Attachments

Ordinary Council Meeting

Camden Council
Administration Centre
70 Central Avenue
Oran Park

8 April 2025





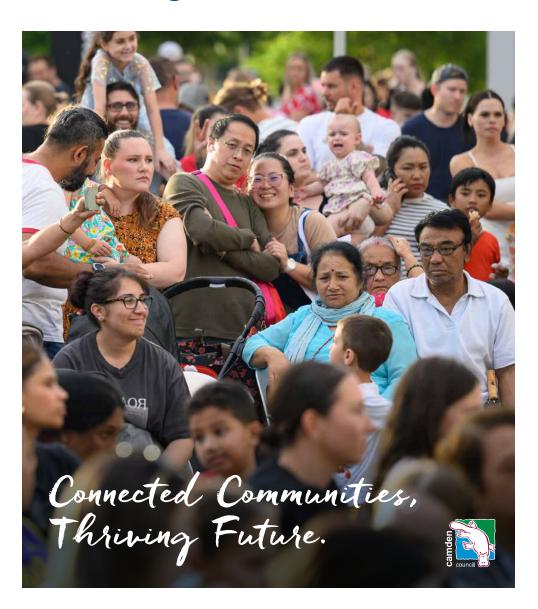
camden



ATTACHMENTS

ORD01	Resourcing Str 2025/26 Opera	hibition - Draft Community Strategic Plan, Draft rategy, Draft Delivery Program 2025/26 - 2028/29, Draft tional Plan and Budget (including the Draft Revenue apital Works Program and Draft Fees And Charges)	
	Attachment 1:	Draft Community Strategic Plan 2025 - 20403	
	Attachment 2:	Draft Resourcing Strategy - Executive Report32	
	Attachment 3:	Draft 2025-26 Long Term Financial Plan46	
	Attachment 4:	Draft Workforce Management Strategy 2025 - 2029 99	
	Attachment 5:	Draft Asset Management Policy, Strategy and Plans 115	
	Attachment 6:	Draft Delivery Program 2025 - 2029 and Operational Plan 2025 - 26	
	Attachment 7:	Draft 2025-26 Capital Works Program282	
	Attachment 8:	Draft 2025-26 Fees and Charges Schedule 296	
ORD06	Pre-Public Exhibition - Revised Swimming Pool Inspection Program		
	Attachment 1:	Swimming Pool Inspection Program - Tracked Changes	
ORD07	Provision of Expenses and Facilities to Councillors - July to December 2024		
	Attachment 1:	Provision of Expenses and Facilities to Individual Councillors from 1 July 2024 - 31 December 2024 429	
ORD08	Investment Monies - February 2025		
	Attachment 1:	Investment Summary Report - February 2025 430	

Camden Community Strategic Plan 2025 - 2040



Cover Page and Back Page

Camden Christmas Concert 2024

Community Images

The photographs featured have been obtained from many sources including professional photographers and Council officers.

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Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

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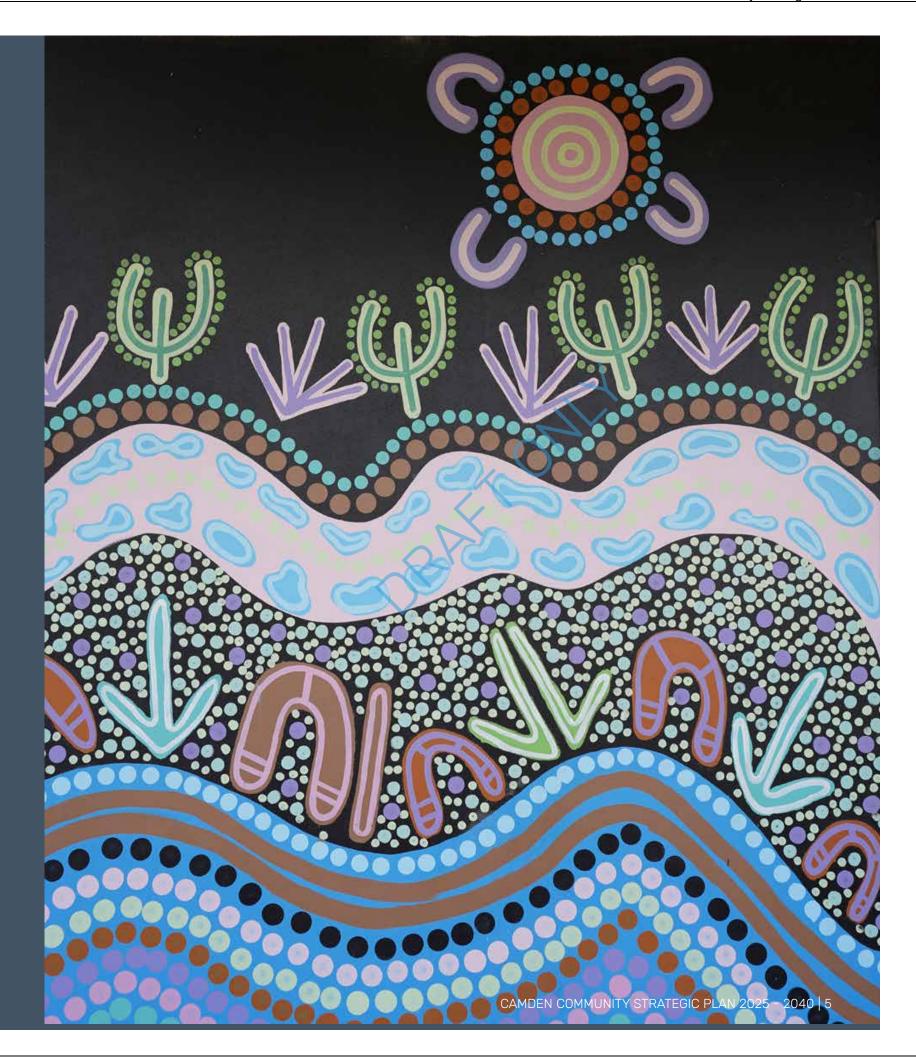
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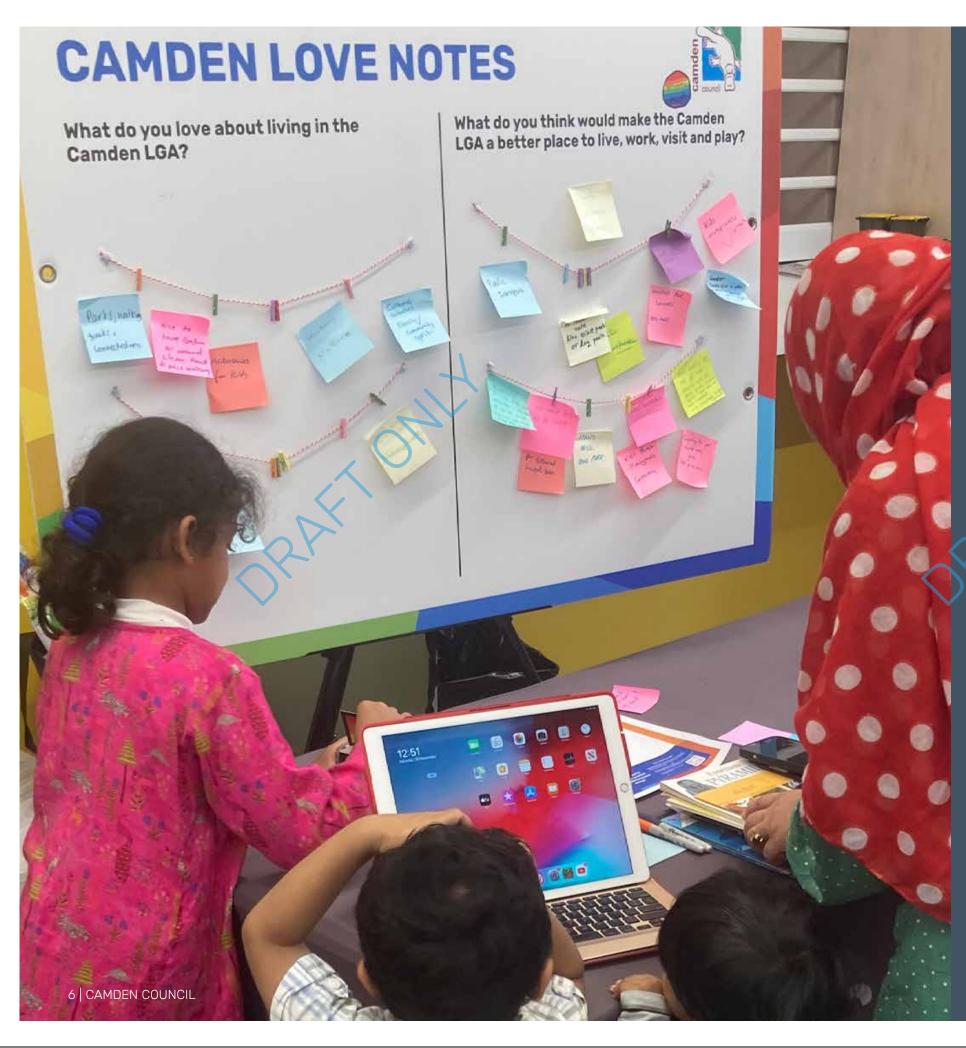
Acknowledgement of Country

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.



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About this Plan

The Camden Local Government Area is formed by its natural and built environment, its history, and diverse people who live, work, and socialise within the community.

The Camden Community Strategic Plan 2025 - 2040 reflects the values, knowledge and aspirations of both community and business sector. This Plan is reviewed every four years to ensure it addresses the evolving needs of both the current and future community.

This Community Strategic Plan (CSP) serves as a collective community vision over the next 10 years. As the highest level of strategic planning for local councils in NSW, the CSP 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 report progress through Six-Monthly Performance Reports, Annual Reports, and a State of the LGA Report at the end of the Council term.

This Plan is developed through extensive stakeholder engagement and Councillor's input, to capture the shared vision and goals for the Camden LGA's future. It is underpinned by a sound understanding and analysis of economic, environmental, and social trends, including population growth projections and emerging challenges. This Plan is guided by key principles, including:

- > Social Justice equity, access, participation, human rights and diversity
- > Quadruple Bottom Line social, environmental, economic and civic leadership.
- > United Nations Sustainable Development 17 Goals.

This Plan serves as a central reference point for the community, local businesses, State and Federal government agencies, and Camden Council itself. It is the cornerstone for planning, resource management, and prioritising services within Council's Delivery Program 2025/2026 to 2028/2029 and associated annual Operational Plan.

CAMDEN COMMUNITY STRATEGIC PLAN 2025 - 2040 | 7

Strategic Planning Framework

and Priorities Strategies Plans, Federal Government and State

10+ Year Plan

Camden Community Strategic Plan 2025-2040

reading this

2000

Resourcing Strategy

Workforce Management Strategy

Long-Term Financial Plan

Asset Management Policy, Strategy and Plans

Council Term Four Year -

Plan

Operational Plan

Program

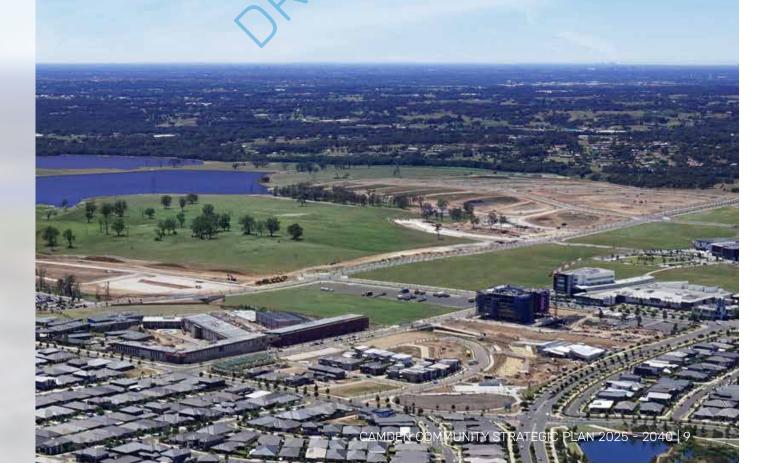
Delivery

Six Monthly Reports

Annual Report

State of the LGA Report

Reports



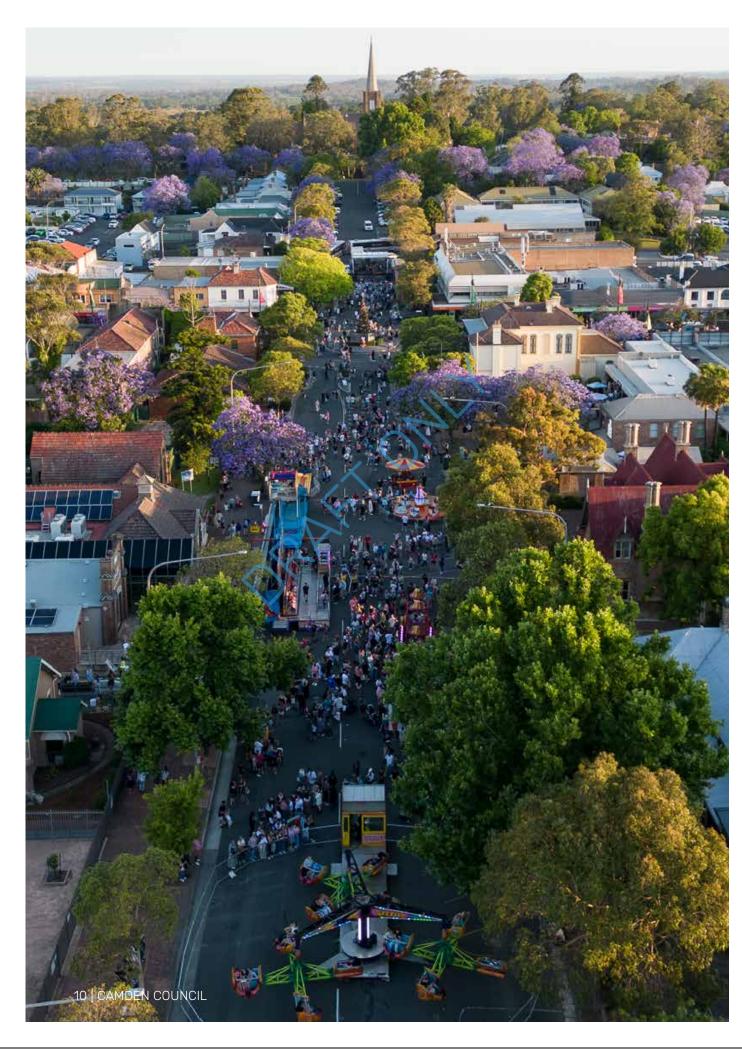
Community Vision

Camden is a diverse, vibrant

community embracing sustainable

protecting our environment together.

growth, honouring heritage, and





Message from the Mayor

Camden is a place like no other. Our rich heritage, scenic landscapes, opportunities and vibrant community spirit make it an exceptional place to live, work, play and visit.

As the fastest-growing area in NSW, the Camden Local Government Area continues to evolve while staying true to its unique character.

We take immense pride in the Camden area's deep-rooted history. Our commitment to preserving Camden's identity is unwavering, even as we embrace the exciting opportunities that growth brings. The Western Sydney International Airport, just beyond our borders, will amplify our regional significance, connecting us to the world and attracting new businesses, jobs and investment.

Our community is diverse, with residents from over 85 countries speaking more than 60 languages. This rich cultural fabric shapes Camden's future, fostering

a welcoming, inclusive and dynamic environment. Our housing, infrastructure, parks and community spaces continue to evolve to meet the needs of our growing population, ensuring that the Camden area remains a place people are proud to call home.

The Camden Community Strategic Plan is more than just a vision – it's a roadmap for the next decade and beyond. It represents a shared commitment between Council, government agencies, businesses, community groups and residents. Together, we will balance growth with sustainability, strengthen our economy and enhance social wellbeing while protecting the environment that makes the Camden area special.

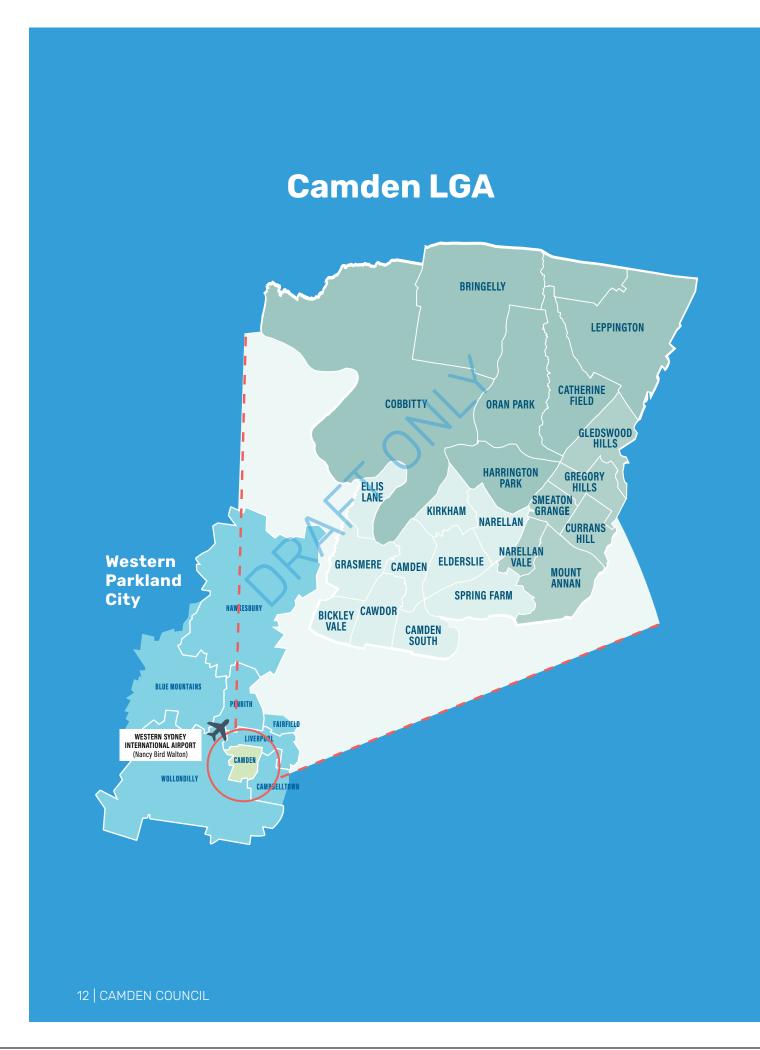
But planning for the future

requires action today. That's why we recently launched The Time Is Now to advocate for the infrastructure, services and funding Camden needs to thrive. Council is working tirelessly to ensure our voice is heard at every level of government, pushing for the roads, transport, health and education facilities that our rapidly growing community deserves.

This is an exciting time for our community, and Council is committed to leading the way. On behalf of my fellow Councillors, I invite you to be part of this journey as we build a future-ready Camden – one that honours our past while embracing the opportunities ahead.

Cr Ashleigh CagneyMayor of Camden

CAMDEN COMMUNITY STRATEGIC PLAN 2025 - 2040 | 11



About Camden Local Government Area

The Camden Local Government Area (LGA) spans approximately 201km² in Sydney's southwestern suburbs, approximately 60km from the Sydney CBD, within the Western Parkland City, and 19km from the Western Sydney International Airport (Nancy Bird Walton).

The LGA is one of the fastest-growing regions in NSW, with population estimate for 2025 as 141,733 and forecast to grow to 210,348 by 2040 (profile.id, May 2024).

With such rapid growth, Council will need to focus on directing future urban development within the designated South-West Growth Area and strategic centres, while ensuring the preservation of it's historic townships, rural landscapes, and scenic beauty. This growth, combined with its proximity to the Western Sydney International Airport, positions the LGA as a key part of the southwest region's development.

As population increases and suburbs and centres evolve, maintaining effective communication and collaboration across the three tiers of government, business sector and the community will be more important than ever.

The Camden LGA is bordered by Liverpool City Council to the north, Campbelltown City Council to the east, and Wollondilly Shire Council to the south and west, and comprises the suburbs of Bickley Vale, part of Bringelly, Camden, Camden South, Catherine Field, part of Cawdor, Cobbitty, Currans Hill, Elderslie, Ellis Lane, Gledswood Hills, Grasmere, part of Gregory Hills, Harrington Park, Kirkham, part of Leppington, part of Mount Annan, Narellan, Narellan Vale, Oran Park, part of Rossmore, Smeaton Grange, and Spring Farm.

CAMDEN COMMUNITY STRATEGIC PLAN 2025 - 2040 | 13

Population



141,733

Residents (in 2025)



183,325

Estimated Residents (in 2035)

Source - id.profile, May 2024



210,348

Estimated Residents (in 2040)

Dominant Age Group

23.5% 35 - 49 Years

(in 2025)

Source - id.profile, May 2024

Population Changes 2025 and 2040

50% approximate

Source - id.profile, May 2024

Born Overseas

23% Born Overseas

Source - id.profile. May 2024 from ABS Census 2021

Socio-Economic Indexes for Areas (SEIFA)

1,045 people

Source - id.profile, May 2024 from ABS Census 2021

Economy

Gross Regional Product (GRP)

\$7.44 billion (estimated)

Source - id.profile, May 2024 from National Institute Economics Industry Research (NIEIR) 2023

Employed Residents

75,536 people

Source – id.profile, May 2024 from National Institute Economics Industry Research (NIEIR) 2023

Local Jobs



7,874

Construction (2022-23)



7,376

Retail Trade (2022-23)

Source - id.profile, May 2024 from National Institute Economics Industry Research (NIEIR) 2023

Consultation with Stakeholders and Councillors

In shaping the future of the Camden LGA and with the development of the Camden Community Strategic Plan 2025 – 2040, engagement with stakeholders was vital.

Engagement activities reached a diverse range of stakeholders including seniors, youth, culturally and linguistically diverse (CALD) community, people with disabilities, community organisations, government agencies, local businesses, Councillors, and Council staff.

Over 1,700 individuals participated in face-to-face community pop-ups, forums, surveys, workshops, and interviews along with significant online interaction via Council's 'Your Voice Camden" platform.

Engagement featured a diverse range of activities:



In-Person

Conducted through pop-up stalls at local shopping centres, stakeholder forums, Councillor workshops, youth and senior events, and community gatherings such as the Camden Christmas Festival.



Online Engagement

Website and social media interactions through Facebook, Instagram, and "Your Voice Camden" platform.



Targeted Engagement

Focused on key groups through government agency workshops and telephone interviews.

Strategically placed communication and promotional materials were displayed and distributed, that included:

- Project webpage
- Flyers
- Display boards
- Banners with QR Codes
- Email distribution

Throughout the engagement process, participants noted what they love about Camden, and they included:

- The environment
- Friendly community and family orientated atmosphere
- Rural charm and open spaces
- People, diversity and culture
- Recreational facilities and water parks

There were seven key themes noted, and they were:

Infrastructure and Connectivity

- Roads and transport maintenance, including connectivity challenges and inadequate public transport.
- Lack of access to rail services, parking, and the need for a north-south metro link.
- Infrastructure failing to meet the demands of population growth, including housing, schools, and health services.

Social and Community Challenges

- Rising costs of living, including housing and rental stress.
- Social issues such as domestic violence, youth challenges, and the need for better community support services.
- Dependency on private transport due to limited public options.

Heritage and Cultural Identity

- Protection and celebration of the Camden LGA's rich heritage and history.
- Investment in arts, culture, and social cohesion initiatives to foster an inclusive and vibrant community.

Transparent and Inclusive Governance

 Concerns were raised about how decisions are made, resources are allocated, and the extent to which residents are involved in shaping their future.

Economic Development and Employment

- Economic challenges were highlighted, with a focus on opportunities available for local residents, including youth.
- The community raised concerns about ensuring the economic resilience of the Camden LGA, especially with cost-of-living pressures.

Council Roles and Responsibilities

- A need for better strategies that balance growth with community needs, such as housing, transport, and education infrastructure.
- The community stressed the importance of Council's capacity to lead effectively, respond to community needs, and implement strategies that align with local values.

Housing and Urban Development

- Focus on providing affordable housing options.
- · Balancing urban growth.

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CAMDEN COMMUNITY STRATEGIC PLAN 2025 - 2040 | 17

Top eight challenges

Key messages along with percentage of the community members who shared similar challenges, include:



29% Cost of living

Residents emphasised the importance of accessible and free community events, recreational spaces, and support programs.



15% Public Transport

Strong demand for improved services, including rapid bus transit and rail link extensions.



14% Affordable Housing

Need for diverse and sustainable housing solutions to accommodate Camden's projected growth.



10% Environmental Concerns Sustainability and climate change.



Employment Opportunities

Creation of employment opportunities, encouraging local businesses and attracting diverse industries.



9% Road Infrastructure

Calls for maintaining rural charm while improving transport and infrastructure.



8% Access to Services

Accessibility to services, facilities and activities including events, health and education.



6% Recreational Facilities

Enhanced and expanded recreational spaces and facilities.



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Guiding Principles

United Nations Sustainable Development 17 Goals



































Find out more here https://sdgs.un.org/goals

Social Justice Principles











Quadruple Bottom Line









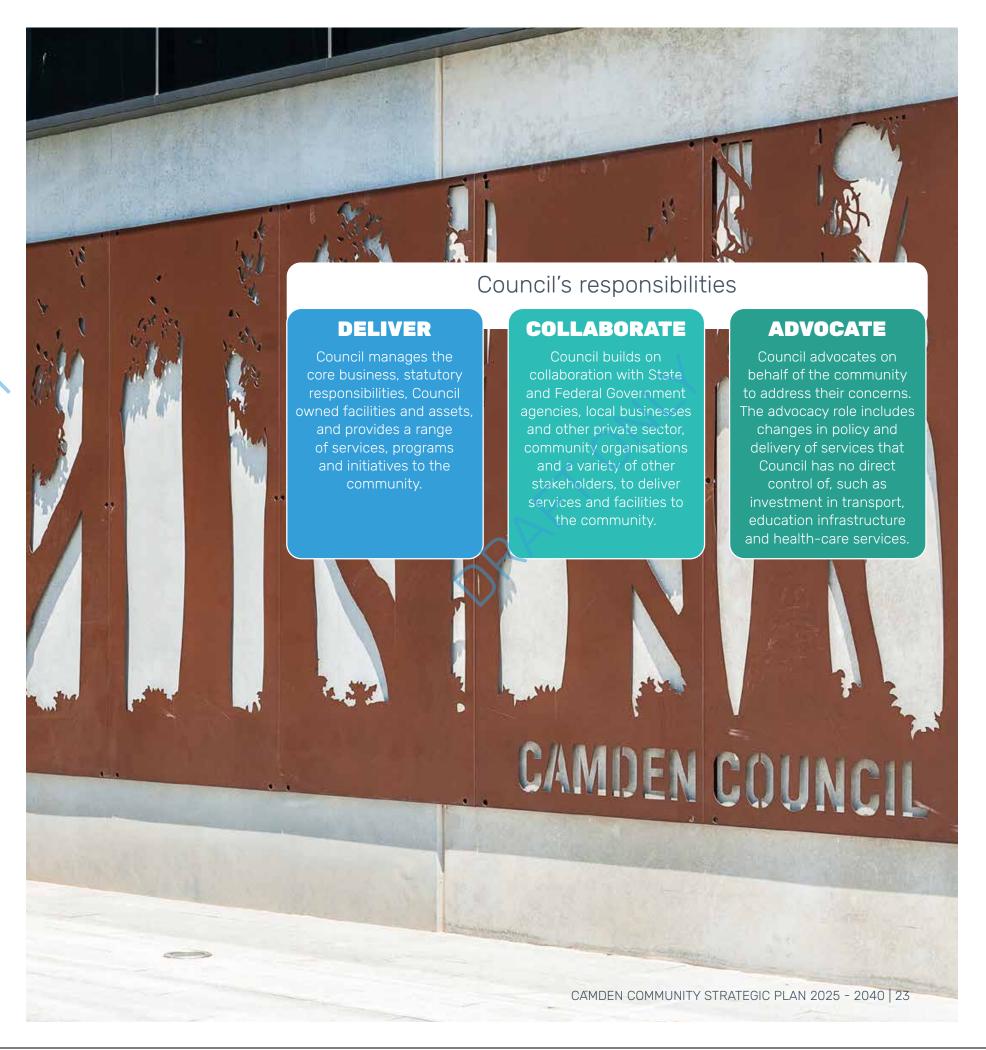
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CAMDEN COMMUNITY STRATEGIC PLAN 2025 - 2040 | 21

Council's Role

Council takes a lead role in the development and implementation of the Camden Community Strategic Plan 2025 - 2040, as per the Local Government (General) Regulations and is responsible for administering the Camden Local Government Area (LGA).

Achieving the objectives set within this Plan requires collaboration and partnerships with all levels of government, businesses, industry groups, community organisations and individuals.



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State and Federal Plans and Strategies

State Government

NSW State Infrastructure Strategy 2022 - 2042

NSW Smart Places Strategy

NSW Disability Inclusion Action Plan 2020 - 2024

Future Transport Strategy 2056

Net Zero Plan Stage 1: 2020 -2030

NSW State Health Plan

NSW Waste and Sustainable Materials Strategy 2041

NSW Biodiversity Strategy - Biodiversity in Place

State Disaster Mitigation Plan

NSW Ageing Strategy 2021 - 2031

NSW Cyber Security Strategy

Housing 2041 - NSW Housing Strategy

NSW Disability Inclusion Plan 2021 - 2025

Federal Government

Australian Disaster Preparedness Framework

National Preventive Health Strategy 2021 - 2030

National Climate Resilience and Adaptation Strategy 2021 - 2025

Australian Data Strategy

Inclusion Equity and Diversity Strategy 2024 - 2027

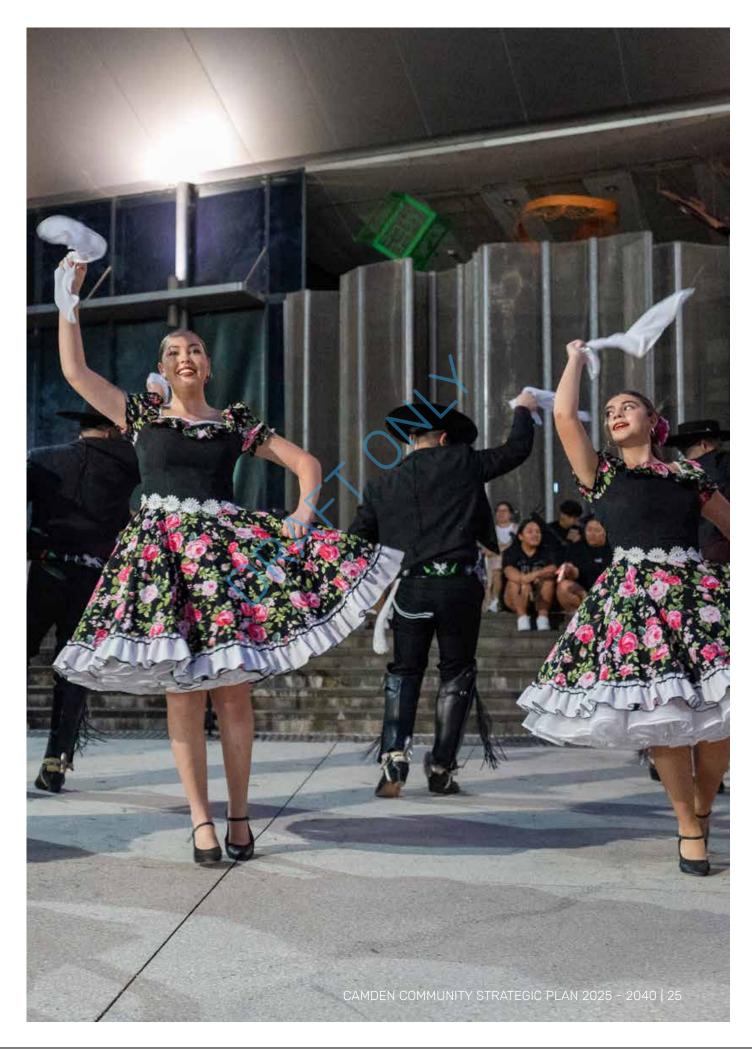
National Waste Policy and Action Plan

Infrastructure Australia Strategy

National Digital Economy Strategy

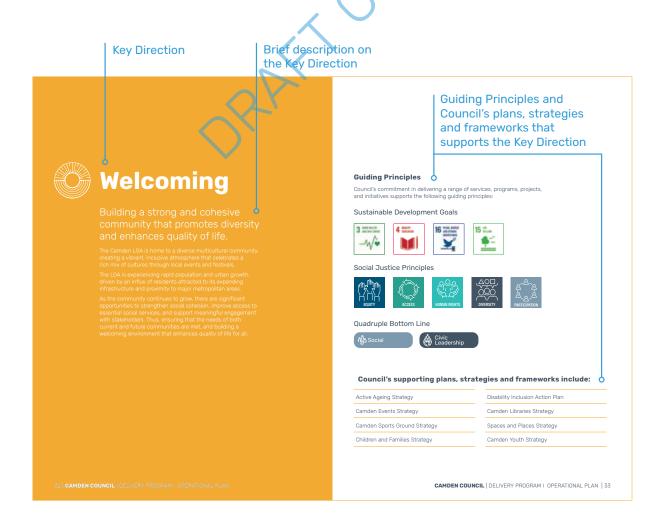
Australia's Biodiversity and Conservation Strategy

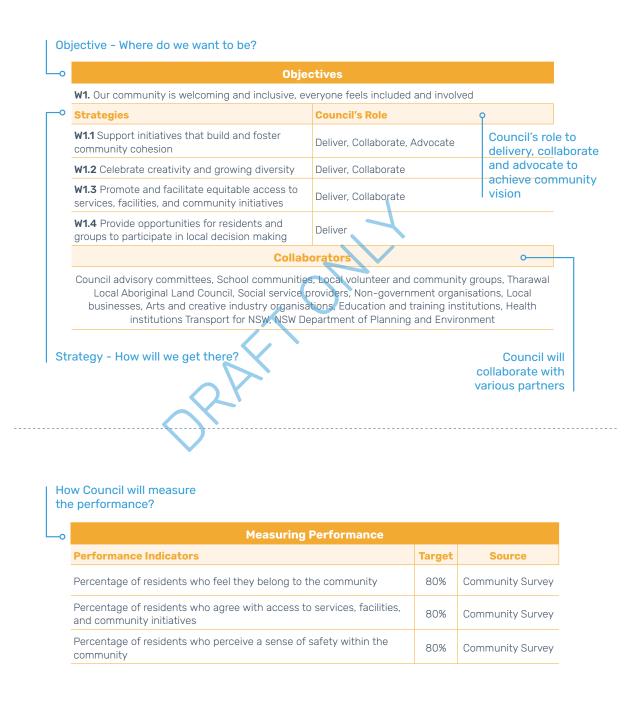
Net Zero 2050 Plan



How to interpret the following sections

The diagram below serves as a guide to understanding the information in the Delivery Program and Operational Plan, including how performance is measured.





Ken Directions

There are five Key Directions that reflect the community vision, and they are the main components within the Camden Community Strategic Plan 2025 – 2040.



Welcoming

Building a strong and cohesive community that promotes diversity and enhances quality of life



Liveable

Creating sustainable and connected spaces and places where people can live, work and thrive



Prosperous

Advancing local learning, economic opportunities, and job creation



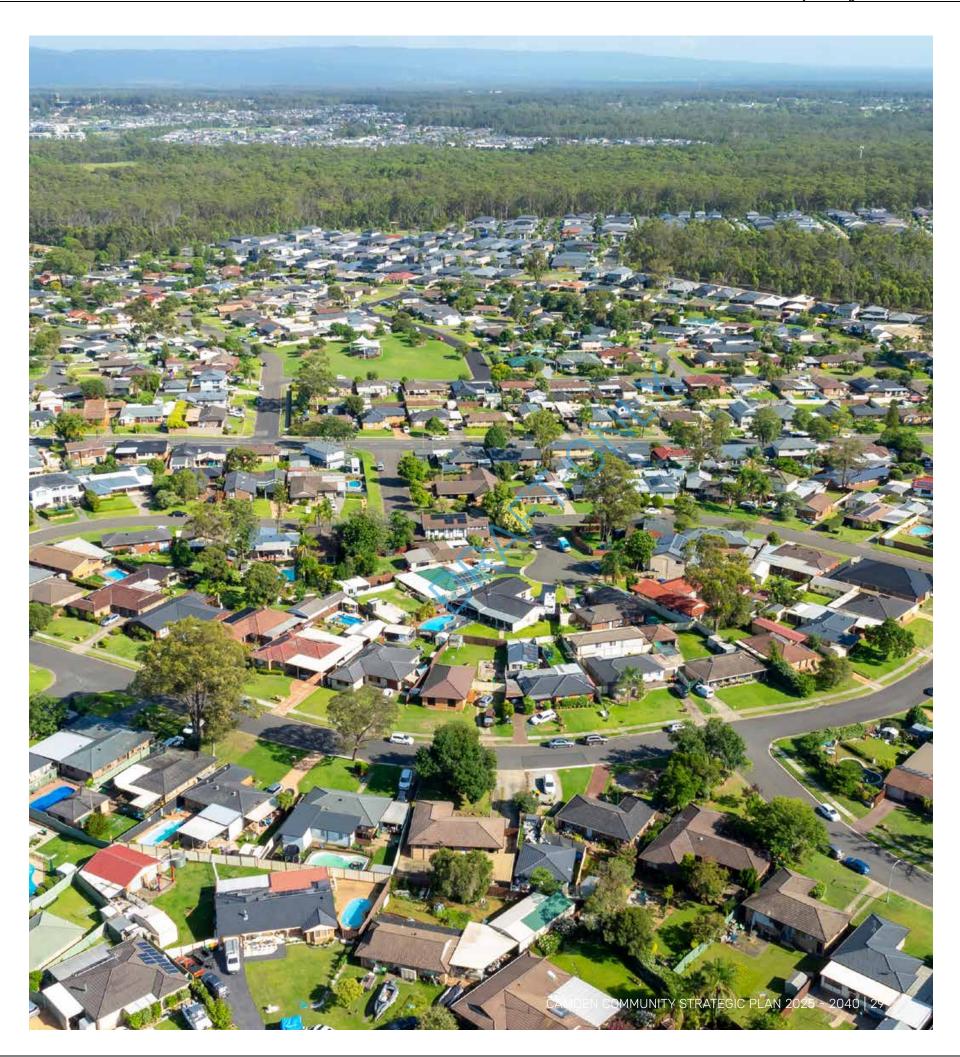
Balanced

Enhancing our heritage and natural environment through sustainable stewardship



Leading

Providing strong civic leadership, strengthening partnerships, and advocating for long-term success



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Welcoming

Building a strong and cohesive community that promotes diversity and enhances quality of life.

The Camden LGA is home to a diverse multicultural community, creating a vibrant, inclusive atmosphere that celebrates a rich mix of cultures through local events and festivals.

The LGA is experiencing rapid population and urban growth, driven by an influx of residents attracted to its expanding infrastructure and proximity to major metropolitan areas.

As the community continues to grow, there are significant opportunities to strengthen social cohesion, improve access to essential social services, and support meaningful engagement with stakeholders. Thus, ensuring that the needs of both current and future communities are met, and building a welcoming environment that enhances quality of life for all.

Sustainable Development Goals











Social Justice Principles











Quadruple Bottom Line







Where do we want to be and how will we get there?

Objectives

W1. Our community is welcoming and inclusive, everyone feels included and involved

Strategies	Council's Role
W1.1 Support initiatives that build and foster community cohesion	Deliver, Collaborate, Advocate
W1.2 Celebrate creativity and growing diversity	Deliver, Collaborate
W1.3 Promote and facilitate equitable access to services, facilities, and community initiatives	Deliver, Collaborate
W1.4 Provide opportunities for residents and groups to participate in local decision making	Deliver

Collaborators

Council Advisory Committees, School Communities, Local Volunteer and Community Groups, Tharawal Local Aboriginal Land Council, Social Service Providers, Non-Government Organisations, Local Businesses, Arts and Creative Industry Organisations, Education and Training Institutions, Health Institutions, Transport For NSW, NSW Department of Planning and Environment

Objectives

W2. Our community is healthy and active with access to open space, facilities and services that support wellbeing

Strategies	Council's Role
W2.1 Promote and facilitate programs and services that support good community health and wellbeing	Deliver, Collaborate, Advocate
W2.2 Improve access to public spaces and places for people of all ages and abilities	Deliver, Collaborate

Collaborators

Council Advisory Committees, School Communities, Local Sporting Groups and Clubs, Non-Government Organisations, Local Businesses, NSW Department of Education and Training Institutions, NSW Health and Health Institutions, Local Health Districts (LHDS) and Primary Health Networks (PHNS), Western Sydney Health Alliance, NSW Office of Sport

Objectives		
W3. Our community has opportunities to design and build safe and inviting places for all to enjoy		
Strategies	Council's Role	
W3.1 Implement programs targeting key community safety concerns	Deliver, Collaborate	
W3.2 Seek active partnerships to address community needs	Collaborate, Advocate	
W3.3 Address community needs through the provision of services and facilities targeting specific user groups	Deliver, Collaborate	
Collaborators		

Council Advisory Committees, School Communities, Tharawal Local Aboriginal Land Council, Non-Government Organisations, Local Businesses, Camden Police Area Command

Measuring Performance		
Performance Indicators	Target	Source
Percentage of residents who feel they belong to the community	80%	Community Survey
Percentage of residents who agree with access to services, facilities, and community initiatives		Community Survey
Percentage of residents who perceive a sense of safety within the community	80%	Community Survey



Liveable

Creating sustainable and connected spaces and places where people can live, work and thrive.

The Camden LGA is a liveable community that celebrates creativity, innovation, and connectivity.

The LGA offers vibrant public and open spaces for the community to enjoy, while preserving its heritage.

By embracing modern improvements and sustainable social and road infrastructure, the LGA is evolving to meet the needs of the growing population.

Opportunities for creative initiatives and innovative urban design are central to enhancing the local environment, ensuring a connected, dynamic, and thriving LGA for everyone - the community and local businesses.

Sustainable Development Goals













Social Justice Principles





Quadruple Bottom Line







Stakeholders Said To be technologically advanced and have a high economy A (amden with strong community where you know your neighbours and infrastructure that keeps up An area with good parks for kids that are maintained well. New housing that allows people to have a bit more space SLOW DOW Better public transport options Mix of rural and new facilities. Mobility through public transport eep to CAMDEN COMMUNITY STRATEGIC PLAN 2025 - 2040 | 35

Where do we want to be and how will we get there?

Objectives		
LB1. Our community has access to new technologies and innovations		
Strategies Council's Role		
LB1.1 Embrace a Smart Community approach	Deliver, Collaborate, Advocate	
LB1.2 Digitise services and ways of working to empower and make life easier for customers	Deliver, Collaborate, Advocate	
Collaborators		

Western Sydney Planning Partnership, NSW Department of Planning and Environment, NSW Department of Finance, Services and Innovation

Objectives		
LB2. Our public spaces and places are vibrant and accessible		
Strategies	Council's Role	
LB 2.1 Ensure homes, infrastructure and facilities are planned, delivered, and maintained to create high quality urban and rural environments that meet diverse needs and respond to the climate	Deliver, Collaborate, Advocate	
LB 2.2 Enhance Town Centres and Public Spaces	Deliver, Collaborate	
LB2.3 Identify and maintain city heritage and culture	Deliver, Collaborate	
Collaborators		

Council Advisory Committees, Camden Historical Society, Local Businesses, Developers, Western Sydney Planning Partnership, Greater Sydney Commission, NSW Department of Planning and Environment

Objectives		
LB3. Our Transport network is efficient, safe and integrated		
Strategies Council's Role		
LB3.1 Improve public transport links, roads and transport options that support the growing community	Deliver, Collaborate, Advocate	
Collaborators		
School Communities, Local Businesses, Developers, Transport for NSW		

Measuring Performance		
Performance Indicators	Target	Source
Percentage of residents who have access to digital technology and services	80%	Community Survey
Percentage of residents who feel local public spaces are accessible and well maintained	80%	Community Survey
Percentage of residents who feel there has been are improvement in access to reliable and efficient public transport	Trend	Community Survey



Prosperous

Advancing local learning, economic opportunities, and job creation

The Camden LGA offers a unique blend of rural charm and urban convenience, creating a dynamic environment where diverse communities and businesses can grow and prosper.

The strategic location of the Camden LGA presents numerous investment opportunities, particularly in sectors that capitalise on its urban-rural mix, with growth in traditional industries and emerging businesses ensuring a prosperous future for the community and local businesses.

Sustainable Development Goals

















Quadruple Bottom Line









Objectives

P1. Our business community is strong, thriving and connected

Strategies	Council's Role
P1.1 Create diverse environments for business and workers to grow and thrive	Deliver, Collaborate, Advocate
P1.2 Attract investment into the region	Deliver, Advocate

Collaborators

Local Businesses, Developers, Business Western Sydney, Western Parkland City Councils, Western Sydney Planning Partnership, Western Sydney Investment Attraction Office, Western Parkland City Authority, Investment NSW, Service NSW

Objectives

P2. Our LGA provides diverse local job opportunities supported by skills and training pathways to employment

employment	
Strategies	Council's Role
P2.1 Strengthen education, training, and career pathways	Deliver, Collaborate, Advocate

Collaborators

Local Businesses, Industry Groups, Western Parkland City Authority, Western Sydney Investment, Attraction Office, Investment NSW, Destination NSW, NSW Department of Education and Training Institutions

Objectives

P3. Our LGA is a desirable location for new and emerging industries and businesses

trategies	Council's Role

P3.1 Support small, local and start-up businesses Deliver, Collaborate, Advocate

Collaborators

Local Chambers of Commerce, Business Western Sydney, NSW Department of Education and Training Institutions, NSW Department of Planning and Environment

Measuring Performance			
Performance Indicators	Target	Source	
Percentage of the local business sector who feel they have access to development opportunities	Trend	Community Survey	
Percentage of residents who have access to employment opportunities and training	80%	Community Survey	
Number of business and type of industries established in the LGA	Trend	Council Data	



Balanced

Enhancing our heritage and natural environment through sustainable stewardship

The Camden LGA strives to create a balanced and sustainable urban setting that prioritises responsible growth and environmental stewardship.

With a strong emphasises on sustainable practices, ensuring a harmonious balance between development, environmental and heritage preservation for generations.

Sustainable Development Goals















Social Justice Principles





Quadruple Bottom Line







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Where do we want to be and how will we get there?

Objectives

B1. Our natural environment and waterways are protected, well maintained and enhanced for community enjoyment

Strategies	Council's Role
B1.1 Invest in environmental protection, restoration, and urban greening	Deliver, Collaborate
B1.2 Maintain, protect, and increase Camden's tree canopy	Deliver, Collaborate
B1.3 Manage the impact and integration of population growth responsibly within our natural environment	Deliver, Collaborate
B1.4 Facilitate community education and citizen science programs to foster appreciation and understanding of the natural environment	Deliver
B1.5 Maintain and enhance the natural environment	Deliver

Collaborators

School Communities, Local Volunteer and Community Groups, Developers, Local Businesses, NSW Department of Planning and Environment, Transport for NSW

Objectives

B2. Our environment is integrated into the design of our towns, villages, suburbs and places

Strategies	Council's Role	
B2.1 Preserve and enhance the natural assets of the city	Deliver	
B2.2 Embed sustainability principles in the design, construction and maintenance of our buildings and places	Deliver, Advocate	
Collaborators		

Home and Landowners, Local Volunteer and Community Groups, Developers, NSW Department of Planning, Industry and Environment, Transport for NSW

Objectives

B3. Climate impacts and risks in Camden are well managed

Strategies	Council's Role
33.1 Build Community resilience to climate mpacts	Deliver, Collaborate
33.2 Deliver effective climate mitigation and adaptation measures	Deliver, Collaborate

Collaborators

Home and Landowners, School Communities, Local Volunteer and Community Groups, Local Businesses, Developers, Resilience NSW, NSW Department of Planning, Industry and Environment, Transport for NSW, Western Sydney Planning Partnership, Greater Sydney Commission

Objectives

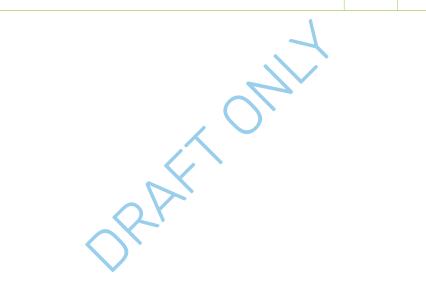
B4. Our Community uses resources efficiently to meet the community vision

Strategies	Council's Role
B4.1 Develop a pathway to net zero carbon	Deliver, Collaborate
B4.2 Collect and manage waste effectively and efficiently	Deliver, Collaborate
B4.3 Encourage energy and resource efficiency opportunities	Deliver, Collaborate

Collaborators

Home and Landowners, Local Businesses, Western Sydney Planning Partnership, Greater Sydney Commission, NSW Department of Planning, Industry and Environment

Measuring Performance			
Performance Indicators	Target	Source	
Maintain the health of priority waterway sites	Trend	Council Data	
Improve the condition of priority reserves	Trend	Council Data	
Percentage of residents who feel that development is balanced and the natural environment and heritage preservation are integrated	80%	Community Survey	
Percentage of very high or high climate risks that have effective mitigation strategies	Trend	Council Data	
Percentage of waste diverted from landfill	Trend	Council Data	
Percentage reduction in carbon emissions per capita	Trend	Resilience Sydney Data	







Leading

Providing strong civic leadership, strengthening partnerships, and advocating for long-term success

The Camden LGA is guided by a network of strong community and business leaders who drive positive change and work collaboratively to create a better place for current and future communities.

Council takes a proactive leadership role in engaging and advocating for its community's interests and is committed to ethical government, and financial sustainability to meet the needs of its growing population.

Sustainable Development Goals













Social Justice Principles











Quadruple Bottom Line







Where do we want to be and how will we get there?

Objectives

L1. Our Council is a leading council in the Western Parkland City, influencing metropolitan planning and decision-making

Strategies	Council's Role
L1.1 Advocate and partner for success	Deliver, Collaborate, Advocate
L1.2 Conduct business on behalf of Council in an open, transparent, and consistent manner	Deliver, Collaborate, Advocate

Collaborators

Local businesses, Business Western Sydney, Western Sydney Planning Partnership, NSW Government Agencies

Objec	ctives	
L2. Our Council is forward thinking and builds value for the community		
Strategies	Council's Role	
L2.1 Celebrate a culture of trust, collaboration, and excellence	Deliver, Collaborate, Advocate	
L2.2 Assess and improve services based on community and customer priorities	Deliver, Collaborate, Advocate	
L2.3 Champion a responsive customer experience	Deliver	

Collaborators

Office of Local Government, Professional Industry Peak Bodies

Obje	ctives	
L3. Our Council decisions are informed, accountable and transparent		
Strategies	Council's Role	
L3.1 Proactively plan and manage organisational and community growth	Deliver	
L3.2 Communicate effectively with the community and stakeholders to promote opportunities	Deliver	
L3.3 Integrate long-term financial planning, safety, risk, and strong governance across all Council operations	Deliver	
Collaborators		
Various Government Agencies		

Measuring Performance		
Performance Indicators	Target	Source
Percentage of residents who feel that Council is advocating for the community needs and priorities	80%	Community Survey
Percentage of residents who feel they are satisfied with Council's performance	80%	Community Survey
Percentage of residents who feel that Council represents the community in an open and accountable way	80%	Community Survey

Individuals in Partnership

Individuals, including visitors, can participate and/or partner with Council to deliver the Camden Community Strategic Plan 2025 – 2040.

Some of the options include:

- > Become a volunteer.
- > Recycle and minimise waste.
- > Keep parks, recreational facilities, and reserves litter free.
- > Report people dumping unwanted materials in streets and open space.
- > Get to know your neighbours
- > Observe traffic rules to minimise accidents.
- > Support and advocate to make the Camden LGA a better place to live, work and socialise
- > Participate in community engagement activities.



