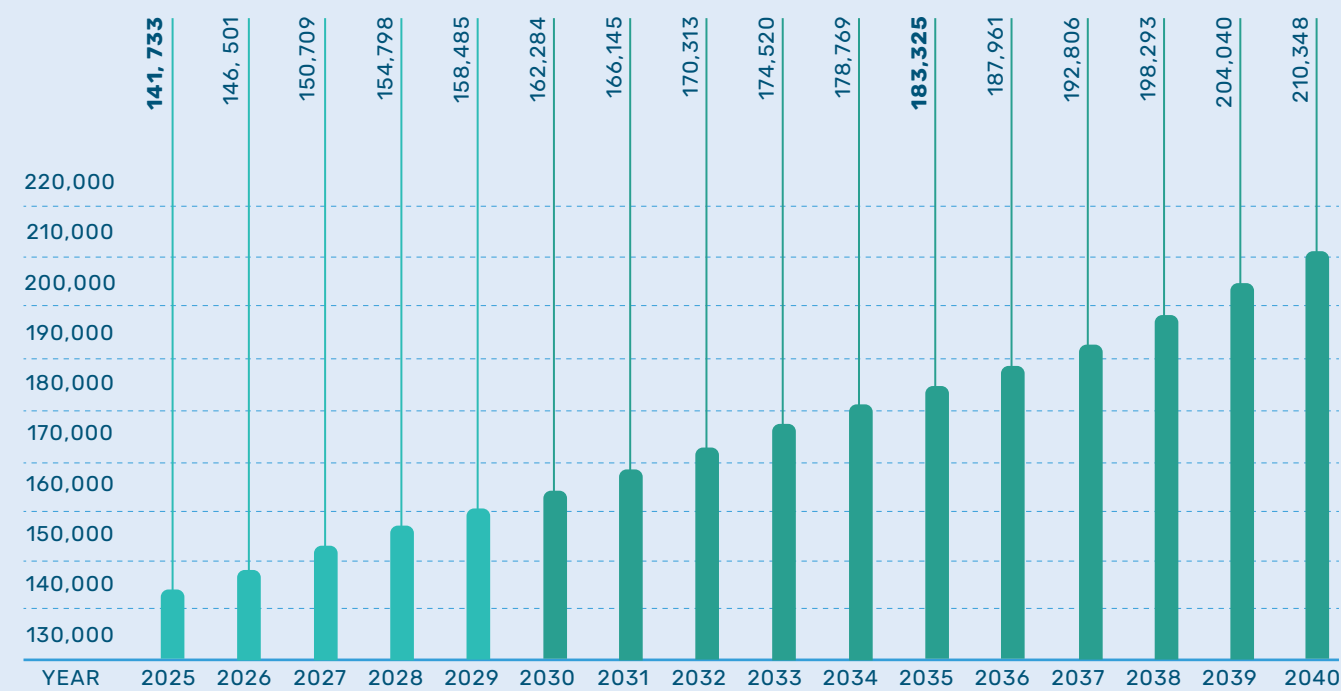
Council actively engages with the community and business sector to understand their priorities, including their 'wants,' 'needs,' and 'expectations.' A summary of stakeholder feedback is included in this document.

To address current and future community needs, Council has developed an Asset Management Strategy and a Long-Term Financial Plan, which outline specific actions and priorities.

Additionally, the Workforce Management Strategy aligns with Council's organisational structure to ensure the delivery of high-quality services. This strategy assesses the current workforce, anticipates future workforce demands, and identifies opportunities for sustainable workforce development.

Furthermore, Council maintains strong partnerships with State and Federal Government agencies and will continue to collaborate and advocate for funding to support projects that benefit the community.

Population Forecast



Source: (profile.id, May 2024)

Stakeholders Said

More recreational parks with BBQ and hot water facilities

Friendly atmosphere, old town feel

Creating more playgrounds, investing in active green spaces for families and visitors

Better public transport options

More employment opportunities for residents

Make roads safer for pedestrians and cyclists, Improve traffic flow and safety in newly developed areas.