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

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Italian | Italiano

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Serbian | Српски

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Greek | Ελληνικά

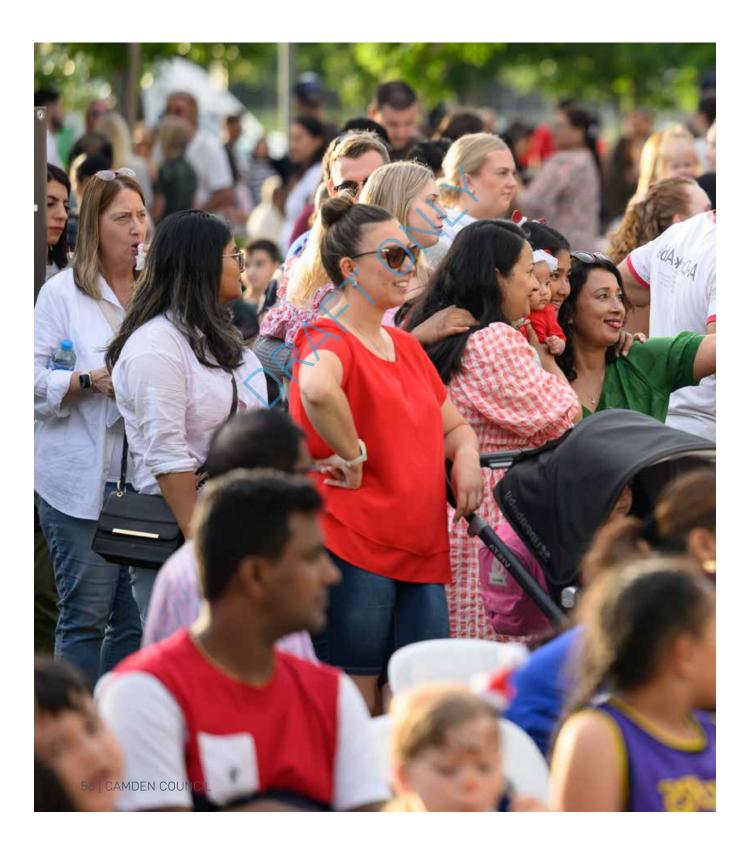
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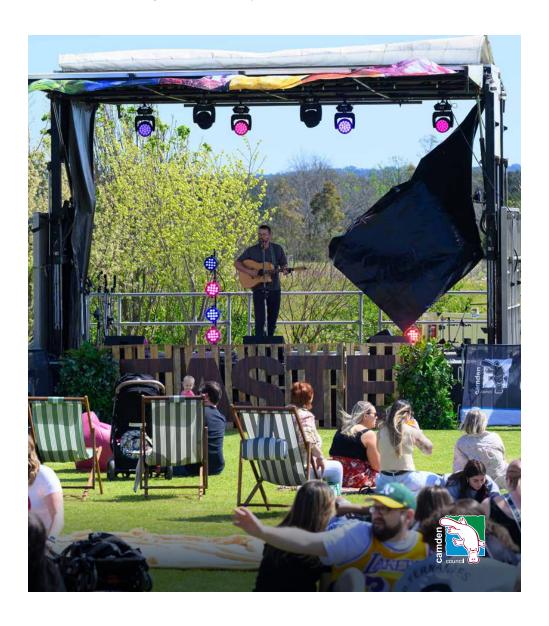
German | Deutsch

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Resourcing Strategy

2025 - 2035 | Executive Report



Cover Page and Back Page

Camden Taste 2024

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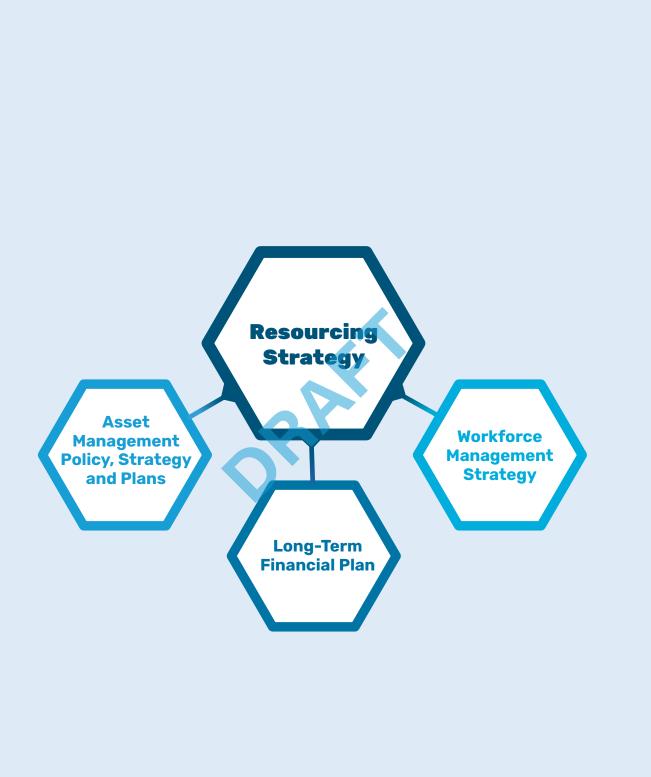
CAMDEN COUNCIL | RESOURCING STRATEGY 2025 - 2035 | 3



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.

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About

this Document

This Resourcing Strategy document provides an executive summary outlining Council's resourcing commitment over the next 10 years to implement the Camden Community Strategic Plan 2025 – 2040.

The Resourcing Strategy 2025/26 to 2034/35 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 be resourced 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.

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CAMDEN COUNCIL | RESOURCING STRATEGY 2025 - 2035 | 7

Strategic Planning Framework

State and Federal Government - Plans, Strategies and Priorities

10+ Year Plan

Camden Community Strategic Plan 2025-2040

Resourcing Strategy

Long-Term Financial Plan

Asset Management Policy, Strategy and Plans

Workforce Management Strategy

Four Year - Council Term Plan

Delivery Program

Operational Plan

Six Monthly Reports

Reports

Annual Report

State of the LGA Report

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

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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.

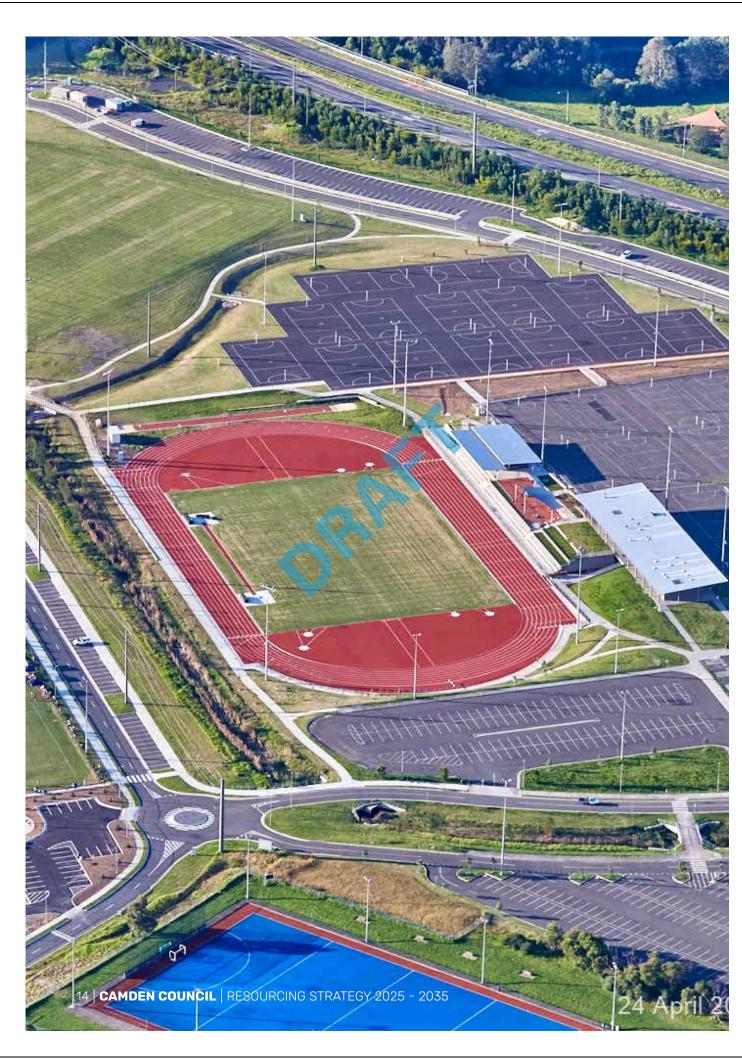
Furthermore, Council maintains strong partnerships with State and Federal Government agencies and will continue to collaborate and advocate for funding to support projects that benefit the community.

Population Forecast



CAMDEN COUNCIL | RESOURCING STRATEGY 2025 - 2035 | 11





Council's Approach to Resource Management

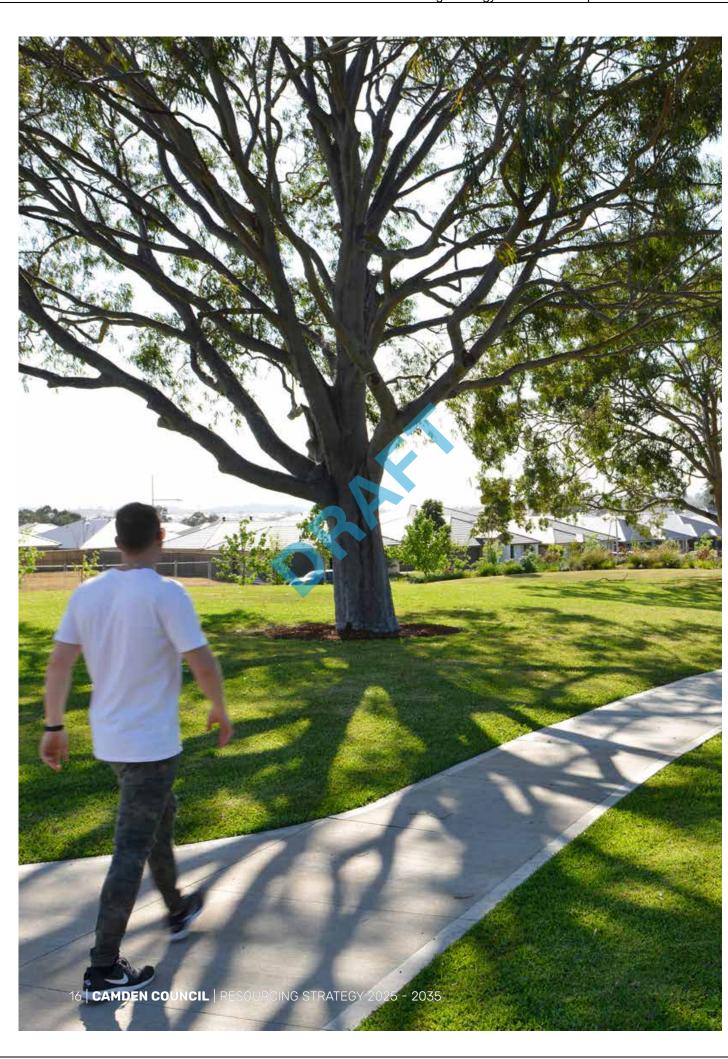
Council provides a wide range of services to its community, many of these services have implication on workforce and services in delivering infrastructure assets.

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

CAMDEN COUNCIL | RESOURCING STRATEGY 2025 - 2035 | 15



Financial Management Planning

The Long-Term Financial Plan (LTFP) demonstrates the financial sustainability of Council. The 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 - 2028/29 and Operational Plan 2025/26.

LONG-TERM FINANCIAL PLAN

The LTFP 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:

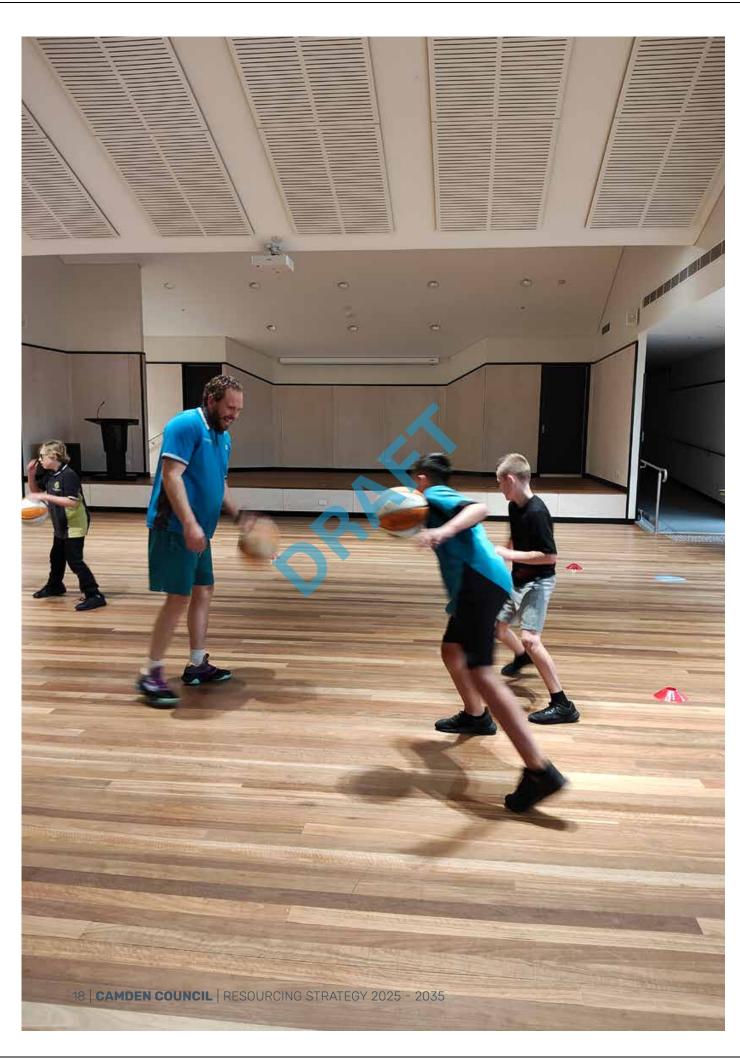
- Planning assumptions used to develop the Plan,
- Projected income and expenditure, balance sheet and cash-flow statement,
- > Sensitivity analysis and risk assessment,
- > Methods for monitoring financial performance.

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 are not burdened with the cost of this growth. As Camden 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.

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 assetlife-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

ASSET MANAGEMENT POLICY, STRATEGY AND PLANS

The Asset Management Policy, Strategy and Plans provide guidance to make sure assets and infrastructure that support Council services are managed and accounted for by Council in an efficient and sustainable way. The Asset Management Strategy and Plans cover a 10-year period. Asset management planning 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 - 2028/29 and Operational Plan 2025/26. The Asset Management Policy, Strategy and Plans cover 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.

ASSET MANAGEMENT POLICY

The Asset Management Policy is a Counciladopted policy that 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.

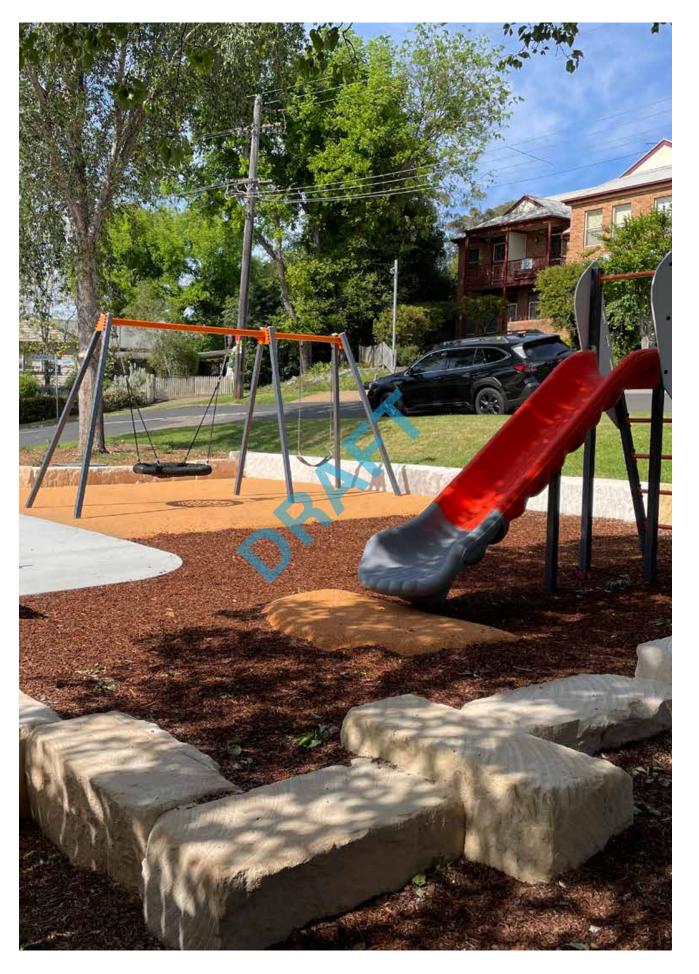
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ASSET MANAGEMENT PLANS

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 capacitiy to enhance asset management planning practices and advance the 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, specialized 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.



CAMDEN COUNCIL | RESOURCING STRATEGY 2025 - 2035 | 21



Workforce Management Planning

The Workforce Management Planning 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 Operational Plan 2025/26.

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 to remain an attractive, high-performing organisation dedicated to serving its community effectively.

References

Camden Local Government - Demographics

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Office of Local Government - Integrated Planning and Reporting

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العربية | Arabic

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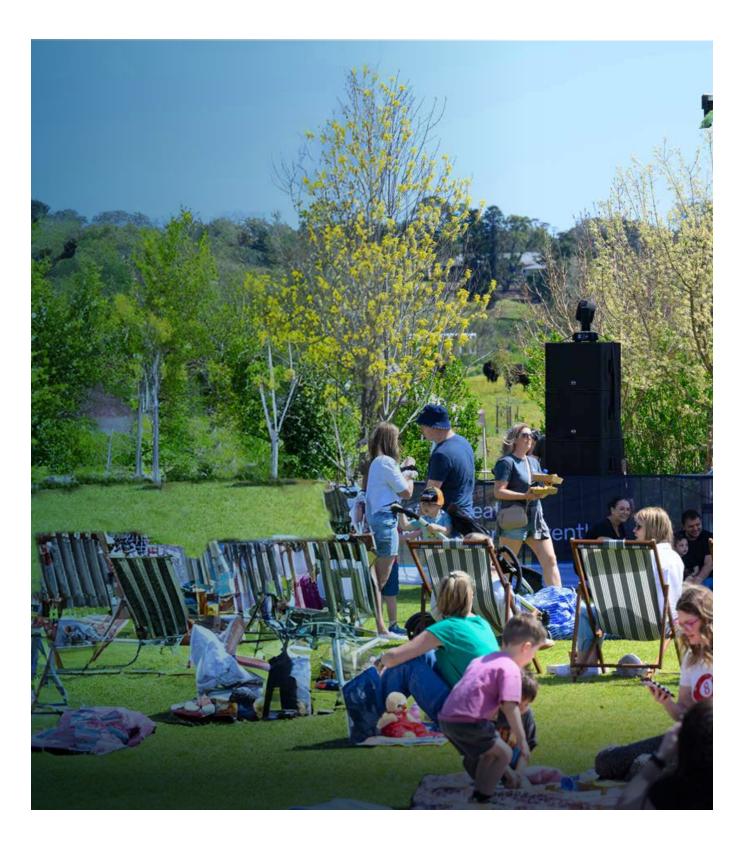
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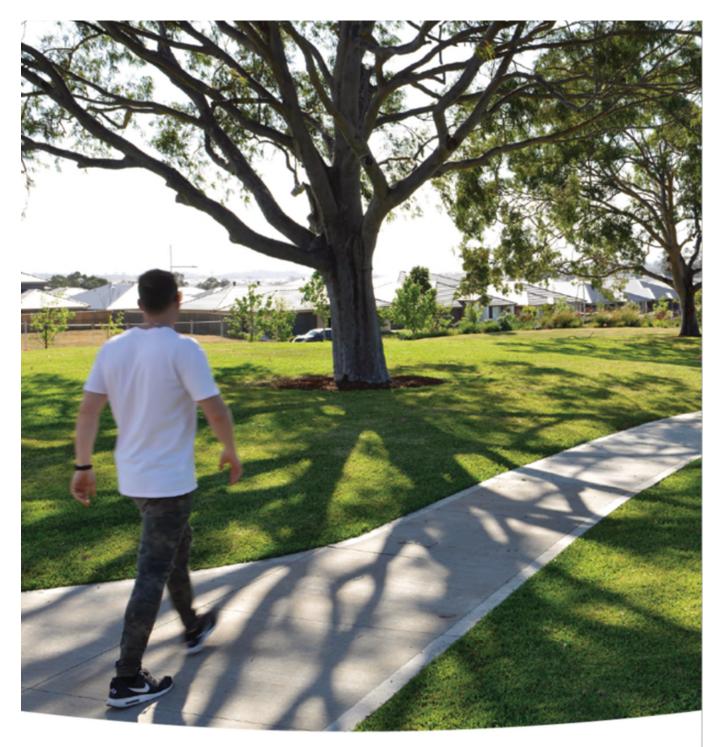
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Wenn Sie zum Verständnis dieser Informationen Hilfe benötigen. wenden Sie sich bitte an den Übersetzungs- und Dolmetscherdienst (TIS) unter 131 450 und bitten Sie diesen, die Stadtverwaltung Camden unter der Nummer 13 22 63 für Sie anzurufen.





Draft Long-Term Financial Plan

2025/26 - 2034/35

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.



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Introduction

Located in Sydney's south west, the Camden Local Government Area (LGA) is approx. 200 square kilometres and forms part of the emerging Western Parkland City. Camden's projected population will increase to over 210,000 people by 2040. Camden is experiencing a higher rate of population growth than any other Local Government Area. Camden is transitioning from rural areas with clusters of towns and villages to suburbs established alongside historic places.

Camden is in the early stages of this growth phase and this places substantial pressure on Council's finances and resources. The cost of planning for growth is an upfront cost that is required before additional rate income is realised through growth.

Council is also constructing or receiving dedicated assets that provide for a population in the future. The magnitude of infrastructure that Council is constructing or is dedicated by developers is significant and will continue to place pressure on Council's ability to meet financial performance benchmarks in the short-medium term, driven primarily through the delivery of infrastructure up front, in readiness for the increase in population.

Since the introduction of the growth factor into the rate peg, Council has adopted a long-term position of taking up rate increases as determined by IPART, rather than a one-off significant rate increase (special rate variation) to achieve industry benchmarks which do not consider the impact of significant growth. Council must ensure its rating system remains fair and equitable; it cannot expect current residents to fund the cost of growth alone, the cost must be spread across generations.

Council's response to financial sustainability is a long-term position of maintaining strong liquidity, utilising long-term debt and prudent asset management planning that monitors and addresses the condition of community assets as required.

Additional measures that Council has adopted to maintain and ensure its long-term financial sustainability include:

Balanced Cash Budget Position

Council annually adopts and maintains a balanced cash budget and does not spend beyond its means. This is achieved through taking up the approved rate increase determined by IPART to avoid the need for special rate variations in the short-term to assist in funding the cost of growth.



Strong Liquidity Position

Council has a strong liquidity position with established reserves for capital improvement, asset replacement and contingencies to avoid short term budget shock through events such as extraordinary inflationary conditions.

Loans

Council still has a strong capacity to borrow for capital projects (one-off) upon the appropriate financial assessment being completed. Council also considers low-interest loan programs offered by the NSW State Government.

Asset Management Planning

Sound asset management planning and the correct allocation of resources are central to Council's sustainability. Council has a dedicated asset management section which continues to monitor Council's asset maintenance and renewal programs now and into the future. Council's asset backlog is well within industry benchmarks and is supported by established asset renewal programs such as the Community Infrastructure Renewal Program.

Building Partnerships

Council continues to actively pursue both State and Federal funding opportunities to fund infrastructure and service requirements when made available. Examples include accessing the low interest loans under Local Infrastructure Renewal Schemes.

Organisational Improvement

Council remains committed to continuously improving its financial and non-financial performance and continuing its path to excellence and best practice. This includes strategies such as the Digital Innovation Strategy, the establishment of an innovation hub, service reviews, and a commitment to sustainability through the roll out of initiatives such as the streetlighting LED conversion project.

What is a Long Term Financial Plan

The Long Term Financial Plan (LTFP) sets out the objectives and strategies for ensuring Council is and remains financially sustainable. The LTFP forms part of Council's broader Resourcing Strategy, which is required under the Integrated Planning & Reporting Framework (IP&R).

The LTFP is a necessary component of this strategy and acts as a tool for stakeholders (Council and the community) to use in deciding what resources Council needs to apply to deliver the outcomes contained within the Community Strategic Plan. The Resourcing Strategy also includes Council's Workforce Management Strategy and Asset Management Policy, Strategy and Plan(s).

The LTFP is a financial decision-making tool. It is the point at which long-term community aspirations are tested against financial realities. It consists of modelling expenditure and revenue projections, based on a number of market based and internal assumptions.

It projects the financial impacts of significant growth within the Camden Local Government Area and helps to identify the additional resources (people, infrastructure and finances) required to plan for new communities while continuing to deliver the services to the standard our community expects.

The LTFP is prepared for a period of ten years and includes the following:

- the planning assumptions used to develop the plan,
- sensitivity analysis and testing,
- projected income and expenditure, balance sheet and cash-flow statement,
- methods of monitoring financial performance.



What is the Purpose of this Long Term Financial Plan

The primary purpose of this Plan is to facilitate effective financial decision-making which is informed by the short, medium and long term expectations of the community and seeks to answer the following questions:

- Can we survive the financial pressures of the future?
- · What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

The plan assists in long term decision making regarding the prioritisation of services delivered by Council and what assets and financial resources are required to provide those services. It serves as a guide to Council's future financial position.

The projections contained in the LTFP are subject to change from external factors and the decisions made by Council. It is necessary to regularly review and monitor these factors and if necessary, revise the projections. In line with legislative requirements, the LTFP is revised annually as part of Council's annual budget process. Any external changes to corporate assumptions are considered quarterly as to the impact on the adopted LTFP.

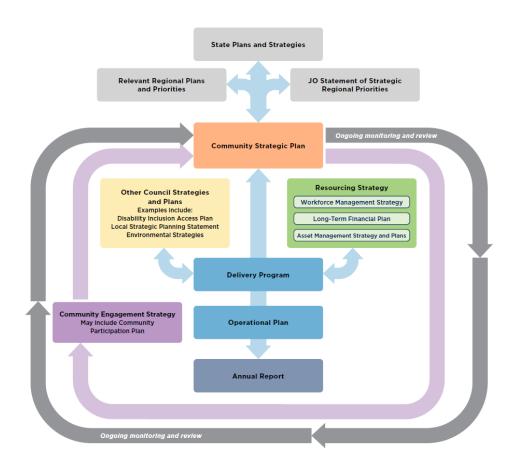
Legislative Framework

In 2009 the NSW State Government implemented the Integrated Planning & Reporting (IP&R) framework relating to the Strategic Planning processes and requirements for NSW councils. It requires councils to develop a Resourcing Strategy to assist in developing its planning documents and comprises the following three components:

- Asset Management Policy, Strategy and Plan(s)
- Workforce Management Strategy
- Long Term Financial Plan

The plans need to be considered together in order to identify the available funding, infrastructure and people to carry out the diverse range of services, activities and programs delivered by Council.

The diagram below shows how our planning framework fits together. In essence this document is all about making sure the plans, programs and budgets are integrated, consistent with each other and continues progress towards our community goals.





Long Term Sustainability

How do we Define Financial Sustainability

A financially sustainable Council is one that has the ability to fund ongoing service delivery and the renewal and replacement of assets without incurring excessive debt or rate increases. This definition has been translated into four key financial sustainability principles:

- Council transitions to a fully funded operating position reflecting that Council
 collects enough revenue to fund operational expenditure, repayment of debt
 and depreciation, noting that as a growth council, depreciation on newly
 constructed assets distorts the operating performance of Council,
- Council maintains sufficient cash reserves to ensure that it can meet its shortterm working capital requirements,
- Council has a fully funded capital works program, where the source of funding is identified and secured for both capital renewal and new capital works,
- Council maintains its asset base, by renewing ageing infrastructure and by ensuring cash reserves are set aside for those works which are yet to be identified.

Further information on Council's unique position as the fastest growing Council in NSW and the impact this has on Council's financial sustainability (in the short term) is discussed at length throughout this plan.

How Long Term Financial Sustainability is measured

The Office of Local Government (OLG) has developed a set of criteria and benchmarks to measure if councils are financially sustainable.

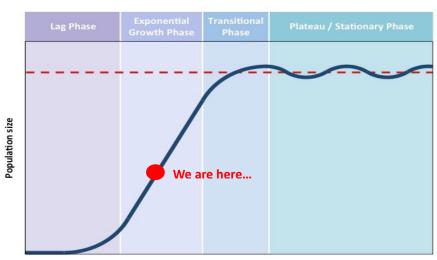
Council's Long-Term sustainability is assessed against the set criteria and benchmarks for the 2025/26 Long-Term Financial Plan and can be found on pages 33-45.

The Impact of Rapid Growth on Council's Financial Sustainability

Camden Council is one of the fastest growing Councils in Australia. Growth is a key driver of Council's financial sustainability. There are a number of stages of growth which are outlined in the graphs below. The key attributes of growth are also detailed below to provide context around Council's current financial position and its financial sustainability now and into the future.

Economies of Scale is an important factor to understand when considering the information below, noting that Camden's Capital Works Program is one of the largest in NSW (\$1B over the next 4 years), which is a result of rapid growth and the need to ensure communities have the appropriate infrastructure to support the population. In comparison, other Councils with similar growth and Capital Works Programs have a much larger population and revenue base, which provides the ability to respond to the impacts of growth much sooner. Camden will achieve greater economies of scale over time, providing greater options in how the impacts of growth are addressed. This is explained in more detail throughout the LTFP.

Current Position - Exponential Growth Phase (Camden)



Time / Number of generations

The following are the attributes of the rapid growth phase currently experienced by Camden:

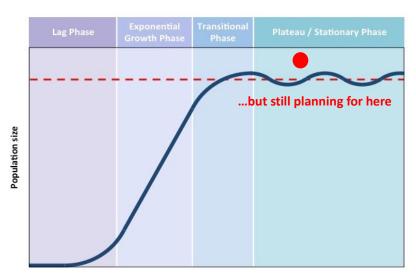
- Rapid growth in population 500 new residents per month
- Increasing operational costs
 - o Maintenance (more facilities to maintain)
 - o Employee costs (to maintain service delivery)
- Increasing capital costs
 - o Construction phase both council and developer delivered (flow on effects)
 - o New Plant more plant required for service delivery
- Increasing asset base
- Increasing depreciation costs aligned to new infrastructure

9



- Reduced renewal costs required as approx. 40% asset base is new
- Increasing liquidity needs
- Higher levels of debt aligned to construction
- Increasing revenue base growth in property numbers through subdivision
- Balanced cash budget
- Externally reported deficits primarily a result of rapidly increasing depreciation
- · Economies of scale not yet achieved

Future Position - Stable Growth Phase



Time / Number of generations

The following are the attributes of the stable growth phase (most Council's in NSW are in this phase of their life cycle):

- Normal organisational growth (no. of employees)
- Economies of scale size of organisation aligned to population for service delivery
- Balanced cash budget and externally reported surplus
- Stable population growth (natural growth or decline)
- Stable revenue base aligned to rate peg annually
- Stable asset base that considers fair value annually
- Stable operational costs inc. maintenance that considers inflationary pressures
- Normal capital costs
 - o Construction aligned to improved service delivery (one-off initiatives)
 - o Plant replacement program fully funded
- Ageing asset base
- Increasing renewal costs to maintain asset base condition
- Stable liquidity requirements
- · Repayment of debt following growth phase

Long Term Financial Plan

This Plan is used to inform the 2025/26 – 2028/29 Delivery Program and the 2025/26 Operational Plan. It includes a summary of Council's key financial strategies and funding priorities over the course of the plan.

Financial Management Strategies

Council's Long-Term Financial Plan is based on the following aspirations:

- Council's financial position is secure, and financial indicators are within or trending towards industry benchmarks (as adopted by Council),
- · Council maintains existing service levels to residents,
- Council will continue to advocate a "whole of Government" approach to funding the capital infrastructure requirements and service provision within new urban development areas,
- Services and Infrastructure in new areas will be provided when they are needed,
- Council's capacity to fund its recurrent operations and renew critical infrastructure is improved through sustainable financial decision making.
- The cost of growth is shared by generations (inter-generational equity) to ensure fairness and equity in how rating is applied to properties over time.

In conjunction with these principles, Council's Long-Term Financial Plan is guided by a number of policies and strategies which are outlined over the next several pages.

Rating Income Strategy

Rating Income is generated by a levy on properties within the Council area for the provision of local government services. Council is committed to the implementation of a fair and equitable rating system, where each rating category and property will contribute to the rate levy according to the demands placed on Council's resources.

Council has the following categories for rateable land in the Camden Local Government Area:

- 1. Residential
- 2. Business
- 3. Farmland Ordinary
- 4. Farmland Intensive

Camden Council's rates consist of a base charge (\$810 proposed in 2025/26) and an advalorem charge. The base charge amount is a standard amount which is applied to all properties. The ad-valorem charge is determined by the unimproved land value of the property as provided by the NSW Valuer General and is reviewed every three years. The most recent review of land valuations was 2022. Under the Valuation of Land Act 1916, Council must use the 2022 valuations for the issuing of 2025/26 rate notices. Council has no input or control over the valuation process.



Council calculates its rating charges with the intention of generating 50% of the total residential rate levy from the base charge (or as close there to as possible). The basis of this is that such a rating structure will provide the fairest and most equitable distribution of the rate levy in the Camden Local Government Area.

The Rate Peg

In November 2023, the Independent Pricing and Regulatory Tribunal (IPART) announced that the 2024/25 rate peg would be set using a new rate peg methodology.

Under the new calculation methodology, the rate peg is determined using a Base Cost Charge, which considers three major areas of expenditure. This includes employee costs, asset costs and all other operating costs. The final rate peg is then adjusted by a productivity factor, a population factor for each council and an ESL factor for each council.

The total rate peg approved by IPART for Camden for the 2025/26 financial year is 7.5%

Special Rate Variation

Council has not applied for a special rate variation for 2025/26. Council has not factored any future special rate variations into this Long Term Financial Plan. This will be considered on an annual basis and will be informed through community consultation on agreed service levels as part of Council's adopted Service Review Program.

Stormwater Management Levy

Council currently levies \$25 p.a. per occupied allotment for the provision of additional stormwater management services to residents in urban areas who benefit from Council provided stormwater services. The amount of \$25 is set by legislation and has not changed for the 2025/26 rating year.

The levy can only be charged in areas where Council provides a stormwater management service. Income from the levy can only be used by Council for the purpose for which it is collected. Council must also maintain its existing stormwater management program.

Council has taken the approach that this levy will be used to educate and promote awareness in the community, ensure a better flow of stormwater through the LGA and an improvement in the quality of water flowing into our streams and rivers. Ratepayers who currently receive a pension rebate will be exempt from this levy providing they qualify for the pension rebate at 1 July of any given rating year.

The stormwater management levy will generate approximately \$1.205 million in the 2025/26 financial year.

Domestic Waste Management Charges

Council calculates waste management service charges to ensure its total income can fund the operating and maintenance costs associated with providing the service, including the provision for major plant replacement.

Domestic waste management charges are determined through the use of a dedicated tenyear waste management financial model which takes into consideration the impact of population growth on service delivery and additional fleet requirements.

Council is proposing to increase domestic waste management charges by 11.0% in the 2025/26 financial year. This increase is primarily a result of an increase in waste disposal fees.

Discretionary & Regulatory Fees & Charges

Council has the ability to generate revenue through the adoption of a fee or a charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

- Regulatory fees These fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation, and any annual increases of these fees and charges.
- 2. Discretionary Fees Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

The general principles under which Council sets its fees and charges considers the works and services provided, the comparable commercial value, and the ability of residents to pay at the pricing level determined appropriate. The general principles that Council supports in its pricing policy are to:

- ensure the community receives the maximum possible benefit from the services provided and from the limited resources which are used to provide that service,
- recognise that there is an element of community benefit in Council providing certain works and services, and as such that a level of general fund contribution be incorporated into the determining of some fees and charges,
- where a service is provided which is considered a commercial activity, that an
 appropriate fee be charged which recovers the cost of the service, the consumption of
 assets and an appropriate return on investment, which is in no way subsidised by the
 community.

Developer Contributions

Developer Contributions are a levy that Council can impose on development consent to help fund the delivery of infrastructure that is needed for that development. They can only be imposed as a condition of consent.

In order to levy a contribution, Council must first adopt a Contributions Plan. The plan sets out what infrastructure is needed, the likely timing of its construction, the cost of the works and how the cost is to be shared by developers and Council. Council can only levy a contribution which is in accordance with an adopted Plan.

The *Environmental Planning and Assessment Act* sets out the rules for development contributions. The Minister for Planning may issue directions that can provide further detail to the legislation, such as imposing a cap on the contributions.

When permitted, developers can construct works, or dedicate land in lieu of paying a cash contribution to the Council. Where this happens, the developer enters into either a Works In Kind Agreement or a Voluntary Planning Agreement. For example, a developer may have an agreement with Council where they will dedicate land for a park and provide the park embellishment (such as playground equipment, BBQ, paths, landscaping and parking). In these cases, the works are required to be completed prior to the developer receiving a Subdivision Certificate for their development.

Investment Principles

Council has an adopted Investment Policy. The overall objective of this policy is to ensure that Council invests its funds:

- 1. in accordance with the requirements of the *Local Government Act (1993)*, Minister's Order and Council's investment policy, and
- 2. to maximise the return on investments after taking into consideration the level of risk attributable to the type of investment made, and the level of funds required to ensure that Council meets its budget obligations.

The policy outlines:

- the manner in which Council may invest funds,
- · the risk profile considerations for investment categories,
- the institutions and products which Council can invest in, and
- the reporting requirements of Council's investment portfolio.

Interest on investments is received on three sources of funds:

- general fund revenues raised through the year from all sources of revenue,
- · restricted investments held until expended,
- Developer contributions held until expended.

Council has control over the interest it earns on general fund revenues and unrestricted reserves, but Developer Contributions interest on investments must be utilised for the purpose for which the contribution relates. The interest Council earns on general fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

Loan Borrowings

Council's position on funding expenditure through loan borrowings is:

- Funds will only be borrowed for specific infrastructure projects, which are clearly linked to the community's expectations as outlined within Council's Community Strategic Plan,
- 2. Council will consider the use of loans to ensure existing residents are not burdened with the cost of infrastructure which will be enjoyed by future generations,
- 3. Loan borrowings will only be considered after all potential funding strategies have been investigated, including the use of any existing cash reserves and external funding opportunities,
- 4. The use of loan borrowings to fund operational shortfalls or service expansion is not permitted,
- 5. The use of loan borrowings for the purpose of leveraging an investment is not permitted,
- 6. Council will review its long-term financial plan to ensure there is capacity to service debt from recurrent revenues.

Proposed loan borrowings included within this plan (in the year the funds are required) are shown in the table below:

Purpose	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Asset Renewal Program (including Road Renewal)	\$3.9M	\$5.1M	\$6.5M	\$8.8M	\$5.4M	\$2.5M
Community Support Package Stage 3	\$6.3M	\$9.8M	\$5.2M	-	-	_
Com. Infrastructure Renewal Program	\$1.1M	\$1.7M	\$1.2M	-	-	_
Oran Park Community / Commercial Site	-	-	\$9.5M	\$20.0M	\$50.0M	\$20.0M
Animal Rehoming Centre	-	-	\$2.5M	-	_	-
Total	\$11.3M	\$16.6M	\$24.9M	\$28.8M	\$55.4M	\$22.5M

Loan borrowings are indicative and revisited as part the final funding package for all infrastructure projects. What is important to understand as a growth Council is the capacity to sustain debt and service debt now and into the future.

Council has considered the impact of its proposed loan borrowings program and is satisfied that this level of debt is within the recommended levels for a growth Council. The associated debt servicing (loan repayments) has been included in Council's LTFP and is secured against rate income as required under the *Local Government Act 1993*.

Council will take advantage of being able to access loans through the NSW State Government (T-Corp) and will actively pursue funding through initiatives such as the Low-Cost Loan Initiative for future loans as they are required.



Cash Reserves & Restrictions

Council has a number of cash reserves which are either a legislative requirement (externally restricted) or through a Council resolution (internally restricted).

In December 2023, Council approved the adoption of the new Financial Reserves Policy. The Financial Reserves Policy outlines the mechanisms in place to establish, maintain and report on funds held in external and internal reserves. Importantly, all decisions in relation to Council's financial reserves are to be made via a formal resolution of Council.

External reserves are created as a result of a legislative requirement. They can only be used for the specific purpose for which the reserve was created and cannot be used for general operations. Internal reserves are established at the discretion of Council and can be used for specific projects, programs, or financial provisions.

The balance of Council's reserves and the need for new reserves is considered annually as part of the budget process.

Minimum Working Funds Balance

Council's current policy is to maintain a minimum working funds balance of \$1 million. These funds are held as part of Council's internal reserves. This amount represents funds readily available in cash, which are not committed in Council's current budget.

This amount has been deliberately set aside by Council to allow for situations where emergency funding is required due to a major unforeseen circumstance within the LGA. The level of the restriction will be reviewed as Council's budget grows.

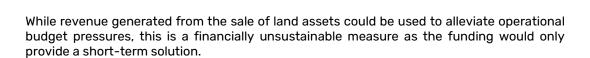
Asset Disposal & Property Investment Strategy

Council has a limited portfolio of property holdings which are not engaged in the delivery of essential services to the community. The majority of Council's property assets deliver on services such as:

- Transport Infrastructure,
- · Environmental services, such as stormwater management,
- Community Facilities,
- Operational Assets, including administration buildings.

Council will consider the sale of surplus land where funds are required for capital purposes. Council's criteria for the sale of property assets are as follows:

- The asset is no longer used, or is not required for the provision of a core community service,
- The asset has reached the end of its useful life and provides no further tangible benefit to the community,
- Market conditions indicate that the asset could provide a substantial return which could be used to fund other capital investments,
- The asset is incurring a higher level of maintenance cost than would normally be expected.



Lease Income

The completion of the Oran Park administration building enabled Council to lease the previous administration centres at Camden and Narellan. Council also receives lease income for air rights over the Camden Valley Way from the Narellan Town Centre. A number of other residential and commercial buildings are leased by Council on a commercial basis.

The total expected revenue through lease income for the 2025/26 financial year is \$1.6 million.

Council undertakes an external valuation on an annual basis on all investment properties and conducts a 'highest and best use' review of all operational land holdings every three years.



External Influences on Council's Plan

There are a range of external influences which are considered in this Long Term Financial Plan. These external factors represent issues or factors which Council has no control over, or where Council has limited capacity to predict their impact over the long term course of this plan.

The Rate Peg

Local Government's ability to align rating revenue with the increased cost of providing services has been restrained for many years by rate pegging. Rate pegging is a legislative instrument whereby the maximum increase in rating revenue is set by IPART. Any significant change to the rate pegging methodology will require Council to review this plan.

In November 2023, the Independent Pricing and Regulatory Tribunal (IPART) announced that the 2024/25 rate peg would be set using a new rate peg methodology. Under the new calculation methodology, the rate peg is determined using a Base Cost Charge, which considers three major areas of expenditure. This includes employee costs, asset costs and all other operating costs. The final rate peg is then adjusted by a productivity factor, a population factor for each council and an ESL factor for each council.

The total rate peg approved by IPART for Camden for the 2025/26 financial year is 7.5%.

Economic Conditions

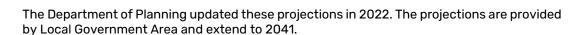
Before the onset of the COVID-19 pandemic, Council's Long Term Financial Plan had already considered a downward shift in the housing market which impacts development assessment income and rate income. This downturn is in part due to a land supply issue, rather than demand for new urban lots. The timing and impact of development market conditions continues to be monitored monthly.

Market based assumptions which have been used in this plan are sourced from Access Economics Business Outlook Report. Council's revenue forecasts for investment income, development income and rating income (through growth) are heavily influenced by the wider economy in general, and as such any significant change from the market assumptions adopted in this plan will require Council to review this plan.

Urban Development - Population Growth

The expected population growth which will occur as a result of land releases in the South West Growth Areas and the timing of rail infrastructure will be key drivers of financial growth for Council over the next thirty to forty years.

Population and housing forecasts have been developed for the 2025/26 Budget and LTFP using forecast data provided by the Department of Planning. While the State Government makes it clear that this forecast data does not represent population targets, the population projections are a set of Common Planning Assumptions which the New South Wales Government and others use to plan services.



Other Influences

Council's budget continues to face significant pressures from:

- · increasing expenditure as a result of cost shifting from other levels of Government,
- increases in the cost of procuring goods and services, have been consistently higher than rate pegging increases as determined by IPART,
- greater competition in the allocation of external funding, such as the Financial Assistance Grant,
- government policy on grants and contributions to Local Government (in general).

Council includes estimates in its Long Term Financial Plan using the most up to date information available at the time of preparing the plan.

Long Term Financial Plan Assumptions

The model developed in this Long Term Financial Plan uses the current operational budget as its base point. Council uses a number of internal and market driven assumptions to project revenue and expenditure for the following ten years.

A comprehensive analysis of all internal and external factors affecting those assumptions is undertaken as part of preparing the annual budget to ensure there is a level of confidence in the outcomes provided in the Long Term Financial Plan.

In preparing the 2025/26 Long Term Financial Plan, the following underpinning principles have been adopted:

- · the range and standard of existing services offered to the community is maintained,
- Council's financial position remains secure, and that Council's financial performance is within industry benchmarks (or trending positively),
- an uncommitted minimum working funds balance of \$1 million is maintained,

Population Growth

The expected population growth which will occur as a result of land releases in the South West Growth Areas and the timing of rail infrastructure will be key drivers of financial growth for Council over the next thirty to forty years.

The 2025/26 Budget and LTFP use forecast data provided by the Department of Planning. The State Government makes it clear that this forecast data does not represent population targets, the population projections are a set of Common Planning Assumptions which the New South Wales Government and others use to plan services. This data anticipates the following additional dwellings and population over the next 10 years.

Financial Year	2025/26	2026/27	2027/28	2028/29	2029/30
	1,820	1,530	1,650	1,800	1,800
Additional Dwellings	2030/31	2031/32	2032/33	2033/34	2034/35
.	1,700	1,750	1,830	2,050	1,950

Financial Year	2025/26	2026/27	2027/28	2028/29	2029/30
	141,200	145,000	149,100	153,700	158,200
Population Forecasts	2030/31	2031/32	2032/33	2033/34	2034/35
	162,300	166,500	171,000	176,000	180,800



Revenue and Expenditure Assumptions

The tables on the following pages outline the proposed corporate assumptions and economic forecasts which will be used to inform revenue and expenditure estimates. Also included is a description as to how the assumption has been developed and/or determined.

Revenue Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rates & Annual Charges	'	'		,	'	'			'	
Total Permissible Rate Increase	7.5%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
IPART released the approved 2025/ conservatively budgeted rate peg o position for 2026/27 and beyond.										
Special Rate Variation	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
intormed through community consi	uitation on a	greed servic	te levels as p	bart of Count	cii s adopted	Service Rev	new Program	11.		
Supplementary Rate Income Additional income as a result of gro	\$1.7M wth (suppler	\$1.6M mentary rate	\$1.9M e income) is	\$2.2M based on the	\$2.4M e number of	\$2.4M lots Council	\$2.6M	\$3.1M	\$3.7M e will increas	•
informed through community consustations. Supplementary Rate Income Additional income as a result of groannually. This is linked to the housin Domestic Waste Service Charge	\$1.7M wth (suppler	\$1.6M mentary rate	\$1.9M e income) is	\$2.2M based on the	\$2.4M e number of	\$2.4M lots Council	\$2.6M	\$3.1M		se by
Supplementary Rate Income Additional income as a result of gro	\$1.7M wth (supplering growth pr 11.0% ement service visions for m	\$1.6M mentary rate ojections pr 11.0% ce charges t	\$1.9M e income) is rovided by the 11.0% to ensure its eplacement.	\$2.2M based on the Departme 2.5% total income	\$2.4M e number of nt of Plannii 2.5% e can fund the in charges	\$2.4M lots Council ng. 2.5% ne operating is primarily	\$2.6M forecasts it 2.5% and mainte a result of a	\$3.1M s rating base 2.5% nance costs n increase in	2.5% associated	2.5% with osal fees

Revenue Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Rates & Annual Charges Rebates	3									
Statutory Pensioner Rebate	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250
In accordance with section 575 of charges of \$250. This rebate is set pension rebate from the NSW State	by the NSW S	State Govern		•		•				
Voluntary Pensioner Rebate	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50
As part of the 2022/23 Budget, Co rebate amount to \$300. The increa seek any reimbursement in relation	ise was intro	duced as par	t of the 202	2/23 budge	t and is now		•			•
Stormwater Mgmt. Levy Rebate	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25	\$25
Ratepayers who currently receive rebate on 1 July of any given rating	•	ate are exer	npt from pa	ying the Sto	rmwater Mai	nagement le	vy providing	they qualify	y for the pen	sion

Revenue Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
User Fees & Charges			,						,	
Statutory Fees & Charges		Increase	s not detern	nined by Cou	uncil – Increa	ases are in a	cordance w	ith relevant	legislation	
Increases in statutory fees are no proposed as a result of changes in		•					nt legislatio	n. If significa	ant changes	are
Discretionary Fees & Charges	3.0%	2.6%	2.5%	2.5%	2.3%	2.3%	2.4%	2.5%	2.5%	2.5%
	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
underlying inflation (CPI) rate. Thi Commercial Fees & Charges	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%			
Where Council provides services of service, future capital renewal an approx. 5.0% per annum.		- '	-	-			•			
Leaseback Vehicle Fees	3.0%	2.6%	2.5%	2.5%	2.3%	2.3%	2.4%	2.5%	2.5%	2.5%
Comments:										
Leaseback fees are increased on a	ın annı ıal hasi	s hy Sydney	CDLinerese	o Tho kov dr	iver for incre					

Revenue Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Interest & Investment Revenue										
Investment Return	4.5%	4.2%	4.0%	4.2%	4.3%	4.4%	4.5%	4.5%	4.3%	4.0%
Investment Base Growth	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%

Comments:

As at December 2024, Council's investment portfolio was approximately \$310 million. Investment income consists of Developer Contributions, restricted grant income, domestic waste investment income and general fund investment income.

Council uses a combination of both current market rates (for short term projections) and the Deloitte Access Economics Business Outlook Publication (for long term projections) to calculate investment income forecasts. A performance factor is also determined through internal consultation with senior finance staff. This also reflects Council's current investment strategy of investing in the 12 month TD market. It is also anticipated that Council's investment base (pool of funds available for investment) will increase over the term of this plan.

Revenue Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Loan Borrowings (indicative)	\$16.6M	\$24.9M	\$28.8M	\$55.4M	\$22.5M	-	-	-	-	-

Comments:

Council is proposing to borrow \$16.6 million in 2025/26 and \$24.9 million in 2026/27 for the Community Support Package (Stage 3), Community Infrastructure Renewal Program (Including asset renewal program) and the Animal Rehoming Centre. The loan funding for the Oran Park Community / Cultural/Commercial Centre (\$99.5M) is indicative and subject to a feasibility study and resolution of Council.

Loan borrowings are indicative and are reviewed annually as part of the Budget process and LTFP.

Expenditure Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Employee Costs & Overheads										
Industry Award Increase	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
One-off Award Payments	0.5% or \$1,000	-	-	-	-	-	-	-	-	-

The assumption above for the 2025/26 financial year reflect the 2023 Local Government State Award. The 2023 Local Government State Award also includes one off award payments in 2024/25 and 2025/26 and this is noted above. For future years a rate of 3.0% is proposed for the remaining years of the LTFP.

Performance Mgmt. System	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

Council has an adopted salary system which supports a four-step progression system for consideration as part of annual performance reviews. The assumption is based on historical analysis of the cost of previous performance reviews as a percentage of overall salaries and wages.

	Superannuation Payments	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
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Council will model future superannuation expenditure based on the Federal Government's budget announcement to increase in the statutory contribution rate from 9.50% to 12.00% incrementally by 2025/26.

Workers Comp Target (%	5.4%	4.5%	4.0%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%
Wages)	5.4%	4.570	4.070	0.070	0.070	0.070	0.070	0.070	0.070	0.070

Council's ageing workforce is expected to impact its workers compensation premium; however, this additional cost is expected to be offset through preventative strategies outlined within the workforce plan. This corporate assumption is developed in consultation with key stakeholders. The forecast for 2025/26 was determined following a review of current costs in 2024/25. Longer term forecasts have been developed in conjunction with the key stakeholders, taking account of the preventative strategies which have either been implemented or are currently being implemented with a longer term target of 3.5%.

Expenditure Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Other Expenses									1	
Discretionary Program Expenses	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Discretionary expenses refer to p expenditure incurred. These are t statutory charges. A flat increase not represent a significant propor	ypically budg of 2.0% (ess	get allocatior entially a lov	ns which are ver than fore	not driven b	y employee	costs, contr	actual obliga	ations, asset	maintenanc	e or fixed
Materials & Contracts aligned to CPI	3.0%	2.6%	2.5%	2.5%	2.3%	2.3%	2.4%	2.5%	2.5%	2.5%
Projected increases in materials 8		-	•	with inflatio	n over the te	en years of t	nis plan. The	key driver fo	or increases	to
Publication.	ı		, 0			J T			ı	
materials and contracts aligned to Publication. Street Lighting	O CPI is the fo	orecast unde	erlying inflat 10.0%	ion rate. This	is sourced to	through the	Deloitte Acc 10.0%	ess Economi	ics Business 10.0%	
Publication.	10.0% of the asset	10.0% cost, retail s nent within g	10.0% supply of ele greenfield si	10.0% ctricity and r tes which wi	10.0% network cha Il involve the	10.0% rges and tax installation	10.0% es. Forecast of street lig	10.0% expenditure	10.0% e in relation t with develop	10.0% to street
Publication. Street Lighting Street Lighting charges comprise lighting expenses is aligned to urb	10.0% of the asset	10.0% cost, retail s nent within g	10.0% supply of ele greenfield si	10.0% ctricity and r tes which wi	10.0% network cha Il involve the	10.0% rges and tax installation	10.0% es. Forecast of street lig	10.0% expenditure	10.0% e in relation t with develop	10.0% to street ment
Publication. Street Lighting Street Lighting charges comprise lighting expenses is aligned to urb requirements. There will be expec	10.0% of the asset pan developmeted savings 10.0% to increase berepresent bo	10.0% cost, retail seems within goin Council's seems 10.0% by 10% in 202 th an increase	10.0% supply of ele greenfield sistreetlightin 10.0% 25/26 as advise in insurab	10.0% ctricity and res which wig now that the 10.0% rised by Courile assets wh	10.0% network cha II involve the ne LED Conv 10.0% ncil's insurer ich is directl	10.0% rges and tax installation ersion proje 10.0% . For future y linked to g	10.0% es. Forecast of street lig ct is comple 10.0% years the incrowth but a	10.0% Expenditure thing in line to the across the 10.0% Crease has all so a conserv	10.0% e in relation t with develop e LGA. 10.0% lso been esti	10.0% to street ment 10.0% mated at



Comments:

Council's projected loan liability as at 30 June 2025 is \$71.3 million, which is expected to increase to \$137.1 million by the end of 2034/35.

Council uses a combination of both current market rates (for short term projections) sourced through TCorp and the Deloitte Access Economics Business Outlook Publication (for long term projections) to forecast projected loan interest rates. All loans are indicative and are reviewed by Council as part of the annual budget process. Projections will also include the renegotiation of the central administration building (stage one) loan which will require renegotiation in December 2025.

Expenditure Budget Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35
Asset Related Expenses										
Asset Maintenance Increase	-	_	\$0.5M	\$1.0M	\$1.3M	\$1.2M	\$2.7M	\$3.5M	\$4.2M	\$5.0M

Council anticipates a requirement for increasing Asset Maintenance in line with the growth in the asset base. The amounts shown above are in addition to existing budgets. Additional funding is required for Buildings, Open Space, Transport Infrastructure and Drainage. The forecasts shown in this document reflect the forward allocations included in the 2025/26 Budget and LTFP.

Asset Renewal Increase \$1.6M \$3.0	\$5.3M \$5.5M	\$5.8M \$6.0M \$6.3M	\$6.6M \$6.8M	\$7.1M
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Funding is allocated in the annual budget to ensure existing assets remain safe, accessible and fit for purpose. The current backlog as at June 2024 to bring infrastructure back to a satisfactory standard was 1.2% The industry benchmark is to have a backlog of less than 2% of total asset infrastructure. To ensure this backlog does not grow, Council's Asset Management team utilises forecast software (Maloney Modelling) to determine the level of funding which should be allocated to asset renewal. Additional funding is required for Buildings, Open Space, Transport Infrastructure and Drainage. The forecasts shown in this document reflect the forward allocations included in the 2025/26 Budget and LTFP and they have been prepared in consultation with the Assets Team. Council has allocated an additional \$15.4M for asset renewal over the next 4 financial years.

The 2025/26 Budget also includes year 3 of the continuation of the Community Infrastructure Renewal Program which includes \$5 million over 2023/24 to 2026/27 for asset renewal projects.

Council has an established Asset Renewal Reserve which can be used for immediate renewal works which are not factored into the Annual Budget. The current uncommitted balance of this reserve is \$958K.

Forecast Depreciation \$37.6M \$42.5M \$45.9M \$46.8M \$47.8M \$49.1M \$51.1M \$5

The Long-Term Financial Plan includes the projected depreciation costs for new assets which are dedicated to Council through the development process (through Developer Contributions & Voluntary Planning Agreements) and new works which have been identified within Council's Capital Works Program. Depreciation is a non-cash amount which has no impact on Council's cash budget. For external reporting purposes depreciation is an expense as it measures asset consumption.

The forecasts shown in this document reflect the updated allocations for the 2025/26 Budget and LTFP taking into consideration the Capital Works Program. The future years forecasts for deprecation include anticipated economies of scale as the Council grows.



Council has updated its long term financial plan base model to reflect the changes outlined in the assumptions described earlier in this document. The financial model is for a period of 10 years. It considers current services and service levels, workforce planning and asset management. The model also includes increases in income and expenditure as a result of growth.

Like all businesses, Council must budget and prioritise the allocation of its resources. Council has determined the community's priorities through both community consultation and Council's Community Strategic Plan.

	Model
Existing Service Levels	Maintained
Rate Peg Inclusive of Population Growth Factor	Included
Workforce Planning Requirements	Funded (Part)
Asset Management Maintenance & Renewal	Funded (Part)
Community Infrastructure Renewal Program	Funded
Western Sydney Infrastructure Grants	Included
Community Support Package (COVID-19) (Stage 3)	Funded

Maintaining Existing Service Levels

This plan allows for:

- the existing range of services provided by Council,
- maintaining the existing standards and levels of these services.

While it is anticipated that service priorities will change as population grows, it is not envisaged the range of services, nor the standards at which they are delivered will change significantly. Council will engage with the community as part of the Integrated Planning and Reporting Framework and its adopted service review program to validate this assumption.

Rating Income

In November 2023, IPART announced a revised rate peg methodology which would be applied from the 2024/25 financial year. This methodology was again used for the 2025/26 financial, with IPART announcing in October 2024 an approved rate peg for Camden of 7.5%. This is an increase in total rating income and not the increase which will be applied against each rateable assessment.

For future years, rate income has been set at a level of 5% per annum which is considered to be a conservative assumption.

30

Workforce Planning

Council's Workforce Management Plan aims to ensure that as an organisation, Council has the right people, in the right place, at the right time.

The Workforce Management Plan plays an important role in achieving the goals outlined in Council's Delivery Program. The Workforce Management Plan allows for an additional 155 positions over the next ten years. These positions are critical in ensuring that Council is able to provide the range of services and maintain service levels to its community.

Asset Management - Maintenance & Renewal

Council's current maintenance program is approx. \$23.9 million across all asset classes (includes open space maintenance).

Council's Capital Works program includes a number of new facilities which will open or become operational over the next four-year period. This includes projects funded through the Western Sydney Infrastructure Grants Program, Community Support Program (Stage 3) and the Leppington Program. Examples include the Camden Animal Shelter, Cuthill Reserve Development and the implementation of the Pat Kontista Oval Masterplan.

The Draft 2025/26 Budget (including four-year estimates) includes provisional estimates associated with the maintenance and operations of these facilities, which ensures that Council does not experience significant budget shock in the years that these facilities become operational.

Funding has been allocated in Council's Long Term Financial Plan to reflect this additional infrastructure. The funding required has been phased in over time to align with the Council's Asset Management Plan and funding availability. Additional funding requests for asset maintenance and infrastructure renewal are considered annually as part of the budget process and is informed by the timing and handover of assets to Council.

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 is 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 \$1.6 million (above existing funding levels). Over the next four years, Council will invest an additional \$15.4 million (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.



As the population of Camden grows, so does our infrastructure base, this includes roads, drainage, parks and community buildings. To ensure Council maintains its infrastructure in a good condition, Council has adopted a number of renewal programs over the past 10 years.

The 2023/24 Budget and Capital Works program included an extension of the successful Community Infrastructure Renewal Program from 2023/24 to 2026/27. These works are summarised below:

	Commu	nity Infrastructu	ıre Renewal Prog	ram	
Item	2023/24 (Actual)	2024/25	2025/26	2026/27	TOTAL
Buildings	\$319,756	\$828,244	\$600,000	\$500,000	\$2,248,000
Playgrounds	\$64,658	\$180,342	\$805,000	\$350,000	\$1,400,000
Open Space	\$173,207	\$355,000	\$175,000	\$195,000	\$898,207
Sportsgrounds	\$143,793	\$50,000	\$130,000	\$130,000	\$453,793
Total Program	\$701,414	\$1,413,586	\$1,710,000	\$1,175,000	\$5,000,000

The Community Infrastructure Renewal Program is funded through a combination of internal cash reserves (\$1 million) and external loan borrowings (\$4 million).

Community Support Package Stage 3

The 2025/26 capital works includes the continuation of the Community Support Package Stage 3 which focuses on recovery and generating investment into our community following the COVID-19 pandemic. The total support package, valued at \$127M million over four years, includes a Sportsground Improvement Program.

Western Sydney Infrastructure Grants

In 2022, the NSW State Government announced the WestInvest Program, a \$5 billion program to fund infrastructure projects that will improve liveability across Western Sydney. Under the program, \$3 billion was allocated to NSW Government agencies and \$2 billion was allocated to community projects.

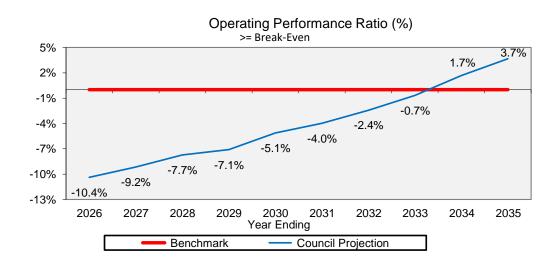
Council was successful in securing funding for 11 projects under the WestInvest Program totalling \$132 million which included the contingency amounts which are only allocated to projects following review and agreement with the grant body.

Ratio Analysis and Long-Term Financial Sustainability

This section of the plan summarises the key financial ratios that assist councils to determine their financial health and sustainability.

Operating Performance Ratio

This ratio measures Council's ability to fund operations now and into the future. The benchmark for this ratio is to be greater than or equal to break-even - average over 3 years.



Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark > or =	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
LTFP	-10.4%	-9.2%	-7.7%	-7.1%	-5.1%	-4.0%	-2.4%	-0.7%	1.7%	3.7%

Total continuing operating revenue (exc. capital grants & contributions) less operating expenses

Total continuing operating revenue (exc. capital grants & contributions)



Comments

The Camden LGA is one of the fastest growing areas in NSW. This brings the challenge of planning and delivering service demand and infrastructure sometimes years before additional income is realised through growth.

Rates and annual charges income is expected to double over the next 10 years, providing greater economies of scale in the later years of the long term financial plan. The Operating Performance Ratio remains below breakeven for the first 8 years predominately due to high depreciation expense and growing maintenance costs, resulting from infrastructure constructed for future growth in the area.

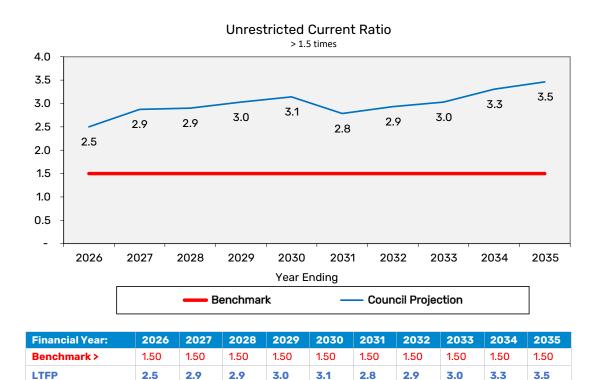
A Council undertaking greenfield developments cannot decide to deliver infrastructure once the population is fully realised, it must deliver services and infrastructure from the time growth commences. It is expected that this ratio will continue to improve over time as Council's economies of scale increases.

It is important to note that the operating performance ratio is not a measure of the Council's budget or cash position. Council has a history of adopting balanced budgets and prudently managing expenditure throughout the year to ensure at each quarterly budget review the budget remains in a balanced or surplus position. Council's cash reserves and ability to fund debt (borrowings) are in a strong position.

The operating performance ratio improves steadily in line with Council growth after the first year and the model anticipates an operating surplus position from year nine.

Unrestricted Current Ratio

This ratio measures Council's ability to fund short term financial obligations such as loans, payroll and leave entitlements (measures liquidity). The benchmark for this ratio is greater than 1.5: 1.



Current assets less all external restrictions

Current liabilities less specific purpose liabilities

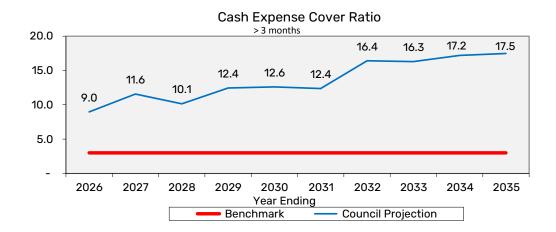
Comments

This indicator measures Council's ability to fund its short-term liabilities. It is estimated in 2025/26 that Council will have \$2.50 to fund every \$1 of liability. Forecasts indicate that Council will remain above benchmark levels over the life of the plan, demonstrating Council's strong cash position.

The ratio improves in later years due to an improved cash position when additional rating income is available. This reflects the ability for Council to allocate funds for future infrastructure requirements such as Community Infrastructure in Growth Areas which are not funded through Developer Contributions.

Cash Expense Cover Ratio

This ratio indicates the number of months Council can continue paying for its immediate expenses without additional cash inflow. The benchmark for this ratio is greater than 3 months.



Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark >	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
LTFP	9.0	11.6	10.1	12.4	12.6	12.4	16.4	16.3	17.2	17.5

Cash and cash equivalents incl. term deposits

Payments of operating & financing activities

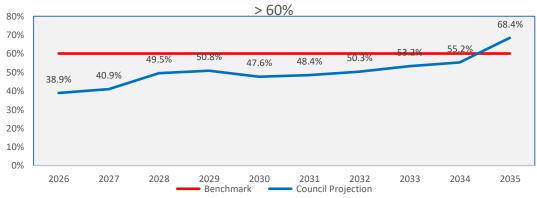
Comments

Council's forecast cash expense cover ratio is well above the benchmark over the life of the plan. This represents Council's strong liquidity position. It should be noted that for 2025/26 and 2026/27 there is a large capital works program primarily related to the Community Support Package Stage 3, WestInvest projects and the Leppington Program so the amount of cash being held will increase to fund these programs. The timing of the receipt of cash (including loans) and expenditure will also impact this ratio.

Own Source Revenue Ratio

This ratio measures Council's reliance on external funding (fiscal flexibility). The benchmark for this ratio is to be greater than 60 % - average over 3 years.





Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark >	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%	60.0%
LTFP	38.9%	40.9%	49.5%	50.8%	47.6%	48.4%	50.3%	53.2%	55.2%	68.4%

Total continuing operating revenue less all grants & contributions

Total continuing operating revenue (incl. of capital grants & contributions)

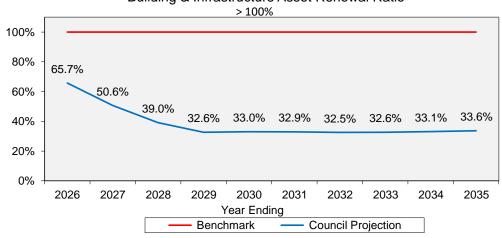
Comments

Council receives a significant amount of non-cash capital income which distorts this ratio. The non-cash capital income is due to the high level of development infrastructure delivered through Works In-Kind Agreements or Voluntary Planning Agreements and Section 80A dedications. The ratio is also impacted in the first two years due to the funding secured under Western Sydney Infrastructure Grants and the Accelerated Infrastructure Fund.

Building & Infrastructure Asset Renewal Ratio

This ratio measures the rate at which assets are being renewed relative to the rate at which they are being consumed (depreciated). The benchmark for this ratio is to be greater than 100 % - average over 3 years.





Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark >	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
LTFP	65.7%	50.6%	39.0%	32.6%	33.0%	32.9%	32.5%	32.6%	33.1%	33.6%

Asset renewals (building & infrastructure)

Depreciation, amortisation & impairment (building & infrastructure)

Comments

This ratio is impacted by the significant level of development and infrastructure assets expected to be constructed over the next 10 years. Over 40% of Council's total infrastructure assets are new or less than 10 years old, and this proportion is expected to grow over the next 10 years. Council will therefore not be required to renew these assets in the near future.

Camden's unique growth in infrastructure assets means Council will find it difficult to meet this renewal ratio. In fact, it would be financially irresponsible if Council were to achieve this ratio as a large proportion of Council's infrastructure base is new and in a good condition.

In preparation for future renewal expense, Council created an Asset Renewal Reserve and continues to allocate funds to this reserve. It should be noted that the transfer of funds to reserve cannot be included as an expense in this ratio. This transfer reflects prudent

forward financial planning and acknowledgement that asset renewal will be required in the longer term.

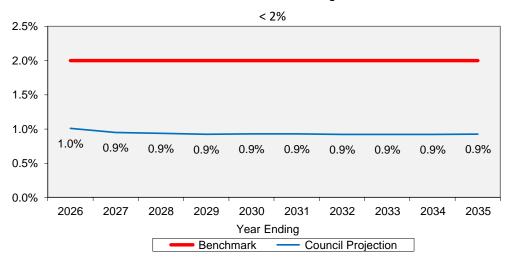
Council is also addressing asset renewal in older suburbs through the continuation of the Community Infrastructure Renewal Program (CIRP) which sees \$5 million invested in asset renewal from 2023/24 to 2026/27.

The ratio is also impacted in the first two years as there will be an increase in asset renewal expenditure which is to be funded through the Community Support Package Stage 3, the WestInvest Program and the Leppington Program.

Infrastructure Backlog Ratio

This ratio measures the proportion of the infrastructure backlog against the total value of Council's infrastructure asset base. The benchmark for this ratio is less than 2%.

Infrastructure Backlog Ratio



Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark <	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
LTFP	1.0%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%

Estimated cost to bring assets to a satisfactory condition

Total (WDV) of infrastructure, buildings, other structures and depreciable land improvement assets

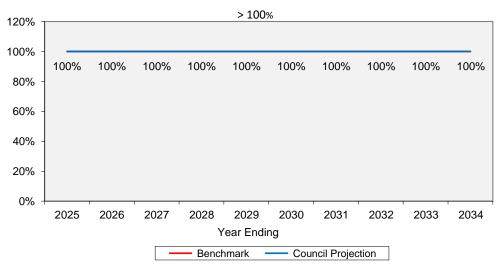
Comments

Camden's rapid growth forecasts will result in a significant proportion of new assets to be constructed each year. This ratio improves as a result of the magnitude of new assets being received through development and renewal/maintenance programs Council already has in place.

Asset Maintenance Ratio

This ratio compares the actual versus required annual asset maintenance. The benchmark for this ratio is to be greater than 100 % - average over 3 years.

Asset Maintenance Ratio



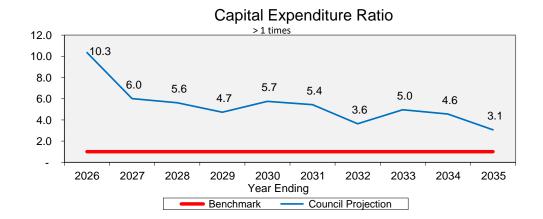
Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark <	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
LTFP	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Comments

Council continues to spend its required asset maintenance on an annual basis and is meeting the requirements of this ratio.

Capital Expenditure Ratio

This ratio indicates the extent Council is expanding its asset base through capital expenditure on both new assets and the replacement and renewal of existing assets. The benchmark for this ratio is greater than 1: 1.



Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark >	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
LTFP	10.3	6.0	5.6	4.7	5.7	5.4	3.6	5.0	4.6	3.1

Annual capital expenditure

Annual depreciation

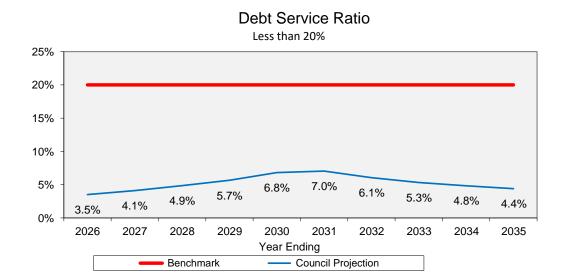
Comments

This ratio provides a good indication of how fast Council's infrastructure asset base is growing. Council's growth forecasts will result in a significant proportion of new assets constructed each year. Council's increasing infrastructure will be managed through the continuation of asset related programs, the use of leading asset management practices that is supported by a dedicated asset management function.

The significant increase in the ratio for first financial year reflects the projects to be delivered under the Community Support Package Stage 3, the WestInvest Program and other significant grant projects such as the Accelerated Infrastructure Program.

Debt Service Ratio

This ratio indicates whether Council is using debt wisely to share the life-long cost of assets and avoid excessive rate increases. The benchmark for this ratio is to be greater than 0% and less than or equal to 20% - average over 3 years.



Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark <	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%	20.0%
LTFP	3.5%	4.1%	4.9%	5.7%	6.8%	7.0%	6.1%	5.3%	4.8%	4.4%

Cost of debt service (interest expense & principal repayments)

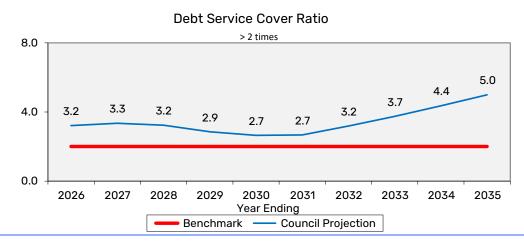
Total continuing operating revenue (exc. capital grants & contributions)

Comments

Council continues to use debt prudently, balancing the level of debt, capacity to borrow and the opportunity cost of borrowing to ensure inter-generational equity in a rapidly growing environment. As Council grows there will be greater pressure to borrow in order to construct the infrastructure required to support our community. Council has deliberately maintained a strong borrowing capacity for this purpose.

Debt Service Cover Ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. The benchmark for this ratio is great than 2.



Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark >	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
LTFP	3.2	3.3	3.2	2.9	2.7	2.7	3.2	3.7	4.4	5.0

Operating result before capital excl. interest, depreciation, impairment & amortisation

Principal repayments and borrowing costs

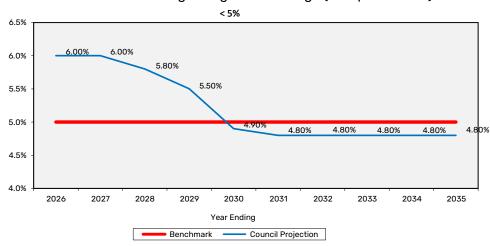
Comments

Council's Long Term Financial Plan considers existing loans and proposed new loans. With the inclusion of the proposed borrowings, Council's forecast position remains above benchmark and steadily improves over the life of the plan.

Rates & Outstanding Charges Ratio

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts. The benchmark for this ratio is less than 5%.

Rates & Outstanding Charges Percentage (incl. pensioners)



Financial Year:	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Benchmark <	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Target	6.00%	6.00%	5.80%	5.50%	4.90%	4.80%	4.80%	4.80%	4.80%	4.80%

Rates & annual charges outstanding

Rates & annual charges collectible

Comments

As anticipated, this ratio rose above the benchmark during the 2020/21 and 2021/22 financial years due to the impact of COVID-19 and the hardship provisions available to our community for the payment of rates during the pandemic.

Under the initial support package Council did not take legal action against any landowner for the recovery of rates. Council reintroduced debt recovery action in late 2022 and is continuing to work with residents who are experiencing financial hardship either as a result of COVID-19 or cost of living pressures. A large number of these residents have entered into payment arrangements. This ratio will continue to improve over the next 12 months and it is anticipated that it will meet and exceed the benchmark by 2030.



The major risk factor in each of these financial scenarios continues to be the growth assumptions. Camden is part of the South West Growth Sector. Our population is expected to increase to approx. 210,000 residents by 2040, the timing of this growth is critical to the outcomes of this plan.

In preparing this plan, Council has taken careful consideration of the following factors:

- State Government Land Release Policy (land rezoning),
- Housing schemes that promote sales,
- Economic conditions and the impact on developers and home buyers,
- · Council's capacity to deliver subdivisions (staffing),
- · The relationship between population growth and land release,
- The impact growth has on service levels,
- Feedback from developers on current market conditions,
- The difference in timing between increases in expenditure and the realisation of additional income through rates,
- The impact of rail infrastructure to be delivered into the Camden LGA will have a significant impact on population estimates as it will result in higher densities of growth.

Council has very little control over many of these factors and therefore must respond to change quickly. To assist in managing this risk Council has developed the following strategies:

- Regular meetings with key Strategic and Development staff to discuss corporate assumptions about growth,
- Liaise with State agencies to discuss the timing of land release,
- Historical analysis of financial outcomes (what can we learn from past assumptions).

Other risk factors which have been assessed in this plan include:

Dedication of assets to Council

The majority of infrastructure (roads, bridges, drainage and buildings) and open space is dedicated to Council through Works in Kind Agreements, Voluntary Planning Agreements or as a condition of development consent (S80A).

The magnitude of assets dedicated to Council is significant. The value and timing of these assets is extremely difficult to predict. Although Council has some control over when it will accept assets from developers, Council must still plan for increases in its operational budget (including workforce planning) to maintain the new assets. This is considered a key risk factor and is continually monitored to ensure long-term planning estimates are accurate.



From a recurrent operations perspective, the increasing depreciation expense is a significant issue for Council. The impact of depreciation expense is significant due to a unique environment of substantial growth, Council's current economies of scale and the method used to calculate depreciation expense.

Council is currently constructing or receiving dedicated assets that provide for a population in the future. The straight-line method of calculating depreciation expense does not consider growth or the current population, meaning the expense is representative of a higher capacity to pay or greater economies of scale. There is also a timing issue to consider, Council must provide for infrastructure now, this cannot be done after the population arrives. There is a balance between what the current population is responsible for and those who are not yet part of our community.

Developer Contributions Cash Reserves

Council continues to review Developer Contribution plans to ensure cash flow is consistent with the timing of planned capital works programs. Plans are assessed for cash shortfalls and if required other funding sources identified.

Council has strong controls in place Section 7.11 infrastructure can only be funded through developer contributions or Government Grants. This is to ensure that the existing residents of Camden are not burdened with the cost of this growth. As Camden continues to grow, it will achieve the economies of scale that is required to meet and exceed the industry benchmarks for financial sustainability.

The Section 7.11 cap placed on contributions from developers and the removal of some infrastructure (non-essential) unable to be funded through Section 7.11 has further added to the challenge of delivering infrastructure in Greenfield sites.

Leppington Growth areas and funding required

While acquisitions have commenced in key areas, work continues to identify additional funding required to support land acquisitions in Leppington.

Increasing land valuations, hardship claims and additional lot acquisitions unable to be funded from Developer Contributions remain the key funding risks to Council's long term financial sustainability. Council continues to consult with Government on finding a whole of Government solution.

Economic Uncertainty/Global Events

Council continues to closely monitor the current economic climate with uncertainty in relation to inflation and supply chain concerns for goods and materials. Any significant changes will be identified at quarterly reviews of the budget.

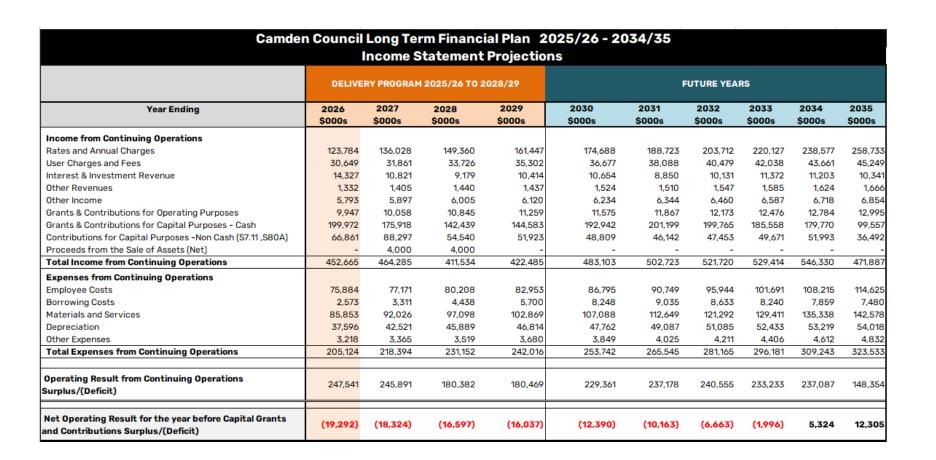


Conclusion

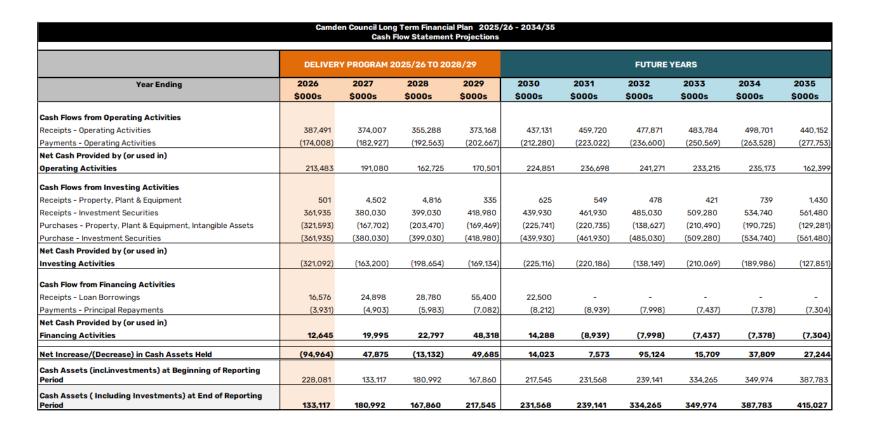
Camden's extraordinary growth is challenging, but with prudent long-term thinking, there is a great opportunity to deliver services and infrastructure in a sustainable, well-designed way. Smarter thinking allows greater use of facilities which saves money and results in greater benefits to our community and environment. The LTFP has been prepared using local knowledge and economy, respected economic publications, and historical data.

The LTFP assists Council to understand its financial capacity, financial sustainability and how it financially supports the outcomes in the Delivery Program to ensure service demand and service levels are maintained into the future.

Appendices: Long Term Financial Plan - Financial Statements



	DELIVER	Y PROGRAM	2025/26 TO 2	2028/29			FUTURE Y	/EARS		
Year Ending	2026 \$000s	2027 \$000s	2028 \$000s	2029 \$000s	2030 \$000s	2031 \$000s	2032 \$000s	2033 \$000s	2034 \$000s	2035 \$000s
Current Assets										
Cash & Investments	133,117	180,992	167,860	217,545	231,568	239,141	334,265	349,974	387,783	415,02
Receivables	31,864	34,553	37,578	40,295	43,217	46,282	49,740	53,318	57,310	61,63
Inventories	4,523	4,844	5,109	5,410	5,633	5,924	6,373	6,795	7,106	7,48
Other (Includes Assets Held for Sale)	548	594	646	693	743	796	856	917	986	1,06
Total Current Assets	170,052	220,983	211,193	263,943	281,161	292,143	391,234	411,004	453,185	485,20
Non-Current Assets										
Receivables	7,371	8,014	8,739	9,391	10,089	10,826	11,656	12,514	13,472	14,51
Infrastructure, Property, Plant & Equip.	3,441,177	3,674,905	3,908,042	4,120,569	4,384,380	4,640,394	4,814,248	5,061,836	5,291,807	5,444,76
Investment Property	48,020	51,020	54,020	57,020	60,020	63,020	66,020	69,020	72,020	75,02
Intangible Assets	1,751	1,804	1,858	1,914	1,971	2,030	2,091	2,154	2,219	2,28
Right of Use Assets	3,700	3,811	3,925	4,043	4,164	4,289	4,418	4,551	4,688	4,82
Total Non-Current Assets	3,502,019	3,739,554	3,976,584	4,192,937	4,460,624	4,720,559	4,898,433	5,150,075	5,384,206	5,541,41
Total Assets	3,672,071	3,960,537	4,187,777	4,456,880	4,741,785	5,012,702	5,289,667	5,561,079	5,837,391	6,026,61
Current Liabilities										
Payables	37,789	38,777	39,595	40,523	41,212	42,109	43,485	44,781	45,740	46,90
Contract Liabilities **	30,000	15,000	-	-	-	-	-	-	-	-
Lease Liabilities	2,015	2,075	2,137	2,201	2,267	2,335	2,405	2,477	2,551	2,62
Borrowings	4,903	5,983	7,082	8,212	8,939	7,998	7,437	7,378	7,304	6,94
Provisions	17,610	18,050	18,501	18,964	19,438	19,924	20,422	20,933	21,456	21,993
Total Current Liabilities	92,317	79,885	67,315	69,900	71,856	72,366	73,749	75,569	77,051	78,46
Non Current Liabilities										
Payables	16	17	18	19	20	21	22	24	25	21
Lease Liabilities	1,706	1,757	1,810	1,864	1,920	1,978	2,037	2,098	2,161	2,22
Borrowings	66,415	84,790	106,487	153,675	167,236	159,237	151,801	144,423	137,119	130,17
Provisions	4,989	5,114	5,242	5,373	5,507	5,645	5,786	5,931	6,079	6,23
Total Non Current Liabilities	73,126	91,678	113,557	160,931	174,683	166,881	159,646	152,476	145,384	138,65
Total Liabilities	165,443	171,563	180,872	230,831	246,539	239,247	233,395	228,045	222,435	217,12
Net Assets	3,506,628	3,788,974	4,006,905	4,226,049	4,495,246	4,773,455	5,056,272	5,333,034	5,614,956	5,809,49
Equity										
Retained Earnings	2,291,454	2,537,345	2,717,727	2,898,196	3,127,557	3,364,735	3,605,290	3,838,523	4,075,610	4,223,96
Revaluation Reserves*	1,215,174	1,251,629	1,289,178	1,327,853	1,367,689	1,408,720	1,450,982	1,494,511	1,539,346	1,585,52
Total Equity	3,506,628	3,788,974	4,006,905	4,226,049	4,495,246	4,773,455	5,056,272	5,333,034	5,614,956	5,809,49





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Disclaimer

The information contained in this document provides a general overview on the long-term financial position, and Council reserves the right to make changes accordingly.



Draft Workforce Management Strategy

2025/26 - 2028/29

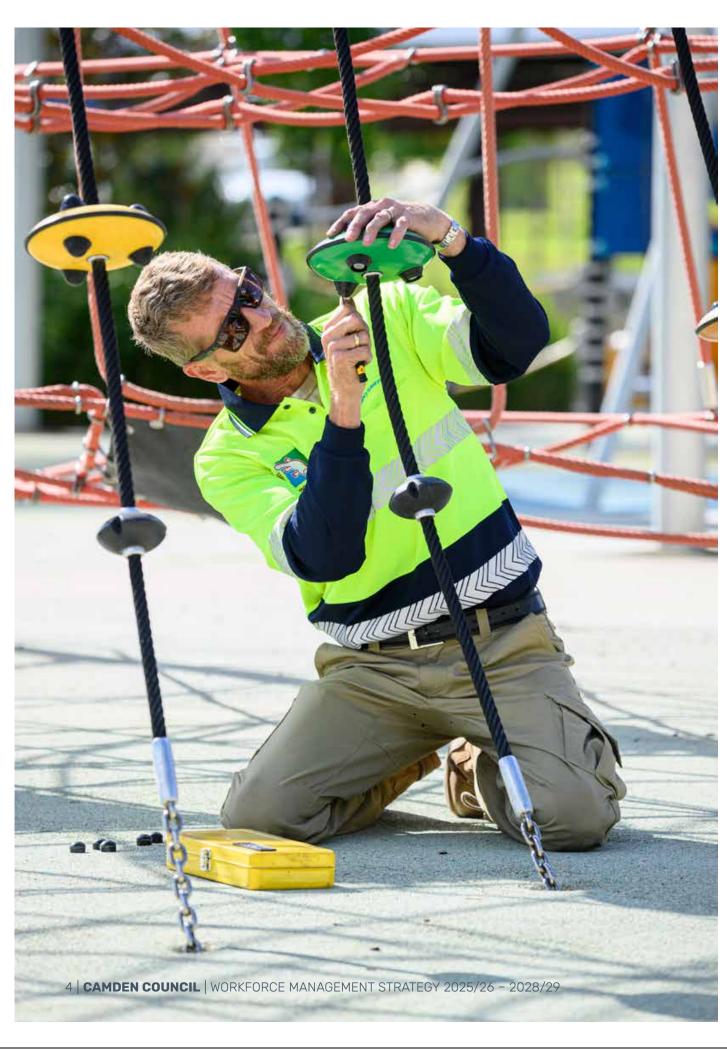
Council acknowledges that the Camden LGA is situated on the sacred Traditional Lands and Waterways of the Dharawal peoples We also recognise surrounding Dharug and Gundungurra people that may have connections to these lands. We pay our respects to Elders from the past, present, and emerging, and to all Aboriginal and Torres Strait Islander peoples on these lands.



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CAMDEN COUNCIL | WORKFORCE MANAGEMENT STRATEGY 2025/26 - 2028/29 | 3



Executive Summary

Local government authorities in New South Wales are diverse organisations responsible for delivering a broad range of services to their communities.

Council serves a rapidly growing and evolving population, a trend expected to continue for years to come.

This growth presents both challenges and opportunities, allowing Council and its workforce to develop, expand and shape its identity as it grows. By proactively addressing future demands, Council remains committed to maintaining a high-performance organisation that delivers exceptional outcomes while efficiently fulfilling its commitments to the community.

To achieve these goals, Council prioritises people and community in every decision. This Workforce Management Strategy, built on this foundation, outlines key objectives and strategies designed to support the successful implementation of the Delivery Program 2025/26 – 2028/29. Through workforce analysis, identification of future resource needs, and engagement with key stakeholders, we have developed a plan centred on four priority areas:

- 1. Attract & Retain Talented People.
- 2. Enhance the Employee Experience.
- 3. Grow a High Performing and Safe Workforce.
- 4. Future Proof our Workforce.

Our Workforce Planning Framework

The Camden Community Strategic Plan 2025 - 2040 outlines a long-term vision for the Camden Local Government Area (LGA), preserving what community values while driving the improvements needed to make the Camden LGA an even better place to live and work.

To achieve community aspirations, Council must effectively manage and support the greatest asset — its workforce. This Workforce Management Strategy (WMS) for 2025/26 – 2028/29 defines the programs and priorities essential for building and maintaining a skilled and capable workforce, ensuring that workforce development aligns with the community's vision.

The WMS establishes a framework for fostering a progressive, innovative, inclusive, and safe workplace culture. By implementing the WMS and leveraging the unique employee value proposition, Council will be well-positioned to adapt to changing conditions, ensuring the attraction and retention of individuals who excel in an environment of growth and transformation. At the same time, Council will continue to nurture an engaging workplace culture, embracing new ways of working to meet evolving employee expectations and the needs of a modern workforce.

The Delivery Program 2025/26 – 2028/29 outlines Council's commitment to delivering services and actions in line with the Camden Community Strategic Plan. The WMS identifies how Council will support its people to deliver the services and actions outlined in the Delivery Program over the next four years.

For Council to continue providing high-quality services to a growing population, effective workforce planning is crucial. This process involves analysing the current workforce, assessing future labour demand and supply, forecasting the necessary roles and skills, and identifying potential talent sources. It also includes addressing key challenges such as workforce gaps, succession planning, retirement transitions, and skill shortages.

Council's approach is guided by the Office of Local Government recommendations and is reflected within the WMS framework.



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Our Workforce

Our Role

Council plays an important role in delivering for the community through the provision of community services, programs and infrastructure that impact on the health and wellbeing of residents; support local economic growth; and support care and management of the local environment. Importantly Council is the local community's advocate in regional and LGA-wide discussions with other tiers of government and service and infrastructure providers.

Council is guided by its organisational vision, with corporate values shaping every action, working together with partners to deliver services to the community.



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Our Vision

Camden is a diverse, vibrant community embracing sustainable growth, honouring heritage, and protecting our environment together.

Our Corporate Values



Leadership - Empower Others

We invest in the growth, development and empowerment of staff to become the best version of themselves.



Innovation - Dream, Create, Inspire

We innovate and inspire to create better ways to deliver to our community.



Partnership - Together We Can

We partner to achieve success through support, understanding and shared goals.



Commitment - Dedication Drives Results

As a high-performance Council we strive for excellence in all we do.



Customer Focus - Our People, Our Community

We deliver excellence to our customers through services, facilities, information, resources, education and support.



Safety - Safety is Everyone's Job

We put safety and well-being of people at the centre of everything we do.

Organisational Structure

EXECUTIVE OFFICE

GENERAL MANAGER

INTERNAL AUDIT

SPORT, COMMUNITY & ACTIVATION	PLANNING & ENVIRONMENT	COMMUNITY ASSETS	CUSTOMER & CORPORATE STRATEGY	GROWTH & FINANCE
Economic Development & Activation	Development Certification	Open Space & Sustainability	Corporate Performance & Customer Experience	Contribution Planning
Community Outcomes	Waste & City Presentation	Major Projects	Safety & Risk	Growth & Infrastructure
Sport & Recreation	Environment & Regulatory Services	Civil Construction & Maintenance	Digital Technology & Innovation	Asset & Design Services
Public Affairs	Statutory Planning	Traffic, Depot & Building Services	People, Learning & Culture	Finance & Property Services
	Strategic Planning		Legal & Governance	

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14,680

Total Hours for all Employees

26.4

Hours per Full-time **Employment**

Workforce Profile



657 employees

43 different nationalities



556 Full-time

Employees



41 Years

Average & Median Age



44.22%

Staff Employed for Less than 3 Years



1 Staff Member for very 211 Residents

Headcount to Population

The Five Generations at Council



Millenials



30-44

Years Old







Gen Z 15-29

Years Old

21% **39%**

Gen X 45-59

Years Old **31%**

Boomers

60-79 Years Old

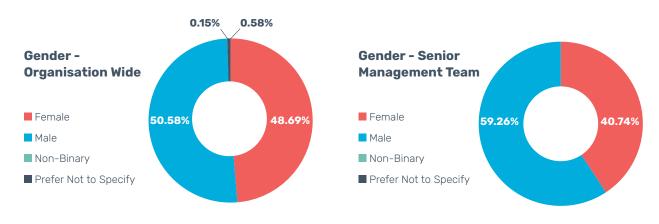
9%

+80 Years Old

.15%

Builders

Gender Breakdown of Staff by Cohort



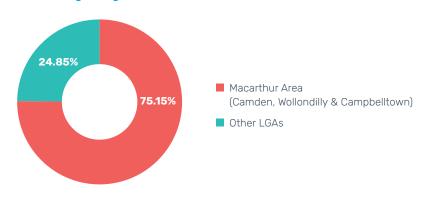
Employment Type



69.9%	Permanent Full Time
9.4%	Temporary Full Time
8.3%	Casual
6.1%	Permanent Part Time
4.0%	Apprentices/Trainees
2.3%	Temporary Part Time

Source - id.profile, ABS Census 2021

Employee LGA of Residence



Organisational Headcount Percentage by Directorate



Workforce Tenure, Percentage of Employees



Average & Median Tenure

6 years = Average

4 years = Median



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Challenges and Opportunities

Like many local governments, Council operates in a dynamic and evolving workforce landscape. While challenges such as an ageing workforce, skills shortages, and talent retention require proactive solutions, they also present valuable opportunities to strengthen our workforce.

By embracing innovation, investing in talent development, and fostering an inclusive workplace, Council can navigate these challenges effectively and position itself for long-term success. The following section outlines key workforce challenges and the opportunities they present.

Challenges

AGEING WORKFORCE

Approximately 17% of Council's workforce is nearing retirement age (55+).

Notable Branch representations include:

- > Civil Construction & Maintenance (33.33%)
- > Major Project (30.43%)
- > Traffic, Depot & Building Services (29.03%)
- > Community Outcomes (25.00%).

This data highlights the need to better support and accommodate the needs of our ageing workforce, with a focus on knowledge transfer, safety and wellbeing, succession planning, upskilling and mentoring.

MULTI-GENERATIONAL WORKFORCE

Managing a multi-generational workforce requires an understanding of diverse perspectives, adapting leadership and

communication styles and the promotion of inclusive environments to leverage the unique strengths each generation brings to the workplace. There are 5 generations represented within Council's workforce, with Gen Y/ Millennials representing 39% of the workforce, followed closely by Gen X representing 31%.

ATTRACTION AND RETENTION

Attracting and retaining of key talent presents as a risk when consideration is given to salaries, benefits, and competition from the private sector, particularly when targeting highly specialised roles. Competition resides within the local government sector noting the demand commonalities across benchmarked councils with roles identified such as planners, engineers, and mechanics to name a few.

SKILL AND CAPABILITY SHORTAGES

Skill and capability shortages presents as a risk which impacts on Council's ability to deliver services and retention of skilled staff. According to Local Government NSW, over 91% of NSW Local Governments reported that they were experiencing skills shortages in 2021-22 in the fields of Engineers, Planners, Building Surveyors, Environmental Health Officers and Project Managers. In addition to these roles, skill shortages present in cyber security, data/BI and automation, recreation and open space planning, construction and compliance related roles.

WORKPLACE GEOGRAPHICAL LOCATION

Camden LGA's proximity to denser population areas and limited public transport options presents as a challenge to attract and retain specialised talent.

DIGITAL DISRUPTION, TECHNOLOGICAL CHANGE AND AUTOMATION

Whilst there is an opportunity to further explore leveraging technology for efficiencies and automation, a subsequent challenge is enhancing the digital literacy of the workforce, to support and reskill existing staff to enable their interaction with emerging automation capabilities.

RISING DEMAND AND SERVICE EXPECTATIONS

As the population increases, so too does the demand for Council's services. Subsequently, there is an increased risk associated with maintaining service delivery standards and affordability of services while ensuring workloads are reasonable.

Opportunities

CADET, APPRENTICE, TRAINEE & STUDENT (CATS) ENGAGEMENT

Nurturing the next generation of professionals, whilst supporting the delivery of community services, remains a future focus for Council.

Council's Cadet, Apprentice, Trainee & Student (CATS) program is an investment in our future workforce. By providing hands-on experience, skills development, and career pathways, Council's program helps attract and retain young professionals who currently represent 4% of Council's workforce.

Council's at present encompasses 37 roles across five Directorates, which proactively addresses future skill shortages, strengthens community engagement and aligns with national initiatives to enhance local government capabilities.

In November 2024, Council commenced participation in the Office of Local Government (OLG) 'Fresh Start for Local Government Apprentice, Trainee and Cadet Program' (the Program).

The funding provides an opportunity for Council to expand its existing CATS program to address workforce shortages and skill gaps whilst strengthening critical staffing levels. It also supports the creation of positive social outcomes by generating local education and employment opportunities.

HEALTH & WELLBEING

Council takes an integrated approach to wellbeing underpinned by our four wellbeing pillars – physical, psychological, social and financial.

All pillars are linked and regularly promoted to facilitate a mentally and physically healthy working environment. Council achieves this by providing 24/7 access to an Employee Assistance Program, and offer tailored initiatives, aligned to pillars, which are outlined in Council's health and wellbeing plan.

Council's plan is designed to develop the awareness, skills and behaviours its employees require to manage their own mental and physical health, and to better assist and support their colleagues.

Continuous refinement and improvement of this plan remains a future focus priority for Council.

SAFETY

Ensuring a safe and healthy workplace is fundamental to Council's success, the wellbeing of our people, and the community we serve.

Council's Safety Management System provides the foundation for workplace safety, guiding its policies, procedures, and compliance obligations. However, as Council's workforce and Local Government Area (LGA) continues to grow, so too must its approach to safety. Emerging risks, such as psychosocial hazards and the impacts of new technologies, require Council to continuously assess and enhance its safety practices.

Embedding a proactive, risk-aware safety culture where employees at all levels prioritise and take ownership of safe behaviours is achieved through visible safety leadership, where expectations for compliance and best practices are clearly communicated and reinforced by leaders across the organisation. By fostering open conversations, promoting accountability, and leading by example, Council aims to shift safety from being a compliance-driven process to an integral part of its workplace culture.

To drive continuous improvement, Council's safety assurance regime ensures that safety performance is actively measured and reported. Using lead indicators, Council can proactively identify potential risks and implement measures to prevent incidents before they occur.

Maintaining and improving safety capability in a rapidly growing and evolving LGA remains an ongoing focus for Council.

EMERGING TECHNOLOGY

As Council evolves to meet the growing needs of its community, embracing emerging technologies is critical to increasing efficiency, enhancing productivity, and improving the overall employee experience. By leveraging new digital tools, Council can streamline operations, support a modern workforce, and create a more agile and responsive organisation.

Key innovations include chatbots and virtual assistants, which provide instant support for employee queries, reducing administrative demand. People analytics dashboards enable data-driven decision-making by tracking employee engagement, performance, and workforce trends. Mobile self-service applications empower employees with easy access to payslips, leave requests, and internal communications, enhancing convenience and transparency.

With the rise of hybrid and remote work, digital collaboration tools ensure seamless teamwork and communication, fostering connectivity across locations. Predictive analytics further strengthens workforce planning by identifying skill gaps, succession opportunities, and future workforce needs. Additionally, Al-powered learning platforms provide personalised upskilling opportunities, ensuring employees stay ahead in a rapidly evolving landscape.

By exploring and integrating these emerging technologies, Council can create a smarter, more adaptable workforce while delivering improved services to the community. Investing in digital transformation is not just a strategic advantage—it is essential for building a future-ready Camden.

STRATEGIC TALENT ACQUISITION, RECRUITMENT AND RETENTION

As the workforce landscape evolves, Council must proactively refine its talent acquisition, recruitment, and retention strategies to stay competitive and meet the community's growing needs. Embedding data-driven workforce planning and people analytics will help anticipate skill gaps and align recruitment with future service demands.

Showcasing Council's employee value proposition—including career pathways, development opportunities, and workplace culture—will strengthen its position as an employer of choice. Additionally, fostering partnerships with universities, TAFEs, and industry associations will enhance talent pipelines through graduate, cadet, and apprenticeship programs.

WORKFORCE SKILLING, TRAINING AND DEVELOPMENT

Opportunities present to strengthen Council's approach to workforce skilling, training, and development to meet evolving community needs and industry demands. A key opportunity will be embedding a culture of continuous learning, ensuring employees have access to upskilling and reskilling opportunities aligned with emerging technologies, service delivery models, and legislative changes. Expanding leadership development programs will build internal capability and succession pathways, fostering a strong pipeline of future leaders.

Strategic partnerships with universities, TAFEs, and industry bodies will support the development of targeted training initiatives, particularly in critical skills areas such as digital transformation, project management, and community engagement. Investing in Al-powered learning platforms and microcredentialing will provide employees with opportunities for flexible, personalised learning pathways.

ORGANISATIONAL DEVELOPMENT

As Council continues to experience rapid growth, a strong organisational development strategy is essential in fostering an adaptable, high-performing workforce. Opportunities will arise to embed agile ways of working and strengthen change management capabilities to support employees through transformation.

A key opportunity will be cultivating a culture of continuous learning, resilience, and adaptability to ensure employees can navigate change effectively. Leadership capability development will be critical, equipping people leaders with the skills to lead through rapid expansion, drive engagement, and implement change with confidence. Embedding structured change management frameworks will help team members embrace new processes, technologies, and ways of working.

Strengthening succession planning and talent mobility will also be vital to ensuring

internal career pathways remain clear and sustainable. By embedding collaboration, innovation, and well-being into its culture—and leveraging data-driven workforce insights—Council can build a future-ready workforce capable of thriving in a dynamic, fast-growing environment.

ENHANCEMENT OF THE EMPLOYEE EXPERIENCE

Creating a values-driven, inclusive, and highperforming workplace culture is essential for enhancing the employee experience for Council's team members.

By promoting a culture of recognition and appreciation, encouraging open communication, and strengthening collaboration, Council can further support an environment where employees feel motivated, connected, and proud to contribute to the community. These efforts will not only enhance the overall employee experience but also support Council's growth and success. By investing in these cultural priorities, Council can ensure that employees are engaged and valued, leading to a more positive and productive workplace.

STRENGTHENING DIVERSITY, TRUST AND EQUITY

Recognising and prioritising diversity and inclusion opportunities is essential for fostering a positive and productive workplace. Council, like all councils, face the need for equitable service delivery across diverse communities represented within our workforce.

By embracing diversity and inclusion opportunities, Council can attract and retain talent, enhance employee engagement, and improve decision making by incorporating varied perspectives.

By embedding opportunities, Council can create an environment where all employees feel valued and empowered, ultimately enhancing service delivery and community trust.

Future Capability Needs and Skills Shortages

To effectively meet the evolving needs of its community and ensure the successful delivery of its services, Council must focus on enhancing specific capabilities within its workforce.

As Council navigates the challenges and opportunities presented by a growing population and changing environment, it is crucial to develop the skills and expertise required to maintain high standards of service delivery.

The following areas have been identified as critical for future success:

Digital Safety, AI Enrichment, and Increased Digital Literacy

As technology advances, it is crucial to improve digital literacy and ensure the safe use of digital tools.

Project, Change, Agile, and Contract Management

Strengthening these capabilities will support the effective delivery of projects and adaptation to change.

Soft Skill Enhancements

Developing skills for working and leading a multi-generational workforce and building resilience.

Infrastructure Planning, Delivery and Management

Enhanced infrastructure planning, delivery and management capabilities will be required to ensure resource optimisation, effective risk management, quality assurance, adherence to regulations and stakeholder coordination.

Community Facility Maintenance

The increasing population and young family demographic of the Camden LGA increase the demand for community facilities. This includes art galleries, museums, as well as open spaces and playgrounds.

Environmental Sustainability Planning

The increasing exposure to natural disasters and the impact of climate change requires effective environmental sustainability planning and emergency response management capabilities.

Place and Precinct Planning

The process of translating customer and community needs into strategic and tactical precinct and placemaking concepts with reference to place based land use strategies. Place and precinct planning capabilities will continue to be required as the Camden LGA transition from a predominantly rural to urban environment.

Leadership

Leaders will need specific skills to lead and manage the workforce of the future. This includes:

- > **Technology and Information** proficient knowledge of digital technologies for public service, policy, and regulation.
- > **Transformational Leadership** change management skills to guide and motivate staff through change.
- Critical Thinking ability to analyse and evaluate complex situations to make informed decisions.
- > **Strategic Planning** skills to translate long term aspirations into actionable plans.
- Influencing and Negotiation building positive relationships and using persuasive communication to secure commitment to major projects.

Investing in the development of these capabilities will empower Council's workforce to adapt to evolving conditions, leverage new technologies, and consistently provide exceptional service to the community. This proactive approach will not only enhance service delivery but also foster a resilient, innovative, and future ready workforce.



Workforce Management Plan

The Workforce Management Plan outlines key workforce priority areas for the next four years (2025 – 2029), ensuring Council's workforce can effectively deliver the commitments and goals set in the Camden Community Strategic Plan 2025 – 2040.

Council is comprised of a diverse and skilled workforce operating in a complex environment, providing a wide range of services and projects for the community. To succeed, Council's future workforce must embrace technology, adaptability, and continuous learning through upskilling and reskilling as workforce demands and community expectations evolve.

Council is committed to equipping its people with the capabilities and attributes needed to contribute meaningfully to the Camden Community Strategic Plan 2025 - 2040. Council strives to empower its workforce to think innovatively, perform at their best, and challenge conventional approaches to drive continuous improvement across our processes, systems, and services.

Developed alongside its Long-Term Financial Plan and Asset Management Plan, this Strategy was shaped through extensive engagement with leaders and key stakeholders across the organisation, incorporating surveys, interviews, presentations, and workshops, with four key workforce priorities:

Priority 1. Attract and Retain Talented People

Position ourselves as an employer of choice through strategic talent acquisition, retention, and development initiatives.

Priority 2. Enhance the Employee Experience

Ensure our people are connected, engaged, and valued in a collaborative environment which celebrates diversity and prioritises wellness.

Priority 3. Grow a High Performing & Safe Workforce

Empower our people with the capability to safely lead, adapt, drive success and navigate change.

Priority 4. Future Proof our Workforce

Prepare the organisation for future challenges and evolving workforce and community needs.

CAMDEN COUNCIL | WORKFORCE MANAGEMENT STRATEGY 2025/26 - 2028/29 | 23



Priority 1

Attract & Retain Talented People

Position ourselves as an employer of choice through strategic talent acquisition, retention and development initiatives.

Camden Community Strategic Plan

Delivery Program Principal Activity

Why

L2.1

Celebrate a culture of trust, collaboration and excellence

L2.1.2

Implement initiatives designed to attract and retain talent aligned to our values and culture

Attracting, retaining and developing talented people is essential to building a thriving, high performing organisation where people feel valued, supported, and empowered to grow.

Priority Areas

- Continuous improvement of talent acquisition best practice strategies
- Embed employee value proposition framework
- Create pathways for early career talent through apprenticeships, work experience, internships, and graduate programs
- Adapt to market shifts and workforce demographics through innovative job design and transition programs



Priority 2

Enhance the Employee Experience

Ensure our people are connected, engaged, and valued in a collaborative environment which celebrates diversity and prioritises wellness.