Nature is preserved, green spaces, markets, rural community

Well-resourced libraries.

Professional and proactive council. A history that is respected and preserved.

Better access to services for people with a disability

Regularly update the community on development plans and ongoing projects, ensuring transparency and accountability from council

Improved kerbing and paths are essential for better pedestrian connectivity and safety, particularly in suburban and high-traffic areas.

The combination of open space, rural living, and history and heritage, with a great community.



Council's Approach to **Resource Management**

Council provides a wide range of services to its community, many of these services have implication on workforce and services in delivering infrastructure assets.

With the anticipated population growth and addressing community expectations over the next 10 years, the demand on a variety of services will need to be carefully managed through the Resourcing Strategy.

The following pages have detailed information on:

- Financial Management Planning
- Asset Management Planning
- Workforce Management Planning



Financial Management Planning

The Financial Management Plan provides guidance to ensure the financial sustainability of Council.

LONG-TERM FINANCIAL PLAN

The Long-Term Financial Plan (LTFP) is a 10-year rolling plan that informs Council's decision making in relation to resourcing and funding of the community's priorities set in the Camden Community Strategic Plan 2025 – 2040 and commitments in the Delivery Program 2025/26 to 2028/29 and associated annual Operational Plans.

It outlines Council's financial position and describes the financial implications of asset management and workforce planning. The LTFP has been prepared on the basis that Council maintains a balanced cash budget position, both in the short and long-term. This informs all financial decisions to ensure that Council does not spend beyond its means.

The LTFP includes:

- › Planning assumptions used to develop the Plan,
- › Projected income and expenditure, balance sheet and cash-flow statement,
- › Sensitivity analysis and risk assessment,
- › Methods for monitoring financial performance.

Council continues to maintain a strong financial position. While Council continues to work towards meeting industry benchmarks for financial sustainability, this is significantly impacted by the level of growth (housing development) which is occurring in the Camden LGA.

The draft 2025/26 – 2028/29 Capital Works Program is one of the largest in NSW, with

Council delivering over \$1 billion of community infrastructure to meet the demands and expectations of its growing communities. In a lot of cases, this infrastructure is being constructed for a future population. Council has strong controls in place where this infrastructure can only be funded through developer contributions or Government grants. This is to ensure that the existing residents of Camden LGA are not burdened with the cost of this growth. As the LGA continues to grow, it will achieve the economies of scale that is required to meet and exceed the industry benchmarks for financial sustainability. Further information on the impact of growth and the strategies Council is employing to maintain a strong financial position can be found in the LTFP document.

Despite the pressures that come with providing services and infrastructure for new communities, the LTFP continues to support infrastructure renewal requirements identified within Council's Asset Management Strategy and Plan(s). Large parts of the Camden LGA are now reaching a stage within the asset-life-cycle where renewal works are required for essential community assets such as roads, buildings, and drainage. While this in-part has been addressed through Council's successful Community Infrastructure Renewal Program (a \$5 million program over four years), the 2025/26 Budget includes an increase in funding for asset renewal of \$15.4million (above existing funding levels) in asset renewal across the Camden LGA. This funding commitment will ensure Council's infrastructure backlog remains well within industry benchmarks and that our residents continue to be able to access assets which are safe, reliable, and fit for purpose.



Asset Management Planning

The Asset Management Plan enables Council to provide the required level of service for the community in relation to the priorities in the Camden Community Strategic Plan 2025 – 2040 and commitments in the Delivery Program 2025/26 to 2028/29 and associated annual Operational Plans.

The Asset Management Policy, Strategy and Plans provides guidance to make sure assets and infrastructure that support Council services are managed and accounted for, in an efficient and sustainable way. It covers all Council assets including roads, drainage, footpaths, buildings, amenities, recreation, facilities and public open spaces. It includes plans for both existing and new assets proposed to be built.

The Asset Management Strategy and Plans cover a 10-year period.