Camden Community Strategic Plan

Delivery Program Principal Activity

Why

L2.1

Celebrate a culture of trust, collaboration and excellence

L2.1.1

Continue to make Camden a great place to work

A connected, engaged, and valued workforce thrives in an environment that embraces collaboration, diversity, and wellness, fostering a culture where everyone can contribute, feel heard, and succeed

- **Priority Areas**
- 2.1 Continuous improvement of reward and recognition best practice strategies
- 2.2 Listen to employee often and use their feedback to improve their experience
- **2.3** Embed effective, best practice internal communication and engagement practices
- **2.4** Increase equity, diversity and inclusion awareness and practices
- 2.5 Drive the adoption of healthy behaviours and immerse a wellbeing mindset in our people
- **2.6** Actively seek opportunities for collaboration, continuous improvement and innovation



Priority 3

Grow A High Performing & Safe Workforce

Enpower our people with the capability to safely lead, adapt, drive success and navigate change.

Camden Community Strategic Plan

Delivery Program Principal Activity

Why

L2.1

Celebrate a culture of trust, collaboration and excellence L2.1.2

Continue to make Camden a great place to work

Empowering our people with the skills and confidence to lead themselves and others drives success, fostering a safe and resilient workforce which navigates growth and change effectively.

Priority Areas 3.1 Upskill the workforce for current requirements 3.2 Build leadership capability at all levels, including emerging leaders 3.3 Evolve succession planning pipelines 3.4 Further embed our safety culture 3.5 Uplift our digital literacy



Priority 4

Future Proof Our Workforce

Prepare the organisation for future challenges and evolving workforce and community needs.

Camden Community Strategic Plan

Delivery Program Principal Activity

Why

L3.1

Proactively plan and manage organisational and community growth L3.1.1

Ensure effective Workforce Planning

Preparing our organisation for future challenges ensures we can adapt, grow, and meet the evolving needs of our community and workforce with confidence and resilience

- # Priority Areas
- 4.1 Upskill the workforce for future requirements
- 4.2 Strategically align workforce roles, competency requirements, responsibilities and career paths
- 4.3 Empower staff to make data driven decisions
- 4.4 Identify platforms/technology which support our future workforce requirements

Measuring Success

Council will monitor and report on the implementation of this plan to ensure workforce priorities are being achieved.

The success of this plan will be measured through key performance indicators, such as staff turnover, employee net promotor scores, and investment in training per employee. These indicators, among others, will provide Council with valuable insights into the plan's overall effectiveness.

The workforce priorities identified in this document will be periodically assessed to ascertain their impact on and relevance to our evolving community needs and expectations, as well as the changing external environment, including workforce and labour market trends.



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Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

Draft Asset Management Policy

P1.0233.4

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.



DIRECTORATE: Growth and Finance

BRANCH: Assets & Design Services

CATEGORY: 3

1. Purpose

1.1 This policy establishes a framework for the effective management of Council's current and future Assets to ensure the delivery of safe, reliable, and sustainable services to the community.

1.2 Given the finite nature of resources, this policy ensures the implementation of a framework that enables the management of assets aligned with Council's longterm strategic objectives with informed decision-making, optimised resource allocation, and controlled exposure to risk.

2. Strategic Alignment

- 2.1 This Policy is aligned with Council's Requirements under the Local Government Act 1993 and the Integrated Planning & Reporting (IP&R) framework which requires **Resourcing Strategy** that includes asset management planning.
- 2.2 This Policy supports Council's **Community Strategic Plan**, particularly the key direction of **Liveable** with the following:

Objective LB 2: "Our public spaces are vibrant and accessible"

Strategy LB 2.1: "Ensure homes, Infrastructure and Facilities are planned, delivered, and maintained to create high quality urban and rural environments that meet diverse needs and respond to our climate."

2.3 This Policy guides the Council's Asset Management Strategy and Asset Management Plans which form part of the Resourcing Strategy for achieving the objectives outlined in the Community Strategic Plan.

3. Scope

- 3.1 This policy applies to all Council representatives, including Councillors, senior management, and staff.
- 3.2 It applies to all physical infrastructure assets under Council's control.

4. Objectives

- 4.1 To support the delivery of Council's Delivery Program and Community Strategic Plan by ensuring assets are managed in a way that aligns with the strategic priorities and community expectations.
- 4.2 To fulfil Council's obligations under the Principles for Local Government (section 8 8C of the Local Government Act 1993) as they pertain to Asset Management:
 - Managing assets to meet current and future community needs in an affordable way.
 - Considering the long-term and cumulative effects of actions on future generations
 - Incorporating the principles of ecologically sustainable development.
 - Implementing effective financial and asset management practices, including:
 - performance management and reporting,
 - asset maintenance and enhancement,
 - funding decisions,
 - risk management practices.
- 4.3 To enhance Council's asset management capability through continuous improvement, innovation, and the adoption of best practices.

5. Policy Statement

- 5.1 Council will provide and manage Assets to ensure they are appropriate for the needs of the community whilst being effectively and sustainably utilised and maintained at agreed Levels of Service documented in Council's Asset Management Plan.
- 5.2 Council will continually improve the management of its Assets through an Asset Management Strategy and supporting Asset Management Plan. This will be achieved by utilising up-to-date technologies & methodologies & engaging with the community to ensure that current and future needs are addressed.
- 5.3 Decisions regarding the resource allocation and service delivery will prioritise financially sustainable maintenance of assets and ongoing provision of services.
- 5.4 Council will ensure that asset management practices are integrated with the long-term financial planning which achieves financial sustainability.

6. Roles and Responsibilities

Role	Responsibilities
Manager Assets & Design Services	Develop and maintain the Asset Management Policy, Strategy, and Plans; oversee improvement initiatives and ensure alignment with strategic goals.
Chief Financial Officer	Prepare the Long-Term Financial Plan and Annual Financial Statements to support the delivery of the asset management plans
Director Growth & Finance	Ensuring the integration of asset management into strategic and financial planning, ensuring sustainable funding, compliance, risk management, and performance monitoring to meet community needs efficiently.
Councillors	Act as stewards of Council assets, approve policies and plans, and make informed asset investment decisions.

7. Reporting

- 7.1 The implementation of this policy will be monitored through:
 - Annual Financial Statements

8. Review

8.1 This Policy will be reviewed every three years or more frequently as required.

9. Definitions

Term	Definition	
Asset	A physical resource owned or controlled by Council, regardless of how it was acquired, that has a life exceeding 12 months, and a replacement value greater than Council's minimum Asset limits (as set out in Council's Asset Accounting and Capitalisation Policy).	
Asset Management	The combination of administration, financial, economic, engineering, and other practices applied to Assets with the objective of providing the required Level of Service in the most cost-effective way.	
Asset Management Plan	A written document that details the intended asset management arrangements for Infrastructure Assets over their lifecycle to ensure sustainable service delivery, including maintenance, renewal, funding, and risk management strategies.	
Asset Management Strategy	A written document based on an appropriate application of asset lifecycle management principles and practices to establish a framework to guide the planning, construction, maintenance, and operation of the infrastructure essential for Council to continue to provide services to the community.	
IP&R	Integrated Planning and Reporting (IP&R) – The NSW strategic planning framework that ensures councils align community priorities, financial planning, and asset management.	
Level of Service	The defined quality for an Asset service such as roads, against which service performance can be measured. Levels of Service relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost (e.g. the condition of a road or building).	
Resourcing Strategy Services	A written document required under the IP&R that collates the long-term resources required to achieve the objectives established by the Community Strategic Plan. Includes - Long-Term Financial Planning - Workforce Management Planning and - Asset Management Planning. The provision of services that are delivered through infrastructure assets such as roads and community facilities.	
Staff	Includes employees and volunteers undertaking work for Council	

10. Related Materials

Relevant Legislation:

- Local Government Act 1993
- Civil Liability Act 2002
- Local Government Amendment (Planning and Reporting) Act 2009 Section 403

Related Policies and Procedures:

- Community Strategic Plan
- · Resourcing Strategy
- Asset Management Strategy
- Asset Management Plan
- Long-term Financial Plan
- Asset Accounting & Capitalisation Policy
- Asset Disposal Policy
- International Infrastructure Management Manual (IIMM 6th Edition)
- Integrated Planning and Reporting Guidelines for Local Government in NSW March 2013
- International Standards Organisation (ISO) 55000:2014 Asset Management
- NSW Treasury Policy: Guidelines for Capitalisation of Expenditure on Property, Plant and Equipment (TPP 06-6)

Approval and Review			
Responsible Branch	Assets & Design Services		
Responsible Manager	Manager Assets & Design Services		
Date Adopted	Council: [DD/MM/YYYY]		
Version	4		
EDMS Reference	[EDMS #]		
Date of Next Review	June 2028		

Version Control				
Version	Date Adopted	Approved By	EDMS Ref.	Description
1	14/06/2011	Council	18/50204	Initial Policy
2	26/05/2020	Council	20/167346	Amended
3	09/06/2022	ELG	22/549299	Minor Amendments.
4	[DD/MM/YYYY]	Council	[EDMS #]	Review Update



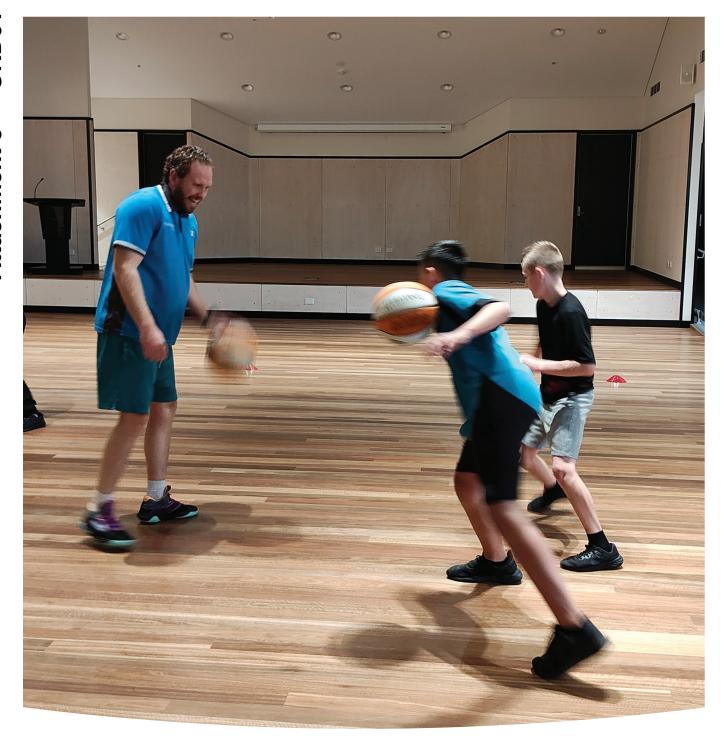
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Draft Asset Management Strategy

2025/26 - 2034/35

Council acknowledge 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.



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1 Introduction

1.1 Vision

To sustainably manage Camden Council's growing infrastructure assets, ensuring they remain safe, sustainable, reliable, and resilient to be fit for purpose, responsive to community needs now and into the future.

1.2 Asset Management Policy

Camden Council's Asset Management Policy provides the foundation for this Strategy, aligning with the Local Government Act 1993 (Section 8-8C) and Integrated Planning and Reporting (IP&R) framework. It commits to:

- Council will provide and manage Assets to ensure they are appropriate for the needs of the community whilst being effectively and sustainably utilised and maintained at agreed Levels of Service documented in Council's Asset Management Plan.
- Council will continually improve the management of its Assets through an Asset Management Strategy and supporting Asset Management Plan. This will be achieved by utilising up-to-date technologies & methodologies & engaging with the community to ensure that current and future needs are addressed.
- Decisions regarding the resource allocation and service delivery will prioritise financially sustainable maintenance of assets and ongoing provision of services.
- Council will ensure that asset management practices are integrated with the long-term financial planning which achieves financial sustainability.

This Policy supports a systematic approach to planning, acquiring, operating, maintaining, renewing, and disposing of assets, maximizing service delivery while managing risks and funding over their useful lives.



The purpose of this Asset Management Strategy is to detail how Camden Council aims to sustainably manage its infrastructure assets to ensure they deliver safe, reliable, and cost-effective services to our growing community. This strategy shifts our focus from growth towards long-term stewardship, aligning with the Community Strategic Plan (CSP) "Liveable" direction:

LB 2.1: "Ensure homes, infrastructure, and facilities are planned, delivered, and maintained to create high-quality urban and rural environments that meet diverse needs and respond to the climate."

This Strategy supports the Community Strategic Plan and Delivery Program by:

- Maintaining assets at agreed Levels of Service (LOS) to meet current and future needs
- Integrating with long-term financial planning to secure sustainable funding.
- Guiding the planning, maintenance, renewal, and disposal of assets to optimize resources and manage risks.

Building on our Asset Management Policy, this Strategy drives continuous improvement using up-to-date data and community input, ensuring Camden's assets remain fit for purpose and flexible to community needs as we grow into 2035.

1.4 Guiding Principles

Our Asset Management Policy, Strategy and Plan facilitate the implementation of the following asset management principles:

- Assets are to facilitate Council's strategic objectives and provide services to meet community needs
- Assets are to meet applicable standards and have clearly defined Levels of Service
- Strategic planning for Assets to be utilised to their highest and best use
- Responsible stewardship of Council's Assets through a robust asset management framework with clear roles and responsibilities, processes, and standards
- Effective asset planning to include entire lifecycle for sustainable services now and into the future.
- Excellence in data management for data driven long term financial planning.
- Asset related risks are managed considering demands of growth and infrastructure investment
- Assets are to be fit for purpose and resilient to disruption or disaster.
- A commitment to continuous improvement

By meeting following these principles our assets will be fit for purpose as safe, sustainable, reliable, and resilient.

1.5 Objectives

This Asset Management Strategy 2025/26-2034/35 sets out clear objectives to guide Camden Council in managing its infrastructure assets sustainably, ensuring they support our growing community and the Community Strategic Plan (CSP). These objectives reflect our shift from growth to long-term stewardship, addressing future growth and expected costs of our aging asset base These objectives below are underpinned by our Asset Management Policy:

1. Optimise Lifecycle Costs

Prioritise data driven programs of proactive maintenance and renewal & minimise reactive repairs, to manage assets cost effectively.

2. Long-Term Planning Focus

Maintain up-to-date, accurate asset data to manage risks effectively and inform long-term financial decisions and resource planning.

3. Deliver Reliable Services

Maintain assets at agreed Levels of Service (LOS) to provide safe, sustainable, resilient and reliable, services that meet community needs.

4. Support Community Priorities

Align asset management with CSP goals to ensure high quality public environments with quality and sustainability considered in all stages of asset lifecycle.

5. Drive Continuous Improvement

Enhance our asset management practices through up-to-date data, technology, and staff expertise, conducting improvements to meet evolving needs effectively.

These objectives ensure Council meets its obligations under the Local Government Act 1993 (Section 8-8C), balancing affordability, sustainability, and resilience while delivering services that reflect community expectations.

1.6 Relationship with Other Plans

The Asset Management Strategy forms part of Councils Resourcing Strategy, linking with the following plans and documents in accordance with the State Government's Integrated Planning and Reporting (IPR) Framework (diagram below).

- Community Strategic Plan
 - Resourcing Strategy
 - Long Term Financial Plan (LTFP)
 - Workforce Management Strategy
 - Asset Management Strategy



It is guided is expanded further in Councils Asset Management Plan as shown in the hierarchy of documents in figure 1 below.

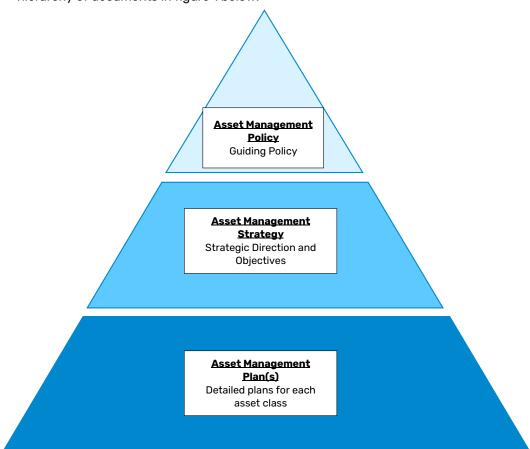


Figure 1: Hierarchy of Asset Management Documents

2 Our Assets

Camden Council's infrastructure assets are categorised into four classes: Roads & Transport, Stormwater Drainage, Public Open Space & Buildings. These assets support essential services for our community, from transport access and managing our stormwater to providing recreation spaces and facilities for the community. The value of these assets has grown significantly and will continue with development expected beyond 2040. This section explores how we will manage this growing portfolio sustainably, starting with our current position in Camden's growth journey and how we will plan for the future.

2.1 Growth Context

The Camden LGA is one of NSW's fastest-growing regions, experiencing a 32.9% population increase over the past five years, the highest percentage in the state. This growth, sparked by our inclusion in the Southwest Growth Centre in 2004, has seen our population growing from around 50,000 in 2006 to over 134,000 in 2024. With projections estimating over 180,000 residents by 2035, we remain in a dynamic growth phase. This rapid expansion has driven a corresponding increase in the value of our infrastructure assets to support new and future residents.

Figure 2 below shows how Camden's Asset Value has grown over recent years more than tripling over the decade from 2014 with an increase of over \$1.8 Billion as shown below.

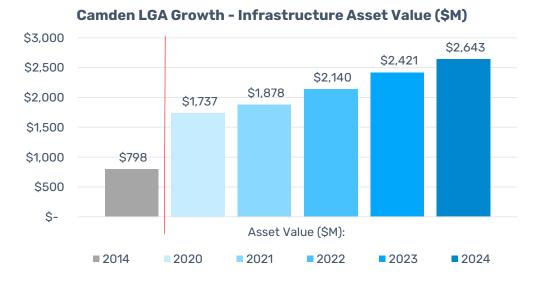


Figure 2: Camden Infrastructure Asset Values (Annual Financial Reports)

More broadly, Camden is well positioned with the Western Sydney Airport and Aerotropolis under construction to our north. This shows a strong long-term commitment to growth in the area from all levels of Government leading to associated infrastructure and infrastructure upgrades in our LGA.

With urban development and population growth of this scale, Camden LGA faces significant challenges effectively managing our assets while balancing our own growth, resourcing, and risks effectively. With our Asset growth required to support development as well as the community, we are building for our future population while balancing the needs of our current ratepayers.

Camden Asset Portfolio Snapshot - June 2024			
Total Infrastructure Asset Value (GRV):	\$2.64B	Total Population:	134,811
Asset Renewal Expenditure:	\$22.38M	Renewal Spend (% GRV):	0.85%
Asset Maintenance Expenditure:	\$21.72M	Maintenance Spend (% GRV):	0.82%

Total Asset Value broken down by Asset Class:

Asset Class	Gross Replacement Cost (\$'000)
Road & Transport	\$1,446,512
Stormwater Drainage	\$749,415
Buildings	\$251,303
Open Space / Other Structures	\$ 195,505
Additionally, these assets are located on publi	c land valued at:
Land & Land Under Road:	\$672,312
Total Land & Infrastructure Assets:	\$ 3,315,047

2.2 Asset Lifecycle Management

Managing Camden's expanding asset base requires a lifecycle approach to guide our asset management Through all stages of an asset's lifecycle from Planning & Design through to Disposal, ensuring assets deliver value over time.

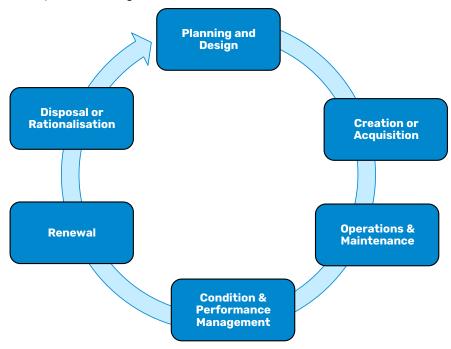


Figure 2-3 - Asset Lifecycle Stages

Our lifecycle strategy relies on Asset Data and an Asset Management System to prioritise maintenance and renewal needs, mitigate risks, and forecast future resourcing requirements over a 10-year horizon (2025/26-2034/35). Council acquires new assets through developer dedicated assets and internal capital works, entering these assets into our detailed asset registers with key data such as replacement costs, useful life and condition. This data is kept current through condition inspections, revaluations, and rate updates, enabling timely maintenance and renewal programs aligned with funding commitments and ensure levels of service are maintained and forecast our funding needs to complete these works into the future.

2.2.1 Asset Condition Rating

Camden uses a standard one-to-five (1-5) Scale condition rating system for consistent asset evaluations. The table below summarises the relevant definitions for each condition rating.

Rating	Condition	% Useful Life Remaining	Description
1	Very Good	>80%	New or as new condition. Only planned cyclic inspection and maintenance required.
2	Good	80%-60%	Sound or good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance.
3	Satisfactory	60%-40%	Fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance.
4	Poor	40%- 20%	Poor condition with assets requiring significant renewal / rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.
5	Very Poor	<20%	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required.

2.2.2 Maintenance Intervention

A key issue in the management of assets is when to intervene in the lifecycle of the asset to ensure that the asset stays in reasonable condition for as long as possible. To ensure that the asset continues to provide services to the community while minimising lifecycle costs. Without intervention, the asset will gradually deteriorate, with its condition ultimately reaching a failed state, where the asset is no longer serviceable and needs to be replaced.

To keep the asset operational for as long as possible, it requires intervention for maintenance to keep it in reasonable condition for as long as possible, and renewal prior to failure to ensure continued service to the community. Timing and type of intervention is important to do this cost effectively. The following graph indicates the general approach to these activities:

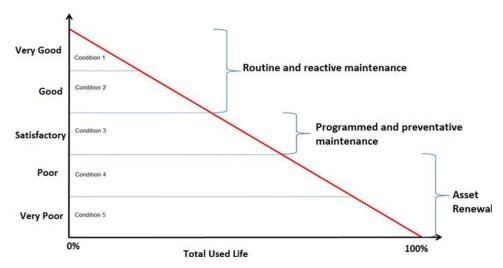


Figure 4: Asset Condition and Maintenance / Renewal Invervention over its Lifecycle

Generally, maintenance is lower cost and required to prevent early deterioration. This includes programmed or routine maintenance. Reactive maintenance is undertaken as required; however the goal is to minimise reactive, and more costly works through proactive programmed measures and original standards for construction.

The renewal of an asset is generally programmed to occur prior to failure, normally intervention occurs while the asset is in poor condition (4). The higher the intervention level, the higher the cost to renew assets at that intervention level.

Council's strategic objective is that assets serve their highest and best use for the community and council will develop supporting reports or strategies to achieve this.

2.2.3 Levels of Service

Levels of Service (LOS) sets the bar for asset performance, determining asset provision, maintenance frequency and renewal timing. They balance community expectations, technical standards, and statutory requirements against cost. Levels of service can be refined based on changing community expectations; however, it is important to note that raising LOS increases lifecycle costs borne by ratepayers. Camden has typically adopted a balanced approach to adapt to growth while maintaining affordability to align with the long-term financial planning and reduce this cost burden.

Our strategic Level of Service is based on a combination of customer expectations and technical requirements. In the case of assets, Camden's diverse customers - ratepayers, pedestrians, businesses and visitors - value reliability, quality, capacity and good asset condition.

Based on feedback from our community, our Strategic Level of Service for all assets remains as follows:

- Community Expectation: All assets are maintained to satisfactory condition or better.
- Technical Level of Service: 95% of all assets are rated at Satisfactory Condition
 (3) or better *

*Note: Critical and higher risk assets such as high-profile buildings, major road links, bridges and detention basins would be maintained to a higher level.

For our Long-Term Financial Planning (10-year goal) Council has adopted the technical Level of service Scenario

Strategic LOS: Technical	95 % of all assets maintained to Satisfactory Condition or better
--------------------------	--

Council's Performance against this LOS is on track with **99.2%** of our assets rated at Satisfactory (3) or better in June 2024 at a portfolio level. However, Camden has a significant proportion of its asset base which is new and a proportionally high value of assets in condition 1 that can mask issues if not properly considered.

Additionally, Council recently conducted a <u>Community Satisfaction Survey in 2023</u>. Community responses revealed a high level of satisfaction with how our assets are maintained confirming our Asset Condition data reported and our alignment of with community expectations.

2.2.4 Asset Hierarchy

To establish a framework for segmenting our asset base into appropriate classifications an asset hierarchy is used. Asset hierarchies can be based on asset function, asset type or a combination of the two and help to facilitate data collection, cost breakdown, reporting, and programming works.

Camden Council has set its asset hierarchy structure in the following descending form:

Hierarchy Name	Definition
Asset Class	A logical grouping of assets at its highest functional level within the asset hierarchy
Asset Category	A collection of assets within an asset class that forms the asset class
Asset Sub- Category	The lowest level of grouping for similar assets or similar assets that provide similar services
Asset Type	The most general group of asset types within an asset class that allows for reporting of like asset sub-categories
Asset Component	The distinct elements that comprise an individual asset. Components have an independent physical or functional identity and can be replaced without changing the identity of the asset. Components have differing specific attributes such as life expectancy and maintenance requirements. Identification of asset components can range from individual replaceable parts through to entire systems

By establishing the hierarchy model, it becomes clear how certain components of an asset item can influence the collective lifecycle costs for an asset class. It also helps to establish effective risk management tools or regimes for the same component across different asset class / groups and types.

2.2.5 Asset Inspections

Asset inspections are a key factor of asset management. Asset inspections are designed to identify overall condition of assets as well as defects that have the potential to create a risk of damage or inconvenience to the public and may impact on overall asset life. The frequency and type of asset inspections are included in the Asset Management plan and depend upon hierarchy and risk.

2.2.6 Operations and Maintenance

Routine maintenance is the regular on-going work or actions necessary to keep an asset operating, or as near as practical to an acceptable condition. This excludes refurbishment or renewal. These works do not add to the value of the asset. In general, maintenance falls into two broad categories:

- Proactive maintenance planned to prevent asset failure; and
- Reactive maintenance planned to correct asset malfunctions and failures as required.

In all types of maintenance, Council aims to provide the best value for its budget within the constraints of the available resources. Long-term, planned and cyclic maintenance lower the risk of urgent requests and catastrophic failures and therefore reduce long-term costs. To ensure the best value for money, maintenance of the same nature or area must be grouped to efficiently complete the work.

2.2.7 Renewal Works

The general renewal strategy is to rehabilitate or renew assets based on:

- The condition of the asset or component
- Assets are renewed at the minimum level of service standard.
- The asset hierarchy, risk profile or usage of the asset
- Is the asset a critical asset that requires a higher level of service?
- Community feedback on the assets
- Has there been a history of resident concerns?

This is undertaken within the overall goal of ensuring assets are renewed in a timely manner to ensure that all are at a satisfactory condition or better, subject to funding availability.

2.2.8 New/Upgrade Works

New and upgrade works include an increase in capacity and/or performance service levels. As this exceeds the existing service levels, guidance for the new service capacity is required. New/upgrade projects are identified from various sources including:

- Council or community requests,
- Growth and asset performance management
- Proposals identified by strategic plans

2.2.9 Disposal

Disposal is where assets are removed and disposed if they are no longer required or deemed a necessary service to the community.

2.2.10 Asset Performance

Council's services are generally provided based on infrastructure designed to meet relevant and current design standards where available.

An Assets Performance Rating framework can be used to evaluate infrastructure assets across the following six key criteria:

- 1. **Functionality -** do the assets meet their intended purpose.
- 2. **Obsolescence -** examines if they are outdated or inefficient.
- 3. Regulatory Compliance measures if assets meet legal and safety standards
- 4. Capacity evaluates their ability to handle demand
- 5. Utilisation measures how effectively assets are used
- 6. **Economic Benefit -** analyses their cost-effectiveness and contribution to community value

This additional rating system provides a more comprehensive and holistic rating system to supplement condition rating, supporting data-driven decisions to help better meet community needs.

2.2.11 Risk Management

Risk management as in integral part of sound asset management practice. Council's Enterprise Risk Management Policy and Strategy forms the basis for managing risk.

While there are many risks associated with Councils assets, the key strategic risk is being unable to support our assets suitably for the delivery of services to the community. For example, assets falling into an unsafe level of disrepair due to a lack of resources.

Camden's management of this risk is addressed in its Asset Management Policy, Strategy and Plans which provides an organised framework to identify, prioritize and address risks suitably and methodically. In each of the four asset management plans, the risk management section concentrates on identification of practical risks at the asset level.

2.3 Current Asset Portfolio

This section provides a snapshot of Camden's Asset portfolio as of 30 June 2024. The value of our assets by class is shown in Figure 4 below.

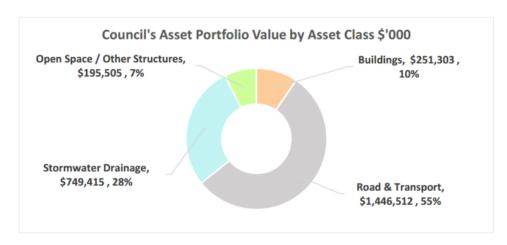


Figure 5: Camden Infrastructure Asset Values by class

The overall condition of our Assets can be seen in figure 5 below from 2020-2024. Included is the Gross Value to show asset growth. While our Level of Service is being maintained for the portfolio, it is important to note that approximately 40% of our assets are less than 5 years old. Such a large proportion of new condition assets can mask risks and future issues if not properly managed.

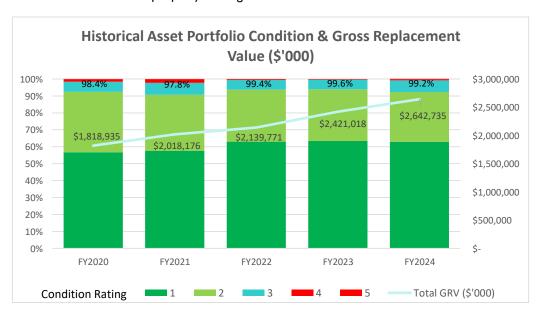


Figure 6: Asset Portfolio Overall Condition

2.3.1 Assets Critical to Council Operations

While all of Council's assets are important for delivering services to the community, we identify critical assets as:

- Assets essential to service delivery and community safety; and,
- Assets where the consequences of failure are sufficiently severe to justify additional management.

Thes are assets which have a high consequence for failure but not necessarily a high likelihood of failure. To manage this risk, these assets have increased management requirements such as increased inspection frequencies, maintenance, or higher levels of service than non-critical assets.

Asset Class	Critical Assets Description				
Roads &	 Regional roads or roads with high traffic loads or regional connectivity 				
Transport	Bridges including road bridges, foot bridges, major culverts and viewing platforms.				
	Footpath areas with high or sensitive pedestrian use.				
Stormwater Drainage	Council's Declared Dam				
Buildings	 Council Administration and Depot buildings Community, Civic and Leisure Centres Libraries, Museums, Art Galleries and Heritage building 				
	Buildings used for emergency services coordination				
Open Spaces	• Regional level community and sporting facilities				

Specific details of critical assets and additional levels of service, maintenance or inspection frequency can be found in the Asset Management Plans.



Camden Roads & Transport Assets Snapshot – 30 June 2024		
Gross Replacement Value (\$'000):	\$1,446,512	
Length of Roads:	779km	
Length of footpaths & cycleways:	684km	
Bridges & Major/Medium Culverts:	299	
Length of kerb & gutter:	1242km	
Number of Car parks & accesses:	213	
Number of Road Structures:	1413	
Number of Traffic Management Devices & Wall Structures:		

2.3.3 Stormwater Drainage

Camden Stormwater Drainage Assets Snapshot - 30 June 2024					
Gross Replacement Value (\$'000):	\$749,415				
Length of Stormwater pipes:	838km				
Number of Stormwater Pits:	40991				
Number of Headwalls:	1254				
Number of Gross Pollutant Traps (GPT):	350				
Number of Other Water Quality & Stormwater Storage Devices:	25				
Number of Detention Basins:	185				
Length of Concrete Channels:	7.11km				
Length of Open Formed Channels:	28.2km				

2.3.4 Public Open Space

Camden Open Space / Other Structure Assets Snapshot - 30 June 2024				
Gross Replacement Value (\$'000):	\$195,505			
Number of Public Reserves:	445			
Number of Playgrounds:	119			
Number of Sport & Recreation Sites:				

2.3.5 Building Assets

Camden Building Assets Snapshot – 30 June 2024	
Gross Replacement Value (\$'000):	\$251,303
Council Administration & Works Depot Buildings and Structures:	19
Cultural Facilities & Libraries:	8
Community Centres/Halls & Scout Halls:	17
Public Amenities:	25
Leisure Centres, Sporting Amenities and Clubrooms:	49
Other Buildings & Properties:	71
Swimming Pools:	5



To position Camden Council to sustainably manage our infrastructure assets as we grow toward 2035 and beyond. This strategy aims to building on our current portfolio and asset management approach, this final section defines our envisioned future state, financial framework, actionable commitments, and improvement initiatives to ensure our assets continue to meet community needs amongst significant population and infrastructure growth.

3.1 Future State - Camden in 2035

By 2035, Camden Local Government Area (LGA) is projected to support over 180,000 residents—a 34% increase from 2024—driving our asset portfolio value to an estimated \$3.5 billion to \$5.0 billion. This growth will likely place increased demand on our infrastructure along the lines of the following.

Road & Transport assets will need to support increased traffic as we seek ways to encourage alternate transport options through cycleways and pedestrian network connectivity.

Stormwater Drainage, water quality and quantity systems will manage runoff to maintain pre-developed flow rates and water quality. Our old drainage systems require greater clarity on condition, and required works to maintain these unseen assets. Recent flooding events and our awareness of climate risks need to be considered in ensuring our assets are designed to be resilient.

Open Spaces are already experiencing high demand resulting in increased maintenance requirements. With Camden having the highest percentage population under 20 in NSW, we will see increased pressure on our sporting fields to meet youth sport demands.

Our Buildings will see increased usage with increasing populations, and we require a sound review and strategy to help guide and prioritise their renewal or upgrade.

A significant proportion of assets will be handed over from development works, highlighting the importance of our asset specifications and controls to ensure high-quality outcomes for the community. We will also see an increasing volume of assets approach the end of their useful lives, elevating maintenance and renewal demands.

To address these challenges, Camden Council will begin to shift from our focus on growth into long-term sustainability. This shift involves increasing budgets and resources to maintain our high-quality environments with assets that are sustainable, safe, reliable, and resilient.

3.2 Long-Term Financial Modelling

Our financial planning integrates annual long-term modelling into the Long-Term Financial Plan and Annual Budget Process, ensuring assets are maintained at agreed Levels of Service over a 10-year horizon. Key assumptions include:

- Maintaining 95% of assets at a Satisfactory Condition or better.
- Renewal intervention at Condition 4 (7 out of 10 in an expanded scale).
- Growth projections aligned with corporate long term financial assumptions.

This framework balances growth-driven capital investment with the rising costs of maintaining aging assets, ensuring fiscal sustainability.

Modelling indicated a required annual renewal budget of \$19.2M for the 10-year period to secure the future of our existing assets. With the modelled need to increase renewal expenditure, Council commits to increasing renewal budgets over the next four years. This commitment is to 60% of the modelled required funding to responsibly allow time to adjust to delivering increased volumes of renewal works (ie resourcing capacity) and is additional the existing Community Infrastructure Renewal Program Initiative (ending FY27). This allows Council to effectively manage its assets into the future, with step increases in funding, monitoring delivery, and seeking additional funding through opportunities such as grants or synergy with major projects.

Below is a summary of the Renewal budget increases over the next four years:

Financial Year	FY25/26	FY26/27	FY27/28	FY28/29
Existing Renewal Budget:	\$ 6.3M	\$ 6.4M	\$ 6.5M	\$ 6.7M
Current Community Infrastructure Renewal Program Funding:	\$1.7M	\$1.2M	\$-	\$-
Renewal Funding Increases:	\$1.6M	\$3.0M	\$5.3M	\$5.5M
TOTAL RENEWAL BUDGET:	\$9.6M	\$10.6M	\$11.8M	\$12.2M

Note: Council's Renewal budgets above does not include major projects - actual renewal expenditure will generally be higher.



To achieve this future state, we commit to the following actions:

Ol	ojective	Action			
1.	Optimise Lifecycle Costs	1.1 Deliver proactive maintenance and renewal works programs in coordination with operational teams.1.2 Monitor costs associated with maintaining and renewing			
		assets seeking cost efficiencies			
		1.3 Review life-cycle costs associated with Council specifications, standards & Levels of Service			
2.	Long-Term Planning Focus	2.1 Prepare Asset Management Plans covering at least 10 years for all major asset classes.			
		2.2 Conduct Annual Financial Modelling			
		2.3 Enhance long term financial planning to incorporate optimum maintenance funding levels, alongside asset renewal levels			
		2.4 Improve Lifecycle cost incorporation into Capital Works Program decision making			
3.	Deliver Reliable Services	3.1 Maintain assets at agreed Levels of Service advocating for asset needs as required.			
		3.2 Maintain accurate and up-to-date asset data registers.			
		3.3 Manage assets with a robust asset management framework with clear roles, responsibilities, and processes.			
4.	4.1 Ensure Asset Management Strategy and Plans are with CSP and Council's Strategic Objectives. Priorities				
	110111100	4.2 Undertake reviews & prepare strategies for Councils asset classes in consultation with the community.			
5.	Drive Continuous Improvement	5.1 Implement Asset Management Improvement initiatives			

3.4 Asset Management Improvement Plan

Our 2025/26-2034/35 Improvement Plan builds on previous improvements in 2019-2022 and continual improvements since that time to prepare for 2035's challenges.

Improvement Area	Action
A) Documentation	 A.1) Continue to review Asset Management documents to reflect changes in asset knowledge, changes in community service levels, changes in legislation. A.2) Improve reporting of asset condition and data trends and ability to track and report on asset data and trends from the asset
	management system such as Power BI.
B) Processes	B.1) Continue to review asset system needs to ensure that its systems are meeting organisational needs
	B.2) Continue to improve capitalisation processes
	B.3) Continue to improve inspection processes and data accuracy
	B.4) Review Technology Opportunities: Assess tools like Al-driven condition monitoring, drone inspections or capitalisation software to boost efficiency.
C) Planning	C.1) Improve Lifecycle Cost Estimation data and Integrate cost models into projects and program development
	C.2) Develop Performance rating framework for assets to support upgrade works programs.
	C.3) Further integrate prioritised work program into 10 year works plan including coordination with Infrastructure Delivery Strategy
	C.4) Conduct a Review to map growth risks for existing infrastructure (e.g., traffic congestion, flood impacts,) and develop a prioritised recommendation for required asset reviews and strategies.
D) People	D.1) Enhance Knowledge & Training such as Asset Management planning, lifecycle costing and data analytics, leveraging data for more informed decisions.
	D.2) Regularly review asset staffing needs to ensure that council has sufficient resources to collect, process and monitor assets



3.5 Conclusion

This Asset Management Strategy ensures Camden Council remains equipped to manage a growing and aging asset base while delivering reliable, community-focused services. By optimizing lifecycle costs, embedding long-term planning, and driving continuous improvement, we will sustain a liveable and resilient Camden through 2035 and beyond, balancing growth with equity across our diverse precincts.

4 Appendices

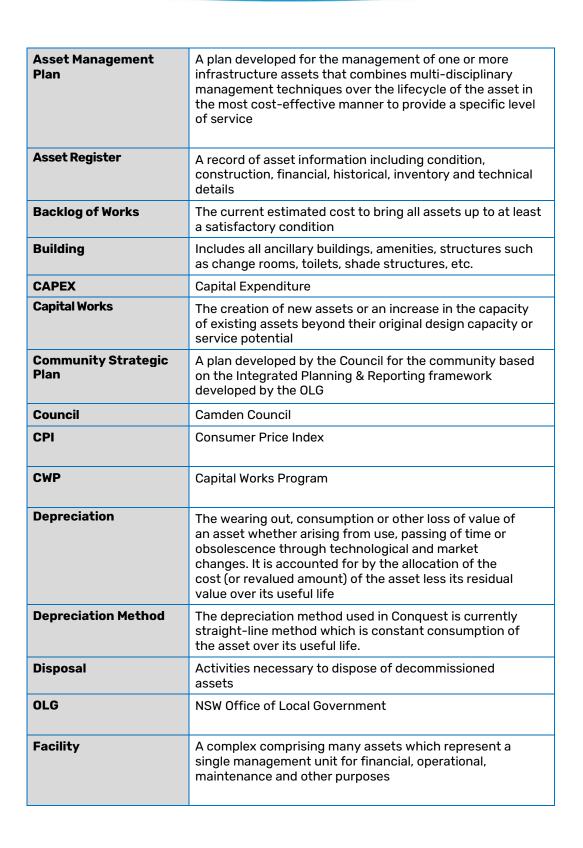
4.1 Standards and Guidelines

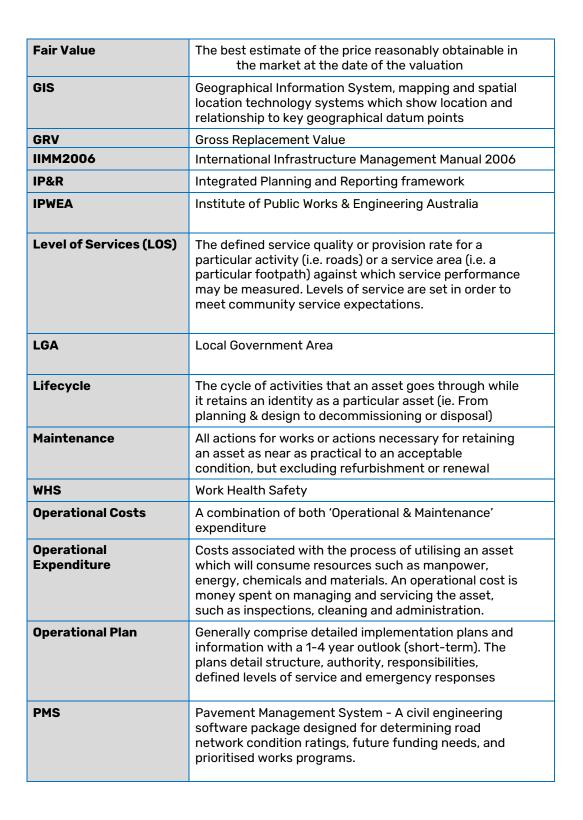
The following list of Standards and guidelines have been used to develop this asset management Strategy:

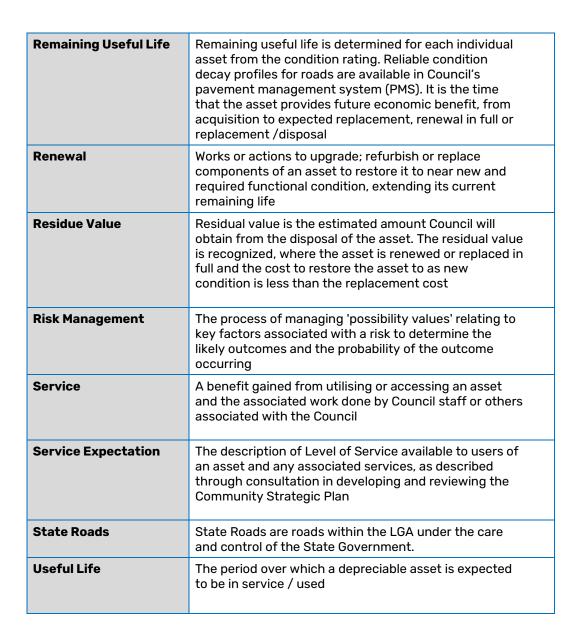
- International Infrastructure Management Manual Version 3, the Association of Local Government Engineering New Zealand Inc (INGENIUM) and the Institute of Public Works Engineering Australia (IPWEA), 2006
- Australian Infrastructure Financial Management Guidelines, the Association of Local Government Engineering New Zealand Inc (INGENIUM) and the Institute of Public Works Engineering Australia (IPWEA), 2009
- Planning a Sustainable Future: Planning and Reporting Manual for local government in NSW, NSW Department of Local Government, May 2009
- NSW Division of Local Government (DLG) Circular 06-75 Valuation of Assets at Fair Value, December 2006
- AASB116 Australian Accounting Standard Infrastructure, Plant, Property and Equipment
- Engineering Design Specifications, Camden Council
- Engineering Construction Specifications, Camden Council

4.2 Glossary of Terms

ABS	Australian Bureau of Statistics	
Acquisition	The act of acquiring or gaining possession of an asset	
Age	The current date less year when asset was constructed	
AMP	Asset Management Plan	
Asset	A physical component of a facility, which has value, enables services to be provided and has an economic life greater than 12 months	
Asset Class	A logical grouping of assets at its highest functional level within the asset hierarchy	
Asset Management	A systematic process to guide the planning, acquisition, operation and maintenance, renewal and disposal of assets	
Asset Management Information System	An asset management system is a combination of processes, data and software applied to provide the essential outputs for effective asset management such as reduced risk and optimum infrastructure investment	









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Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

Draft Asset Management Plans

2025

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.



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1 Asset Management Plan

1.1 Executive Summary

1.1.1 The Purpose of this Plan

This Asset Management Plan (AM Plan) details information about Camden Council's infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 10-year planning period (2025/26-2034/35) year planning period. This AM Plan is aligned with Council's Long-Term Financial Plan.

This AM PLAN is to be read in conjunction with Camden Councils Asset Management Policy, Asset Management Strategy and the following associated documents:

- Community Strategic Plan
- · 4 Year Delivery Program & Operational Plan
- Long-term Financial Management Plan
- Workforce Management Strategy

1.1.2 Asset Description

This plan covers the Council's Infrastructure Assets that provide diverse services across the Camden Local Government Area.

These assets include the following classes:

- Roads & Transport Assets
- Stormwater Drainage
- Public Open Space
- Buildings and Swimming Pools

The above infrastructure assets have replacement value estimated at **\$2.64 Billion** as at 30th June 2024.

1.2 Introduction

1.2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required

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funding to provide the appropriate levels of service over the planning period. It is broken down into the four infrastructure Asset Classes.

Key stakeholders in the implementation of this AM Plan are shown in the Table below.

Key Stakeholder	Role in Asset Management
Elected Council General Manager	 Represent needs of community, Ensure service is sustainable. Responsible management of Council on a day-to-day basis and directs staff to ensure the implementation of decisions by Council. Accountable for the fulfilment by the organisation of its
	goals, statutory responsibilities and the targets set in the Council's Strategic and Management plans. • Allocate resources to meet planning objectives in providing services while managing risks,
Asset Management Team	Management of Councils asset network. Includes provision of accurate data, updated asset registry, capture & capitalisation Proposal of renewal projects and programs determined by priority of works
	Development of sound processes and policy to manage asset networks
Maintenance Branches: - Civil Construction &	 Conduct maintenance & operational works to ensure asset network is functioning and free of hazards Delivery of proactive maintenance and renewal works
Maintenance Branch, - Open Space Team, - Building Maintenance Team	and minor upgrade works as part of Capital works Program. Provide feedback to Asset Management Team regarding the operation of asset network
Major Projects Team	Delivery of Major Works projects - Renewal & Upgrade
Finance Team	Review & consideration of Asset Management Plans & other related documents to develop Long Term Financial planning. sufficient budgets to allow Council to maintain and deliver asset services.
Operational / Client Branches - Sport & Rec - Community outcomes - Open Space - Traffic - Floodplain Management - Property - Design Teams	 Internal Council Branches and Team who have direct contact with external stakeholders and Asset operators Collate asset user data and stakeholder feedback to be included in project planning and the development of Strategies, programs & specifications.
External Stakeholders	Residents & Community GroupsSporting Clubs

Council Organisation Structure is detailed below with key stakeholders in the asset management process highlighted

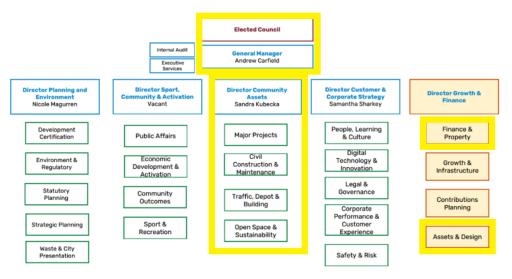


Figure 1: Council Organisational Structure

1.2.2 Goals & Objectives of Asset Ownership

Council operates and maintains the transport network to achieve the following strategic objectives:

- Optimise Lifecycle Costs Prioritise data driven programs of proactive maintenance and renewal & minimise reactive repairs, to manage assets cost effectively.
- **Long-Term Planning Focus** Maintain up-to-date, accurate asset data to manage risks effectively and inform long-term financial decisions and resource planning.
- Deliver Reliable Services Maintain assets at agreed Levels of Service (LOS) to provide safe, sustainable, resilient and reliable, services that meet community needs.
- **Support Community Priorities** Align asset management with CSP goals to ensure high quality public environments with quality and sustainability considered in all stages of asset lifecycle.
- Drive Continuous Improvement Enhance our asset management practices through up-to-date data, technology, and staff expertise, conducting improvements to meet evolving needs effectively.

Key elements of the development of this asset management plan & framework are

- Levels of service specifies the services and levels of service to be provided,
- Risk Management,

- Future demand how this will impact on future service delivery and how this is to be met,
- Lifecycle management how to manage its existing and future assets to provide defined levels of service,
- Financial summary what funds are required to provide the defined services,
- Asset management practices how we manage provision of the services,
- Monitoring how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan how we increase asset management maturity.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015
- ISO 55000

A road map for preparing an AM Plan is shown below.

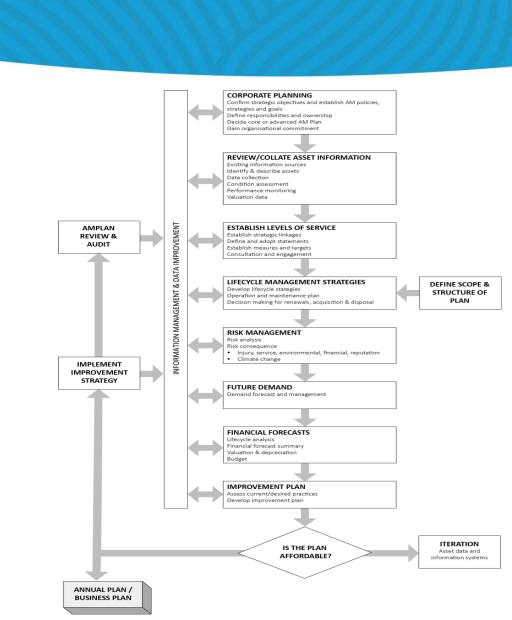


Figure 2: Road Map for preparing an Asset Management Plan (Source: IPWEA)

1.3 Levels of Service

1.3.1 Customer Research & Expectations

This AM Plan is prepared to facilitate consultation prior to adoption of levels of service by the Elected Council. In 2023 Council conducted a <u>Community Satisfaction Survey in 2023</u>. Community which included questions regarding our Asset levels of service. The responses revealed a high level of satisfaction from the community with how our assets are maintained confirming our Asset Condition data reported and our alignment of our level of service with community expectations.

Future revisions of the AM Plan will incorporate further customer consultation on service levels and costs of providing the service. This will assist Council and stakeholders in matching the level of service required, service risks and consequences with the customer's ability and willingness to pay for the service.

1.3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Council Asset Management Policy, Strategy and Community Strategic Plan (CSP).

Our vision is:

To sustainably manage Camden Council's growing infrastructure assets, ensuring they remain safe, sustainable, reliable, and resilient to be fit for purpose, responsive to community needs now and into the future.

CSP Direction:

LB 2.1: "Ensure homes, infrastructure, and facilities are planned, delivered, and maintained to create high-quality urban and rural environments that meet diverse needs and respond to the climate."

This AM Plan supports the Community Strategic Plan and Policy by

- Maintaining assets at agreed Levels of Service (LOS) to meet current and future needs.
- Integrating with long-term financial planning to secure sustainable funding.
- Guiding the planning, maintenance, renewal, and disposal of assets to optimize resources and manage risks.

1.3.3 Legislative Requirements

Council is required to meet many legislative requirements relating to the management of assets. The key requirements for Asset Management in particular are the Integrated Planning and Reporting Framework (IPR) in accordance with the State Governments' requirements under the Local Government Act,

This Asset Management Plan is one of the components of Councils' Resourcing Strategy, linking with the following plans and documents in accordance with the State Government's Integrated Planning and Reporting (IPR) Framework (diagram below).

- Community Strategic Plan
 - o Resourcing Strategy
 - Long-Term Financial Plan (LTFP)
 - Workforce Management Strategy
 - Asset Management Policy, Strategy & Plan

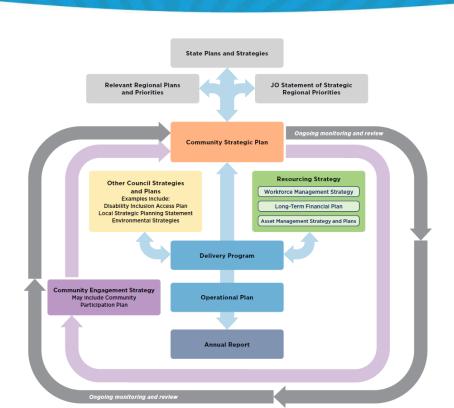


Figure 3: Integrated Planning & Reporting Framework showing Asset Management Plan

1.3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- What aspects of the service is important to the customer,
- Whether they see value in what is currently provided and
- The likely trend over time based on the current budget provision

1.3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service ... what is the condition or quality of the

service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use

Is the service over or under used ... do we need more or less of these assets?

1.3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- Acquisition the activities to provide a higher level of service (e.g. widening a road, replacing playground equipment, replacing a pipeline with a larger size or refurbishing a community hall) or a new service that did not exist previously (e.g. a new library).
- Operation the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc.
- Maintenance the activities necessary to retain an asset as near as practicable
 to an appropriate service condition. Maintenance activities enable an asset to
 provide service for its planned life (e.g. road patching, unsealed road grading,
 building and structure repairs),
- Renewal the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Service and asset managers plan, implement and control technical service levels to influence the service outcomes.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

1.4 Future Demand

1.4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

1.4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

1.4.3 Demand Impact & Demand Management Plan

The following AM Plans include Demand forecasts and Demand Management plans for each asset Class.

1.4.4 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum, we assess how to manage existing assets under these pressures, while new asset construction offers opportunities to build resilience.

The table below outlines identified climate risks and opportunities identified to date.

Table 1.4.4.1: Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Increased Rainfall Intensity	More frequent and intense storms than historical average	Flooding damages roads, drainage, and open spaces; building leaks	Upgrade drainage; elevate assets; use resilient materials
Rising Temperatures	1-2°C rise, more heatwaves by 2035 (CSIRO)	Pavement cracks, building cooling strain, turf and equipment degrade	Heat-resistant surfaces; efficient HVAC; shade structures
Drought	Longer dry spells, less rainfall	Reduced turf quality, higher irrigation costs; sediment in pipes	Drought-resistant plants; optimize irrigation; proactive cleaning

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- · Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

1.5 Lifecycle Management Plan

The lifecycle management plan details how Camden Council plans to manage and operate the assets at the agreed levels of service while managing life cycle costs.

Asset condition

Condition is currently monitored

- Council's Comprehensive Inspection regime by external contractors and trained in house staff
- To Council's Asset Identification & Condition Assessment (AINCA) Guidelines

Condition is measured using a 1-5 grading system as detailed in Table 1.5.1. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1-5 grading scale for ease of communication.

Table 1.5.1.: Condition Grading System

<u> </u>				
Rating	Condition	% Useful Life Remaining	Description	
1	Very Good	>80%	New or as new condition. Only planned cyclic inspection and maintenance required.	
2	Good	80%-60%	Sound or good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance.	
3	Satisfactory	60%-40%	Fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance.	
4	Poor	40%- 20%	Poor condition with assets requiring significant renewal / rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable.	
5	Very Poor	<20%	Very poor condition. Asset physically unsound and/or beyond rehabilitation. Renewal required.	

Asset condition

The condition profile of our assets is shown in the table below

Table 1.5.2: All Infrastructure Assets - Asset Condition Profile

Condition	Road & Transport	Stormwater Drainage	Buildings & Pools	Public Open Space
Very Good	65.0%	69.0%	46.0%	46.0%
Good	25.0%	29.8%	45.0%	40.0%
Satisfactory	9.0%	1.1%	8.9%	11.0%
Poor	1.0%	0.1%	0.0%	2.0%
Very Poor	0.1%	0.0%	0.3%	1.0%
Total Replacement Cost: (\$'000)	\$1,446,512	\$749,415	\$251,303	\$195,505

Councils Assets have an overall assessment of being in satisfactory condition, with only 0.8% our assets by value assessed in poor or very poor condition.

Note: non-depreciable assets not included in condition rating calculations.

1.6 Risk Management Planning

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: 'coordinated activities to direct and control with regard to risk'.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

1.6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in each AM Plan. Failure modes may include physical failure, collapse or essential service interruption.

By identifying critical assets, Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

1.6.2 Risk Assessment

There are numerous types of risks that Council must manage. Council's Enterprise Risk Management Strategy details the risk areas or categories as: Strategic, Financial, Environmental, Regulatory, Reputation, Safety and Service Delivery. Risks associated with Asset Management generally will fall into the areas of Financial, Service Delivery and Safety. The risks are assessed by their likelihood and consequences to generate solutions to mitigate or eliminate them. Hazards that cause these risks are corrected or prevented through programmed maintenance activities. Current funding levels are not sufficient in this regard and will require additional funding in coming years to manage all assets appropriately.

Council has a 'duty of care' to the community in relation to management of the assets. This covers the various phases of design, construction through to operations and maintenance of the system.

The risk management framework derives from:

- Risks associated with the loss of service by the failure of critical assets;
- Financial risks from a lack of due diligence in the management of funding for the renewal, maintenance and operation of the assets to provide agreed Levels of Service; and

 Operational risks where data and information are not maintained to standards which enable competent management outputs.

The acceptable risk level in relation to the community depends very much on the Likelihood and Consequence descriptors used for the assessment. Council chose to use conservative criteria for Consequence. For example, the first category, "Low" has no health impact. Risk assessment is based on the formal assessment processes described in the standard and represented below.

Risk Rating Matrix						
	Consequence					
Likelihood	Minimal	Minimal Minor Moderate Major Severe				
Almost Certain	Medium High High Very Hig			Very High	Very High	
Likely	Medium	Medium	High	High	Very High	
Possible	Low	Medium	Medium	High	High	
Unlikley	Low	Low	Medium	Medium	High	
Rare	Low	Low	Low	Medium	Medium	

Figure 4: Risk Rating Matrix from Councils RiskManagement Strategy

1.6.3 Risk Treatment

The risk treatments nominated below have regard for the practical approach to risk management based on:

- Available resources, (and skills)
- Funding; and
- Network needs based on hierarchy and the associated seasonal factors.

The treatments also have regard for the factors that Council can capably manage to ensure that the risks are minimised.

Risk Category	Control / Treatment		
L = Low	Reactive Inspection Manage risk by routine procedures		
	Typical response within 48 hours		
M = Medium	Incident Inspection		
	Management responsibility must be specified		
	Typical response within 24 hours		
H = High	Incident Inspection		
	Risk and management strategy identified in Asset		
	Management Plan		
	Typically, immediate to short term response, (make safe)		
VH = Very High	Incident Inspection		
	Risk and management strategy identified in the Asset		
	Management Plan		
	Typically, immediate response and remedy as far as is practicable		

For each identified risk Council can elect to adopt one of the following positions:

- Accept the risk,
- Transfer the risk,
- Treat the risk, or
- Avoid the risk.

The risk management process used is based on the fundamentals of International Standard ISO 31000:2018 is shown in Figure 5 below.

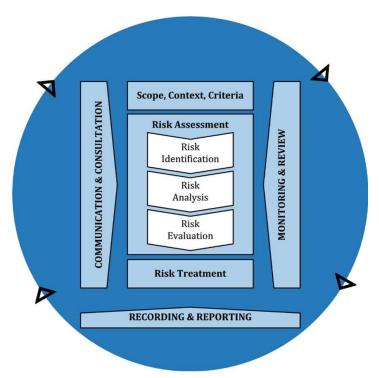


Figure 5: Risk Management Process - Abridged (Source ISO 3100:2018

1.6.4 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Resilience recovery planning, financial capacity, climate change risk assessment and crisis leadership.

We do not currently measure our resilience in service delivery. This will be included in future iterations of the AM Plan.

1.7 Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved with future iterations of this plan.

1.7.1 Financial Sustainability & Projections

Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio: 60%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 60% of the funds required for the optimal renewal of assets. Below is a summary of the Renewal budget increases over the next four years:

Financial Year	FY25/26	FY26/27	FY27/28	FY28/29
Existing Renewal Budget:	\$ 6.3M	\$ 6.4M	\$ 6.5M	\$ 6.7M
Current Community Infrastructure Renewal Program Funding:	\$1.7M	\$1.2M	\$-	\$-
Renewal Funding Increases:	\$1.6M	\$3.0M	\$5.3M	\$5.5M
TOTAL RENEWAL BUDGET:	\$9.6M	\$10.6M	\$11.8M	\$12.2M

Forecast Costs (outlays) for the long-term financial plan

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan.

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community.

1.7.2 Funding Strategy

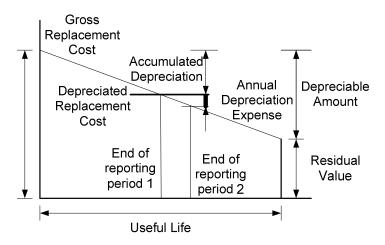
The proposed funding for assets is outlined in the Council' budget and Long-Term financial plan. This AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

1.7.3 Valuation Forecasts

Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at fair value at cost to replace service capacity.

Replacement Cost (Current/Gross) \$2,641M



Valuation forecast

Asset values are forecast to increase as additional assets are added to service. Council's asset base has been growing at an average of over \$120M per year for the past 5 years.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

1.7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

1.7.5 Forecast Reliability & Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale in accordance with Table 1.7.5.1.

Table 1.7.5.1: Data Confidence Grading System

Confidence Grade	Description
A. Very High	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate ± 2%
B. High	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate ± 10%
C. Medium	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated ± 25%
D. Low	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete, and most data is estimated or extrapolated. Accuracy ± 40%
E. Very Low	None or very little data held.

he estimated confidence level for and reliability of data used in this AM Plan is shown in Table 1.7.5.2.

Table 1.7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment			
Demand drivers	Medium	Sound data & evidence available for demand drivers.			
Growth projections	Medium	Accurate data & evidence available for growth projections. Modelling and government projections			
Renewal forecast					
- Asset values	Medium	Valuation undertaken by external Registered Valuer or indexation.			
- Asset useful lives	High	Useful lives applied as per IPWEA Asset Management Guideline and validated			
-Condition modelling	Medium	Sound data & evidence available for condition modelling. Undertaken by suitably qualified contractor during Annual Comprehensive Inspection			

The estimated confidence level for and reliability of data used in this AM Plan is considered to be **Medium** but is expected to become high reliability with future AM Plan Iterations based on ongoing Improvements taking place.

1.8 Plan Improvement & Monitoring1.8.1 Status of Asset Management Practices

Asset Management and Accounting and financial data sources

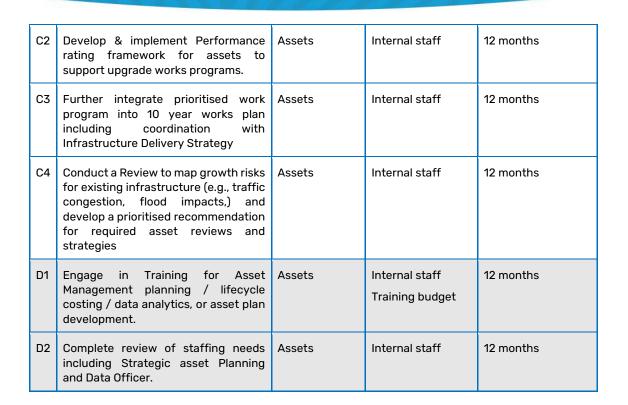
This AM Plan utilises asset management as well as accounting and financial data. The source of the data is Council's Asset Register, and financial management system.

1.8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 1.8.2.1

Table 1.8.2.1: Improvement Plan

#	Task	Responsibility	Resources Required	Timeline
A1	Review Asset Management Plan to reflect improvements in asset management improvements	Assets	Internal staff	24 months
A2	Improve Asset Condition reporting and data trends in line with Financial Reports and AM Plan. Review output such as Power BI.	Assets	Internal staff and software License	12 months
B1	Review upgrade of Asset Register system to ensure that it is meeting organisational needs. & Implement upgrade if suitable.	Assets	Internal staff, software upgrade costs.	12 months
B2	Improve capitalisation processes through consultation with internal staff.	Assets	Internal staff / Training	24 months
В3	Improve inspection processes and data accuracy.	Assets	Internal staff	12 months
B4	Assess CCTV for Stormwater Pipes / Al-driven condition monitoring or drone inspections to boost efficiency.	Assets	Internal staff	12 months
C1	Improve Lifecycle Cost Estimation data and Integrate cost models into projects and program development	Assets	Internal staff	12 months



1.8.3 Monitoring & Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating within 9 months of each Council election.

1.8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business
 plans and corporate structures consider the 'global' works program trends
 provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target of 60% (this target is reduced from the normal 90 100% due to growth constraints).

1.9 References

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- ISO, 2018, ISO 31000:2018, Risk management Guidelines
- 'Strategic Plan 20XX 20XX',
- 'Annual Plan and Budget'.
- Community Strategic Plan 2025
- Delivery Program & Operational Plan 2025
- Long-Term Financial Plan 2025
- Capital Works Program 2025



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Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

Roads & Transport

Draft Asset Management Plan

2025/26

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.



2 Roads & Transport

2.1 Introduction

2.1.1 Asset Description

This plan covers the Council's Road & Transport Assets that enable safe and efficient transport and connectivity across the Camden Local Government Area.

This asset class includes the following asset categories:

- Roads and Car Parks
 - o Formation
 - o Pavement Base
 - o Pavement Subbase
 - o Surfacing
- Footpaths and Cycleways
- Kerb & Gutter
- Bridges & Major Culverts
 - Road Bridges
 - o Foot Bridges
 - o Observation Decks
 - o Major Culverts
- Road Structures
 - o Traffic Islands
 - o Traffic Management Devices
 - Wall Structures

The above infrastructure assets have replacement value estimated at **\$1,447 million** as at 30th June 2024.

2.1.2 Background

Camden Council manages an extensive Roads and Transport network that has grown significantly due to rapid development. To illustrate the significant growth, the total length of road in Camden has increased over the past decade from 493km in 2014 to **779km** in 2024. The population during that time more than doubling to around 134,800. These assets are critical for transport and connectivity across the LGA and this AM Plan aligns with the Community Strategic Plan for their sustainable management.

Roads & Transport

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2.1.3 Goals & Objectives

Council operates and maintains the transport network to achieve the following strategic objectives:

- Optimise the lifecycle costs of our Road and Transport Assets Maximising their useful life whilst minimising lifecycle expenditure
- Long-Term Planning Focus to ensure the management of the network is planned sustainably to continue delivering service now and into the future
- **Deliver Reliable Services** & maintaining a high level of community satisfaction in the level of service our roads and transport assets provide.
- **Support Community Priorities** by managing these assets in line with CSP goals for high quality public environments.
- Drive Continuous Improvement to continue to enhance our asset management practices.

2.1.4 Summary

What we will do

We plan to provide Road & Transport services for the following:

- Operation, maintenance, renewal and acquisition of Roads & Transport Assets to meet service levels set by Council in annual budgets.
- Increase asset budgets for Operations, Maintenance and Renewal to address growth in assets

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The current state of our Roads and Transport Assets is meeting our Level of Service however, with such a high percentage of new assets, this can distort the reality. This budget sees a shift of our focus from growth to sustainable maintenance to prepare for the future increases in asset needs.

Managing the Risks

Our present budget levels are insufficient to continue to manage risks over the medium to long term. The main risk consequences are:

- Failure to meet service levels as assets ages and degrade
- Assets failing to meet full useful life due increased loading
- Asset Failure due to inadequate Service Level indicators

We will endeavour to manage these risks within available funding by:

- Increasing Renewal and Maintenance budgets
- Seeking cost efficiencies with program delivery
- Seeking opportunities to use grant funding to supplement renewal budget
- Implement additional technical Level of Service Indicators

2.2 Levels of Service

The levels of service are a key component for ensuring Council's assets continue to deliver suitable services to the community and the relative budgets required to achieve those Levels of service. Assets are to meet relevant and current design standards at acquisition. They are then managed to meet levels of service.

2.2.1 Technical Levels of Service

Technical service measures are linked to the activities and annual budgets covering maintenance and renewal activities. The table below the target service levels for the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 2.2.1.1: Road & Transport Technical Levels of Service (Condition)

Asset Group	Condition Indicator	Target	Condition FY2023	Condition FY2024
Road	Pavement Condition Index (PCI)	>8.5	N/A	8.22
	Pavement Condition	>75	N/A	78
	Surface Condition	>75	N/A	72
	Smooth Rideability – Roughness (NAASRA Count)	< 85 count/km	N/A	89
Kerb	% in Poor & Very Poor Condition	< 2%	0.64%	0.73%
Road Structure	% in Poor & Very Poor Condition	<2%	0.14%	0.01%
Car Park	% in Poor & Very Poor Condition	< 5%	6.89%	6.28%
Footpath	% in Poor & Very Poor Condition	< 1%	0.89%	0.71%
Bridge & Major Culvert	% below Good Condition	< 3%	2.99%	2.03%

Additionally, there are expected service levels for maintenance response. These are provided below.

Maintenance Response - Levels of Service - Road & Transport

Activity	Priority	Descriptio n of Work	Intervention Levels	Response Times
Footpaths – Trip Hazards	High Priority – high pedestrian activity areas, or trip height greater than 20mm.	Undertake necessary works to make safe - grinding of steps at panel	Inspect within 1 working day and determine appropriate action to make safe	Make safe repair within 10 working days, from initial CRM or programmed inspection. Permanent repair within 100 days.
	Medium/ Low – low pedestrian activity areas, trip height below 20mm.	edges, replaceme nt of failed footpath panels	Inspect within 2 working days and determine appropriate action to make safe	Make safe repair within 10 working days, from initial CRM or programmed inspection. Recurring issues programmed for permanent repair within 120 working days. Other works prioritised and listed for replacement as resources permit.
Road Surface - Potholes	High Priority – high traffic volume roads, large pothole (greater than 200mm)	Undertake necessary works to make safe	Inspect within 1 working day and determine appropriate action to make safe	Repair within 3 working days from CRM or inspection.
	Medium/ Low		Inspect within 1 working days and determine appropriate action to make safe	Repair within 3 working days from CRM or inspection.
Road Sign Maintenance	High Priority – high traffic volumes, regulatory signage	Rectify / replace damaged or missing informatio	Inspect within 2 working days and determine appropriate action to rectify	Traffic and regulatory signage: action within 40 working days
	Medium/ Low	n, traffic and regulatory signs	Inspect within 2 working days and determine appropriate action to rectify	General signage inspected within 2 working days and actioned within 40 working days

2.3 Future Demand

2.3.1 Demand Factors

Factors influencing future demand include:

- Significant population growth and urban expansion
- Increased vehicle usage and traffic volumes
- Increased demand for Heavy Vehicle access
- Community expectations for sustainable transport options

These demands will be managed through a combination of maintaining existing assets, upgrading infrastructure, and acquiring new assets. Demand management strategies will include:

- Transport upgrades critical to support growth
- Traffic improvements to support safety
- Pedestrian Access Improvements
- Promoting active transport.
- Improving accessibility to public transport services
- Encourage walking & cycling as an alternative method of travel to shops, schools and employment centres
- Providing walking and cycling access to public transport interchanges
- Support creating more bus lanes and cycle lanes along main roads
- Implement the State Government funded projects such as Black Spot, Repair and Rehabilitation Program to reduce traffic accidents and maintain regional roads respectively
- Increase intensity of development around public transport interchanges.

2.3.2 Demand Impact & Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 2.3.2.1.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 2.3.2.1. Further opportunities will be developed in future revisions of this AM Plan.



Table 2.3.2.1: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population Growth	Population has more than doubled over the past decade to 134,800 in 2024	Forecasts indicate the population of Camden LGA will be more than 180,000 in 2035 – 34% increase.	Increased traffic and strain on existing networks.	Advocate for road & transport upgrades to meet growth Development proposals consider Traffic and pedestrian movement.
		Increasing Community expectation for sustainable transport options	Increased pedestrian and cyclist movement requiring new infrastructure to meet capacity needs.	Implement Pedestrian Access Mobility Program to increase path connectivity in LGA Investigate upgrade needs and Opportunities for funding.
		Increased demand for Heavy Vehicle access	Increased heavy vehicles on roads	Monitor Roads and respond with maintenance and renewal works as required. Investigate upgrade needs and opportunities for funding.

2.3.3Asset Programs to Meet Demand

The actions required to meet demand may are provided below to guide priorities. These include upgrades and improvements, new assets or other investigations or education pieces to address demand.

Performance Criteria	Outcome	Target	Actions
Functionality	Pedestrian Access	Provision in accordance with Council's adopted Pedestrian Access Mobility Plan (PAMP).	Implement Council's annual footpath program identified from the PAMP.
	Car Parking Availability	Compliance with Car Parking Development Control Plan / Engineering Guidelines.	Monitor parking assets to determine locations where provision is lacking and list for funding consideration in the Capital Works Program.



Additionally, the asset condition data that is required to inform programmed works requires up to date inspections. The following table is the Asset Inspection Regime to ensure data kept up to date while reasonably balancing risk against resourcing.



Table 2.3.3.2: Proposed Asset Inspection Regime for Roads & Transport

Asset Category	Inspection Type	Inspection Frequency
Bridges & Major Culverts	Condition Inspection	Level 1 – 100% per year Level 2 – 50% per year Level 3 – Upon Request
Road Pavement	Condition Inspection	33% per year
Carparks & Driveways	Condition Inspection	50% per year
Footpaths & Cycleways	Condition Inspection	40% per year
Kerb & Gutter	Condition Inspection	33% per year
Road Structures	Condition Inspection	33% per year

2.4 Lifecycle Management Plan

The lifecycle management plan details how Camden Council plans to manage and operate the assets at the agreed levels of service while managing life cycle costs.

2.4.1 Background Data

Physical parameters

The Road & Transport Assets total value is \$1.446B.

Table 2.4.1.1: Assets covered by this Plan (30 June 2024)

Asset Category	Dimension
Roads	779 km
Carparks & Accesses	213 locations
Footpaths & Cycleways	684 km
Kerb & Gutter	1242 km
Bridges & Major Culverts	299 locations
Road Structures	1524

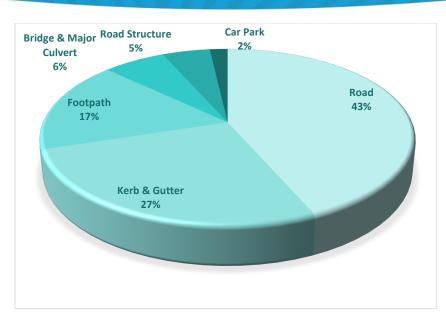


Figure 6: Transport Asset Value Summary (% Total Value)

Asset condition

The condition profile of our assets is shown in the table below

Table 2.4.1.2: Road & Transport - Asset Condition Profile

Condition	FY2021	FY2022	FY2023	FY2024
Very Good	64.42%	66.22%	66.86%	64.74%
Good	27.87%	27.64%	27.31%	24.96%
Satisfactory	6.61%	5.70%	5.40%	8.83%
Poor	0.98%	0.38%	0.36%	1.25%
Very Poor	0.13%	0.05%	0.07%	0.22%

Roads and Transport assets have an overall assessment of being in satisfactory condition, with 1.25% of assets being assessed as poor and 0.22% of in very poor condition (combined 1.47%) in need of repair, renewal, or replacement. Note: non-depreciable assets not included in condition rating calculations.

2.4.20perations & Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include asphalt patching, and shoulder regrading and crack sealing.

2.4.3Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from based on the Lifecycle Model and Councils condition modelling system, with staff judgement and validation for prioritising renewal works.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in the Table below. Asset useful lives were last reviewed in 2024.

Table 2.4.3.1: Useful Lives of Road & Transport Assets

Category	Туре	Component Or Material	Useful Life Years
Roads & Car	Formation	All	Infinite
Parks	Pavement Base	Flexible	100
		Rigid	100
		Stabilised	50
	Pavement Subbase	All	200
	Surfacing	Asphalt	50
		Concrete	50
		Pavers	30
		Spray Seal	30
		Gravel	10
Bridges	Road Bridge	Super Structure	100
		Sub Structure	100
		Abutment	100
		Miscellaneous	100
	Foot Bridge	Foot Bridge Concrete	100
		Foot Bridge Timber	60
		Foot Bridge Steel	100
		Observation Deck	50

			1
Footpath &	Concrete		80
Cycleway	Pavers		80
	Asphalt		30
		Decomposed Granite	20
Kerb &		Concrete	100
Gutter		Sandstone	100
Road	Traffic Island	Concrete Island	100
Structures		Landscape Island	100
		Central Island - Concrete	100
		Central Island – Asphalt	40
	Traffic Management	Asphalt Speed Hump	40
	Devices	Contrast Treatment	100
		Recycled Plastic / Rubber Speed Hump / Cushion	20
		Wombat Crossing Asphalt	40
		Wombat Crossing Concrete	100
		Wheel Stop Concrete	20
		Wheel Stop Recycled Plastic	20
Wall	Noise Wall	Precast Concrete	80
Structure	Retaining Wall	Concrete Block	50
		Concrete Sleeper with H-post	50
		Gabion Wall	50
		Rockfill with Pile	100
		Sandstone Block	50
		Stone	100

Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).

It is possible to prioritise renewals by identifying assets or asset groups that:

- · Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.



The long-term financial planning includes costs for acquisition, operation, maintenance, renewal, and disposal.

Forecast maintenance and renewal costs are projected to increase over time as asset stock increases. The forecast renewal funding requirement to maintain level of service over 10 years is \$15.8M per annum. An increase to 60% is recommended to allow council resources to adjust to the increased program volume, ensuring successful delivery and monitoring of impacts. The renewal gap between the forecast and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

2.5 Risk Management Planning

In each of the four asset management plans, the risk management section concentrates on identification of practical risks at the asset level. An assessment of the risks associated with the service delivery of infrastructure assets has identified some critical risks to Council.

2.5.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and are summarised in Tables below. Failure modes may include physical failure, collapse or essential service interruption. Critical assets have a lower threshold for action than non-critical assets.

Asset Class	Critical Assets Description
Roads & Transport	Regional roads or roads with high traffic loads or regional connectivity
	 Bridges including road bridges, foot bridges, major culverts and viewing platforms.
	Footpath areas with high or sensitive pedestrian use.

Regional Roads	Suburb
Argyle Street	Camden
Broughton Street	Camden
Burragorang Road	Camden, Cawdor & Grasmere
Camden Valley Way	Elderslie & Narellan
Cawdor Road	Camden & Cawdor
Murray Street	Camden
Old Hume Highway	Camden
Raby Road	Gledswood Hills & Leppington

Road Bridges	Suburb
Argyle Street Road Bridge	Camden & Elderslie
Bicentennial Equestrian Park Road Bridge	Camden
Bluett Drive Road Bridge	Smeaton Grange
Burragorang Road Road Bridge	Cawdor
Dick Johnson Road Bridge	Oran Park
Donovan Boulevard Road Bridge	Gregory Hills
Gregory Hills Drive Road Bridge	Gregory Hills
Harrington Parkway Road Bridge	Harrington Park
Liz Kernohan Drive Bebo Arch Road Bridge	Spring Farm
Macquarie Grove Road Bridge	Camden & Kirkham
Mount Annan Drive Road Bridge	Mount Annan
O'Keefe Drive Bebo Arch Bridge	Oran Park
Peter Brock Drive Major Culvert	Oran Park
Podium Way Road Bridge	Oran Park
Raby Road Road Bridge	Gledswood Hills & Leppington
Sir Warwick Fairfax Drive Road Bridge	Harrington Park
Springs Road Road Bridge	Spring Farm

By identifying critical assets and failure modes Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

2.5.2 Risk Assessment

Risks are assessed at each level of the asset hierarchy; the following provides a high-level risk assessment to protect the community against unacceptable risks.

Service or Asset	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
Roads & Transport	Asset failure	VH	Implementation of Inspection Regime to monitor assets condition.	Δ
			Reactive Maintenance system Implemented	
			Proactive maintenance programs implemented.	
			Prioritised renewal programs implemented	

Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.



2.6 Summary

This Roads & Transport Asset Management Plan (AM Plan) outlines Camden Council's approach to managing a critical infrastructure network valued at \$1,447 million and spanning 779 km of roads. This network supports a rapidly growing population, which has more than doubled to over the past decade with forecasts for a large and continued increases into the future. The demands this growth places on our Roads and Transport assets are intensifying, with increased traffic volumes, and community expectations for safe, accessible, and sustainable road and transport services.

The plan establishes a framework to deliver reliable services while optimizing lifecycle costs, aligning with the Community Strategic Plan's goals for high-quality public environments. Current asset conditions are satisfactory, with 89.7% of assets rated as Very Good or Good in FY2024, though 1.45% are in Poor or Very Poor condition, signalling emerging renewal needs. Additional technical levels of service provide an improved benchmarks for monitoring performance, supported by the existing asset inspection regime to ensure data-driven decision-making.

Financially, the plan identifies a forecast renewal requirement of \$15.8 million per year over the next decade to maintain service levels. The proposed budget funds 60% of this need intentionally phased to balance resource capacity while monitoring impacts. This funding gap highlights the shift from growth-focused investment to sustainable maintenance, a critical adjustment as newer assets age. Risks such as asset degradation and failure under increased loading will be managed through increased maintenance and renewal budgets, cost efficiencies, grant opportunities, and enhanced service level indicators. However, medium- to long-term sustainability requires additional funding strategies, to be explored in future iterations.

Looking ahead, Camden Council is committed to continuous improvement in asset management practices. This includes refining demand management strategies—like promoting active transport and upgrading critical infrastructure—and addressing gaps in customer-focused service levels and climate resilience. By integrating community feedback, advancing inspection and modelling capabilities, and securing sustainable funding, this AM Plan lays the groundwork for a resilient transport network that meets the needs of Camden's present and future residents.



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Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

Stormwater Drainage

Draft Asset Management Plan

2025/26

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.



3 Stormwater Drainage

3.1 Introduction

3.1.1 Asset Description

This plan covers the Council's Stormwater Drainage Assets that enable effective capture, treatment and conveyance of stormwater in our catchments across the Camden Local Government Area.

This asset class includes the following asset categories:

- Pipes
- Pits
- Headwalls
- Minor Culverts
- Water Quality Devices
- Gross Pollutant Traps
 - o Bioretention System
 - Net Traps, Pit Baskets and Trash Rack
- Basins
- Open Channels

The above infrastructure assets have replacement value estimated at **\$749 million** as at 30th June 2024.

3.1.2 Background

Camden Council manages an extensive Stormwater Drainage network that has grown significantly to more than 838km of pipe due to rapid development. The population has more than doubled over the past decade, more than doubling to around 134,800 in 2024. This correlates with significant urban growth which depends upon these assets which are critical for supporting our homes and businesses to not be affected by stormwater. This AM Plan aligns with the Community Strategic Plan for their sustainable management.

3.1.3 Summary

What we will do

We plan to provide Stormwater Drainage services for the following:

- Operation, maintenance, renewal and acquisition of Stormwater Drainage Assets to meet service levels set by Council in annual budgets.
- Increase asset budgets for Operations, Maintenance and Renewal to address growth in assets

Stormwater Drainage

44

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The current state of our Stormwater Drainage Assets is meeting our Level of Service however, with such a high percentage of new assets, this can distort the reality. This budget sees a shift of our focus from growth to sustainable maintenance to prepare for the future increases in asset needs.

Managing the Risks

Our present budget levels are insufficient to continue to manage risks over the medium to long term. The main risk consequences are:

- Assets failing to meet full useful life due increased loading
- Asset Failure due to inadequate Service Level indicators
- Unforeseen pipe failure due to unknown pipe condition

We will endeavour to manage these risks within available funding by:

- Increasing Renewal and Maintenance budgets
- Seeking cost efficiencies with program delivery
- Seeking opportunities to use grant funding to supplement renewal budget
- Implement additional technical Level of Service Indicators
- Consider funding for CCTV inspections

3.2 Levels of Service

The levels of service are a key component for ensuring Council's assets continue to deliver suitable services to the community and the relative budgets required to achieve those Levels of service. Assets are to meet relevant and current design standards at acquisition. They are then managed to meet levels of service.

3.2.1 Technical Levels of Service

Technical service measures are linked to the activities and annual budgets covering maintenance and renewal activities. The table below the target service levels for the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

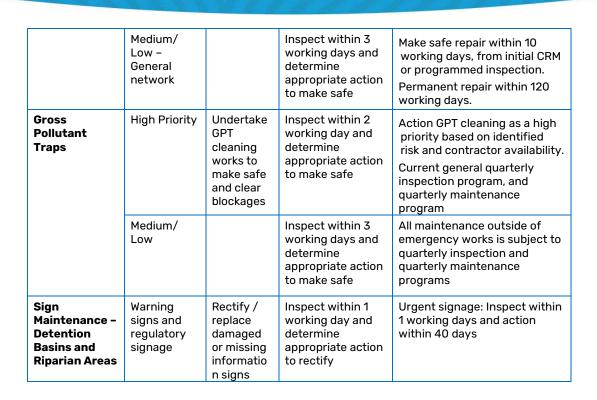
Table 3.2.1.1: Stormwater Drainage Technical Levels of Service (Condition)

Asset Group	Condition Indicator	Target	Condition FY2023	Condition FY2024
Pipes & Minor Culvert	% in Poor & Very Poor Condition	< 1%	0.01%	0.01%
Pits	% in Poor & Very Poor Condition	< 1%	0.00%	0.06%
Detention Basin	% in Poor & Very Poor Condition	< 1%	0.00%	0.00%
Channel	% in Poor & Very Poor Condition	< 5%	0.00%	0.00%
Water Quality Devices	% in Poor & Very Poor Condition	< 2%	1.58%	1.70%
Headwall	% below Good Condition	< 1%	0.00%	0.06%

Additionally, there are expected service levels for maintenance response. These are provided below.

Table 3.2.1.2: Maintenance Response - Levels of Service - Stormwater Drainage

Activity	Priority	Descriptio n of Work	Intervention Levels	Response Times
Blocked Drains and Culverts	High Priority – Major culvert blockages	Undertake necessary works to remove blockage	Inspect within 2 working day and determine appropriate action to make safe	Make safe repair within 10 working days, from initial CRM or programmed inspection. Permanent repair within 90 working days.



3.3 Future Demand

3.3.1 Demand Factors

Factors influencing future demand include:

- Significant population growth and urban expansion
- Need to improve information on network
- Climate impacts and regulatory requirements for flooding
- Improve Water quality in receiving waters

These demands will be managed through a combination of maintaining existing assets, upgrading infrastructure, and acquiring new assets. Demand management strategies will include:

- Upgrade drainage in development areas
- Ensure Water Quality and Quantity measures are installed with new development
- Conduct reviews of drainage system for prioritised upgrade/improvement program

3.3.2Demand Impact & Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in the following Table.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in the following Table. Further opportunities will be developed in future revisions of this AM Plan.

Table 3.3.2.1: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population Growth	Population at 134,800; significant urban development	Expected to reach 180,000 by 2035 (34% increase)	Increased runoff from impervious surfaces, straining capacity	Upgrade pipes and detention basins in high-growth areas; integrate stormwater controls in new developments
Need to Improve Network Information	Limited data on asset condition and capacity	Ongoing need for comprehensive network mapping	Inefficient planning and reactive maintenance	Increase CCTV inspections and budget for drainage data collection

Climate Impacts & Flooding Regulations	Current system handles typical rainfall; flood risks rising	More intense storms expected, Increased flood rules	Higher flood risk	Upgrade critical assets for higher capacity; Flood mitigation projects as per flood risk management plans.
Improve Water Quality	Moderate pollution levels in receiving waters	Increased runoff will worsen quality without action	Degraded waterways	Install gross pollutant traps and bio-retention systems; promote water-sensitive urban design (WSUD)

3.3.3Asset Programs to Meet Demand

The actions required to meet demand may are provided below to guide priorities. These include upgrades and improvements, new assets or other investigations or education pieces to address demand.

Table 3.3.3.1: Demand Management Plan

Performance Criteria	Outcome	Target	Actions
Regulatory Compliance	Safety	Ensure a safe working environment for maintenance activities.	Implement Safe Design principles for detention basins and key stormwater structures.
			Conduct safety reviews of critical infrastructure.
	Flood Mitigation	Ensure appropriate provision of flood	Undertake flood studies and identify gaps.
		mitigation structures.	Assess climate change impact.
			List required upgrades for Capital Works funding.
Functionality	Water Quality	Meet Water quality / pollution reduction	Conduct Review of stormwater quality.
		targets	Prioritise cost effective upgrades for funding consideration in the Capital Works Program.
Capacity	Drainage Capacity	Ensure appropriate provision of	Conduct a review of stormwater drainage.
	for local flows	Assess improvement opportunities and future climate change impact.	
			Prioritise cost effective upgrades for funding consideration in the Capital Works Program.

Economic Benefit	Lowest Life Cycle Cost	 Conduct annual renewal modelling and adjust funding strategies accordingly.
		Implement appropriate levels of maintenance and renewal programmed works informed by asset data.

Additionally, the asset condition data that is required to inform programmed works requires up to date inspections. The following table is the Asset Inspection Regime to ensure data kept up to date while reasonably balancing risk against resourcing.

Table 3.3.3.2: Proposed asset Inspection Regime for Stormwater Drainage

	• •	•
Asset Category	Inspection Type	Inspection Frequency
Channels	Condition Inspection	33% per year
Flood Mitigation	Condition Inspection	33% per year 100% (post Major events)
Headwalls	Condition Inspection	33% per year
Pipes	Condition Inspection	33% per year based on sampling approach
Pits	Condition Inspection	33% per year
Water Quality Devices (WDV)	Preventative Maintenance Inspection	33% per year

3.4 Lifecycle Management Plan

The lifecycle management plan details how Camden Council plans to manage and operate the assets at the agreed levels of service while managing life cycle costs.

3.4.1 Background Data

Physical parameters

The Stormwater Drainage Assets total value is \$749MB.

Table 3.4.1.1: Assets covered by this Plan (30 June 2024)

Asset Category	Dimension
----------------	-----------

Stormwater Drainage

50



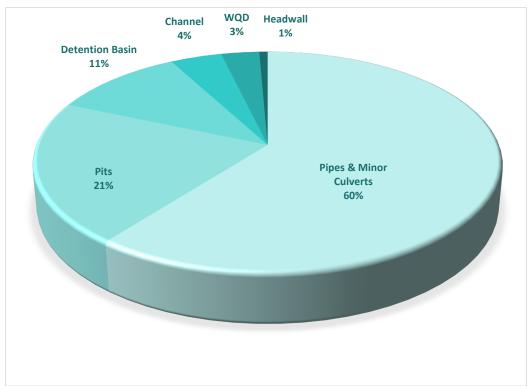


Figure 7: Stormwater Drainage Asset Value Summary (% Total Value)

Asset condition

The condition profile of our assets is shown in the table below

Table 3.4.1.2: Stormwater Drainage - Asset Condition Profile

Condition	FY2021	FY2022	FY2023	FY2024
Very Good	67.27%	69.45%	68.99%	69.26%
Good	30.86%	29.27%	29.82%	30.03%

Satisfactory	1.85%	1.28%	1.09%	0.64%
Poor	0.02%	0.00%	0.08%	0.04%
Very Poor	0.00%	0.00%	0.02%	0.04%

Stormwater Drainage assets have an overall assessment of being in good condition with only 0.04% million in poor condition 0.04% in very poor condition, (combined 0.08%) of assets assessed as in need of repair, renewal, or replacement. Note: non-depreciable assets not included in condition rating calculations.

3.4.20perations & Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include asphalt patching, and shoulder regrading and crack sealing.

3.4.3Renewal Plan

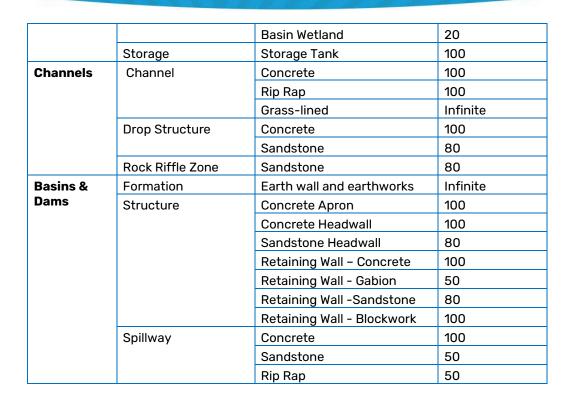
Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from based on the Lifecycle Model and Councils condition modelling system, with staff judgement and validation for prioritising renewal works.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 3.4.3.1. Asset useful lives were last reviewed in 2024.

Table 3.4.3.1: Useful Lives of Stormwater Drainage Assets

Category	Туре	Component Or Material	Useful Life Years
Pits, Pipes	Pipes	Reinforced Concrete	150
and	Pits	Concrete	100
Structures	Headwall	Concrete	100
	Minor Culvert	Concrete	150
	Dry System	Net Traps	20
		Pit Basket	10
		Steel Trash Rack	50
	Bioretention System	Rain Garden	10



Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

3.4.4 Summary of Asset Forecast Costs

The long-term financial planning includes costs for acquisition, operation, maintenance, renewal, and disposal.

Forecast maintenance and renewal costs are projected to increase over time as asset stock increases. The forecast renewal funding requirement to maintain level of service over 10 years is \$300k per annum. An increase to 60% of this amount is recommended to allow council resources to adjust to the increased program volume, ensuring successful delivery

and monitoring of impacts. The renewal gap between the forecast and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

3.5 Risk Management Planning

In each of the four asset management plans, the risk management section concentrates on identification of practical risks at the asset level. An assessment of the risks associated with the service delivery of infrastructure assets has identified some critical risks to Council.

3.5.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and are summarised in Tables below. Failure modes may include physical failure, collapse or essential service interruption. Critical assets have a lower threshold for action than non-critical assets.

Asset Class	Critical Assets Description
Stormwater Drainage	Council's Declared Dam

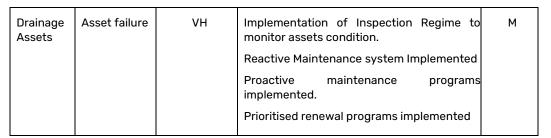
Declared Dams	Suburb		
Lake Yandel'ora Dam	Mount Annan		
Note: Declared Dam specific requirements as per Dam Safety Management System & Operations and Maintenance Manual.			

By identifying critical assets and failure modes Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

3.5.2Risk Assessment

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
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Note * The residual risk is the risk remaining after the selected risk treatment plan is implemented.

3.6 Summary

This Stormwater Drainage Asset Management Plan (AM Plan) outlines Camden Council's approach to managing a critical infrastructure network valued at \$749 million and spanning 838 km of pipe drainage. This network supports a rapidly growing population, which has more than doubled to over the past decade with forecasts for a large and continued increases into the future. The demands this growth places on our Stormwater Drainage assets are mostly borne by new developments. Placing the strain on ensuring development approvals adequately consider the existing and future drainage network to ensure community expectations for safe, sustainable and effective Stormwater Drainage assets are maintained.

The plan establishes a framework to deliver reliable services while optimizing lifecycle costs, aligning with the Community Strategic Plan's goals for high-quality public environments. Current asset conditions are good, with over 99% of assets rated as Very Good or Good in FY2024, with only 0.08% in Poor or Very Poor condition. This may be representative of excellent performance or could indicate that we need to improve our inspection quality to include CCTV of underground assets. Additional technical levels of service provide an improved benchmarks for monitoring performance, supported by the existing asset inspection regime to ensure data-driven decision-making.

Financially, the plan identifies a forecast renewal requirement of \$300 thousand per year over the next decade to maintain service levels. The proposed budget funds 60% of this need intentionally phased to balance resource capacity while monitoring impacts. This funding gap highlights the shift from growth-focused investment to sustainable maintenance, a critical adjustment as newer assets age. Risks such as asset degradation and failure under increased loading will be managed through increased maintenance and renewal budgets, cost efficiencies, grant opportunities, and enhanced service level indicators. However, medium- to long-term sustainability requires additional funding strategies, to be explored in future iterations.



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Buildings & Pools

Draft Asset Management Plan

2025/26

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.



4 Buildings & Pools

4.1 Introduction

4.1.1 Asset Description

This plan covers the Council's Buildings & Pools Assets that provide a range of community services across the Camden Local Government Area.

This asset class includes the following asset categories:

- Buildings
 - o Superstructure
 - o Substructure
 - o Roof
 - o Internal Finishes
 - o Transportation Services
 - o Electrical Services
 - o Mechanical Services
 - o Fire & Security Services
 - o Plumbing Services
- Swimming Pools
 - o Shell
 - o Concourse
 - o Miscellaneous

The above infrastructure assets have replacement value estimated at **\$251 million** as at 30th June 2024.

4.1.2 Background

Camden Council manages a varied portfolio of Buildings & Pools that included 189 buildings and 5 pools at the end of June 2024. These assets include:

- Council Offices
- Council Works Depot
- Council Public Halls
- Libraries
- Cultural Facility Buildings (e.g. Museums & Art Galleries)
- Civic Centres
- SES & RFS Buildings
- Amenity & Toilet Buildings
- Council Leased Property Buildings

 Other Buildings (e.g. Storage Sheds, Multi-deck Car Park, Scout Halls, Swimming Pool Buildings & Heritage Buildings)

These are key to a broad range of community services that council provides. The population has more than doubled over the past decade to around 134,800 in 2024 driving up demand for all community services. This AM Plan aligns with the Community Strategic Plan for their sustainable management.

4.1.3 Summary

What we will do

We plan to provide Buildings & Pools services for the following:

- Operation, maintenance, renewal and acquisition of Buildings & Pools Assets to meet service levels set by Council in annual budgets.
- Increase asset budgets for Operations, Maintenance and Renewal to address growth in assets

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The current state of our Buildings & Pools Assets is meeting our Level of Service however, with such a high percentage of new assets, this can distort the reality. This budget sees a shift of our focus from growth to sustainable maintenance to prepare for the future increases in asset needs.

Managing the Risks

Our present budget levels are insufficient to continue to manage risks over the medium to long term. The main risk consequences are:

 Asset Failure due to inadequate Service Level indicators or adequate maintenance and renewal

We will endeavour to manage these risks within available funding by:

- Increasing Renewal and Maintenance budgets
- Seeking cost efficiencies with program delivery
- Seeking opportunities to use grant funding to supplement renewal budget
- Implement additional technical Level of Service Indicators

4.2 Levels of Service

The levels of service are a key component for ensuring Council's assets continue to deliver suitable services to the community and the relative budgets required to achieve those Levels of service. Assets are to meet relevant and current design standards at acquisition. They are then managed to meet levels of service.

4.2.1 Technical Levels of Service

Technical service measures are linked to the activities and annual budgets covering maintenance and renewal activities. The table below the target service levels for the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 4.2.1.1: Buildings & Pools Technical Levels of Service (Condition)

Asset Group	Condition Indicator	Target	Condition FY2023	Condition FY2024
Building	% in Poor & Very Poor Condition	< 1%	2.73%	2.46%
Pools	% in Poor & Very Poor Condition	< 1%	N/A	N/A

Additionally, there are expected service levels for maintenance response. These are provided below.

Table 4.2.1.2: Maintenance Response - Levels of Service - Buildings & Pools

Activity	Priority	Description of Work	Intervention Levels	Response Times
Programmed Maintenance	High Priority Buildings	Inspections Cleaning Preventative maintenance	Implement individual Building Maintenance Plans	Dependent on issue identified.
	Medium/ Low priority Buildings	Condition inspections as per program, ad- hoc inspections	Implement works as identified within budget	Semi proactive program of works limited by budget
Customer Requests	General	As identified by customer	Inspect within 2 working day to determine appropriate action	In accordance with corporate standards: Update to customer within 10 days. Rectification within 10 working days
Graffiti	High Priority - Offensive graffiti	Paint over or remove graffiti and return surface to existing condition	Inspect within 1 working day to determine appropriate action	Remove graffiti within 2 working days

4.3 Future Demand

4.3.1 Demand Factors

Factors influencing future demand include:

- Significant population growth with increased demand
- High Community expectations
- Large youth demographic

These demands will be managed through a combination of maintaining existing assets, upgrading infrastructure, and acquiring new assets. Demand management strategies will include:

- Facility Needs Analysis
- Strategic review of use of community building facilities
- Managing existing assets and upgrade of existing assets to meet demand

4.3.2Demand Impact & Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.2.1.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this AM Plan.

Table 4.3.2.1: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population Growth	Population at 134,800; significant	Expected to reach	Community demand exceeds	Conduct strategic review of current capacity & service levels.
	urban 2035 (34% availability. development increase)	Investigate Upgrade needs and opportunities for funding		
			Increased maintenance and operational costs	Monitor community expectations and building user groups capacity to be involved in operation and maintenance activities of buildings
			00313	Balance priorities for building assets with community use pricing.

4.3.3Asset Programs to Meet Demand

The actions required to meet demand may are provided below to guide priorities. These include upgrades and improvements, new assets or other investigations or education pieces to address demand.

Performance Criteria	Outcome	Target	Actions		
Capacity	Service provision	Able to handle demand for buildings use	Conduct strategic review of buildings to determine needs and priorities for consideration in future programs		
Utilisation	Fit for Purpose	Asset performance review included in renewal planning decisions.	Asset Performance rating system to be incorporated into program planning.		
		Ongoing monitoring of user group needs.	Implement buildings improvements to meet community needs as part of Annual renewal program.		
Economic Benefit	Lowest Life Cycle Cost	Effective long-term financial planning and allocation.	Conduct annual renewal modelling and adjust funding strategies accordingly.		
			Implement appropriate levels of maintenance and renewal programmed works informed by asset data.		

Additionally, the asset condition data that is required to inform programmed works requires up to date inspections. The following table is the Asset Inspection Regime to ensure data kept up to date while reasonably balancing risk against resourcing.

Table 4.3.3.2: Proposed Asset Inspection Regime for Buildings & Pools

Asset Category	Inspection Type	Inspection Frequency
Building Structure	Condition Inspection	Level 2 Inspection – 50% per year Level 3 Inspection – Upon Request
Swimming Pool	Condition Inspection	100% per year

Critical Assets (i.e. those that are essential in terms of business continuity or that need to perform at a level above that generally accepted for the asset class).

4.4 Lifecycle Management Plan

The lifecycle management plan details how Camden Council plans to manage and operate the assets at the agreed levels of service while managing life cycle costs.

4.4.1 Background Data

Physical parameters

The Buildings & Pools Assets total value is \$251MB.

Table 4.4.1.1: Assets covered by this Plan (30 June 2024)

Asset Category	Number
Council Administration & Works Depot Buildings and Structures:	19
Cultural Facilities & Libraries:	8
Community Centres/Halls & Scout Halls:	17
Public Amenities:	25
Leisure Centres, Sporting Amenities and Clubrooms:	49
Other Buildings & Properties:	71

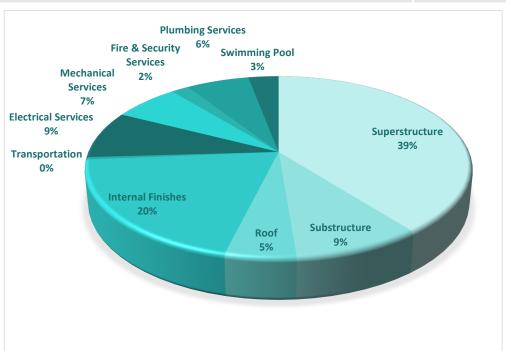


Figure 8: Buildings & Pools Asset Value Summary (% Total Value)

Asset condition

The condition profile of our assets is shown in the table below

Table 4.4.1.2: Buildings - Asset Condition Profile

Condition	FY2021	FY2022	FY2023	FY2024
Very Good	38.04%	46.96%	47.08%	46.40%
Good	49.67%	43.49%	42.94%	44.50%
Satisfactory	11.65%	8.62%	8.90%	8.57%
Poor	0.59%	0.67%	0.84%	0.38%
Very Poor	0.06%	0.26%	0.25%	0.15%

Buildings assets have an overall assessment of being in Satisfactory condition with over 90% in good or very good condition and only 0.38% in poor condition 0.15% in very poor condition, (combined 0.53%) of assets assessed as in need of repair, renewal, or replacement. Note: non-depreciable assets not included in condition rating calculations.

4.4.2 Operations & Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

4.4.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from based on the Lifecycle Model and Councils condition modelling system, with staff judgement and validation for prioritising renewal works.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 4.4.3.1. Asset useful lives were last reviewed in 2024.



Category	Туре	Component Or Material	Useful Life Years
Buildings	Structure	Superstructure	45, 75 & 150
		Substructure	90
		Roof	45, 75 & 90
		Internal Finishes	25
	Services	Electrical	25
		Fire & Security	40
		Mechanical	25
		Plumbing	25
		Transportation	25
Pools		Shell	50
		Concourse	50
		Miscellaneous	15

Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

4.4.4 Summary of Asset Forecast Costs

The long-term financial planning includes costs for acquisition, operation, maintenance, renewal, and disposal.

Forecast maintenance and renewal costs are projected to increase over time as asset stock increases. The forecast renewal funding requirement to maintain level of service over 10 years **is \$1.55M** per annum. An increase to 60% of this amount is recommended to allow council resources to adjust to the increased program volume, ensuring successful delivery and monitoring of impacts. The renewal gap between the forecast and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

4.5 Risk Management Planning

In each of the four asset management plans, the risk management section concentrates on identification of practical risks at the asset level. An assessment of the risks associated with the service delivery of infrastructure assets has identified some critical risks to Council.

4.5.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and are summarised in Tables below. Failure modes may include physical failure, collapse or essential service interruption. Critical assets have a lower threshold for action than non-critical assets.

Asset Class	Critical Assets Description
Buildings & Pools	Council Administration and Depot buildings
FUUIS	Community, Civic and Leisure Centres
	Libraries, Museums, Art Galleries and Heritage building
	Buildings used for emergency services coordination

Building	Suburb
Camden Council Administration Centre	Oran Park
Camden Council Depot	Narellan
Camden Library	Camden
Narellan Library	Narellan
Oran Park Library	Oran Park
Camden Civic Centre	Camden
Camden Museum	Camden
Macaria Art Gallery	Camden
Mount Annan Leisure Centre	Mount Annan
Oran Park Leisure Centre	Oran Park
SES Narellan Headquarters	Narellan
Bushfire Headquarters Fire Station	Narellan
RFS Grasmere (Lions Club)	Ellis Lane
RFS Cobbitty	Cobbitty
RFS Leppington	Leppington
RFS Camden West	Grasmere
RFS Raby	Leppington
RFS Catherine Field	Catherine Field

By identifying critical assets and failure modes Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.



4.5.2Risk Assessment

Risks are assessed at each level of the asset hierarchy; the following provides a high-level risk assessment to protect the community against unacceptable risks.

Service or Asset	What can Happen	Risk Rating (VH. H)	Risk Treatment Plan	Residual Risk *
Buildings & Pool	Asset failure	VH	Implementation of Inspection Regime to monitor assets condition.	М
Assets			Reactive Maintenance system Implemented	
			Proactive maintenance programs implemented.	
			Prioritised renewal programs implemented	

4.6 Summary

This Buildings & Pools Asset Management Plan (AM Plan) outlines Camden Council's approach to managing a diverse portfolio of infrastructure assets valued at \$251 million as of June 30, 2024. Comprising 189 buildings—including council offices, libraries, community halls, and leisure centres—and 5 swimming pools, these assets deliver essential community services across the Camden Local Government Area (LGA). The population has more than doubled over the past decade to 134,800, with forecasts indicating a 34% increase to over 180,000 by 2035, driving heightened demand for facilities that support cultural, administrative, recreational, and emergency services.

The plan establishes a framework to deliver reliable services while optimizing lifecycle costs, aligning with the Community Strategic Plan's goals for high-quality public environments. Current asset conditions are satisfactory, with 90.9% of assets rated Very Good or Good in FY2024, and only 0.53% in Poor or Very Poor condition.

Financially, the plan identifies a forecast renewal requirement of \$1.55 million per year over the next 10 years to sustain service levels. The proposed budget funds 60% of this need intentionally phased to balance resource capacity and allow monitoring of impacts. This shift from growth-focused investment to sustainable maintenance reflects the need to prepare for aging assets, despite a high proportion of newer facilities. Risks, primarily asset failure due to inadequate service indicators or maintenance, will be managed through increased renewal and maintenance budgets, cost efficiencies, grant funding opportunities, and additional technical service level indicators. Medium- to long-term sustainability will require further funding strategies, to be explored in future updates.