ASSET MANAGEMENT POLICY

The Asset Management Policy sets a framework for the effective management of current and future assets. It ensures that Council delivers safe, reliable and sustainable services to the community. The Policy guides all Council representatives, including councillors, senior management and staff in their work.

ASSET MANAGEMENT STRATEGY

The Asset Management Strategy provides a comprehensive framework to guide the planning, construction, maintenance, and operation of essential infrastructure. This framework ensures that Council can continue delivering vital services to the community. The Strategy aims to:

- › Define the financial and physical requirements for the performance of Council's infrastructure assets.
- › Ensure cost-effective management through the creation, acquisition, maintenance, operation, renewal, and disposal of assets.
- › Cater to the needs of both present and future communities.

Key components of the Strategy include:

- › Analysis of future demand and factors impacting assets.
- › An overview of Council's approach to asset maintenance and renewal.
- › A description of service levels.
- › A lifecycle strategy to guide management options for different stages of an asset's lifecycle.
- › Identification and guidance on opportunities for improving asset management practices.

ASSET MANAGEMENT PLANS

The Asset Management Plans align with the Asset Management Strategy and outlines future work programs for renewal and maintenance. It emphasises the importance of building organisational capacity to enhance asset management planning practices and advance Council's asset management capabilities. By guiding better levels of service to meet community expectations, the plan provides an overview of Council's assets and their condition. It includes four distinct plans, each reflecting the different types of assets managed by Council:

1. Roads and Transport Asset Management Plan – includes bridges and culverts, carparks and driveways, footpaths and cycleways, kerbs and gutters, road furniture, road structures, road pavement, and road surface.

2. Stormwater Asset Management Plan – covers channels, flood mitigation, headwalls, pipes, pits, and stormwater quality improvement devices.

3. Building Asset Management Plan – comprises administration buildings and depots, aquatic centres, commercial buildings, community facilities, libraries, Rural Fire Service and State Emergency Services facilities, and toilet blocks.

4. Open Space Asset Management Plan – encompasses parks and natural areas, sportsgrounds, playing courts, play equipment, reserves, specialised parks, fire trails, park lighting, and other structures.

Each plan identifies Council's goals and objectives for each type of asset and outlines the desired level of service outcomes. This guides the management plan and actions needed to achieve the agreed-upon service levels.





Workforce Management Planning

The Workforce Management Plan guides Council in planning for current and future workforce needs to deliver the priorities set out in the Camden Community Strategic Plan 2025 - 2040 and commitments in the Delivery Program 2025/26 to 2028/29 and associated annual Operational Plans.

WORKFORCE MANAGEMENT STRATEGY

This Strategy 2025/26 to 2028/29 is a four-year plan that aligns with the Delivery Program. It identifies the priority areas and actions that will define the people resources needed, including:

- > A snapshot of the current workforce
- > An overview of challenges and opportunities
- > Identification of future capability needs and skills shortages
- > A plan to address the challenges and future needs.

The Strategy is structured around four priorities:

- > Attract & Retain Talented People
- > Enhance the Employee Experience
- > Grow a High Performing & Safe Workforce
- > Future Proof our Workforce

A set of clear objectives and priority areas supports a suite of organisational actions and initiatives under each pillar to deliver on this Strategy.

By prioritising people and community in every decision, it ensures that the organisation remains agile, resilient, and capable of delivering exceptional outcomes.

As Council continues to grow and adapt, the commitment to fostering an engaging workplace culture and embracing innovative ways of working will be paramount. Through strategic workforce planning, business planning and proactive engagement with stakeholders, Council is well-positioned to navigate future challenges and seize opportunities, ensuring it remains an attractive, high-performing organisation dedicated to serving its community effectively.

References

Camden Local Government - Demographics

<https://profile.id.com.au/camden>

Office of Local Government – Integrated Planning and Reporting

<https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting>

National Institute of Economic and Industry Research – Economic Data

<https://nieir.com.au>

Australian Bureau of Statistics – Census Data

<https://www.abs.gov.au>

Interpreter Services

English

If you need help understanding this information, please call the Translating and Interpreting Service on 131 450 and ask them to call Camden Council on 13 22 63 on your behalf.

Chinese (Simplified) | 简体中文

如果您需要帮助理解本资料内容，可首先致电 131 450，联系翻译和口译服务 (TIS)，然后要求为您转接 13 22 63 联系 Camden 市议会政府。

Chinese (Traditional) | 繁體中文

如果您需要幫助理解本資料內容，可首先致電 131 450，
聯絡翻譯和傳譯服務（TIS），然後要求為您轉接 13 22 63
聯絡 Camden 市議會政府。

العربية | Arabic

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بخدمة الترجمة التحريرية والشفهية (TIS) على الرقم 131 450 والطلب
منهم الاتصال بمجلس Camden على الرقم 13 22 63 بالنيابة عنكم.

Spanish | Español

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Vietnamese | Tiếng Việt

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Punjabi | ਪੰਜਾਬੀ

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਜਾਣਕਾਰੀ ਨੂੰ ਸਮਝਣ ਵਿੱਚ ਮੱਦਦ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟ੍ਰਾਂਸਲੇਟਿੰਗ ਐਂਡ ਇੰਟਰਪ੍ਰੇਟਿੰਗ ਸੇਵਾਵਾਂ (TIS) ਨੂੰ ਫੋਨ ਕਰੋ ਅਤੇ ਉਹਨਾਂ ਨੂੰ ਤੁਹਾਡੀ ਤਰਫ਼ੋਂ 13 22 63 'ਤੇ Camden ਕੌਂਸਲ ਨੂੰ ਫੋਨ ਕਰਨ ਲਈ ਕਹੋ।

Italian | Italiano

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Assyrian | ܐܝܬܝܢ

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Nepali | नेपाली

यदि तपाईंलाई यो जानकारी बुझ्न मद्दत चाहिन्छ भने कृपया 131 450 मा अनुवाद र दोभाषे सेवा (TIS) लाई फोन गर्नुहोस् र तपाईंको लागि Camden काउन्सिललाई 13 22 63 मा फोन गर्न लगाउनुहोस्।

Serbian | Српски

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Hindi | हिन्दी

यदि इस जानकारी को समझने में आपको सहायता की आवश्यकता है, तो कृपया अनुवाद एवं दुभाषिया सेवा (TIS) को 131 450 पर कॉल करें और उन्हें आपकी ओर से Camden काउंसिल को 13 22 63 पर कॉल करने के लिए कहें।

Croatian | Hrvatski

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Greek | Ελληνικά

Εάν χρειάζεστε βοήθεια για να καταλάβετε αυτές τις πληροφορίες, τηλεφωνήστε στην Υπηρεσία Μετάφρασης και Διερμηνείας (TIS) στο 131 450 και ζητήστε τους να καλέσουν τον Δήμο Camden στον αριθμό 13 22 63 για λογαριασμό σας.

Maltese | Malti

Jekk għandek bzonn għajuna tifhem dan it-tagħrif, jekk jogħġbok
 ċempel lis-Servizz tat-Traduzzjoni u l-Interpretar (TIS) fuq 131 450
 u staqsihom iċ-ċemplu lill-Kunsill ta' Camden fuq 13 22 63 għan-nom
 tiegħek.

Filipino

Kung kailangan mo ng tulong sa pag-unawa ng impormasyong ito, mangyaring tumawag sa Translating and Interpreting Service (TIS) sa 131 450 at hilingin sa kanila na tumawag sa Camden Council sa 13 22 63 para sa iyo.

German | Deutsch

Wenn Sie zum Verständnis dieser Informationen Hilfe benötigen, wenden Sie sich bitte an den Übersetzungs- und Dolmetscherdienst (TIS) unter 131 450 und bitten Sie diesen, die Stadtverwaltung Camden unter der Nummer 13 22 63 für Sie anzurufen.