Looking ahead, Camden Council is committed to enhancing asset management practices for Buildings & Pools. This includes refining demand management through strategic reviews of facility use and capacity, addressing gaps in customer-focused service levels, and ensuring assets remain fit for purpose amid population growth. By integrating

community feedback, improving condition data accuracy, and securing sustainable funding, this AM Plan lays the foundation for a resilient network of community facilities that meets the evolving needs of Camden's present and future residents.



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Disclaimer

Every reasonable effort has been made to ensure that this document is correct at the time of publishing.

Public Open Space

Draft Asset Management Plan

2025/26

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.



5 Public Open Space

5.1 Introduction

5.1.1 Asset Description

This plan covers the Council's Public Open Space Assets that provide a range of community services across the Camden Local Government Area.

This asset class includes the following asset categories:

- Park Fixture and Road Furniture
 - o Park Furniture
 - o Sporting Facilities
 - o Bollards, Fencing & Gates
 - o Signs
 - o Lighting
 - o BBQ
 - o Drinking Fountain
 - o Signages
 - o Bus Shelters
 - o Bin Enclosures
- Playground and Exercise Equipment
- Land Improvements
 - o Sports Field
 - o Court & Track Surfacing
 - o Cricket Wicket

The above infrastructure assets have replacement value estimated at \$195 million as at 30th June 2024. (Note: Land value not included)

5.1.2 Background

Camden Council oversees a diverse portfolio of Public Open Space assets valued at \$195M and encompassing 445 public reserves, 119 playgrounds, and 138 sport and recreation sites across the Camden Local Government Area (LGA). These assets support passive recreation, active sports, and community wellbeing. The population has more than doubled over the past decade to 134,800 in 2024, with forecasts projecting a 34% increase to over 180,000 by 2035, amplifying demand for accessible, high-quality open spaces. This growth, coupled with a youthful demographic driving the use of these assets, underscores the need for sustainable management. This Asset Management Plan (AM Plan) aligns with the Community Strategic Plan, ensuring these assets meet legislative requirements, cater to future growth, and maintain community satisfaction in a cost-effective manner.



5.1.3 Summary

What we will do

We plan to provide Public Open Space services for the following:

- Operation, maintenance, renewal and acquisition of Public Open Space Assets to meet service levels set by Council in annual budgets.
- Increase asset budgets for Operations, Maintenance and Renewal to address growth in assets

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The current state of our Public Open Space Assets is meeting our Level of Service however, with such a high percentage of new assets, this can distort the reality. This budget sees a shift of our focus from growth to sustainable maintenance to prepare for the future increases in asset needs.

Managing the Risks

Our present budget levels are insufficient to continue to manage risks over the medium to long term. The main risk consequences are:

- Asset Failure due to inadequate Service Level indicators or adequate maintenance and renewal
- Reduced functionality or safety from rising use pressures

We will endeavour to manage these risks within available funding by:

- Increasing Renewal and Maintenance budgets
- Seeking cost efficiencies with program delivery
- Seeking grant funding to supplement budgets
- Implementing additional technical Level of Service Indicators to monitor performance

5.2 Levels of Service

The levels of service are a key component for ensuring Council's assets continue to deliver suitable services to the community and the relative budgets required to achieve those Levels of service. Assets are to meet relevant and current design standards at acquisition. They are then managed to meet levels of service.

5.2.1 Technical Levels of Service

Technical service measures are linked to the activities and annual budgets covering maintenance and renewal activities. The table below the target service levels for the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

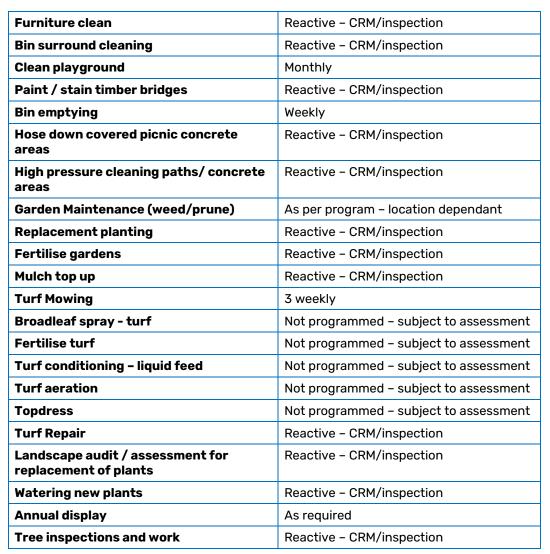
Table 5.2.1.1: Public Open Space Technical Levels of Service (Condition)

Asset Group	Condition Indicator	Target	Condition FY2023	Condition FY2024
Other Structures	% in Poor & Very Poor Condition	< 5%	7.49%	4.21%
Sportsground	% in Poor & Very Poor Condition	< 1%	0.64%	0.35%
Sport Facilities	% in Poor & Very Poor Condition	< 5%	10.35%	1.97%
Lighting	% in Poor & Very Poor Condition	< 1%	1.59%	0.31%
Play & Exercise Equipment	% in Poor & Very Poor Condition	< 1%	1.66%	2.44%
Softfall	% in Poor & Very Poor Condition	< 1%	1.84%	5.00%

Additionally, there are expected service levels for maintenance response. These are provided below.

Table 5.2.1.2: Maintenance Response - Levels of Service - Public Open Space

Activity	Current Maintenance Standard
Loose litter pick up	Aligned with mowing schedule (3-Weekly)
Inspection walkthrough	Informal
Playground mulch rake levelling	Reactive - CRM/inspection
Playground rubber blowing	Reactive, during mowing service
BBQ cleaning	Weekly
Furniture clean (wipe down)	Reactive - CRM/inspection



Note: High profile Areas not included above have increased maintenance levels of service.

5.3 Future Demand

5.3.1 Demand Factors

Factors influencing future demand include:

- Significant population growth & increased demand
- High proportion of youth demographic driving demand for sports fields, playgrounds and youth-focussed facilities
- Community Expectations seek high-quality, accessible open spaces

These demands will be managed through a combination of maintaining existing assets, upgrading infrastructure, and acquiring new assets. Demand management strategies will include:

- Spaces & Places Strategy
- Strategic review of use of open space assets with introduction of performance rating to guide programs
- Managing existing assets and upgrade of existing assets to meet demand

5.3.2Demand Impact & Demand Management Plan

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 5.3.2.1.

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 5.3.2.1 Further opportunities will be developed in future revisions of this AM Plan.

Table 5.3.2.1: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan		
Population Growth	Population at 134,800; significant	34,800; reach ignificant 180,000 by 2035 (34% evelopment increase)	134,800; reach exceeds significant urban 2035 (34% exceeds capacity in new areas.	exceeds	Conduct strategic review of current capacity & service levels.	
	urban 2035 (34%			2035 (34%	2035 (34%	new areas.
			on admitted	Review satisfaction outcomes Balance priorities with user fees		
		/sport		Identify priorities for upgrade, renewal and disposal for inclusion in Capital Works Program. Seek supplementary funding		

5.3.3Asset Programs to Meet Demand

The actions required to meet demand may are provided below to guide priorities. These include upgrades and improvements, new assets or other investigations or education pieces to address demand.

Performance Criteria	Outcome	Target	Actions
Capacity	Service provision	Meet goals of Playspace Strategy and Spaces & Places Strategy	Develop framework to monitor demand; Identify and priorities upgrades in Capital Works Program
Utilisation	Fit for Purpose	Asset performance review included in renewal planning decisions.	Asset Performance rating system to be incorporated into program planning.
		Ongoing monitoring of community needs.	Implement improvements to meet community needs as part of Annual renewal program.
Economic Benefit	Lowest Life Cycle Cost	Effective long-term financial planning and allocation.	Conduct annual renewal modelling and adjust funding strategies accordingly.
			Implement appropriate levels of maintenance and renewal programmed works informed by asset data.

Additionally, the asset condition data that is required to inform programmed works requires up to date inspections. The following table is the Asset Inspection Regime to ensure data kept up to date while reasonably balancing risk against resourcing.

Table 5.3.2.2: Proposed Asset Inspection Regime for Public Open Space

Asset Category	Inspection Type	Inspection Frequency
Play Equipment & Exercise Equipment	Condition Inspection	Comprehensive Inspection – once a year Operational Inspection – 3 times a year
Land Improvement (sportsground)	Condition Inspection	50% per year
Other Structures	Condition Inspection	50% per year

Critical Assets (i.e. those that are essential in terms of business continuity or that need to perform at a level above that generally accepted for the asset class).

5.4 Lifecycle Management Plan

The lifecycle management plan details how Camden Council plans to manage and operate the assets at the agreed levels of service while managing life cycle costs.

5.4.1 Background Data

Physical parameters

The Public Open Space Assets total value is \$195M.

Table 5.4.1.1: Assets covered by this Plan (30 June 2024)

Asset Category	Number
Public Reserves:	445
Playgrounds:	119
Sport & Recreation Sites:	138

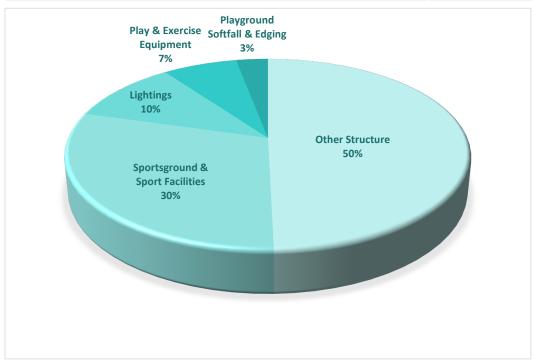


Figure 9: Public Open Space Asset Value Summary (% Total Value)



Asset condition

The condition profile of our assets is shown in the table below

Table 5.4.1.2: Public Open Space - Asset Condition Profile

Condition	FY2021	FY2022	FY2023	FY2024
Very Good	19.60%	31.51%	32.16%	45.81%
Good	49.74%	44.47%	44.93%	40.33%
Satisfactory	17.43%	19.77%	19.19%	11.02%
Poor	14.06%	3.50%	2.89%	2.29%
Very Poor	0.17%	0.74%	0.84%	0.56%

Public Open Space assets have an overall assessment of being in good condition, and with 86.14% in good condition or higher. However, with 2.85% in poor or very poor condition this indicates the need to ensure repairs or renewal are conducted. Note: non-depreciable assets not included in condition rating calculations.

5.4.20perations & Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

5.4.3Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from based on the Lifecycle Model and Councils condition modelling system, with staff judgement and validation for prioritising renewal works.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.4.3.1 Asset useful lives were last reviewed in 2024.

Table 5.4.3.1: Useful Lives of Public Open Space Assets

Category	Туре	Component Or Material	Useful Life Years
Playground	Play and Exercise Equipment	Individual components	25
	Softfall	Synthetic grass / rubber	20
		Mulch	10
		Sand	10
Sportsground	Sportsground Formation	Formation	Infinite
	Sportsground	Turf surfacing	20
	Surfacing	Synthetic grass surfacing	20
		Concrete surfacing	50
		Asphalt surfacing	30
		BMX Track asphalt surfacing	30
	Miscellaneous	Cricket Wicket concrete base	50
		Irrigation system	30
Other	BBQ		30
Structures	Park Furniture	Timber bench & table	25
		Concrete bench & table	30
		Aluminium bench & table	30
		Wrought iron bench & table	30
	Litter Bins	Bin Enclosure	25
		Bin Stand	25
	Bus Shelters	Precast concrete	50
		Steel / glass	25
		Corrugated iron	30
	Retaining Wall	ng Wall Koppers Log	
		Concrete	100
		Brick	100
		Sandstone	100
	Fencing	Timber	30
		Koppers Log	30
		Stainless Steel	40
		Brick	60
		Chain Mesh	30
		Barrier Rope	30
		Bollard (Galvanised, Timber or Steel)	50
		Guard Rail W-Beam	60

	T	T	
	Gates	Galvanised Steel Barrier Gate	60
		Timber Gates	30
		Chain Mesh Gates	30
	Shade Structure	Metal Shade Structure	50
		Cloth / PVC Canopy	15
	Pergola	Sandstone	50
		Concrete	50
		Timber	30
	Sporting Fixtures	Backing Net	20
		Skate Structure	50
		Baseball Practice Enclosure	20
		Baseball Scorers Shade Structure	15
		Players Dugout	30
		Tennis Practice Rebound Wall (Blockwork)	50
		Goalposts (All sports)	30
		Basketball Tower	30
		Table Tennis Table	20
		Dog Agility Equipment	25
	Special Features	Drinking Fountain	30
		Water Bubbler and Bottle Filler	30
		Water Meter Cage	30
		Flag Poles	50
		Bike Stand & Racks	30
	Flood Lighting	Pole	40-60
		Lighting	30
	Signs	All signs	20

Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).

It is possible to prioritise renewals by identifying assets or asset groups that:

- · Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and

 Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

5.4.4 Summary of Asset Forecast Costs

The long-term financial planning includes costs for acquisition, operation, maintenance, renewal, and disposal.

Forecast maintenance and renewal costs are projected to increase over time as asset stock increases. The forecast renewal funding requirement to maintain level of service over 10 years **is \$1.87M** per annum. An increase to 60% of this amount is recommended to allow council resources to adjust to the increased program volume, ensuring successful delivery and monitoring of impacts. The renewal gap between the forecast and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

5.5 Risk Management Planning

In each of the four asset management plans, the risk management section concentrates on identification of practical risks at the asset level. An assessment of the risks associated with the service delivery of infrastructure assets has identified some critical risks to Council.

5.5.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and are summarised in Tables below. Failure modes may include physical failure, collapse or essential service interruption. Critical assets have a lower threshold for action than non-critical assets.

Asset Class	Critical Assets Description
Public Open Space	Regional level community and sporting facilities

Building	Suburb
Camden Town Farm	Camden
Onslow Park & Jack Gregory Fields	Camden
Rotary Cowpasture Reserve	Camden
Studley Park Golf Course	Narellan
Camden Bicentennial Equestrian Park	Camden
Narellan Park (Narellan Sports Hub)	Narellan
Camden Bicentennial Equestrian Park	Camden

By identifying critical assets and failure modes Council can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.



5.5.2Risk Assessment

Risks are assessed at each level of the asset hierarchy; the following provides a high-level risk assessment to protect the community against unacceptable risks.

Service or Asset	What can Happen	Risk Rating (VH. H)	Risk Treatment Plan	Residual Risk *
Public Open	Asset failure	VH	Implementation of Inspection Regime to monitor assets condition.	М
Space Assets			Reactive Maintenance system Implemented	
7100010			Proactive maintenance programs implemented.	
			Prioritised renewal programs implemented	



This Public Open Space Asset Management Plan outlines Camden Council's strategy for managing assets valued at \$195 million as of June 30, 2024, including 445 public reserves, 119 playgrounds, and 138 sport and recreation sites. These assets underpin recreation, community identity, and wellbeing in a Camden LGA where the population more than doubled from a decade ago to 134,800 in 2024, with a projected rise to over 180,000 by 2035. This growth, alongside a youth-heavy demographic, intensifies demand for functional, safe, and aesthetically pleasing open spaces.

Aligned with the Community Strategic Plan, the plan ensures sustainable service delivery while meeting legislative requirements and maximizing asset lifecycles. Current asset conditions are good, with 86.14% of assets rated Very Good or Good in FY2024, though 2.85% in Poor or Very Poor condition signal renewal needs. Technical service levels have been added (e.g., <5% Poor for structures, <1% for sportsgrounds) to help manage the assets and an inspection regime (e.g., annual playground checks) guide condition and future performance monitoring.

Financially, a renewal requirement of \$1.87 million per year is forecast over the next 10 years, with 60% funded leaving a 40% renewal gap. This phased approach balances resource capacity while shifting focus from growth to maintenance as assets age. Risks like asset failure or reduced functionality will be mitigated through budget increases, cost efficiencies, grants, and enhanced indicators, though long-term sustainability demands further funding solutions.

Camden Council is committed to continual improvement of its asset management practices, including improvements to integrate performance rating and strategic planning in this AM Plan to foster a resilient open space network for Camden's growing community.



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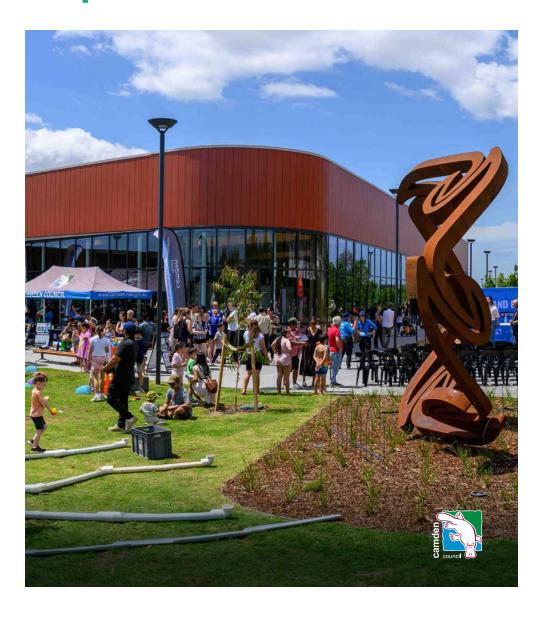
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Delivery Program 2025/26 - 2028/29 **Operational Plan** 2025/26



Cover Page and Back Page

Oran Park Leisure Centre

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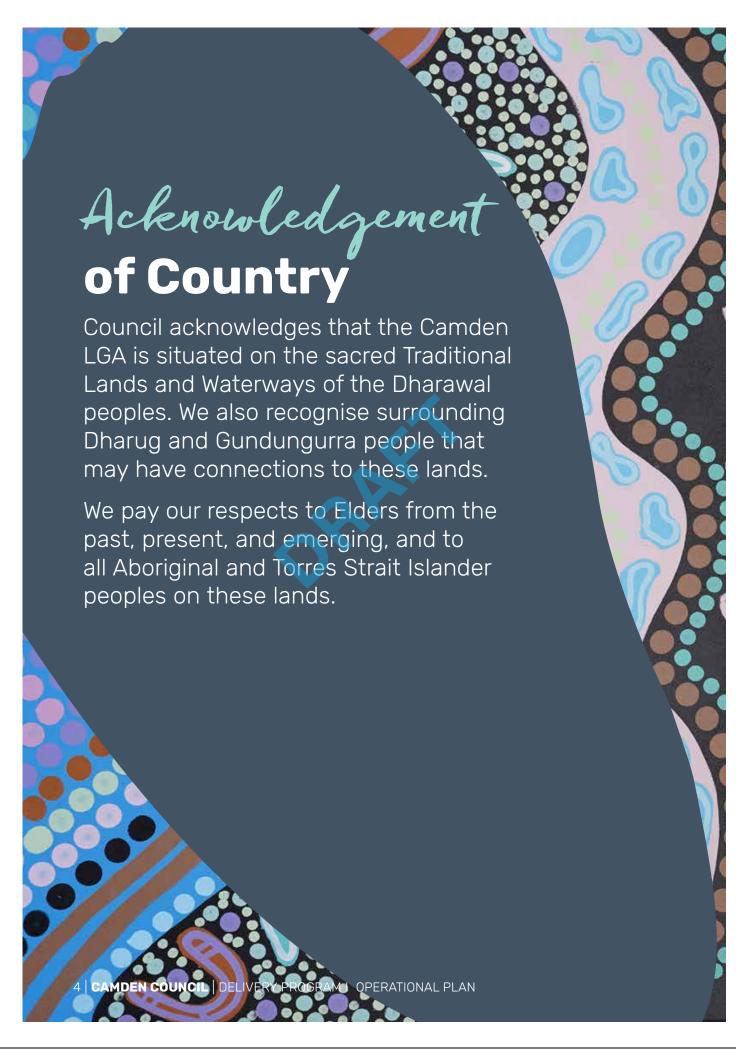
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About this Document

This Delivery Program 2025/26 - 2028/29 and associated Operational Plan 2025/26 outlines Council's commitment to the community and how it will deliver the community vision.

The Delivery Program 2025/26 - 2028/29 is for the council term, which is developed in partnership with the newly elected Council and responses received from stakeholder engagement. It translates the Strategies noted in the Camden Community Strategic Plan 2025 - 2040 into Principal Activities, to be undertaken by Council utilising the resources available through the Resourcing Strategy.

The Operational Plan is a sub-set of the Delivery Program detailing specific actions to be undertaken during each financial year to achieve the Principal Activities. It includes the annual budget, which is a part of the Resourcing Strategy for achieving programs, projects, initiatives, and delivery of a variety of services.

To support the Delivery Program and Operational Plan, Council has a Resourcing Strategy comprising of: Workforce Management Strategy, Asset Management Strategy and Plans, and a Long-term Financial Plan.

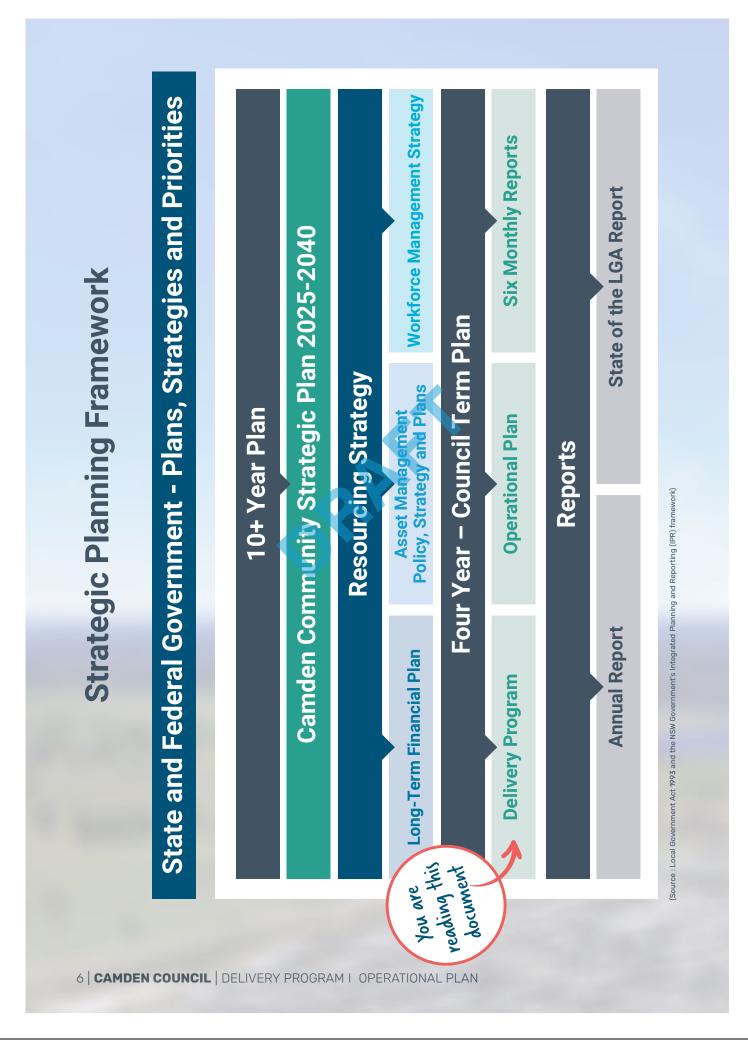
The performance of the Delivery Program in achieving the objectives of the Camden Community Strategic Plan 2025 -2040 is monitored using indicators. Progress on the Principal Activities is tracked through Operational Plan actions.

The Delivery Program performance report is prepared six-monthly for the community and is published on Council's website.

The Camden Community Strategic Plan 2025 -

2040 reflects the values, knowledge and aspirations of both 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 principal activities for the four-year council term, Delivery Program, and develop Operational Plan actions each year, along with the annual budget.



Reporting on the Delivery Program

Camden Community Strategic Plan

2025 - 2040

Delivery Program

2025/26 - 2028/29

Operational Plans

State of the LGA Report

Six-Monthly Reports

Annual Reports





Message from the Mayor

I am pleased to present Council's Delivery Program for 2025/26 – 2028/29. This Program is a continuation of our commitment to delivering the vision set out in our Community Strategic Plan.

Through this vision, we are shaping the Camden area's future as a well-connected, thriving and sustainable community as we grow towards 2040.

My fellow Councillors, Council staff and I are dedicated to ensuring Camden Council remains a leader in the South West Sydney region. As the fastest growing Local Government Area in NSW, we are embracing the opportunities that come with growth while staying true to what makes Camden special – our strong community spirit, rich history and beautiful natural environment.

This Delivery Program provides a clear path forward, ensuring that Council remains prepared for the changes ahead. Through strategic investment, careful planning and ongoing engagement with our community, we are building

a future where Camden is vibrant, inclusive and resilient.

We will continue to report on the progress of these initiatives through six-monthly Delivery Program progress reports and annual reports, keeping our community informed every step of the way.

I am proud to lead a Council that is committed to responsible financial management, long-term financial planning, and delivering real, tangible results for our community.

Together, we are shaping the Camden area's future

Cr Ashleigh CagneyMayor of Camden



Message from the General Manager

I am pleased to present Council's Operational Plan for 2025-2026, which outlines the actions Council will undertake to support the community's short and long-term aspirations.

Our Operational Plan continues to focus on enhancing the Camden Local Government Area and delivering the infrastructure and services needed to support our rapidly growing community.

As the fastest-growing LGA in NSW, Camden's population is projected to increase from 141,733 to over 210,000 by 2040. To meet this challenge, Council is investing \$1.1 billion in a four-year Capital Works Program (2025/26 - 2028/29) to ensure we provide the infrastructure and facilities our community needs.

October 2024 marked the successful opening of the Oran Park Leisure Centre, a \$67 million investment in health and wellbeing. This state-of-the-art facility features a 50m indoor competition pool, leisure pool and kids' water play area, four indoor basketball courts, a gymnasium, a creche, and a café – offering something for everyone in our growing community.

We're progressing major projects funded through the NSW Government's Western Sydney

Infrastructure Grants Program. Work is underway on 11 significant projects totalling \$132 million, including the Camden Civic Centre Renewal and Upgrade, which will provide our area with an enhanced arts and cultural hub when it is completed in mid-2025. Additionally, we are advancing the \$23.1 million John Street Public Domain Upgrade & Activation project. Stage one community consultation and research took place in June 2024. The next phase will translate the community input into concept designs, with further opportunities for community feedback to come.

I look forward to continuing to work with our Councillors, colleagues, service partners, stakeholders and the community to ensure we deliver a strong, well-planned future for the Camden area.

Andrew CarfieldGeneral Manager

About

Camden Local Government Area

The Camden Local Government Area (LGA) spans approximately 201km² in Sydney's southwestern suburbs, approximately 60km from the Sydney CBD, within the Western Parkland City, and 19km from the Western Sydney International Airport (Nancy Bird Walton).

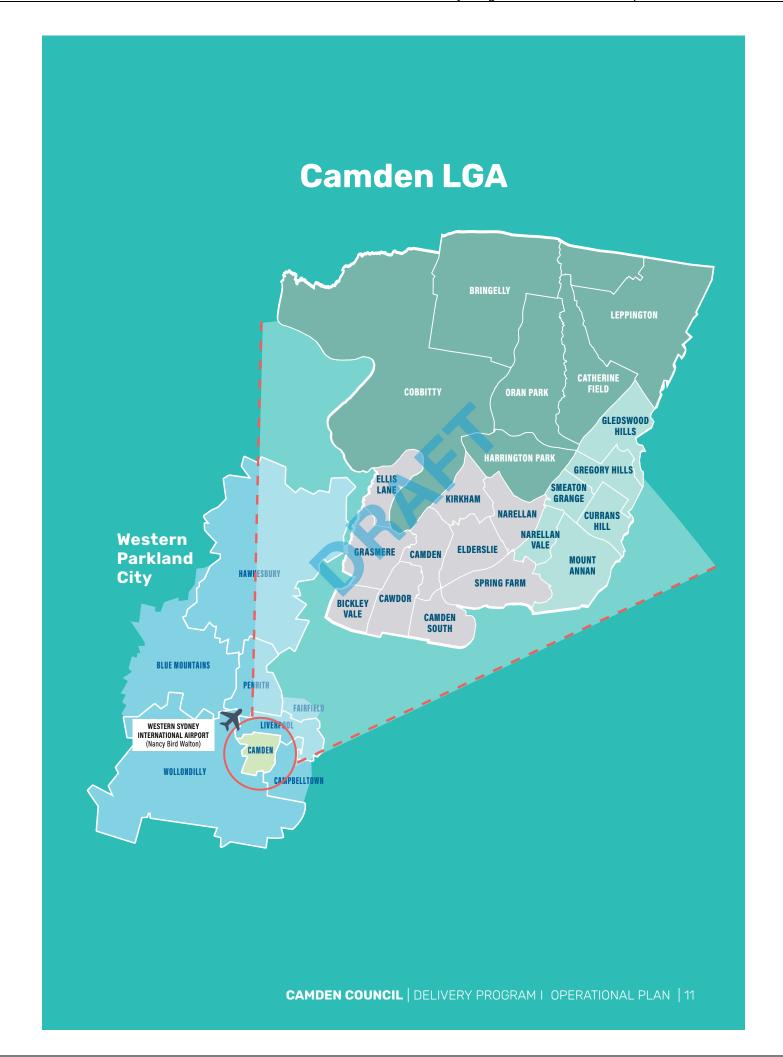
The Camden LGA is one of the fastest growing regions in Australia, with the estimated population of 141,733 in 2025, and is projected to rise to 210,348 by 2040 (profile id. May 2024).

With such rapid growth, Council will need to focus on directing future urban development within the designated South-West Growth Area and strategic centres, while ensuring the preservation of our historic townships, rural landscapes, and scenic beauty. This growth, combined with our proximity to the Western Sydney International Airport, positions Camden LGA as a key part of the southwest region's development.

As population increases and suburbs and centres evolve, maintaining effective communication and

collaboration across the three tiers of government, business sector and the community will be more important than ever.

The Camden LGA is bordered by Liverpool City Council to the north, Campbelltown City Council to the east, and Wollondilly Shire Council to the south and west, and comprises the suburbs of Bickley Vale, part of Bringelly, Camden, Camden South, Catherine Field, part of Cawdor, Cobbitty, Currans Hill, Elderslie, Ellis Lane, Gledswood Hills, Grasmere, part of Gregory Hills, Harrington Park, Kirkham, part of Leppington, part of Mount Annan, Narellan, Narellan Vale, Oran Park, part of Rossmore, Smeaton Grange, and Spring Farm.



Population

Population Forecast 2025

141, 733

Population Forecast 2026

146, 501

Population Forecast 2027 **150,709**

Population Forecast 2028

154,798

Population Forecast 2029

158,485

Source - id.profile, May 2024

Age Profile

7.3%	Aged 60 to 69
10%	Aged 50 - 59
22.4%	Aged 35 - 49
16.3%	Aged 25 - 34
8.3%	Aged 18 - 24
8.3%	Aged 12 - 17
11.4%	Aged 5 - 11
9.4%	Aged 0 to 4

Source - id.profile, ABS Census 2021

Population Profile

50.9 %	Female
49.1%	Male
3.2%	Aboriginal or Torres Strait Islander
23%	Born Overseas
4.6%	Require full-time Assistance (Live with a disability)

Cultural Diversity

Source - id.profile, ABS Census 2021

22% Speak a language other than English at home

2.3%	Arabic
1.6%	Spanish
1.5%	Hindi
1.1%	Punjabi
1.1%	Italian
Source -	id.profile, ABS Census 2021



Housing

96.4% Private dwellings are occupied

51.3%	Households with a mortgage
22.8%	Households are renting
19.5%	Households own their dwelling
6.4%	Other

Source - id.profile, ABS Census 2021

Vehicle/Transport

50.9% Travel to work by car

70% Households have access to 2 or more vehicles

Source - id.profile, ABS Census 20:

75,536 Employed Residents

Source - id.profile, May 2024 from National Institute Economics Industry Research (NIEIR) 2023

Employment

The top 5 Industries



12.9% Health Care and

Social Assistance



9.8%Retail Trade



Construction



770Volunteer Work



Education and Training

7%Manufacturing

Source - id.profile, ABS Census 2021

Employment Location

31.1%

31.1% Work in the Camden LGA

64.7% Work outside the Camden LGA

Source - id.profile, ABS Census 2021

Economy

\$7.44 billion

Gross Regional Product (GRP estimated)

Source – id.profile, May 2024 from National Institute Economics Industry Research (NIEIR) 2023

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About Council

The Camden Local Government Area (LGA) is divided into three wards: North, Central, and South. Each ward is represented by three Councillors, making a total of nine Councillors for the entire LGA.

Each Councillor is elected by their respective ward, and they work collectively to represent the community's interests, with support from the General Manager and Council staff.

Council delivers a variety of services and programs to the local community and business sector that supports local economic growth, care and management of the local environment, health and wellbeing and promotes community cohesiveness.

Council continues to manage services, programs, and facilities within the Camden LGA, while navigating the complexities of continuous population growth. This significant expansion brings both challenges and opportunities, allowing Council to grow, form partnerships, advocate for the community, and guide future development. Council advocates on behalf of the community and local businesses on local issues and other associated impacts from regional and state issues, such as housing and infrastructure.

The Mayor and Councillors entrust the General Manager with the management and execution of Council's operations. The General Manager oversees the operational administration through an adaptive organisational structure by focusing on key areas to ensure the best outcomes for the community and local businesses, such as Workforce, Workplace Values, Community Assets and Local Infrastructure Management.

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Projects

The list below includes a selection of significant projects and works for the four years from 2025/26 - 2028/29, that Council will deliver.

Projects	Timing
Civic Centre Upgrade and Renewal	2025/2026
Open Space at Crest - Learn to Ride Facility	2025/2026
Ultimate Nature Challenge - Wild and Free	2025/2026
Camden Valley Way Upgrade including Liz Kernohan Drive extension	2026/2027
Camden Animal Shelter	2026/2027
Camden Community Nursery	2026/2027
Narellan Town Centre Enhancements	2026/2027
Camden Town Centre Enhancements	2027/2028

Council's

Role and Values

Council takes a lead role in the development and implementation of the Camden Community Strategic Plan 2025 - 2040, as per the Local Government (General) Regulations and is responsible for administering the Camden Local Government Area (LGA).

Achieving the objectives set within this Plan requires collaboration and partnerships with all levels of government, businesses, industry groups, community organisations and individuals.

Council's Responsibilities

DELIVER

Council manages the core business, statutory responsibilities, Council owned facilities and assets, and provides a range of services, programs and initiatives to the community.

COLLABORATE

Council builds on collaboration with State and Federal Government agencies, local businesses and other private sector, community organisations and a variety of other stakeholders, to deliver services and facilities to the community.

ADVOCATE

Council advocates on behalf of the community to address their concerns. The advocacy role includes changes in policy and delivery of services that Council has no direct control of, such as investment in transport, education infrastructure and health-care services.

Values

The following are the guiding principles on how we perform and partner to achieve success.



Leadership - Empower Others

We invest in the growth, development and empowerment of staff to become the best version of themselves.



Innovation - Dream, Create, Inspire

We innovate and inspire to create better ways to deliver to our community.



Partnership - Together We Can

We partner to achieve success through support, understanding and shared goals.



Commitment - Dedication Drives Results

As a high-performance Council we strive for excellence in all we do.



Customer Focus - Our People, Our Community

We deliver excellence to our customers through services, facilities, information, resources, education and support.



Safety - Safety is Everyone's Job

We put safety and well-being of people at the centre of everything we do.

Stakeholder Engagement

Over 1,700 stakeholders, including seniors, youth, CALD communities, people with disabilities, community groups, government agencies, local businesses, Councillors, and Council staff were consulted in the development of the Camden Community Strategic Plan 2025—2040.

The engagement was conducted between 8 November 2024 and 3 December 2024, and input received from this process assisted in developing this Delivery Program.

The comprehensive Stakeholder Engagement Plan covered a tailored approach to ensure diverse stakeholder participation while gathering deep insight into community needs and aspirations.

The Plan sought to:

Promote participation by creating inclusive opportunities for community members to share their voices

Gather meaningful input to reflect diverse perspectives across the community

Ensure accountability by providing transparency throughout the engagement process

Raise awareness of the Community Strategic Plan's role in shaping the future of the Camden LGA

Understand challenges and opportunities from a range of stakeholders, including residents, businesses, community service providers, and government agencies.

Information kiosks

A range of information kiosks were set up, with printed promotional materials, such as flyers, posters, and display boards to inform the public about the opportunity to have their say.

Council Libraries - Oran Park Library, Narellan Library, Camden Library

Council's Administration Building.

Council's Social Media platform

Council's Your Voice Camden platform



CAMDEN COUNCIL | DELIVERY PROGRAM | OPERATIONAL PLAN | 21

Activities included

Pop-up stalls

Stakeholders' Forum

Online Ideas Wall

Online Workshop with Government Agencies

Participation at different community events

Telephone Interviews with Community Organisations and Local Businesses

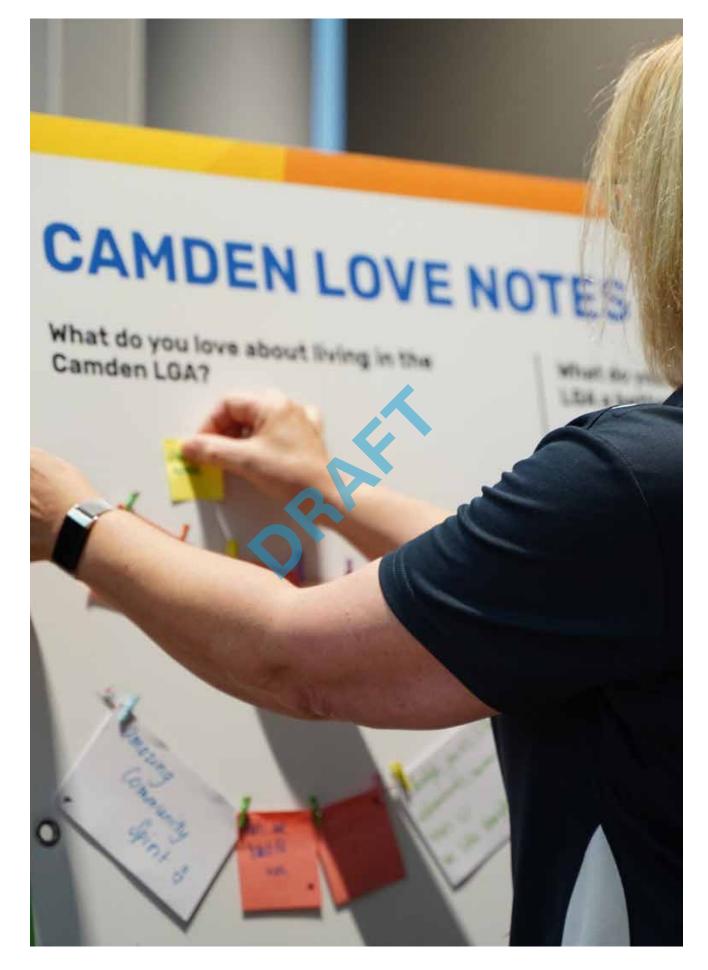
Social Mapping Tool

Camden LGA's Love Notes Targeted engagement with young people, seniors, and people with disabilities

Survey (Online and Hard Copy) and targeted postcard surveys

Online Engagement Hubs – Community, Businesses, Community Service Providers and Government Agencies

Councillors workshop



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Engagement outcomes

Over the course of this engagement period, consistent feedback was received on the following identified themes:

Infrastructure & Connectivity

Public transport gaps, road maintenance, and infrastructure pressures.

Social & Community Challenges

Cost-of-living concerns, social issues, and limited public transport.

Heritage & Cultural Identity

Preserving Camden's history and fostering a vibrant, inclusive community.

Governance & Transparency

Calls for better decision-making and resource allocation.

Economic Development

Need for job opportunities and economic resilience.

Housing & Urban Development

Demand for affordable housing and balanced urban growth

Key takeaways, included:

Strong demand for better public transport, including metro and rapid bus services.

Emphasis on affordable and sustainable housing to support projected population growth.

Need for cost-of-living relief through free events, public spaces, and support programs.

Calls for infrastructure improvements while maintaining Camden's rural charm.

Greater focus on environmental sustainability and climate action.

Desire for local employment growth through business support and industry diversity.

Improved access to essential services, including healthcare and education.

Expansion of recreational spaces and community facilities.

Top eight challenges

29%

15%

14%

Cost of Living

Public Transport

Affordable Housing

10%

9%

9%

Environmental Concerns

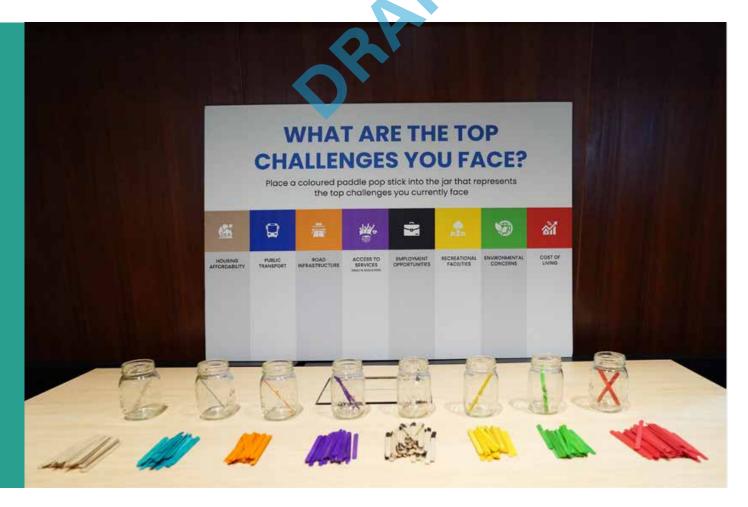
Employment Opportunities

Road Infrastructure

8%Access to Services

6%

Recreational Facilities



Guiding Principles

United Nations Sustainable Development 17 Goals



































Find out more here https://sdgs.un.org/goals

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Social Justice Principles



Quadruple Bottom Line



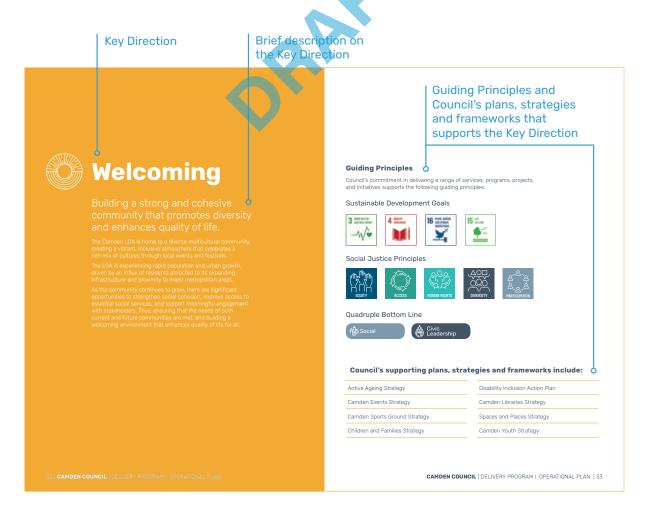


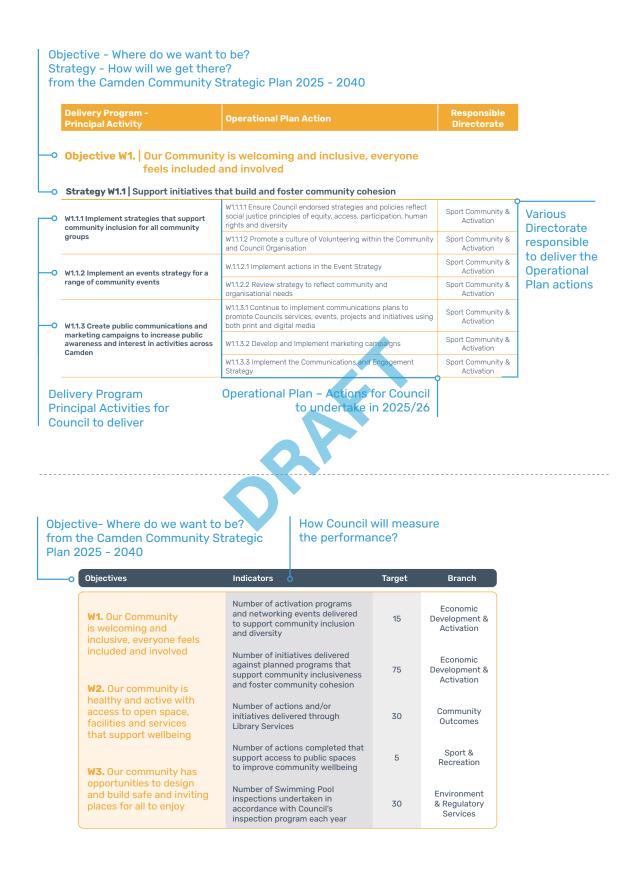




How to interpret the following sections

The diagram below serves as a guide to understanding the information in the Delivery Program and Operational Plan, including how performance is measured.





Council's Commitments

This section focuses on Council's commitment in responding to the community vision. The Principal Activities form the basis of the Delivery Program to deliver in the four-year term 2025/26 – 2028/29 while the outlined services, projects, programs, and initiatives are a part of the Operational Plan actions that Council has capacity to deliver in 2025/26.

Key Directions

The Key Directions and associated objectives (where we want to be?) and strategies (how will we get there?) noted in the Camden Community Strategic Plan 2025 – 2040 are carried through the Delivery Program and Operational Plan. The Key Directions are:



Nelcoming

Building a strong and cohesive community that promotes diversity and enhances quality of life



Liveable

Creating sustainable and connected spaces and places where people can live, work and thrive



rosperous

Advancing local learning, economic opportunities, and job creation



Balanced

Enhance our heritage and natural environment through sustainable stewardship



Leading

Providing strong civic leadership, strengthening partnerships, and advocating for long-term success

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Building a strong and cohesive community that promotes diversity and enhances quality of life.

The Camden LGA is home to a diverse multicultural community, creating a vibrant, inclusive atmosphere that celebrates a rich mix of cultures through local events and festivals.

The LGA is experiencing rapid population and urban growth, driven by an influx of residents attracted to its expanding infrastructure and proximity to major metropolitan areas.

As the community continues to grow, there are significant opportunities to strengthen social cohesion, improve access to essential social services, and support meaningful engagement with stakeholders. Thus, ensuring that the needs of both current and future communities are met, and building a welcoming environment that enhances quality of life for all.

Guiding Principles

Council's commitment in delivering a range of services, programs, projects, and initiatives supports the following guiding principles:

Sustainable Development Goals









Social Justice Principles











Quadruple Bottom Line





Council's supporting plans, strategies and frameworks include:

Active Ageing Strategy	Disability Inclusion Action Plan
Camden Events Strategy	Camden Libraries Strategy
Camden Sports Ground Strategy	Spaces and Places Strategy
Children and Families Strategy	Camden Youth Strategy

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Implementing - Delivery Program and Operational Plan

Delivery Program - Principal Activity	Operational Plan Action	Branch
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Objective W1. Our Community is welcoming and inclusive, everyone feels included and involved

Strategy W1.1 | Support initiatives that build and foster community cohesion

W1.1.1 Implement strategies that support community inclusion for all community	W1.1.1.1 Ensure Council endorsed strategies and policies reflect social justice principles of equity, access, participation, human rights and diversity	Sport Community & Activation
groups W1.1.2 Implement an events strategy for a	W1.1.1.2 Promote a culture of Volunteering within the Community and Council Organisation	Sport Community & Activation
	W.1.1.2.1 Implement actions in the Event Strategy	Sport Community & Activation
w1.1.3 Create public communications and marketing campaigns to increase public awareness and interest in activities across Camden	W1.1.2.2 Review events strategy to reflect community and organisational needs	Sport Community & Activation
	W1.1.3.1 Continue to implement communications plans to promote Councils services, events, projects and initiatives using both print and digital media	Sport Community & Activation
	W1.1.3.2 Develop and Implement marketing campaigns	Sport Community & Activation
	W1.1.3.3 Implement the Communications and Engagement Strategy	Sport Community & Activation

Strategy W1.2 | Celebrate creativity and growing diversity

programs and initiatives that celebrate with ediverse community, groups and spaces across Camden With ediverse community, groups and spaces across Camden With ediverse community, groups and spaces across Camden With ediverse community, groups and spaces across Camden
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Strategy W1.3 | Promote and facilitate equitable access to services, facilities and community initiatives

W1.3.1 Ensure Council's sport and recreation facilities planning has community support and facilitates equitable and affordable	W1.3.1.1 Implement upgrades and renewals to sport and recreation facilities that adhere to Council's Design Guide	Sport Community & Activation
	W1.3.1.2 Review the Sportsground Strategy 2020-2024 actions	Sport Community & Activation
access	W1.3.1.3 Develop and implement the Sportsground Future Proofing Strategy	Sport Community & Activation
W1.3.2 Provide library services to support access and inclusion across the community	W1.3.2.1 Review library strategy for next four years 2025-2029 to ensure libraries reflect future community needs	Sport Community & Activation
W1.3.3 Optimise community use of Council- owned facilities and spaces	W1.3.3.1 Oversee management and hiring procedure of Council owned facilities and spaces	Sport Community & Activation
	W1.3.3.2 Manage the contract and the implementation of programs at Council's aquatic and leisure centres	Sport Community & Activation
	W1.3.3.3 Improve utilisation of libraries by activating indoor and outdoor library spaces to accommodate a variety of uses and activities	Sport Community & Activation
	W1.3.3.4 Develop a Social Infrastructure Framework to inform Council decision making process for future facilities	Sport Community & Activation

Delivery Program - Principal Activity	Operational Plan Action	Branch
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Strategy W1.4 | Provide opportunities for residents and groups to participate in local decision making

W1.4.1 Employ stakeholder engagement		
practices and projects that incorporate	W1.4.1.1 Implement actions stated within the Communications	Sport Community &
traditional and innovative engagement	and Community Engagement Strategy	Activation
methods		

Objective W2. Our community is healthy and active with access to open space, facilities and services that support wellbeing

Strategy W2.1 | Promote and facilitate programs and services that support good community health and wellbeing

W2.1.1 Deliver educational programs to ensure the health, safety and amenity of the Camden area and community	W2.1.1.1 Provide educational materials and workshops (where appropriate) to promote Councils Food Premises Inspection Program	Planning & Environment
	W2.1.1.2 Provide educational materials and promote Council's Swimming Pool Inspection Program	Planning & Environment
	W2.1.1.3 Provide educational materials and website information to promote Councils On-Site Sewage Management Policy	Planning & Environment
	W2.1.1.4 Use educational campaigns to increase community awareness of illegal dumping	Planning & Environment
	W2.1.1.5 Deliver an education program to promote responsible pet ownership	Planning & Environment
W2.1.2 Regulate activities to ensure health, safety and amenity of the Camden area and community	W2.1.2.1 Conduct public health inspections in accordance with Council's inspection programs and legislation	Planning & Environment
	W2.1.2.2 Conduct inspections and issue approvals in accordance with Councils On-Site Sewage Management Policy	Planning & Environment
	W2.1.2.3 Conduct illegal dumping investigations, take regulatory action where appropriate and increase community awareness	Planning & Environment
	W2.1.2.4 Conduct inspections of building sites to raise awareness and check compliance with environmental management requirements	Planning & Environment

Strategy W2.2 | Improve access to public spaces and places for people of all ages and abilities

W2.2.1 Implement a strategy for Camden's spaces and places	W2.2.1.1 Implement actions identified within the Spaces and Places Strategy	Sport Community & Activation
	W2.2.1.2 Review the Places and Spaces Strategy Actions	Sport Community & Activation
	W2.2.1.3 Develop and Implement the PlaySpace Strategy	Sport Community & Activation

Delivery Program - Principal Activity	Operational Plan Action	Branch
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Objective W3. Our community has opportunities to design and build safe and inviting places for all to enjoy

Strategy W3.1 | Implement programs targeting key community safety concerns

W3.1.1 Target programs to address	W3.1.1.1 Implement community safety actions identified within Council's community strategies	Community Assets
community safety concerns W3.1.2. Engage the community on road and	W3.1.1.2 Undertake Statutory Planning Referrals for Traffic Amenities	Community Assets
	W3.1.2.1 Implement road safety plans and community education programs	Community Assets
W3.1.3 Conduct patrols and inspections to encourage safe behaviours and check compliance with safety guidelines	W3.1.2.2 Undertake statutory and strategic planning referrals in regards to traffic networks	Community Assets
	W3.1.3.1 Investigate parking complaints, conduct school zone and parking patrols	Planning & Environment
	W3.1.3.2 Conduct inspections in accordance with Council's Swimming Pool Inspection Program and increase education and awareness of safety issues	Planning & Environment

Strategy W3.2 | Seek active partnerships to address community needs

	W3.2.1.1 Implement established service delivery models to address community needs	Sport Community & Activation
W3.2.1 Seek partnerships with users and	W3.21.2 Develop an advocacy and promotional plan for Community Services and Outcomes	Sport Community & Activation
external agencies to support frameworks that address community need	W3.2.1.3 Actively utilise community grants to build on insights and evidence of emerging needs	Sport Community & Activation
	W3.2.1.4 Continue ongoing dialogue with State and Federal agencies on emerging community needs	Sport Community & Activation

Strategy W3.3 Address community needs through the provision of services and facilities targeting specific user groups

W3.3.1 Encourage service provision for a	W3.3.1.1 Establish and facilitate interagency networks to identify and address community needs	Sport Community & Activation
variety of needs and target groups	W3.3.1.2 Build capacity of the sector and networks to advocate for local needs through demonstrated action	Sport Community & Activation



Measuring Performance

Council has five specific indicators against three objectives to assess the performance in achieving the community vision. The progress performance report will be prepared six-monthly and will be reported to Council and published on Council's website for the community to view.

Objectives	Indicators	Target	Branch
W1. Our Community is welcoming and inclusive, everyone feels	Number of activation programs and networking events delivered to support community inclusion and diversity	15	Economic Development & Activation
included and involved W2. Our community is	Number of initiatives delivered against planned programs that support community inclusiveness and foster community cohesion	75	Community Outcomes
healthy and active with access to open space, facilities and services that support wellbeing	Number of actions and/or initiatives delivered through Library Services	30	Community Outcomes
W3. Our community has	Number of actions completed that support access to public spaces to improve community wellbeing	5	Sport & Recreation
opportunities to design and build safe and inviting places for all to enjoy	Number of Swimming Pool inspections undertaken in accordance with Council's inspection program each year	30	Environment & Regulatory Services



Creating sustainable and connected spaces and places where people can live, work and thrive.

The Camden LGA is a liveable community that celebrates creativity, innovation, and connectivity. The LGA offers vibrant public and open spaces for the community to enjoy, while preserving its heritage. By embracing modern improvements and sustainable social and road infrastructure, the LGA is evolving to meet the needs of the growing population. Opportunities for creative initiatives and innovative urban design are central to enhancing the local environment, ensuring a connected, dynamic, and thriving LGA for everyone – the community and local businesses.

Guiding Principles

Council's commitment in delivering a range of services, programs, projects, and initiatives supports the following guiding principles:

Sustainable Development Goals











Social Justice Principles







Quadruple Bottom Line







Council's supporting plans, strategies and frameworks include:

Local Strategic Planning Statement

Rural Lands Strategy

Local Housing Strategy

Camden Town Centre Framework

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Implementing - Delivery Program and Operational Plan

Delivery Program - Principal Activity	Operational Plan Action	Branch
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Objective LB1. Our community harnesses new technologies and innovations

Strategy LB 1.1 | Embrace a Smart Community approach

_B1.1.1 Invest in and deliver smart	LB1.1.1.1 Continue to expand investments in smart infrastructure	Customer & Corporate
nfrastructure across Camden	that support the Camden Smart Community Framework	Strategy

Strategy LB 1.2 | Digitise our services and ways of working to empower and make life easier for our customers

LB1.2.1 Execute Council's Digital Innovation Strategy to focus on transformation enhancing Council's Digital Business Capability	LB1.2.1.1 Continue to implement transformation related initiatives that enhance / support Council's digital business capability and review their effectiveness	Customer & Corporate Strategy
LB1.2.2 Execute Councils Data and Insights Strategy	LB1.2.2.1 Design and deliver Council's Data Warehouse solution to improve access and quality of Council's data	Customer & Corporate Strategy
LB1.2.3 Continue to build Council's self service capabilities	LB1.2.3.1 Continue to build Council's self service capabilities through implementation of e-services and online forms	Customer & Corporate Strategy

Objective LB2. Our public spaces and places are vibrant and accessible

Strategy LB 2.1 Ensure homes, infrastructure and facilities are planned, delivered and maintained to create high quality urban and rural environments that meet diverse needs and respond to the climate

LB2.1.1. Design and deliver major projects, infrastructure, buildings, facilities and	LB211.1 Lead the planning and programming of infrastructure required to service the Camden community	Growth & Finance
	LB2.1.1.2 Coordinate the design and delivery of infrastructure by the Council, the NSW Government, developers and utility authorities	Growth & Finance
upgrades to meet community need	LB2.1.1.3 Develop an Infrastructure Delivery Strategy	Growth & Finance
	LB2.1.1.4 Ensure all projects are managed in accordance with Council's Project Management Framework	Customer & Corporate Strategy
LB2.1.2 Ensure all council facilities are well managed and maintained	LB2.1.2.1 Implement maintenance and renewal programs for Council facilities	Community Assets
LB2.1.3 Manage Council's roads, bridges and infrastructure during emergency events	LB2.1.3.1 Undertake emergency response assessments on roads and infrastructure to prepare for and manage emergency events	Community Assets
	LB2.1.3.2 Undertake emergency response during an event to ensure the safety of the public and staff	Community Assets
LB2.1.4 Assess and certify development	LB2.1.4.1 Implement and continuously review processes to assess development (and related) applications efficiently and in accordance with relevant legislation	Planning & Environment
and construction processes in accordance with relevant policies in a timely manner to support high quality urban and rural environments	LB2.1.4.2 Implement and continuously review processes and procedures to ensure efficient development certification services in accordance with legislation	Planning & Environment
	LB2.1.4.3 Perform regular Fire Safety inspections and ensure regulatory compliance	Planning & Environment

Delivery Program - Principal Activity	Operational Plan Action	Branch
	LB2.1.5.1 Implement and continuously review processes to assess development (and related) applications efficiently and in accordance with relevant legislation	Planning & Environment
LB2.1.5 Ensure high quality built form outcomes	LB2.1.5.2 Ensure developments meet the objectives and controls of the relevant planning policies	Planning & Environment
	LB2.1.5.3 Refer development applications (and related) applications to relevant internal and external stakeholders and consider any feedback provided	Planning & Environment
LB2.1.6 Ensure sufficient housing capacity	LB2.1.6.1 Implement the Camden Local Housing Strategy 2021, including the preparation of a Medium Density and Diversity Guide	Planning & Environment
and diversity to meet community need	LB2.1.6.2 Assess Planning Proposals for the South West Growth Area in line with existing legislation and guidelines	Planning & Environment
LB2.1.7 Lead strategic planning projects, prepare policy guidance and assess planning proposals	LB2.1.7.1 Lead assessment and coordination of planning proposals, respond to, and prepare planning policy	Planning & Environment
LB2.1.8 Administer Contribution Plans	LB2.1.8.1 Administer, monitor, review and report on contributions plans	Growth & Finance
	LB2.1.8.2 Implement Software to automate Contributions Plans	Growth & Finance
Strategy LB 2.2 Enhance Town Cer	ntres and Public Spaces	
LB2.2.1 Create and maintain quality	LB2.2.1.1 Implement City Presentation Services	Planning & Environment
streetscapes, public and open spaces	LB.2.2.1.2 Implement and monitor urban forest service levels	Community Assets
	LB2.2.1.3 Implement and monitor open space service levels	Community Assets
Strategy LB 2.3 Identify and maint	ain city heritage and culture	
	LB2.3.1.1 Deliver actions identified in the Cultural Activation Strategy	Sport Community & Activation
LB2.3.1 Deliver initiatives and projects which support and develop Culture in the Camden LGA	LB2.3.1.2 Deliver the Camden Public Art Strategy	Sport Community & Activation
	LB2.3.1.3 Deliver significant public art projects	Sport Community & Activation
LB2.3.2 Protect Camden's natural and built heritage	LB2.3.2.1 Conduct comprehensive heritage reviews	Planning & Environment
	LB2.3.2.2 Conduct Camden Town Centre Review	Planning & Environment
	LB2.3.2.3 Implement programs and initiatives in collaboration with the Heritage Advisory Committee	Planning & Environment

Delivery Program -	Onevetional Plan Action	Duanah
Principal Activity	Operational Plan Action	Branch

Objective LB3. Our Transport network is efficient, safe and integrated

Strategy LB 3.1 | Improve public transport links, roads and transport options that support the growing community

LB 3.1.1 Manage vehicle and pedestrian movement in public places for safety and	LB 3.1.1.1 Deliver traffic capital projects to improve road safety	Community Assets
	LB 3.1.1.2 Manage the Local Traffic Committee	Community Assets
amenity	LB 3.1.1.3 Undertake road works occupancy referrals	Community Assets
LB 3.1.2 Ensure transport links and options are adequate to meet community needs	LB 3.1.2.1 Deliver works under the Pedestrian Access and Management Plan (PAMP)	Community Assets
	LB3.1.2.2 Manage civil construction maintenance requests and repair works across the LGA	Community Assets
LB3.1.3 Manage design, construction, maintenance and upgrades of local roads, walkways, cycleways and bridges across Camden LGA	LB3.1.3.1 Develop business improvement initiatives including standardisation of management systems and controls	Community Assets
	LB3.1.3.2 Manage and implement renewal, resealing and reconstruction works as part of the Works Delivery Program	Community Assets
	LB3.1.3.3 Deliver construction projects through the LGA in line with capital works program	Community Assets
	LB3.1.3.4 Assess PRA's (Driveway applications, non-standard driveway applications, Road opening permits, Non-Standard road opening permits, etc)	Community Assets
LB3.1.4 Manage road safety and regulations in public spaces for public safety	LB3.1.4.1 Manage and implement sign renewal, replacement and maintenance as part of the Works Delivery Program	Community Assets





Measuring Performance

Council has seven specific indicators against three objectives to assess the performance in achieving the community vision. The progress performance report will be prepared six-monthly and will be reported to Council and published on Council's website for the community to view.

Objectives	Indicators	Target	Branch
LB1. Our community harnesses new technologies and innovations	Number of Smart City Initiatives implemented relating to new technologies and smart infrastructure to support community	1	Digital Technology & Innovation
	Number of digital transformation initiatives implemented relating to improvement of services and enhancing customer experience	3	Digital Technology & Innovation
	Improve the average Development Application determination time	Trend	Statutory Planning
LB2 Our public spaces and places are vibrant and accessible	Percentage of capital works program on track within allocated budget	80	Corporate Performance & Customer Service
	Percentage of programmed asset inspections completed	50	Assets & Design Services
LB3. Our Transport network is efficient, safe and integrated	Percentage of local roads, walkways, cycleways and bridges are maintained against the planned Works Program	50	Civil Construction & Maintenance
· ·	Number of initiatives delivered to improve road safety	10	Traffic, Depot & Building Services



Prosperous

Advancing local learning, economic opportunities, and job creation

The Camden LGA offers a unique blend of rural charm and urban convenience, creating a dynamic environment where diverse communities and businesses can grow and prosper. The strategic location of the Camden LGA presents numerous investment opportunities, particularly in sectors that capitalise on its urban-rural mix, with growth in traditional industries and emerging businesses ensuring a prosperous future for the community and local businesses.

Guiding Principles

Council's commitment in delivering a range of services, programs, projects, and initiatives supports the following guiding principles:

Sustainable Development Goals











Social Justice Principles





Quadruple Bottom Line







Council's supporting plans, strategies and frameworks include:

Camden Economic Development Strategy

Camden Centres and Employment Land Strategy

Cultural Activation Strategy

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Implementing - Delivery Program and Operational Plan

Delivery Program - Principal Activity	Operational Plan Action	Branch	
Objective P1. Our business community is strong, thriving and connected			
Strategy P1.1 Create diverse enviro	onments for business and workers to grow and thri	ve	
P1.1.1 Facilitate diverse environments for business and workers through a supportive planning framework	P.1.1.1.1 Implement short-term and ongoing actions of the Camden Centres and Employment Lands Strategy 2022	Planning & Environment	
Strategy P1.2 Attract investment in	nto the region		
	P1.2.1.1 Deliver actions identified in the Camden Economic Development Strategy	Sport Community & Activation	
P1.2.1 Deliver initiatives and projects to support and enhance the Camden Economy	P1.2.1.2 Deliver actions identified in the Camden Destination Management Plan	Sport Community & Activation	
	P1.2.1.3 Develop an investment attraction strategy including events	Sport Community & Activation	
	P1.2.2.1 Deliver actions identified in the Camden Town Farm Masterplan	Sport Community & Activation	
P1.2.2 Deliver initiatives and projects to	P1.2.2.2 Develop and implement an educational program at the Camden Town Farm	Sport Community & Activation	
ensure that Camden LGA features vibrant places	P1.2.2.3 Develop and deliver the Camden BEP Master Plan	Sport Community & Activation	

Objective P2. Our LGA provides diverse local job opportunities supported by skills and training pathways to employment

the John Street Public Domain Project

Strategy P2.1 | Create diverse environments for business and workers to grow and thrive

P2.1.1 Partner with stakeholders to advocate for, or develop education and training	P2.1.1.1 Deliver educational development program for emerging creative business	Sport Community & Activation
programs that support business and industry needs	P2.1.1.2 Work with relevant government agencies to support and promote visitor economy initiatives	Sport Community & Activation

Objective P3. Our LGA is a desirable location for new and emerging industries and businesses

Strategy P3.1 | Support small, local and start-up businesses

canacity of local hijeinesses across a range	P3.1.1.1 Deliver programs and initiatives to connect small and start-up businesses with relevant information and opportunities	Sport Community & Activation



Measuring Performance

Council has three specific indicators against three objectives to assess the performance in achieving the community vision. The progress performance report will be prepared six-monthly and will be reported to Council and published on Council's website for the community to view.

Objectives	Indicators	Target	Branch
P1. Our business community is strong, thriving and connected	Number of initiatives delivered to promote and facilitate investment and industry growth in the LGA	3	Economic Development & Activation
P2. Our LGA provides diverse local job opportunities supported by skills and training pathways to employment	Number of initiatives conducted to promote and support expansion of education and training in the LGA	1	Economic Development & Activation
P3. Our LGA is a desirable location for new and emerging industries, businesses and entrepreneurs	Number of initiatives conducted to support local business and industry	5	Economic Development & Activation

Sport Community &

Activation



Balanced

Enhancing our heritage and natural environment through sustainable stewardship

The Camden LGA strives to create a balanced and sustainable urban setting that prioritises responsible growth and environmental stewardship. With a strong emphasises on sustainable practices, ensuring a harmonious balance between development, environmental and heritage preservation for generations.

Guiding Principles

Council's commitment in delivering a range of services, programs, projects, and initiatives supports the following guiding principles:

Sustainable Development Goals















Social Justice Principles





Quadruple Bottom Line



Local Biodiversity Strategy



Council's supporting plans, strategies and frameworks include:

Sustainability Strategy

Camden Towards Net zero

Pesticide Notification Plan

Urban Forest Strategy

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Implementing - Delivery Program and Operational Plan

Delivery Program - Principal Activity	Operational Plan Action	Branch	
	Operational Plan Action	Branch	

Objective B1. Our natural environment and waterways are protected, well maintained and enhanced for community enjoyment

Strategy B1.1 | Invest in environmental protection, restoration and urban greening

B1.1.1 Facilitate Environmental protection, restoration and urban greening, and reduce exposure to hazards	B1.1.1.1 Develop and implement Natural Areas Program	Community Assets
	B1.1.1.2 Implement Bushcare Program	Community Assets
	B1.1.1.4 Implement Waterways Maintenance Program	Community Assets
	B1.1.1.5 Deliver education programs to promote awareness around management of invasive weeds and conduct land inspections	Community Assets
	B1.1.1.6 Develop a tree compliance and enforcement framework	Community Assets

Strategy B1.2 | Maintain, protect and increase Camden's tree canopy

	B1.2.1.1 Implement the Urban Forest Strategy	Community Assets
B1.2.1 Lead a strategic approach to tree management and planting	B1.2.1.2 Implement an Urban Forest Management Program using a risk-based approach	Community Assets
	B1.2.1.3 Develop a Street Tree Masterplan	Community Assets

Strategy B1.3 | Manage the impact and integration of population growth responsibly

within our natural en	vironment	
B1.3.1 Contribute to the environmental assessment processes to promote	B1.3.11 Provide specialist advice for internal and external customers on natural resource management issues	Community Assets
responsible development and manage the environmental impacts of new development and works	B1.3.1.2 Provide specialist advice for internal and external customers on urban forest issues	Community Assets
B1.3.2 Protect and enhance the connections between, and quality of, Camden's Blue and Green grid and enable a variety of passive and active reaction activities	B1.3.2.1 Implement actions from the Blue and Green grid vision	Planning & Environment
B1.3.3 Protect and enhance Camden's rural lands	B1.3.3.1 Review the Rural Lands Strategy 2018 following the review of the Western City District Plan	Planning & Environment

Strategy B1.4 | Facilitate community education and citizen science programs to foster appreciation and understanding of the natural environment

		B1.4.1.1 Implement an education and engagement program for the community to raise awareness on ways to protect and enhance the natural environment and waterways	Community Assets
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Strategy B1.5 | Maintain and enhance the natural environment

B1.5.1 Deliver works that maintain and	B1.5.1.1 Implement high priority actions from the Biodiversity	Community Accets
enhance natural areas in Camden	Strategy and Biodiversity Corridor Master Plans	Community Assets

elivery Program - rincipal Activity	Operational Plan Action	Branch	
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Objective B2. Our environment is integrated into the design of our towns, villages, suburbs and places

Strategy B2.1 | Preserve and enhance the natural assets of the city

B2.1.1 Protect Camden's scenic and visual	B2.1.1.1 Implement recommendations from the Scenic and Visual	Planning &
andscapes	Analysis	Environment

Strategy B2.2 | Embed sustainability principles in the design, construction and maintenance of our

B2.2.1 Ensure appropriate sustainability	B2.2.1.1 Assess development applications with the relevant	Planning &
measures are implemented in all	legislation, including State Environmental Planning Policy	Environment
developments	(Sustainable Buildings) 2022	ELIVITOTITIETIL

Objective B3. Climate impacts and risks in Camden are well managed

Strategy B3.1 | Build Community resilience to climate impacts

B3.1.1 Investigate and implement climate	B3.1.1.1 Complete climate risk assessment and incorporate relevant mitigation and adaptation actions into the Sustainability Strategy	Community Assets
change adaptation measures for Council and the community	B3.1.2 Develop and implement an annual community education program to build awareness and understanding of climate issues including urban heat, climate mitigation and adaptation and emergency responses	Community Assets

Strategy B3.2 Deliver effective climate mitigation and adaptation measures

B3.2.1 Implement the Local Strategic Planning Statement priority to improve		
Camden's resilience to hazards and extreme weather events and reduce emissions,	B3.2.1.1 Implement the Local Strategic Planning Statement short-term actions	Planning & Environment
manage waste and increase energy efficiency		

Delivery Program - Principal Activity	Operational Plan Action	Branch
Objective B4. Our community Strategy B4.1 Develop a pathway to	v uses resources efficiently to meet the con	nmunity vision
B4.1.1 Prepare Camden Council to operate effectively in a net zero future	B4.1.1.1 Implement actions to work towards net zero emissions	Community Assets
Strategy B4.2 Collect and manage	waste effectively and efficiently	
B4.2.1 Partner with neighbouring councils for regional waste solutions	B4.2.1.1 Implement regional waste processing and disposal contract	Planning & Environment
	B4.2.2.1 Develop and implement a Camden Waste Management Strategy	Planning & Environment
B4.2.2 Deliver a Camden Waste Strategy	B4.2.2.2 Implement Waste collection services	Planning & Environment
Strategy B4.3 Encourage energy a	nd resource efficiency opportunities	
B4.3.1 Reduce Council's energy and water consumption	B4.3.1.1 Identify and implement actions to reduce energy and water consumption	Community Assets
B4.3.12 Encourage energy and resource efficiency across the community	B4.3.1.2 Develop and deliver an education and engagement program for the community to raise awareness on ways to reduce energy, water usage and emissions	Community Assets





Measuring Performance

Council has five specific indicators against four objectives to assess the performance in achieving the community vision. The progress performance report will be prepared six-monthly and will be reported to Council and published on Council's website for the community to view.

Objectives	Indicators	Target	Branch
B1. Our natural environment and waterways are protected, well maintained	Number of building sites inspected to reduce pollution into waterways	250	Environment & Regulatory Services
and enhanced for community enjoyment	Percentage of natural environments/bushlands activity managed	20	Open Space & Sustainability
B2. Our environment is integrated into the design of our towns, villages, suburbs and places	Number of programmed actions commenced and/or implemented from the Blue and Green Grid	1	Strategic Planning
B3. Climate impacts and risks in Camden are well managed	Number of mitigation and/or adaptation actions to reduce climate risk	6	Open Space & Sustainability
B4. Our community uses resources efficiently to meet the community vision	Percentage of service levels for waste services maintained	80	Waste & City Presentation

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Leading

Providing strong civic leadership, strengthening partnerships, and advocating for long-term success

The Camden LGA is guided by a network of strong community and business leaders who drive positive change and work collaboratively to create a better place for current and future communities. Council takes a proactive leadership role in engaging and advocating for its community's interests and is committed to ethical government, and financial sustainability to meet the needs of its growing population.

Guiding Principles

Council's commitment in delivering a range of services, programs, projects, and initiatives supports the following guiding principles:

Sustainable Development Goals











Social Justice Principles











Quadruple Bottom Line





Council's supporting plans, strategies and frameworks include:

Communication and Community Engagement Strategy

Customer Experience Strategy

Risk Management Strategy

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Implementing - Delivery Program and Operational Plan

Delivery Program -	Operational Plan Action	Branch
Principal Activity	Operational Fian Action	Diancii

Objective L1. Our Council is a leader in the Western Parkland City, advocating for and influencing metropolitan planning and decision-making

Strategy L1.1 | Advocate and Partner for Success

L1.1.1 Set our Advocacy Agenda and Priorities	L1.1.1.1 Develop and finalise a publicly facing Camden Advocacy Strategy and supporting documents	Sport Community & Activation
	L1.1.1.2 Develop advocacy campaigns	Sport Community & Activation
	L1.1.1.3 Develop the advocacy toolkit	Sport Community & Activation
L1.1.2 Engage with all three tiers of government through the Western Sydney	L1.1.2.1 Collaborate with local, state and national partners on initiatives that enhance Camdens way of life	Sport Community & Activation
City Deal to support Camden's place in the Western Parkland City	L1.1.2.2 Lead the preliminary planning of Councils release areas with required infrastructure and services	Growth & Finance
L1.1.3 Create a central source of data to support partnerships, advocacy and business	L1.1.3.1 Prioritise a use case for an externally facing dashboard to support the advocacy agenda	Customer & Corporate Strategy
L1.1.4 Actively seek out opportunities to	L11.4.1 Create a city marketing strategy	Sport Community & Activation
build Camden's profile and promote our community and organisation	L1.1.4.2 Promote successful initiatives, programs and projects at conferences and on social platforms	Sport Community & Activation
L1.1.5 Be recognised as a leader in sustainability by becoming a Gold Partner of the NSW Government's Sustainability Advantage Program	L1.1.5.1 Work towards becoming a sustainability leader and a Gold Parter of the NSW Government's Sustainability Advantage program	Community Assets
L1.1.6 Liaise with and support local	L1.1.6.1 Maintain the currency of the Emergency Management Plan	Community Assets
emergency services to prepare the community for emergency events	L1.1.6.2 Coordinate, liaise with and support the Local Emergency Management Committee	Community Assets
	L1.1.7.1 Review the Local Strategic Planning Statement (LSPS) post finalisation of the revised Western City District Plan	Planning & Environment
L1.1.7 Plan for future growth through partnerships with neighbouring councils, the NSW Government and other stakeholders	L1.1.7.2 Finalise and implement revised zoning and development standards in relation to the Leppington Town Centre	Planning & Environment
	L1.1.7.3 Implement the actions from the Project Narellan Vision and Action Plan	Planning & Environment
	L1.1.7.4 Work with the Planning Partnership to develop and implement the Western Sydney Regional Affordable Housing Contributions Scheme	Planning & Environment

Strategy L1.2 | Conduct business on behalf of Council in an open, transparent and consistent manner

L1.2.1.1 Complete all IPR requirements including reporting

L1.2.1 Effectively Implement the Integrated Planning and Reporting (IPR) framework	against the Delivery Program 2025/26 - 2028/29 and Operational Plan 2025/26 and preparation of the Annual Report and State of the LGA Report	Customer & Corporate Strategy
within Council	L1.2.1.2 Continue to build awareness and capability across the organisation to support the rollout and development of IPR to business plan and workplan level	Customer & Corporate Strategy

Delivery Program - Principal Activity	Operational Plan Action	Branch
L1.2.2 Maintain open and transparent Council processes and channels for public access to information	L1.2.2.1 Maintain sound Council meeting governance	Customer & Corporate Strategy
	L1.2.2.2 Process Government information (Public Access) Act 2009 (GIPA) and Privacy and Personal Information Protection Act 1998 applications within statutory timeframes and service standards	Customer & Corporate Strategy

Objective L2. Our Council is forward thinking and builds value for the community

Strategy L2.1 | Celebrate a culture of trust, collaboration and excellence

	L2.1.1.1 Provide opportunities for cross organisational collaboration and knowledge sharing	Customer & Corporate Strategy
L2.1.1 Continue to make Camden a great place to work	L2.1.1.2 Review and implement Council's Learning and Development Program	Customer & Corporate Strategy
	L2.1.1.3 Deliver Council's Experience Survey to measure overall community and employee experience	Customer & Corporate Strategy
L2.1.2 Implement initiatives designed to attract and retain talent aligned to our values and culture	L2.1.2.1 Deliver Council's traineeship and apprenticeship program	Customer & Corporate Strategy

Strategy L2.2 | Assess and improve our services based on community and customer priorities

	L2.2.1.1 Review and document existing service levels in the area of City Services	Customer & Corporate Strategy
L2.2.1 Deliver services and service levels and align to expectations	L2.2.1.2 Incorporate lifecycle costing for assets during the planning phase of infrastructure projects	Customer & Corporate Strategy
	L2.2.1.3 Continue to implement and promote Council's Innovation Space Program	Customer & Corporate Strategy
L2.2.2 Conduct Service Reviews in the Area of City Services, Community Culture & Domestic Waste	L2.2.2.1 Undertake Service Reviews on Domestic Waste and Community Facility Maintenance	Customer & Corporate Strategy

Strategy L2.3 | Champion a responsive customer experience

L2.3.1 Be a customer centric organisation by providing a positive and easy end to end Customer Experience L2.3.2 Provide advice and support customers and the community on development related matters	L2.3.1.1 Respond promptly, fairly and effectively to customer requests in line with standards in the Customer Service Charter	Customer & Corporate Strategy
	L2.3.1.2 Implement the Customer Experience Strategy Actions	Customer & Corporate Strategy
	L2.3.1.3 Implement the Customer Insights Framework to measure performance and inform improvement	Customer & Corporate Strategy
	L2.3.1.4 Execute the customer focus initiatives in the Digital Innovation Strategy	Customer & Corporate Strategy
	L2.3.2.1 Provide quality customer service via Council's duty planner service	Planning & Environment
	L2.3.2.2 Host two Developer and Home Builders forums per year	Planning & Environment

Delivery Program -	Onevetional Blom Action	Duanah
Principal Activity	Operational Plan Action	Branch

Objective L3. Our Council decisions are informed, accountable and transparent

Strategy L3.1 | Proactively plan and manage organisational and community growth

L3.1.1 Ensure effective Workforce Planning	L3.1.1.1 Implement the Workforce Management Strategy	Customer & Corporate Strategy
	L3.1.1.2 Review Workforce Planning forecasts with a view to informing a 10 year workforce plan	Customer & Corporate Strategy
	L3.1.1.3 Review the organisational design to ensure it remains adaptive and scalable for current and future needs	Customer & Corporate Strategy
L3.1.2 Develop Camden 2070, a framework to support sustainable urban development	L3.1.2.1 Develop Camden 2070 structure plan	Growth & Finance
L3.1.3 Enable the organisation to make data driven decisions	L3.1.3.1 Prioritise development of data and insights use cases that model community and organisational growth	Customer & Corporate Strategy
	L3.1.3.2 Build capability in data analytics and insights	Customer & Corporate Strategy

Strategy L3.2 | Communicate effectively with the community and stakeholders to promote opportunities

L3.2.1 Ensure all communications from Council are accurate, consistent, transparent and easy to understand	L3.2.1.1 Publish regular, consistent, transparent and easy to understand Council communications through digital and print	Sport Community & Activation
L3.2.2 Undertake a robust program of business engagement and information dissemination	L3.2.2.1 Inform businesses of trends and changes in economic, industry and government landscapes	Sport Community & Activation

Strategy L3.3 | Integrate long-term financial planning, safety, risk and strong governance across all Council operations

L3.3.1 Provide a competent, reliable and timely internal legal service	L3.3.11 Maintain adequate and appropriate legal expertise and capacity to support Council operations	Customer & Corporate Strategy
	L3.3.2.1 Maintain, update and continuously improve the Safety Management system	Customer & Corporate Strategy
L3.3.2 Maintain a safety management system and assurance regime that consistent with legislative requirements	L3.3.2.2 Conduct regular safety audits, maintain and review safety risk registers and undertake safety investigations as required	Customer & Corporate Strategy
	L3.3.2.3 Mature safety data and reporting to enable safety performance insights and informed improvements	Customer & Corporate Strategy
	L3.3.2.4 Provide practical day to day safety support to operations including safety business partnerships	Customer & Corporate Strategy
	L3.3.3.1 Coordinate the Audit, Risk and Improvement Committee (ARIC)	General Manager
	L3.3.3.2 Review annually the risk- based Internal Audit Plan	General Manager
	L3.3.3.3 Conduct audits and identify areas for improvement	General Manager
	L3.3.3.4 Develop and annually review the four year strategic ARIC workplan	General Manager
L3.3.3 Provide systems for monitoring Council's performance, risk and areas for	L3.3.3.5 Coordinate reporting of the implementation of audit recommendations	General Manager
improvement	L3.3.3.6 Guide and support Council on all aspects of the general insurance program	Customer & Corporate Strategy
	L3.3.3.7 Maintain an enterprise risk management framework that is consistent with OLG Guidelines	Customer & Corporate Strategy
	L3.3.3.8 Implement actions arising from Audits i.e. PII and Essential 8 to ensure risk exposure to Council's information systems/Crown Jewels is minimised	Customer & Corporat Strategy

Delivery Program - Principal Activity					
	L3.3.4.1 Prepare and submit Quarterly Budget Review Statements and Annual Financial Statements in line with statutory requirements	Growth & Finance			
L3.3.4 Ensure Council maintains its strong financial position to support decisions that underpin long-term financial sustainability	L3.3.4.2 Review and update the Annual Budget and Long- Term Financial Plan and ensure alignment with the Asset Management Plan and Workforce Management Strategy	Growth & Finance			
	L3.4.1.3 Develop a Strategic land and property investment policy and strategy	Growth & Finance			
	L3.4.1.4 Uplift Council's capabilities in seeking grant funding	Growth & Finance			
	L3.3.5.1 Undertake regular reviews of licences and leases on Council owned properties and manage properties in accordance with agreements	Growth & Finance			
L3.3.5 Manage Council-owned properties in line with community expectations and	L3.3.5.2 Inspect all properties and audit agency agreements with managing agents to ensure compliance with current lease and/or licence agreements	Growth & Finance			
realise potential revenue opportunities	L3.3.5.3 Undertake a review of Council's land portfolio to ensure highest and best use of the land is achieved	Growth & Finance			
	L3.3.5.4 Undertake a strategic review of Council's investment properties to ensure objectives are achieved	Growth & Finance			
L3.3.6 Ensure projects are well managed and delivered on time to strengthen Council's services to the Community	L3.3.6.1 Deliver the Project Assurance Program	Customer & Corporate Strategy			
	L3.3.6.2 Continue to build Project Management capabilities across the organisation	Customer & Corporate Strategy			
L3.3.7 Uplift Council's Cyber Security posture	L3.3.7.1 Implement Initiatives on the Cyber Resilience Strategy	Customer & Corporate Strategy			



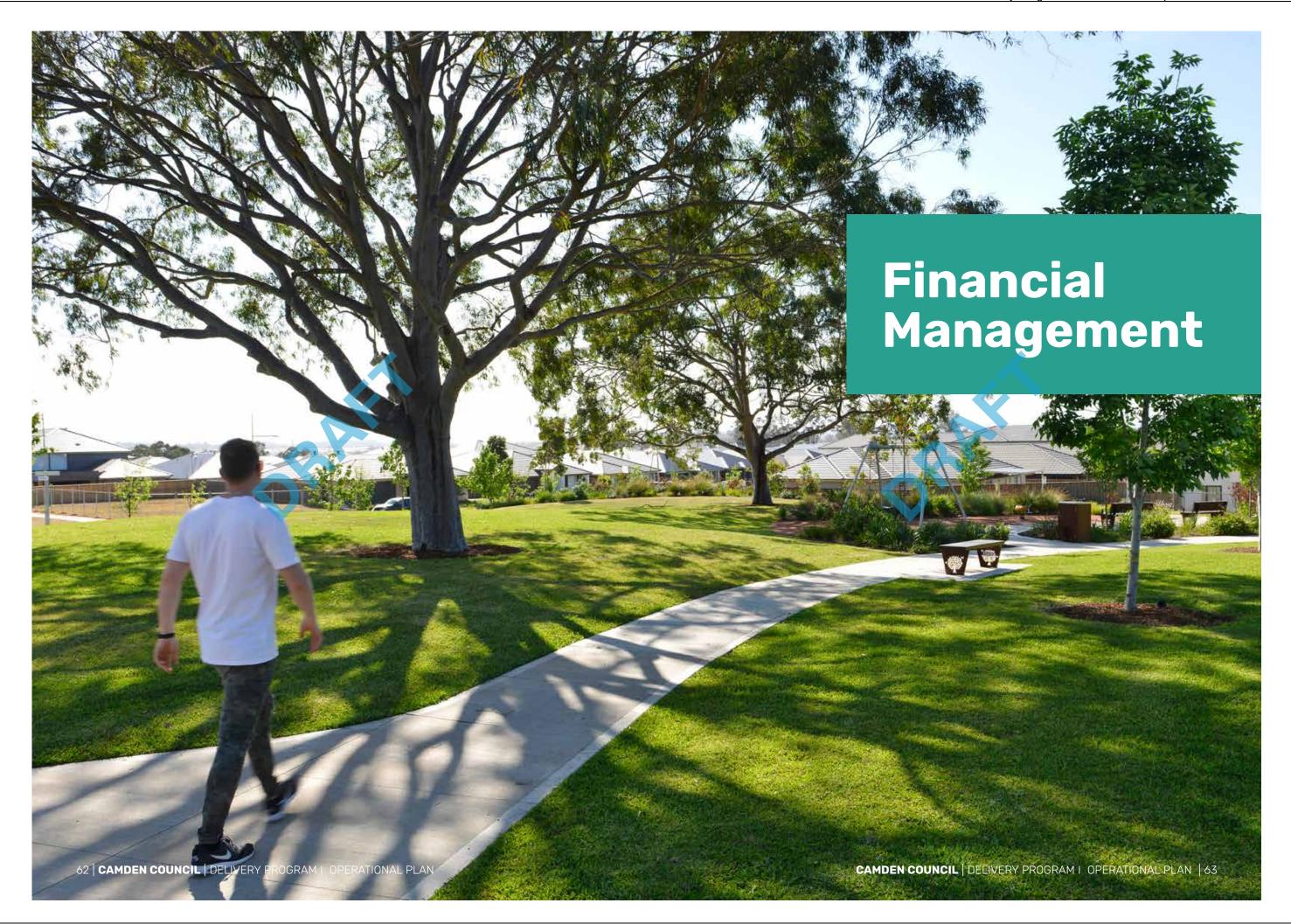


Measuring Performance

Council has four specific indicators against three objectives to assess the performance in achieving the community vision. The progress performance report will be prepared six-monthly and will be reported to Council and published on Council's website for the community to view.

Objectives	Indicators	Target	Branch
L1. Our Council is a leading council in the Western Parkland City, advocating	Number of advocacy activities and partnerships initiated as a lead Council in the Western Parkland City	3	Strategic Planning
for and influencing metropolitan planning and decision-making.	Number of service reviews completed	2	Corporate Performance & Customer Experience
L2. Our Council is forward thinking and builds value for the community	Percentage of internal audit performed across Council	30	Internal Audit
L3. Our Council decisions are informed, accountable and transparent	Number of reports brought to Council for decision-making	75	Legal & Governance





Revenue & Pricing Policy 2025/26

In accordance with the Local Government Act 1993 and General Regulation 2021, Council is required to prepare an Annual Revenue Policy Statement. The following information outlines how Council will generate its revenue for the 2025/26 financial year and the major sources of revenue which fund Council's operations.

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Where does council's revenue come from?

In formulating this policy, it was considered necessary to identify the current sources of revenue and how they are used to fund the key directions identified in the Community Strategic Plan.

Operating and capital revenue for the 2025/26 financial year have been summarised into the following categories:

- 1. Rating Income
- 2. User Fees & Charges
 (including Domestic Waste Management Charges)
- 3. Investment Income
- **4. Government Grants** (Not tied to Expenditure)
- **5. Government Grants** (Tied to Expenditure)
- 6. Loan Borrowings
- 7. Developer Contributions
- 8. Income from the Sale of Assets
- 9. Cash Reserves & Restrictions
- 10. Stormwater Management Levy

Rating Income

Rating Income is generated by a levy on properties within the Camden Local Government Area (LGA) for the provision of local government services. Council is committed to the implementation of a fair and equitable rating system, where each rating category and property will contribute to the rate levy according to the demands placed on Council's resources.

Council has the following rating categories for rateable land in the Camden LGA:

- 1. Residential
- 2. Business
- 3. Farmland Ordinary
- 4. Farmland Intensive

These rating categories have been in place since 1994

Camden Council's rates consist of a base charge (\$810 proposed for the 2025/26 financial year) and an ad-valorem charge. The base charge amount is a standard amount which is applied to all properties. The ad-valorem charge is a distribution of the residual rating income, calculated as a proportion of the property's unimproved land valuation.

The land valuation calculated for each property is determined by the Valuer General's Department and is reviewed every three years.

Council calculates its rating charges with the intention of generating 50% of the Residential rate levy from the base charge (or as close thereto as possible). The basis of this is that such a rating structure will provide the fairest and most equitable distribution of the rate levy in the Camden LGA.

SUPPLEMENTARY RATE INCOME

Additional rate income through growth (supplementary rate income) has been calculated in line with housing supply forecasts released by the NSW Department of Planning. Lot release projections for the 2025/26 financial year are estimated at 1.820 lots.

Council's supplementary rate income is reviewed

quarterly and if required, adjustments are made at the next quarterly budget review.

IPART RATE PEG CALCULATION METHODOLOGY

In November 2023, the Independent Pricing and Regulatory Tribunal (IPART) announced that the rate peg would be set using a new rate peg methodology.

Under the new calculation methodology, the rate peg is determined using a Base Cost Charge, which considers three major areas of expenditure. This includes employee costs, asset costs and all other operating costs. The final rate peg is then adjusted by a productivity factor, a population factor for each council and an Emergency Services Levy (ESL) factor for each council.

The total rate peg approved by IPART for Camden for the 2025/26 financial year is 7.5%.

LAND VALUATIONS

Rating income levied in the 2025/26 financial year will be based on the land valuations determined by the Valuer General's Department with a base date of 1 July 2022. Land value is the value of the land only and does not include the value of the home or other improvements on the land.

Land Valuations are issued by the Office of the New South Wales Valuer General and are determined under the *Valuation of Land Act 1916*. The Valuer General is responsible for providing fair and consistent land values for rating and taxing purposes. Council has no control or input into the valuation process.

Landholders wanting to know more about their land value or the valuation system can call 1800 110 038 or visit the Valuer General's website at www.valuergeneral.nsw.gov.au.

RATING OF SUBDIVIDED LAND

Following the sub-division of a parcel of land, rates cannot be levied on new lots until supplementary valuations have been provided to the Council by the Valuer General and Council has categorised each of the new parcels. Once this has happened, Council can levy rates on a

pro-rata basis from the date the deposited plan was registered.

When Council levies rates on new parcels of land on a pro-rata basis, an adjustment must be made in respect of the land that existed prior to the sub-division to reflect that rates and charges are only payable on that parcel up until the date of sub-division.

VOLUNTARY PENSIONER REBATE

In accordance with section 575 of the *Local Government Act 1993*, Council provides a rebate to eligible pensioners for annual rates and domestic waste charges of \$250.

In June 2022, Council resolved to provide an additional voluntary pension rebate of \$50 to eligible pensioners, bringing the total pension rebate amount to \$300.

The provision of an additional voluntary pension rebate is permissible under section 582 of the *Local Government Act 1993*, which states that a council may waive or reduce rates, charges and interest due by any person prescribed by the regulations who is in receipt of a pension, benefit or allowance under the *Social Security Act 1991*.

User Fees and Charges

Council has the ability to generate revenue through the adoption of a fee or a charge for services or facilities. Fees and charges are reviewed on an annual basis in conjunction with the preparation of the annual budget.

The fees and charges which Council can charge can be split into two categories:

- **1. Regulatory fees** These fees are generally determined by State Government Legislation, and primarily relate to building, development or compliance activities. Council has no control over the calculation, and any annual increases of these fees and charges.
- **2. Discretionary Fees** Council has the capacity to determine the charge or fee for discretionary works or services such as the use of community facilities and access to community services.

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The general principles under which Council sets its fees and charges take into account the works and services provided, the comparable commercial value, and the ability of residents to pay at the pricing level determined appropriate. The general principles that Council supports in its pricing policy are to:

- **1.** Ensure the community receives the maximum possible benefit from the services provided and from the limited resources which are used to provide that service,
- 2. Recognise that there is an element of community benefit in Council providing certain works and services, and as such that a level of general fund contribution be incorporated into the determining of some fees and charges,
- **3.** Where a service is provided which is considered a commercial activity, that an appropriate fee be charged which recovers the cost of the service, the consumption of assets and an appropriate return on investment, which is in no way subsidised by the community.

The majority of discretionary fees and charges for the 2025/26 financial year are proposed to be increased by 3%. This does not include fees which are set by regulation, are prepared on a cost-recovery basis or where Council provides the service in a competitive market.

DOMESTIC WASTE MANAGEMENT CHARGES

Within Council's Draft 2025/26 Fees and Charges, domestic waste service charges are proposed to be increased by 11%. This increase is required to recover the cost of providing the service, which includes the increase in disposal costs and to ensure sufficient funding is available for Council's waste management plant replacement program.

The list of charges applicable to domestic waste management services can be found in the Draft Fees & Charges Schedule for the 2025/26 financial year.

MERCHANT SERVICE COST RECOVERY

A Merchant Service Fee is charged by financial institutions for providing merchant services. They are calculated as a percentage of each credit card sale and are charged whenever a credit card transaction is processed.

Council will continue to charge a merchant service cost recovery fee on all payments made by customers using a credit card. The fee is calculated on the basis of full cost recovery.

Investment Income

Council has an adopted Investment Policy. The overall objective of this policy is to ensure Council invests its funds:

- 1. In accordance with the requirements of the Local Government Act 1993, and
- 2. To maximise the return on investments after taking into consideration the level of risk attributable to the type of investment made, and the level of funds required to ensure that Council meets its budget obligations.

The policy outlines:

- > the manner in which Council may invest funds.
- > the risk profile considerations for investment categories,
- > the institutions and products which Council can invest in
- > the reporting requirements of Council's investment portfolio.

Interest on investments is received on three types of funding:

- > General fund revenue raised through the year from all sources of revenue (excluding restricted reserves and Developer contributions),
- > Restricted reserves held until expended.
- > Developer contributions held until expended.

Council has control over the interest it earns on general fund revenue and unrestricted reserves, but Developer Contributions interest on investments must be used for the purpose for which the contribution relates. The interest Council generated on general fund revenue is untied and forms part of Council's consolidated revenue for distribution across services that are not funded by restricted funds.

Council uses Access Economics business outlook data to determine its long-term projections on interest on investment income.

Interest projections for the 2025/26 budget have been prepared on the basis of generating a return on investment of 4.5%. Council is currently achieving a return on its investment portfolio of approx. 5.07% (January 2025).

Government Grants (Not Tied to Expenditure)

Grant revenue is obtained from the Federal and State Governments. Grants can either be untied (Council has the discretion to allocate the funds where its sees fit) or tied (must be used for a specific purpose).

Council's primary source of untied grant income is the Financial Assistance Grant. This grant is used in conjunction with rate income to cover the cost of providing services not funded by tied income. The Financial Assistance Grant is distributed to local councils by the Local Government Grants Commission.

Government Grants (Tied to Expenditure)

In the past, the majority of tied grants related to roads and community infrastructure, employment schemes, library and community services. It has been Council's policy to apply for grants when they become available, but at times there has been uncertainty as to whether particular grants would continue on an annual basis. This places pressure on Council's budget and the provision of service levels currently offered by Council.

Therefore, regular contact with government departments is maintained to maximise the opportunity of obtaining grants.

Council is mindful that most grants are issued by governments on a dollar-for-dollar basis. This type of funding arrangement impacts on Council's available resources and ability to fund existing services. This fact is taken into consideration when assessing available grants.

Loan Borrowings

Council's position on funding expenditure through loan borrowings is:

- 1. Funds will only be borrowed for specific infrastructure projects, which are clearly linked to the community's expectations as outlined within Council's Community Strategic Plan,
- 2. Council will consider the use of loans to ensure existing residents are not burdened with the cost of infrastructure which will be enjoyed by future generations,
- 3. Loan borrowings will only be considered after all potential funding strategies have been investigated, including the use of any existing cash reserves and external funding opportunities,
- 4. The use of loan borrowings to fund operational shortfalls or service expansion is not permitted.
- 5. The use of loan borrowings for the purpose of leveraging an investment is not permitted,
- 6. Council will review its long-term financial plan to ensure there is capacity to service debt from recurrent revenues.

Council will take advantage of being able to access loans through the NSW State Government (T-Corp) and will actively pursue funding through initiatives such as the Low-Cost Loan Initiative.

Further information on loan borrowings can be found on page 81.

Developer Contributions

Section 7.11 and Section 7.12 Developer Contributions are a levy that Council can impose on development to assist with the funding of infrastructure that is required due to urban development. They can only be imposed as a condition of consent and are only payable if a property owner is proposing to develop their site.

In order to levy a contribution, Council must first adopt a Contributions Plan. The plan sets out what infrastructure is needed, the likely timing of its construction, the cost of the works and how the cost is to be shared by developers and Council. Council can only levy a contribution if it is in accordance with an adopted Plan.

The Environmental Planning and Assessment Act 1979 sets out the rules for development contributions. The Minister for Planning may issue directions that can provide further detail to the rules, such as imposing a cap on the contributions. The Department of Planning and Environment issues circulars and planning guidelines to help explain the rules.

Council has the option to permit developers to construct works or dedicate land in lieu of paving cash contributions. Where this happens, the developer will enter into either a Works in Kind Agreement or a Voluntary Planning Agreement. These agreements are legally binding contracts that specify what the developer must do and by when.

CAP ON CONTRIBUTIONS SECTION 7.11 CONTRIBUTIONS PLANS

In 2012, the NSW State Government introduced a cap on the per lot contributions paid under a Section 7.11 plan (unless the plan is grandfathered). This change also limited the types of infrastructure that a council could levy for a plan. This change means that councils will be required to find other funding sources in order to provide some types of infrastructure.

The cap was removed from 1 July 2020 but the issue of funding Infrastructure such as Community Centres, Libraries and Leisure

Centres remains a long-term issue for greenfield development.

Income from the Sale of Assets

Council has a limited portfolio of property holdings which are not engaged in the delivery of essential services to the community. The majority of Council's assets deliver on services such as:

- > Transport Infrastructure,
- > Stormwater Management,
- > Community Facilities,
- > Operational Assets, including administration buildings.

Council does hold a number of property investments which primarily relate to land holdings within industrial, commercial and residential areas within the Camden LGA.

Council will consider the sale of surplus land where funds are required for capital purposes. Council's criteria for the sale of property assets are as follows:

- > The asset is no longer used, or is not required for the provision of a core community service,
- > The asset has reached the end of its useful life and provides no further tangible benefit to the community,
- > Market conditions indicate that the asset could provide a substantial return which could be used to fund other capital investments,
- > The asset is incurring a higher level of maintenance cost than would normally be expected.

While revenue generated from the sale of land assets could be used to alleviate operational budget pressures, this is a financially unsustainable measure as the funding would only provide a short-term solution.

In accordance with Council's Plant Replacement Policy, Council intends to dispose of a number of plant and machinery items which have reached

the end of their useful life. The 2025/26 Draft Budget includes an estimate for plant disposal of \$501,000.

Indicative forecasts have been included in future vears in relation to the subdivision of property located at Camden Valley Way, Elderslie and remaining Sale of Biodiversity Credits.

LEASE INCOME

The completion of the Oran Park administration building (Stage 1) enabled Council to lease the previous administration centres at Camden and Narellan. Council also receives lease income for air rights over the Camden Valley Way from the Narellan Town Centre.

A number of other residential and commercial buildings are leased by Council on a commercial basis.

Cash Reserves and Restrictions

Council has a number of cash reserves which are either a legislative requirement (externally restricted) or have been established through a Council decision (internally restricted).

In December 2023, Council adopted a Financial Reserves Policy. The Financial Reserves Policy outlines the mechanisms in place to establish, maintain and report on funds held in external and internal reserves. Importantly, all decisions in relation to Council's financial reserves are to be made via a formal resolution of Council.

External reserves are created as a result of a legislative requirement. They can only be used for the specific purpose for which the reserve was created and cannot be used for general operations. Internal reserves are established at the discretion of Council and can be used for specific projects, programs, or financial

The balance of Council's cash reserves is considered annually as part of the budget process. Reserves that have funding shortfalls are considered a priority to be funded (replenished) as part of the budget process, as this could

have an impact on Council's long-term financial sustainability.

The need for a new reserve is considered as part of Council's long-term financial planning. A new reserve can only be established by a resolution of Council.

Council's current policy is to maintain a minimum working funds balance of \$1 million. This amount represents funds readily available in cash, which are not committed in Council's current budget. This amount has been deliberately set aside by Council to allow for situations where emergency funding is required due to a major unforeseen circumstance within the LGA. The level of minimum working funds held by Council will be reviewed as Council's budget grows.

Stormwater Management Levy

In 2006, the State Government enacted the Local Government (General) Amendment (Stormwater) Regulations 2006. These regulations allow councils to charge a maximum of \$25 p.a. per occupied allotment for the provision of additional stormwater management services to residents in urban areas who benefit from Council provided stormwater services.

For the purposes of the Act, stormwater management is defined as the management of the quantity and quality of stormwater that flows off a parcel of privately owned, developed urban land. Urban land is land within a city, town or village.

The levy can only be charged in areas where Council provides a stormwater management service. Income from the levy can only be used by Council for the purpose for which it is collected. Council must also maintain its existing stormwater management program.

Council has taken the approach that this levy will be used to educate and promote awareness in the community, ensure the efficient flow of stormwater through the LGA and an improvement in the quality of water flowing into our streams and rivers.

Progress on the implementation of the works

is reported to the community through Council's Annual Report.

The levy is to be charged as follows:

- 1. For land categorised as residential \$25
- 2. For residential Strata lots \$12.50 (50% of the adopted charge as applied to residential properties).
- **3.** For land categorised as business \$25 per 700 square metres or part thereof (the business levy is capped at \$1,000).
- 4. For business strata complexes \$25 per 700 square metres or part thereof. The cost is then divided on a pro-rata basis between the lots (the business strata levy is capped at \$1,000 for each individual parcel).

The following exemptions to the Stormwater Management Levy will continue to apply:

- Land exempt from rating under the *Local* Government Act 1993, such as schools. churches or hospitals,
- > Vacant Land (as defined under the Local Government (General) Amendment Regulation
- > Land owned by the Department of Housing,
- > Some land managed under the Aboriginal Housing Act,
- > Pensioners (see below).

Ratepayers who currently receive a pension rebate will be exempt from this levy providing they qualify for the pension rebate on 1 July of any given rating year. This will be shown on the rate notice as a Stormwater Rebate.

The stormwater management levy will generate approximately \$1.205 million in the 2025/26 financial year.

2025/26 Proposed Stormwater Management Maintenance Program

ITEM	ITEM DESCRIPTION	2025/26 Proposed	2026/27 Proposed	2027/28 Proposed	2028/29 Proposed
Capacity Buildin	g				
Stormwater Education	Waterways Project Officer	\$113,600	\$116,300	\$120,100	\$124,000
Catchment Management	Catchment Projects Officer and Upper South Creek Flood Study	\$173,500	\$172,700	\$157,100	\$162,100
	Sub Total - Capacity Building	\$287,100	\$289,000	\$277,200	\$286,100
Maintenance					
Drainage Pipe/Pit Maintenance	Allows for the maintenance of the drainage pipe network and pit junctions in the Camden LGA. The maintenance works relate primarily to drains which are adjacent to roads or run underneath roads.	\$116,300	\$115,900	\$122,400	\$122,900
Aquatic Plant Maintenance	Allocated for the removal of noxious weeds and reducing excessive weeds in open water bodies and streams within the Narellan Catchment Area. This allows for improved water flow control and improvements in natural habitat.	\$61,000	\$54,900	\$57,600	\$57,800
Lake Annan Ibis Management	Funding will allow for the ongoing management of the Ibis population which inhabit the surrounds of Lake Annan, Mount Annan.	\$17,500	\$17,500	\$18,400	\$18,500
	Sub Total - Maintenance	\$194,800	\$188,300	\$198,400	\$199,200
Community Educ	cation				
Water Quality Monitoring and Testing	Better Understanding of Stormwater Systems	\$1,000	\$1,000	\$1,000	\$1,000
	Sub Total - Community Education	\$1,000	\$1,000	\$1,000	\$1,000
Projects					
Project Allocation		\$6,600	\$7,500	\$0	\$0
	Sub Total - Project Allocation	\$6,600	\$7,500	\$0	\$0
	Total - Stormwater Management	\$489,500	\$485,800	\$476,600	\$486,300

2025/26 Proposed Stormwater Management Levy Works Program

ITEM	OUTCOME	NOTES	2025/26 Proposed	2026/27 Proposed	2027/28 Proposed	2028/29 Proposed
Capacity Build	ling					
Basins Inspections	Improved Asset Performance	1	\$102,200	\$104,000	\$106,900	\$109,800
	Sub Total -	Capacity Building	\$102,200	\$104,000	\$106,900	\$109,800
Community Ed	lucation					
Education & Promotion	Increase Community Awareness	2	\$16,400	\$16,700	\$17,000	\$17,300
Water Quality Monitoring and Testing	Better Understanding of Stormwater Systems	3	\$103,200	\$105,300	\$107,400	\$109,500
	Sub Total - Com	munity Education	\$119,600	\$122,000	\$124,400	\$126,800
Maintenance			0			
Urban GPT Maintenance	Improved Water Quality	4	\$657,100	\$670,200	\$683,600	\$697,300
Riparian, Basins and Waterbody Maintenance	Improved Water Quality	5	\$249,700	\$254,700	\$259,800	\$265,000
	Sub-To	tal - Maintenance	\$906,800	\$924,900	\$943,400	\$962,300
Asset Manage	ment					
Lake Yandel'ora Inspections	Improved maintenance of drainage assets	6	\$15,000	\$15,400	\$15,800	\$16,200
Drainage Infrastructure Improvements	Improved management of drainage assets	7	\$65,700	\$80,400	\$97,600	\$118,200
Catchment Management	Improved management of drainage assets	8	\$25,000	\$20,500	\$0	\$0
	Sub Total - A	sset Management	\$105,700	\$116,300	\$113,400	\$134,400
Tot	tal - Stormwater Lev	y Works Program	\$1,234,300	\$1,267,200	\$1,288,100	\$1,333,300
	Total	Income Collected	(\$1,204,900)	(\$1,243,200)	(\$1,284,400)	(\$1,329,400)
	Transfe	To/(From) Reserve	(\$29,400)	(\$24,000)	(\$3,700)	(\$3,900)
		Surplus / (Deficit)	\$0	\$0	\$0	\$0

NOTE 1: BASIN INSPECTIONS

Water sensitive urban design (WSUD) helps to manage stormwater and reduce the impact it has on waterways. This funding will allow inspections to be undertaken to existing and new basins to ensure they are functioning as intended and identify improvement actions as required.

NOTE 2: EDUCATION AND PROMOTION

In urban areas, the pollutants that enter the stormwater systems are generated predominately by the actions of residents; fertilisation of gardens, car washing, litter etc. Education campaigns have been demonstrated as an effective measure in reducing the pollutant loads entering our drainage systems. Education campaigns provide the opportunity to inform the community of the results of monitoring programs and promote the works undertaken through the stormwater levy programs.

Education material is also prepared which outlines the aims, objectives and achievements of the stormwater levy and how residents and households can contribute to improving our waterways. This educational material is prepared annually, and the achievements of the stormwater levy are reported in Council's Annual Report.

NOTE 3: WATER QUALITY MONITORING AND TESTING

Monitoring of water quality is a vital component of any stormwater management program. Monitoring of water quality and assessment against standards enables Council to effectively deliver a stormwater improvement program targeting actions that generate the greatest benefit. Monitoring is also essential to evaluate the effectiveness of the stormwater management program funded through the levy.

Water Quality Monitoring is also required for stormwater harvesting and stormwater reuse sites, including the irrigation of sporting fields. The results of monitoring will be utilised by the sustainability report, used in promotional and educational activities and contribute to regional water quality monitoring programs.

Council previously commissioned a consultant to prepare a comprehensive stormwater quality

monitoring framework. Council is proposing to implement systems and processes to progressively implement the recommendations of this report for ongoing monitoring of our key waterways and stormwater infrastructure.

NOTE 4: URBAN GPT MAINTENANCE

Gross Pollutant Traps (GPT's) capture larger pollutants such as litter, bottles, plastic bags, leaves, grass clippings, etc. GPT maintenance is critical to maintaining acceptable water quality within our stormwater systems. The timely removal of gross pollutants, litter and sediment from traps will improve stormwater quality significantly. Generally, these pollutants enter the drainage system after having been introduced by residents and visitors action (or inaction) and are more prevalent in urban areas than in rural areas.

Gross pollutants and some of the nutrients vithin them can be remobilised if they are not removed prior to subsequent rainfall events. The stormwater levy will, in part, facilitate the systematic, regular cleaning and maintenance of the ever-growing number of GPT's in the urban areas, thus greatly reducing the pollutant loads entering our waterways.

NOTE 5: RIPARIAN, BASINS AND WATERBODY MAINTENANCE

Constructed wetlands and rain gardens are the primary method of removing nutrients from stormwater. These contemporary stormwater management facilities are being implemented throughout newly developed areas.

Nutrients such as nitrogen and phosphorous are key pollutants in the Nepean River catchments, resulting in excessive pest plant growth and algal blooms. This also leads to reduced dissolved oxygen levels, which compromises the function of the wetland systems.

Almost all stormwater in the Camden area ultimately drains into the Nepean River and various natural creeks. Funds to periodically maintain wetlands and rain gardens will assist with weed removal and ensuring the filter medium is able to work more effectively.

NOTE 6: LAKE YANDEL'ORA INSPECTIONS

Lake Yandel'ora is a significant water body that has been created through the construction of a large dam wall. As part of the safety requirements of having such a large dam, Council is required to conduct routine inspections and auditing of the structural soundness of the dam wall, outlet structures and outlet stream.

NOTE 7: DRAINAGE INFRASTRUCTURE IMPROVEMENTS

Generally, a well-designed, constructed and maintained drainage infrastructure asset can have a life cycle of 20 to 30 years. However, changes in catchment condition, design or construction issues, or other emerging problem, may cause an asset to require improvements to ensure they are functioning as intended.

NOTE 8: CATCHMENT MANAGEMENT

The size, shape and location of a catchment can influence flood behaviour as can vegetation and land use. This funding will be used to support updating the Upper South Creek Flood Study to help manage the flood risk and reduce the impacts of floods on the community.



Attachment (

Revenue Policy Statutory Statements

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1. DETAILED ESTIMATE OF COUNCIL'S INCOME AND EXPENDITURE FOR THE YEAR END 30 JUNE 2026

The Draft 2025/26 Budget has been prepared in a program budget format and is a balanced cash budget. The Financial Statement forecast for the period ending 30 June 2026 (including forward year forecasts) is provided on page 83.

2. STATEMENT WITH RESPECT TO EACH ORDINARY RATE AND EACH SPECIAL RATE TO BE LEVIED

Council is committed to the implementation of a fair and just rating system, under which each rating category and property will contribute to the rate levy according to the demand on Council and community resources. Council has also recognised the desirability of encouraging the retention of viable rural holdings.

Accordingly, Council has resolved to establish the following categories subcategories for rateable land in the Camden Local Government Area:

- 1. Residential
- 2. Business
- 3. Farmland Ordinary
- 4. Farmland Intensive

Council was advised in October 2024 that IPART had determined an increase in ordinary rate income for the 2025/26 financial year of 7.5%. Council has not made an application for a rate increase above the permissible increase of 7.5% for the 2025/26 financial year.

TYPE	EXPECTED ASSESSMENTS	BASE CHARGE	BASE INCOME
Residential	45,915.60	\$810.00	\$37,191,636
Business	2,508.40	\$810.00	\$2,031,804
Farmland - Ordinary	182	\$810.00	\$147,420
Farmland - Intensive	10	\$810.00	\$8,100

It should be noted that Camden is required to use land valuations provided by the valuer general with a base date 1 July 2022 for the 2025/26 financial year. Council has considered the current rating mix with no change being recommended to the adopted rating mix.

Ad valorem rating levels for the various categories are to be based on the following comparative figures:

Residential	1.0
Business	3.3. (3.3 times the residential ad-valorem rate)
Farmland - Ordinary	0.5 (half the residential ad-valorem rate)
Farmland - Intensive	0.9 (0.90 times the residential ad-valorem rate)

This will result in the following proposed ad valorem rates, yields and percentages of levy raised for each category for the 2025/26 financial year.

ТҮРЕ	RATE	YIELD
Residential	0.109260	\$37,357,596
Business	0.360558	\$16,625,320
Farmland - Ordinary	0.054630	\$1,356,043
Farmland - Intensive	0.098334	\$42,608

A summary of the proposed rate income by rating category for the 2025/26 financial year is provided below:

ТҮРЕ	BASE CHARGE	AD VALOREM	TOTAL REVENUE	BASE CHARGE AS A % OF TOTAL YIELD
Residential	\$37,191,636	\$37,357,596	\$74,549,232	49.89%
Business	\$2,031,804	\$16,625,320	\$18,657,124	10.89%
Farmland - Ordinary	\$147,420	\$1,356,043	\$1,503,463	9.81%
Farmland - Intensive	\$8,100	\$42,608	\$50,708	15.97%
Total	\$39,378,960	\$55,381,567	\$94,760,527	

It is Council's intention to raise the base rate amount to as close as possible to 50% of the Residential rate levy. It is Council's view that such a rating structure will provide the fairest and most equitable distribution of the rate levy in the Camden Local Government Area.

The draft estimates contained in this Draft Revenue Policy are subject to change and will be updated to reflect actual rateable assessments prior to the adoption of the Draft 2025/26 Operational Plan and Budget. The figures above contain lot projection forecasts up to the 30 June 2025. Council can only increase its total rate income by the percentage amount approved by IPART.



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3. STATEMENT WITH RESPECT TO EACH **CHARGE TO BE LEVIED**

Council includes on its rate notice a charge for waste management. The Local Government Act 1993 requires that the domestic waste services of a Council must be financed by a specific annual charge made and levied for that purpose alone.

The act provides councils with a framework to effectively recover from users, a reasonable cost of providing the service, which can be achieved by an annual levy under Section 496, or a combination of an annual levy and user pay charge under Section 502.

For the 2025/26 financial year Council will utilise the provisions of Sections 496 and 502 to further implement the waste management system which is a combination of an annual levy and a user pay charge.

The charges relating to domestic waste can be found in the 2025/26 Draft Fees & Charges schedule.

4. STATEMENT OF FEES TO BE CHARGED BY **COUNCIL AND THE AMOUNTS OF SUCH FEE**

The current list of fees and charges have been reviewed and updated in accordance with past practice. The schedule has been prepared to ensure the criteria as required under Part 10 of the Local Government Act 1993 have been considered.

5. STATEMENT OF THE COUNCIL'S PRICING POLICY WITH RESPECT TO THE SERVICES PROVIDED

Council is required to include in its annual Operational Plan a Pricing Policy for the various works and services Council provides to its community as well as other entities or other persons.

The general principles under which Council sets its fees and charges take into account the works and services provided, the market value of those works and services provided, the ability of the resident to pay such a price and community contribution involved in such works and services.

The general principles of Council's Pricing Policy are as follows:

- **1.** Ensure that the community receives the maximum possible benefit from the services provided and from the limited resources used to fund those services.
- 2. In respect of each category of fee or charge, establish a balance between who is paying for the service and who is receiving the benefit.
- 3. Where the service can be quantified and the customer clearly identified, a regime of user charges should apply.
- 4. The level of community benefit as well as individual benefit is considered when determining prices.

Council has four distinct revenue categories:

- > Regulated Fees and Charges,
- > Unregulated Fees,
- > Unregulated Charges,
- > User Charges.

The services provided by Council will be appropriate to the needs of the community, of a high standard and delivered on time and in an effective manner.

Council has established a table of pricing statements relative to the services conducted by Council and these are used in determining the fee or charge to be applied. These are outlined in the 2025/26 Draft Fees and Charges.

6. STATEMENT OF THE AMOUNTS OR RATES TO BE CHARGED FOR THE CARRYING OUT BY **COUNCIL OF WORK ON PRIVATE LAND**

Rates for the undertaking of work on private land have been included in the Draft Fees and Charges for the 2025/26 financial year and will include GST where applicable.

7. STATEMENT OF LOAN BORROWINGS (OTHER THAN INTERNAL BORROWINGS), THE SOURCES FROM WHICH THEY ARE TO BE BORROWED AND THE MEANS BY WHICH THEY ARE TO BE **SECURED**

PURPOSE	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	Total
Asset Renewal Program (including Road Renewal)	\$3.9M	\$5.1M	\$6.5M	\$8.8M	\$5.4M	\$2.5M	\$32.2M
Community Support Package Stage 3	\$6.3M	\$9.8M	\$5.2M	-	-	-	\$21.3M
Com. Infrastructure Renewal Program	\$1.1M	\$1.7M	\$1.2M	-	-	-	\$4.0M
Oran Park Community & Commercial Site	-	-	\$9.5M	\$20.0M	\$50.0M	\$20.0M	\$99.5M
Camden Animal Shelter	-	-	\$2.5M	-	-	-	\$2.5M
Total	\$11.3M	\$16.6M	\$24.9M	\$28.8M	\$55.4M	\$22.5M	\$159.5M

8. NATIONAL COMPETITION POLICY

Under National Competition Policy, Council has identified the business activities existing within Council operations which are impacted by this policy.

The intent of the policy is to provide a framework, which examines the activity in comparison with private industry business practice. Councils are required to review their pricing policies and levels of subsidisation.

Council has identified one Category II business activity for the 2025/26 financial year, namely the Commercial Waste Service.

9. GOODS AND SERVICES TAX

Council has been classified as an enterprise and is registered for GST, therefore only incurs minimal GST. The budget has included GST costs associated with rental properties and financial services for which Council does not receive input tax credits.

Council prepares its fees and charges schedule using the best available information in relation to the impact of GST on the fees and charges at the time of adoption. It should be noted that all fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent Australian Taxation Office rulings and regulations



Budget Summary \$000	2025/26	2026/27	2027/28	2028/29
Operating Revenue				
Rates and Annual Charges	\$123,784	\$136,028	\$149,360	\$161,447
User Charges and Fees	\$30,649	\$31,861	\$33,726	\$35,302
Interest Income	\$14,327	\$10,821	\$9,179	\$10,414
Other Revenues	\$1,332	\$1,405	\$1,440	\$1,437
Other Income	\$5,793	\$5,897	\$6,005	\$6,120
Grants - Operating	\$8,852	\$9,020	\$9,778	\$10,226
Contributions - Operating	\$1,095	\$1,038	\$1,066	\$1,033
Proceeds from the Sale of Assets (Net)	\$0	\$4,000	\$4,000	\$0
Total Revenue	\$185,832	\$200,070	\$214,554	\$225,979
Operating Expenditure				
Employee Costs	\$75,884	\$77,171	\$80,208	\$82,953
Borrowing Costs	\$2,573	\$3,311	\$4,438	\$5,700
Materials and Services	\$85,853	\$92,026	\$97,098	\$102,869
Depreciation	\$37,596	\$42,521	\$45,889	\$46,814
Other Expenses	\$3,218	\$3,365	\$3,519	\$3,680
Total Expenditure	\$205,124	\$218,394	\$231,152	\$242,016
Capital Revenue				
Grants - Capital	\$100,252	\$60,886	\$11,370	\$1,727
Contributions - Capital	\$166,580	\$203,329	\$185,609	\$194,779
Total Capital Revenue	\$266,832	\$264,215	\$196,979	\$196,506
Source of Funds				
Funds Received from Sale of Fixed Assets	\$501	\$502	\$816	\$335
Loan Borrowings	\$16,576	\$24,898	\$28,780	\$55,400
Internal Transfers - Transfer from Reserves	\$225,325	\$106,383	\$185,353	\$162,019
Non-Cash Funded Depreciation	\$37,596	\$42,521	\$45,889	\$46,814
Total Source of Funds	\$279,998	\$174,304	\$260,838	\$264,568
Application of Funds				
Capital Purchases / Assets Acquisitions	\$388,454	\$255,999	\$258,010	\$221,392
Net Movement - FV Investment Properties	\$3,000	\$3,000	\$3,000	\$3,000
Borrowing Expense - Principal	\$3,931	\$4,903	\$5,983	\$7,082
Internal Transfers - Transfer to Reserves	\$132,153	\$156,293	\$174,226	\$213,563
Total Application	\$527,538	\$420,195	\$441,219	\$445,037
Net Cash Budget Result	\$0	\$0	\$0	\$0

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

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内容,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

إذا كنتم بحاجة للمساعدة في فهم هذه المعلومات، فيرجى الاتصال بُخدمة الترجمة التحريرية والسَّفهية (TIS) على الرقم 450 131 والطلُّب منهم الاتصال بمجلس Camden على الرقم 63 22 13 بالنيابة عنكم.

Si necesita ayuda para comprender esta información llame al Servicio de Traducción e Interpretación (TIS) al 131 450 y pida que llamen a la Municipalidad de Camden al 13 22 63 en su nombre.

Vietnamese | Tiếng Việt

Nếu cần người trơ giúp mình hiểu thông tin này, xin quý vị gọi cho Dịch vụ Thông phiên dịch (TIS) qua số 131 450 và yêu cầu họ gọi cho Hội đồng Thành phố Camden số 13 22 63 giùm quý vị.

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇਸ ਜਾਣਕਾਰੀ ਨੂੰ ਸਮਝਣ ਵਿੱਚ ਮੱਦਦ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ 131 450 'ਤੇ ਟ੍ਰਾਂਸਲੇਟਿੰਗ ਐਂਡ ਇੰਟਰਪ੍ਰੇਟਿੰਗ ਸਰਵਿਸ (TIS) ਨੂੰ ਫ਼ੋਨ ਕਰੋ ਅਤੇ ਉਹਨਾਂ ਨੂੰ ਤੁਹਾਡੀ ਤਰਫੋਂ 13 22 63 'ਤੇ Camden ਕੌਂਸਲ ਨੂੰ ਫ਼ੋਨ ਕਰਨ

Italian | Italiano

Se ti serve aiuto per capire queste informazioni, telefona al Servizio traduzioni e interpreti (TIS) al numero 131 450 e chiedi di chiamare per tuo conto il Comune di Camden al numero 13 22 63.

لي هُلِمَانِ لَمُبْخُمُ لِمُ جَفِدُهُم لَا جَفِدُهُم لَا يُمْعَلِهُ لَا يُصْمَلُ لَهُ مُصِمِلًا مُعْدِلًا لُوحِهُ , مُستَدَوَّ عَلَى سَلَمُم دِمُدَلِمُمُّلِ (TIS) عَلَى مَدِينَا 450 (131 مُلِ ە كىنە دېكى دېكى دېكى كې كې كې كې كې كې د Camden م

Nepali | नेपाली यदि तपाईंलाई यो जानकारी बुझ्न मद्दत् 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 लगाउनहोस।

Serbian | Српски

Ако вам је потребна помоћ да бисте разумели ове информације, позовите Службу за писмено и усмено превођење (TIS) на 131 450 и замолите да вам назову Општину Camden на 13 22 63.

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

Ako trebate pomoć da biste razumjeli ove informacije, nazovite Službu za prevođenje i tumačenje (TIS) na 131 450 i zamolite da vam nazovu Općinu Camden na 13 22 63.

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.

Jekk għandek bżonn għajnuna tifhem dan it-tagħrif, jekk jogħġbok cempel lis-Servizz tat-Traduzzjoni u I-Interpretar (TIS) fug 131 450 u staqsihom icemplu lill-Kunsill ta' Camden fuq 13 22 63 għan-nom

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.



Draft Capital Works Program

2025/26 – 2028/29

Council acknowledges that the Camden LGA is situated on the sacred Traditiona 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



Draft Capital Works Program Summary								
Local Service	2025/26	2026/27	2027/28	2028/29	Total			
	\$	\$	\$	\$	\$			
				•				
General Fund & Reserve Funded Programs								
Transport Infrastructure	7,278,181	7,077,700	8,015,500	8,291,100	30,662,481			
Stormwater Infrastructure	126,500	154,500	179,800	186,000	646,800			
Parks & Playgrounds	3,500,285	979,000	1,186,000	1,236,500	6,901,785			
Community Support Services & Facilities	9,187,399	10,502,477	287,900	290,000	20,267,776			
Corporate Buildings	-	9,660,000	20,724,000	50,760,000	81,144,000			
Total General Fund & Reserve Funded Programs	20,092,365	28,373,677	30,393,200	60,763,600	139,622,842			
		1		'				
Grant Funded Programs								
Transport Infrastructure	54,193,844	31,282,160	7,833,314	1,727,000	95,036,318			
Parks & Playgrounds	39,163,664	25,154,166	3,536,308	1,727,000	67,854,138			
Community Support Services & Facilities	6,894,977	4,450,042	3,330,300		11,345,019			
Total Grant Funded Program	100,252,485	60,886,368	11,369,622	1,727,000	174,235,475			
Total Grant Funded Frogram	100,232,403	60,886,368	11,309,022	1,727,000	174,235,475			
Section 7.11 Program								
-								
Transport Infrastructure	40,701,026	13,477,164	8,182,466	3,439,527	65,800,183			
Stormwater Infrastructure	1,128,264	-	-	-	1,128,264			
Parks & Playgrounds	152,126,665	59,392,361	143,624,900	99,477,945	454,621,871			
Total Section 7.11 Program	193,955,955	72,869,525	151,807,366	102,917,472	521,550,318			

Draft Capital Works Program Summary								
Local Service	2025/26	2026/27	2027/28	2028/29	Total			
	\$	\$	\$	\$	\$			
Voluntary Planning Agreements, Work in Kind Agreements and Section 80A Dedications								
Transport Infrastructure	48,939,000	29,995,000	39,485,000	33,894,000	152,313,000			
Stormwater Infrastructure	16,814,000	34,784,000	13,654,000	15,010,000	80,262,000			
Parks & Playgrounds	1,108,000	23,518,000	1,401,000	3,019,000	29,046,000			
Total Voluntary Planning Agreements, Work in Kind and Section 80A Dedications	66,861,000	88,297,000	54,540,000	51,923,000	261,621,000			
Total Capital Works Program	381,161,805	250,426,570	248,110,188	217,331,072	1,097,029,635			

Draft Capital Works Program							
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total	
		\$	\$	\$	\$	\$	
General Fund & Reserve Funded Programs							
Transport Infrastructure							
Roads Reconstruction Program	City Wide	-	2,530,000	2,560,000	2,600,000	7,690,000	
Roads and Transport Renewal	Wide LGA	626,000	668,000	577,000	610,000	2,481,000	
Rural Road Reseals Program	City Wide	-	495,000	510,000	525,000	1,530,000	
Footpath Renewal & Replacement	City Wide	631,400	646,700	662,500	683,100	2,623,700	
Bridge Renewals and Assessments	City Wide	220,000	230,000	240,000	250,000	940,000	
New Footpaths - General (Footpath Construction Program)	City Wide	390,000	400,000	410,000	420,000	1,620,000	
Kerb & Gutter Renewal & Replacement	City Wide	192,000	196,000	200,000	205,000	793,000	
LGA Guardrail Replacement Program	City Wide	34,000	35,000	36,000	37,000	142,000	
Transport Renewal Program	City Wide	-	1,877,000	2,820,000	2,961,000	7,658,000	
Road Preventative Maintenance-Microsurfacing-Road Reseals	City Wide	300,000	-	-	-	300,000	
Cobbitty Road - Reconstruction - Bridge to village - Stage 1	Cobbitty	811,980	-	-	-	811,980	
Cobbitty Road - Reconstruction - Bridge to Village Stage 2	Cobbitty	806,660	-	-	-	806,660	
Cobbitty Road - Reseal - Bridge to Village Stage 2	Cobbitty	183,000	-	-	-	183,000	
Road Renewal Program - Sheathers Lane Stabilisation-Road Reconstruction	Camden	502,070	-	-	-	502,070	
Road Renewal Program - Anderson Road Heavy Patching-Road Reconstruction	Smeaton Grange	12,800	-	-	-	12,800	
Road Renewal Program - William Campbell Avenue Asphalt Resheeting-Road Reconstruction	Harrington Park	356,700	-	-	-	356,700	
Road Renewal Program - Old Hume Highway Asphalt Resheeting	Camden	180,000	-	-	-	180,000	
Road Renewal Program - Catherine Fields Stabilisation	Catherine Field	608,790	-	-	-	608,790	
FRP - Little Sandy Bridge - Embankment Repairs and Construction Works	Camden	1,422,781	-	-	-	1,422,781	
Sub Total - Transport Infrastructure		7,278,181	7,077,700	8,015,500	8,291,100	30,662,481	
Stormwater Infrastructure							
Stormwater Drainage Renewal	Wide LGA	74,000	102,000	124,000	130,000	430,000	
Drainage Pipes / Pits Renewal & Replacement	City Wide	52,500	52,500	55,800	56,000	216,800	
Sub Total - Stormwater Infrastructure	·	126,500	154,500	179,800	186,000	646,800	

Draft Capital Works Program							
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total	
		\$	\$	\$	\$	\$	
General Fund & Reserve Funded Programs							
Parks & Playgrounds							
Open Space Renewal	Wide LGA	60,000	110,000	855,000	900,000	1,925,000	
Annual Playground Renewal and Upgrade Program	City Wide	116,000	120,000	125,000	128,800	489,800	
Open Space Renewal Works	City Wide	150,000	150,000	150,000	150,000	600,000	
Elizabeth Macarthur Reserve Renewal (Play Equipment and Embellishment) - CIRP (Note1)	Camden South	-	125,000	-	-	125,000	
Don Moon Memorial Reserve Renewal (Play Equipment and Embellishment) - CIRP	Camden	-	125,000	-	-	125,000	
Nott Oval Renewal (Retaining Wall & Repairs) - CIRP	Narellan		120,000	-	-	120,000	
Open Space Minor Projects Renewal - CIRP	City Wide	75,000	75,000	-	-	150,000	
Playgrounds Minor Projects Renewal - CIRP	City Wide	100,000	100,000	-	-	200,000	
Fergusons Land Sportsgrounds - Cricket Pitch Repair	Camden	110,285	-	-	-	110,285	
Harrington Park Reserve - Sportsfield Development Stage 2	Harrington Park	2,032,000	-	-	-	2,032,000	
Kirkham Park Renewal (Play Equipment and Embellishment) - CIRP	Elderslie	225,000	-	-	-	225,000	
Onslow Park Renewal (Play Equipment and Embellishment) - CIRP	Camden	230,000	-	-	-	230,000	
Rossmore Reserve Renewal (Play Equipment and Embellishment) - CIRP	Rossmore	125,000	-	-	-	125,000	
Banks Reserve Renewal (Play Equipment and Embellishment) - CIRP	Camden South	125,000	-	-	-	125,000	
French & Outram Reserves Renewal (Retaining Wall & Repairs) - CIRP	Currans Hill	100,000	-	-	-	100,000	
Park Embellishments	City Wide	52,000	54,000	56,000	57,700	219,700	
Sub Total - Parks & Playgrounds		3,500,285	979,000	1,186,000	1,236,500	6,901,785	
Community Support Services & Facilities							
Buildings Renewal Program	City Wide	200,000	200,000	200,000	200,000	800,000	
Buildings Minor Projects Renewal - CIRP	City Wide	150,000	150,000	-	-	300,000	
Cricket Wicket Surfacing Renewal - CIRP	City Wide	30,000	30,000	-	-	60,000	
Tennis & Multi-Use Court Renewal - CIRP	City Wide	50,000	50,000	-	-	100,000	
Sportsfield Lighting Renewal - CIRP	City Wide	50,000	50,000	-	-	100,000	
Camden Cemetery - Masterplan Works	Camden	400,000	1,903,527	-	-	2,303,527	

Draft Capital Works Program							
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total	
		\$	\$	\$	\$	\$	
General Fund & Reserve Funded Programs							
Community Support Services & Facilities							
Mount Annan Leisure Centre - Renewal	Mount Annan	83,800	85,800	87,900	90,000	347,500	
CSP3 - New Amenities Building for Hockey (Note 2)	Narellan	3,820,000	-	-	-	3,820,000	
Animal Rehoming Centre	Smeaton Grange	-	2,500,000	-	-	2,500,000	
SGS (CSP3): Belgenny Reserve Master Plan, Investigation, Sports Field Design and Construction (Note 3)	Camden	392,738	-	-	-	392,738	
SGS (CSP3): Onslow Reserve: Sports Field Refurbishment	Camden	662,060	-	-	-	662,060	
SGS (CSP3): Cowpasture Reserve Softball: Design and Refurbish Amenities Building	Camden	792,300	-	-	-	792,300	
SGS (CSP3): Fairfax Reserve Sportsfield Changeroom facilities and storage	Harrington Park	524,000	-	-	-	524,000	
SGS : Nugget Beams : Sportsfield Construction	Narellan Vale	112,501	-	-	-	112,501	
SGS (CSP3): Nugget Beams : Amenities (Scope, Design, Upgrade)	Narellan Vale	570,000	-	-	-	570,000	
SGS : Ron Dine Reserve: Improvement and Additional Parking	Camden South	400,000	-	-	-	400,000	
Macaria Art Gallery Renewal Program (Replacement of Roof Covering) - CIRP	Camden	-	350,000	-	-	350,000	
Mount Annan Leisure Centre Renewal Program (Major Maintenance) - CIRP	Mount Annan	450,000	-	-	-	450,000	
SGS (CSP3): Hybrid or Synthetic Turf Business Case and Implementation	City Wide	500,000	5,183,150	-	-	5,683,150	
Sub Total - Community Support Services & Facilities		9,187,399	10,502,477	287,900	290,000	20,267,776	
Corporate Buildings							
Building Renewal	Wide LGA	-	120,000	724,000	760,000	1,604,000	
Oran Park Community/Cultural/Commercial Centre	Oran Park	-	9,540,000	20,000,000	50,000,000	79,540,000	
Sub Total - Corporate Buildings		-	9,660,000	20,724,000	50,760,000	81,144,000	
Total General Fund & Reserve Funded Programs		20,092,365	28,373,677	30,393,200	60,763,600	139,622,842	

Draft Capital Works Program									
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total			
		\$	\$	\$	\$	\$			
Grant Funded Programs									
Transport Infrastructure									
RMS Block Grant Program - Roads Component	City Wide	140,000	143,000	146,000	149,000	578,000			
RMS 3X3 Program	City Wide	-	39,000	39,000	39,000	117,000			
FY2026 Road Renewal Program - William Campbell Avenue Asphalt Resheeting	Harrington Park	39,000	-	-	-	39,000			
Road Renewal - LTFP Roads To Recovery (R2R)	City Wide	39,000	1,539,000	1,539,000	1,539,000	4,656,000			
Road Renewal Program - Anderson Road Heavy Patching - R2R	Smeaton Grange	254,500	-	-	-	254,500			
Road Renewal Program - Mount Annan Drive Ashpalt Resheeting - R2R	Mount Annan	375,000	-	-	-	375,000			
Road Renewal Program - Rose Drive Asphalt Resheeting - R2R	Mount Annan	310,000	-	-	-	310,000			
Road Renewal Program - Spring Hill Circle Asphalt Resheeting - R2R	Currans Hill	260,500	-	-	-	260,500			
Road Renewal Program - Waterworth Drive Heavy Patching - R2R	Mount Annan	300,000	-	-	-	300,000			
Leppington - Dickson Rd- Ingleburn Rd to Heath Rd	Leppington	1,083,358	2,166,717	-	-	3,250,075			
Woolgen Park Road Upgrade	Leppington	185,714	2,884,362	-	-	3,070,076			
Dickson Road North Interim Construction	Leppington	3,611,194	10,337,539	-	-	13,948,733			
WestInvest - Camden Pedestrian Access and Mobility Plan (PAMP)	City Wide	400,144	-	-	-	400,144			
Narellan Road - Shared Path and Footpath (FY24/25 Get NSW Active Program)	Mount Annan	751,000	-	-	-	751,000			
Village Circuit - Wombat Crossing (FY24/25 Get NSW Active Program)	Gregory Hills	70,000	-	-	-	70,000			
Menangle Road, Camden, at Camden Hospital and at side roads - Wombat Crossing and Kerb Extensions	Camden	1,174,000	-	-	-	1,174,000			
Werombi Road / Smalls Road, Grasmere - Roundabout and Crossing Upgrade	Grasmere	490,000	-	-	-	490,000			
Springs Road, Spring Farm, near Burrell Road - Wombat Crossing	Spring Farm	464,756	-	-	-	464,756			
Price Ridge, Leppington - Pedestrian Refuge Crossings and Zebra Crossing	Leppington	298,566	-	-	-	298,566			
Oxley Street, Camden at Camden Civic Centre - Wombat Crossing and Disability Bay	Camden	337,926	-	-	-	337,926			
Waterworth Drive, Mount Annan, near O'Dea Road - Wombat Crossing and Footpath	Mount Annan	702,316	-	-	-	702,316			

Draft Capital Works Program									
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total			
		\$	\$	\$	\$	\$			
Grant Funded Programs									
Transport Infrastructure									
Ingleburn Rd Upgrade Design (HAF 5)	Leppington	2,500,000	2,390,931	-	-	4,890,931			
Byron Rd Upgrade Design (HAF 5)	Leppington	2,500,000	2,649,060	-	-	5,149,060			
Ingleburn & Rickard Rd Design (HAF 3)	Leppington	206,163	-	-	-	206,163			
Leppington - Heath Rd - Camden Valley Way to Dickson	Leppington	4,562,034	-	-	-	4,562,034			
Design of Rickard Road between Ingleburn Road and Heath Road Leppington - Special Infrastructure Contribution (SIC Funded)	Leppington	1,200,000	604,549	-	-	1,804,549			
Design - Springfield Road, Catherine Field (DPIE)	Catherine Field	1,320,316	-	-	-	1,320,316			
Design - Dickson Road, Leppington Road (DPIE)	Leppington	768,143	-	-	-	768,143			
Design of Rickard Road South (from Heath Rd to 300m South of Woolglen Park Road) (DPIE Grant)	Leppington	3,372,733	-	-	-	3,372,733			
FRP - Little Sandy Bridge - Embankment repairs and construction works	Camden	1,378,828	-	-	-	1,378,828			
Hilder Street Roundabout Construction	Elderslie	5,960,648	-	-	-	5,960,648			
Camden Valley Way/Kirkham Lane Signalised Intersection Construction (WestInvest)	Elderslie	10,000,000	2,668,192	-	-	12,668,192			
Camden Town Centre Enhancements - John Street Public Domain Upgrade and Activation (WestInvest)	Camden	4,919,943	5,859,810	6,109,314	-	16,889,067			
Rickard and Ingleburn Road - Detailed Design Leppington - (SIC Funded)	Leppington	4,218,062	-	-	-	4,218,062			
Sub Total - Transport Infrastructure		54,193,844	31,282,160	7,833,314	1,727,000	95,036,318			

Draft Capital Works Program									
Local Service - Works Description	Location	Location 2025/26		2027/28	2028/29	Total			
		\$	\$	\$	\$	\$			
Grant Funded Programs									
Parks & Playgrounds									
Stage 1 Scalabrini East / Pat Kontista - Construction - Accelerated Infrustructure Fund (AIF)	Leppington	1,999,407	1,714,816	-	-	3,714,223			
Stage 1 Scalabrini East / Pat Kontista - Construction - Improvements - West Invest Grant (WIG)	Leppington	7,586,196	7,586,196	3,536,308	-	18,708,700			
Scalabrini North - Leppington Town Centre Open Space and Riparian Corridor	Leppington	15,494,011	-	-	-	15,494,011			
Leppington Land Purchase - Scalabrini Creek (Including Riparian Corridor and Open Spaces) - AIF	Leppington	5,770,000	-	-	-	5,770,000			
Leppington Land Purchase - Heath Road, Leppington (Camden Valley Way to Dickson Road) - AIF	Leppington	1,323,900	-	-	-	1,323,900			
Elderslie - Kirkham Sportsground Amenities	Elderslie	950,100	-	-	-	950,100			
CSP3 - New Open Space at Crest - Stage 1	Gledswood Hills	118,650	-	-	-	118,650			
Ultimate Nature Challenge - Wild and Free	Cobbitty	721,400	-	-	-	721,400			
Narellan Town Centre Improvements	Narellan	2,000,000	6,427,700	-	-	8,427,700			
Cut Hill Reserve Sports Field Redevelopment	Cobbitty	2,000,000	9,425,454	-	-	11,425,454			
Harrington Park Reserve - Sportsfield Development Stage 2	Harrington Park	1,200,000	-	-	-	1,200,000			
Sub Total - Parks & Playgrounds		39,163,664	25,154,166	3,536,308	-	67,854,138			
Community Support Services & Facilities									
Animal Rehoming Centre	Smeaton Grange	4,000,000	4,150,042	-	-	8,150,042			
Camden Civic Centre Renewal and Upgrade	Camden	372,000	-	-	-	372,000			
Camden Community Nursery	Smeaton Grange	2,522,977	300,000	-	-	2,822,977			
Sub Total - Community Support Services & Facilities		6,894,977	4,450,042	-	-	11,345,019			
Total Grant Funded Programs		100,252,485	60,886,368	11,369,622	1,727,000	174,235,475			

Draft Capital Works Program										
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total				
		\$	\$	\$	\$	\$				
Section 7.11 Program										
Transport Infrastructure										
Lodges Road / Franzan Roundabout	Elderslie	1,000,000	-	-	-	1,000,000				
Leppington - Dickson Rd- Ingleburn Rd to Heath Rd	Leppington	860,735	1,721,470	-	-	2,582,205				
Leppington Traffic and Transport Stage 2A - Design & Construction	Leppington	3,146,534	3,146,534	4,195,379	-	10,488,447				
Leppington Traffic and Transport Stage 2B - Design & Construction	Leppington	348,045	348,045	3,480,454	2,784,363	6,960,907				
Leppington Traffic and Transport Stages 3 & 4 - Concept & Detailed Design	Leppington	414,259	179,051	358,102	358,102	1,309,514				
Leppington Traffic and Transport Stage 5 - Design & Construction	Leppington	6,388,878	2,738,090	-	-	9,126,968				
Leppington Stage 2C - Construction	Leppington	628,703	5,343,974	-	-	5,972,677				
Leppington - Dickson Rd- Ingleburn Rd to Heath Rd - Stage 2	Leppington	-	-	148,531	297,062	445,593				
Dickson Road North Interim Construction	Leppington	4,484,423	-	-	-	4,484,423				
Elderslie - Liz Kern Dr Link Road Extension	Elderslie	9,335,370	-	-	-	9,335,370				
Leppington - Heath Rd - Camden Valley Way to Dickson	Leppington	14,094,079	-	-	-	14,094,079				
Sub Total - Transport Infrastructure		40,701,026	13,477,164	8,182,466	3,439,527	65,800,183				
Stormwater Infrastructure										
Leppington Drainage Stage 3 & 4 Kemps Creek - Concept	Leppington	805,446	-	-	-	805,446				
Leppington Drainage North Stage Scalabrini North Quantity - Planning	Leppington	322,818	-	-	-	322,818				
Sub Total - Stormwater Infrastructure		1,128,264	-	-	-	1,128,264				

Draft Capital Works Program										
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total				
		\$	\$	\$	\$	\$				
Section 7.11 Program										
Parks & Playgrounds										
Leppington Sports Field Specification - Program Management	Leppington	118,800	122,400	126,000	130,000	497,200				
Leppington North Stage N1 - Detailed Design & Construction	Leppington	93,479	934,788	3,739,150	339,150	5,106,567				
Leppington North Stage N2 - Detailed Design & Construction	Leppington	860,105	2,321,261	3,497,151	200,000	6,878,517				
Leppington North Stage N5 - Detailed Design & Construction	Leppington	-	-	18,370	91,851	110,221				
Stage 1 Scalabrini East / Pat Kontista - Construction - Essential Works	Leppington	-	1,283,700	16,710,365	200,000	18,194,065				
Stage 1 1E to 1M Detailed Design & Construction	Leppington	34,066	325,083	650,166	650,166	1,659,481				
Stage 1 Scalabrini West - Detailed Design & Construction	Leppington	174,985	437,463	437,463	199,349	1,249,260				
Stage 2 Scalbrini South - Detailed Design & Construction	Leppington	1,799,931	3,149,377	3,005,259	200,000	8,154,567				
Stage 5 Precinct 5 Open Space - Detailed Design & Construction	Leppington	50,000	971,063	971,063	2,813,188	4,805,314				
Stage 3 Precinct 3 Open Space - Detailed Design & Construction	Leppington	94,932	189,864	1,707,382	424,901	2,417,079				
Stage 4 Precinct 4 Open Space - Detailed Design & Construction	Leppington	163,181	326,362	2,810,351	594,340	3,894,234				
Growth Plan Amendment Future Capital Works	Leppington	19,140,000	39,331,000	70,508,000	60,235,000	189,214,000				
Leppington Land Acquisition	Leppington	122,000,000	-	33,400,000	33,400,000	188,800,000				
Elderslie - Kirkham Sportsground Amenities	Elderslie	1,480,900	-	-	-	1,480,900				
Spring Farm Sportsground	Spring Farm	500,000	10,000,000	6,044,180	-	16,544,180				
Ingham Reserve Embellishment (Includes Road Realignment)	Spring Farm	916,231	-	-	-	916,231				
Turner Road Riparian and Local Park Project	Gregory Hills	1,363,803	-	-	-	1,363,803				
CSP3 - New Open Space at Crest - Stage 1	Gledswood Hills	3,336,252	-	-	-	3,336,252				
Sub Total - Parks & Playgrounds		152,126,665	59,392,361	143,624,900	99,477,945	454,621,871				
Total Section 7.11 Program		193,955,955	72,869,525	151,807,366	102,917,472	521,550,318				

Draft Capital Works Program										
Local Service - Works Description	Location	2025/26	2026/27	2027/28	2028/29	Total				
		\$	\$	\$	\$	\$				
Voluntary Planning Agreements (VPA), Work in Kind Agreements (WIKA) and Section 80A Dedications										
Transport Infrastructure										
Infrastructure - Roads - Dedicated Under S80A	City Wide	34,338,000	28,853,000	31,131,000	33,894,000	128,216,000				
Transport Infrastructure WIKA	City Wide	3,098,000	-	103,000	-	3,201,000				
VPA Road/Transport Infrastructure	City Wide	11,503,000	1,142,000	8,251,000	-	20,896,000				
Sub Total - Transport Infrastructure		48,939,000	29,995,000	39,485,000	33,894,000	152,313,000				
Stormwater Infrastructure										
Infrastructure - Drainage - Dedicated Under S80A	City Wide	15,109,000	12,675,000	13,654,000	15,010,000	56,448,000				
VPA - Stormwater/Drainage Infrastructure	City Wide	1,526,000	22,109,000	-	-	23,635,000				
WIKA Future Release Areas - Stormwater/Drainage Infrastructure	City Wide	179,000	-	-	-	179,000				
Sub Total - Stormwater Infrastructure		16,814,000	34,784,000	13,654,000	15,010,000	80,262,000				
Parks & Playgrounds										
WIKA - Open Space	City Wide	1,108,000	1,876,000	-	-	2,984,000				
VPA - Open Space	City Wide	-	20,909,000	1,401,000	446,000	22,756,000				
VPA - Recreation Infrastructure	City Wide	-	733,000	-	2,573,000	3,306,000				
Sub Total - Parks & Playgrounds		1,108,000	23,518,000	1,401,000	3,019,000	29,046,000				
Total Non Cash - VPA, WIKA and Section 80A		66,861,000	88,297,000	54,540,000	51,923,000	261,621,000				
Total - Capital Works Program		381,161,805	250,426,570	248,110,188	217,331,072	1,097,029,635				

Note 1: (CIRP): Community Infrastructure Renewal Program

Note 2: (CSP3): Community Support Package - Stage 3

Note 3: (SGS): Sportsground Strategy Program



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Disclaimer

The information contained in this document provides a general overview on the long-term financial position, and Council reserves the right to make changes accordingly.

Draft Fees and Charges Schedule

2025/26

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.



FEES AND CHARGES

The Draft 2025/26 Fees and Charges will be presented to Council for the purposes of Public Exhibition on 8 April 2025.

CLASSIFICATION OF FEES AND CHARGES

The Fees and Charges have been classified into following sections:

- u Customer and Corporate Strategy Services
- u Planning Services
- u Building and Development Services
- u Environmental and Regulatory Services
- Waste and City Presentation Services
- Traffic Planning
- Sport and Community Services
- u Economic Development and Activation
- u Public Road Activity, Restoration and Private Works

GST IMPLICATIONS TO THE PRICING SCHEDULE

The following schedule of fees and charges has been prepared using the best available information in relation to the GST impact on the fees and charges at the time of publication. It should be noted that all fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations.

The fees and charges are broken into base charge and GST to conform with Council's tax obligations.

These fees and charges have been prepared in accordance with Council's Revenue Policy.

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations

TABLE OF PRICING STATEMENTS RELATIVE TO SERVICES PROVIDED BY COUNCIL:

The table lists a range of codes A to H which is provided to explain the pricing approach adopted by Council in setting the fee or charge.

- A The price for this good/service is set to make a minimal contribution to the cost of providing the service. The majority of this service is met from general income and/or grants.
- B The price for this good/service is set to recover the annual operating and maintenance costs. The cost of consumption of the asset (depreciation) is expected to be met by general income or charged to works.
- The price of this good/service is set to recover annual operating and maintenance costs, and to make a contribution to the cost of replacement of the assets utilised in providing the service.
- D The price of this good/service is set to generate an appropriate rate of return on the capital invested.
- E The price of this good/service is set by reference to prices charged for similar goods/services provided by like Councils.
- **F** The price for this good/service is a statutory charge set by regulation.
- G The price for this good/service is set to recover the full cost (or a lesser percentage) of providing the good/service with the remainder provided from general Council income and/or grants.
- H There is no price charged for this good/service. All costs associated with this good/service are met from general income.

All fees and charges are subject to change in accordance with amendments to the Goods and Services Tax Legislation and subsequent ATO rulings and regulations

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	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		0000

Camden Council

Customer & Corporate Strategy Services

Financial Services Charges

Fee for dishonoured payments (each instance)

Bank/Agent fees for cheque (includes administration fee)	\$11.00	\$11.30	\$0.00	\$11.30	2.73%	\$0.30	N	G
Bank/Agent fees for Direct Debit (includes administration fee)	\$11.00	\$11.30	\$0.00	\$11.30	2.73%	\$0.30	N	G
Bank/Agent fees for Australia Post dishonours (includes administration fee)	\$34.50	\$35.50	\$0.00	\$35.50	2.90%	\$1.00	N	G
Merchant Service Cost Recovery Fee					Full Cost	Recovery	Υ	G

Interest on overdue rates

Maximum allowable under s.566	To Be Confirmed	N	F
	Last year fee 10.5% Simple Interest calculated daily		

Certificate under S.603 under Local Government Act, 1993

5-7 Business Days	\$100.00	\$100.00	\$0.00	\$100.00	0.00%	\$0.00	N	F
Urgency Fee – 4 Working Hours	\$67.00	\$69.00	\$0.00	\$69.00	2.99%	\$2.00	N	G

Customer Services & Sales

Resuscitation charts	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	В
Council Calendar	\$11.40	\$10.73	\$1.07	\$11.80	3.51%	\$0.40	Υ	G

Administration & General Charges

Photocopying (except for GIPA & Subpoenas)

A4 (per copy)	\$0.85	\$0.82	\$0.08	\$0.90	5.88%	\$0.05	Υ	В
A3 (per copy)	\$1.45	\$1.36	\$0.14	\$1.50	3.45%	\$0.05	Υ	В

	Year 24/25 Year 25/26							Duiniu u
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Fees for Supply of GIPA (informal), Privacy & Subpoen	as							
Photocopying – A4 (per copy)	\$1.15	\$1.20	\$0.00	\$1.20	4.35%	\$0.05	N	G
Photocopying – A4 Colour (per copy)	\$2.10	\$2.20	\$0.00	\$2.20	4.76%	\$0.10	N	G
Photocopying – A3 (per copy)	\$2.10	\$2.20	\$0.00	\$2.20	4.76%	\$0.10	N	G
Information under GIPA Act (formal application)								
Application fee	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	\$0.00	N	F
Internal review fee	\$40.00	\$40.00	\$0.00	\$40.00	0.00%	\$0.00	N	F
Processing fee (per hour) – non personal application	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	\$0.00	N	F
Processing & Supply of Documents on CD under GIPA	Act, 2009 8	& Subpoen	as					
Less than 30 minutes	\$12.80	\$13.20	\$0.00	\$13.20	3.13%	\$0.40	N	G
Greater than 30 minutes	\$38.00	\$39.50	\$0.00	\$39.50	3.95%	\$1.50	N	G
Subpoena production fee								
Production Fee	\$86.00	\$89.00	\$0.00	\$89.00	3.49%	\$3.00	N	G
Supply of Tender Documents								
Lease/Licence Preparation Fee								
Lease/Licence Preparation Fee (internally prepared)	\$145.00	\$136.36	\$13.64	\$150.00	3.45%	\$5.00	Υ	G
Lease/Licence Preparation Fee (externally prepared)						At Cost	Υ	G
Road Closure Investigation Application (incl. pathways	5)							
Application Fee	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
Express Post delivery of items to external customers								
Parcel Post – Small Satchel	\$10.90	\$9.91	\$0.99	\$10.90	0.00%	\$0.00	Υ	G
Parcel Post – Medium Satchel	\$14.80	\$13.45	\$1.35	\$14.80	0.00%	\$0.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Express Post delivery of items to external customers	[continued]							
Express Post – C5 Satchel	\$8.85	\$8.36	\$0.84	\$9.20	3.95%	\$0.35	Υ	G
Express Post – B4 Satchel	\$10.50	\$9.82	\$0.98	\$10.80	2.86%	\$0.30	Υ	G
Express Post – Small Satchel	\$14.40	\$13.09	\$1.31	\$14.40	0.00%	\$0.00	Υ	G
Express Post – Medium Satchel	\$18.80	\$17.64	\$1.76	\$19.40	3.19%	\$0.60	Υ	G
Training Course – External Participant Training								
Course Fee					Full Co	ost Recovery	Υ	G
Fee applicable to the Mayor or Councillor should they	require a co	opy of thei	r photogra	phs (prov	vided electr	onically)		
Fee applicable	\$0.35	\$0.40	\$0.00	\$0.40	14.29%	\$0.05	N	G
Special Events and Events of Economic Benefit								
Onslow Park – Event Day (Fee per day)	\$1,265.00	\$1,186.36	\$118.64	\$1,305.00	3.16%	\$40.00	Υ	Е
Onslow Park – Bump in/out Days (Fee per day)	\$615.00	\$576.36	\$57.64	\$634.00	3.09%	\$19.00	Υ	Е
High Impact Special Events on Council Land					Price of	n Application	Υ	Е

Notes:

Note: For all Special Events & Events of Economic Benefit, please contact Council's Communications and Events Branch

	Year 24/25		Year 25/26					Briging	
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code	
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Jouc	

Planning Services

Planning Proposals

Amendment/Modification to Planning Proposal (at request of Proponent)		25% of Minor (Standard) Planning Proposal Fe 50% of Major (Complex) Planning Proposal Fe							
Peer Review and Specialist Consultant fee					At full	cost recovery	N	G	
Review of Scoping Proposal	\$2,000.00	\$2,060.00	\$0.00	\$2,060.00	3.00%	\$60.00	N	G	
Subsequent pre-lodgement meeting	\$950.00	\$979.00	\$0.00	\$979.00	3.05%	\$29.00	N	G	
Pre-lodgement meeting and written advice	\$2,050.00	\$2,610.00	\$0.00	\$2,610.00	27.32%	\$560.00	N	G	
Processing Standard Planning Proposal	\$22,935.00	\$35,070.00	\$0.00	\$35,070.00	52.91%	\$12,135.00	N	G	
Processing Complex Planning Proposal (including following initial Council decision)	\$70,805.00	\$120,330.00	\$0.00	\$120,330.00	69.95%	\$49,525.00	N	G	
Processing Significant Planning Proposal	At Full Cost Recovery (requires a fee or deed agreement to be prepared and signed prior to lodgement of a planning proposal) Last year fee At Full Cost Recovery							G	
Environmental Studies (Full cost to be borne by the applicant with no refund)					At Full C	ost Recovery	N	G	

Notes:

Refunds for planning proposal fees (for both standard and complex proposals) will be determined by the Manager Strategic Planning/Director Planning & Environment/General Manager.

Proposal Stage	Maximum Refund
Planning Proposal (if rejected at lodgement)	Up to 100% of Application Fee
Withdrawn after initial pre assessment or request for additional information by Council	Up to 75% of Application Fee
Withdrawn prior to Local Planning Panel	Up to 50% of Application Fee (prior to the preparation of an assessment report)
Withdrawn post Local Planning Panel or prior to report to Council	Up to 25% of Application Fee (after an assessment report has been prepared but before final determination is made)
Withdrawn post-report to Council	Nil

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Development Control Plan (DCP) Amendments								
Peer Review and Specialist Consultant fee					At full	cost recovery	N	G
Pre-lodgement meeting and written advice (not part of a Planning Proposal)	\$1,500.00	\$1,545.00	\$0.00	\$1,545.00	3.00%	\$45.00	N	G
Processing Amendment/Modification to Minor/Major DCP (at request of Proponent)				50% of Minor o	r Major DCP Am	endment Fee	N	G
Subsequent pre-lodgement meeting (not part of a Planning Proposal)	\$700.00	\$721.00	\$0.00	\$721.00	3.00%	\$21.00	N	G
Processing Minor DCP amendments	\$11,985.00	\$12,345.00	\$0.00	\$12,345.00	3.00%	\$360.00	N	G
Processing Major DCP amendments following initial Council decision	\$24,890.00	\$25,640.00	\$0.00	\$25,640.00	3.01%	\$750.00	N	G
Environmental studies – full cost to be borne by the applicant with no refund					At Full C	ost Recovery	N	G
Proponent Initiated Housekeeping and Anomalies – following initial Council decision	\$4,000.00	\$4,120.00	\$0.00	\$4,120.00	3.00%	\$120.00	N	G
Request to Council and Initial Report (not subject to refund)	\$5,420.00	\$5,585.00	\$0.00	\$5,585.00	3.04%	\$165.00	Ν	G
Section 7.11 Contribution (Copy of Plans)								
Camden Contributions Plan	\$53.00	\$55.00	\$0.00	\$55.00	3.77%	\$2.00	N	G
Other Contributions Plan	\$14.00	\$14.60	\$0.00	\$14.60	4.29%	\$0.60	N	G



Building & Development

Pre-Development Application Meetings

(i) Dwellings, Dual Occupancy, Secondary Dwellings and two lot subdivisions (per meeting)	Maximum Fee Payable \$532	Υ	G
(ii) Other minor development (per meeting)	Maximum Fee Payable \$532	Υ	G
(iii) Major Development (per meeting)	Maximum Fee Payable \$1,330	Υ	G
Unregistered Land – Pre DA lodgement advice (including site inspection) for unregistered land Development Applications)	Maximum Fee Payable \$532	Υ	G
Pre DA lodgement advice (including site inspection) for unregistered land Developme	ent Applications)		
Design Advisory Group – Development requiring consideration by Council's Design Advisory Group (in accordance with relevant terms of reference)	Maximum Fee Payable \$2,130	Υ	G
Development requiring consideration by Council's Design Advisory Group (in accordance)	ance with relevant terms of reference)		

Development Applications (Items 2.1, 2.3 & 2.7 Schedule 4 EPAR 2021)

The fees charged for development and related applications are up to the maximum fees prescribed under Schedule 4 of the Environment Planning and Assessment Regulation 2021.

Notes:

Note: If two or more fees are applicable to a single development application (such as to subdivide land and erect a building on one or more lots created by the subdivision) the maximum fee payable for the development is the sum of those fees.

Note: In determining the development of the erection of a building, the carrying out of work, or demolition of a building or work, Council must make its determination to a genuine estimate.

Note: For advice regarding the refund of applicable fees, please refer to the "Refunds" section.

Development Applications – Subdivisions (Items 2.4, 2.5 & 2.6 Schedule 4 EPAR 2021)

The fees charged for development and related applications are up to the maximum fees prescribed under Schedule 4 of the Environment Planning and Assessment Regulation 2021.



Notes:

Note: If two or more fees are applicable to a single development application (such as to subdivide land and erect a building on one or more lots created by the subdivision) the maximum fee payable for the development is the sum of those fees.

Note: In determining the development of the erection of a building, the carrying out of work, or demolition of a building or work, Council must make its determination to a genuine estimate.

Note: For advice regarding the refund of applicable fees, please refer to the "Refunds" section.

Development Applications - Advertising Signage (Item 2.2 Schedule 4 EPAR 2021)

The fees charged for development and related applications are up to the maximum fees prescribed under Schedule 4 of the Environment Planning and Assessment Regulation 2021.

Notes:

Note: If two or more fees are applicable to a single development application (such as to subdivide land and erect a building on one or more lots created by the subdivision) the maximum fee payable for the development is the sum of those fees.

Note: In determining the development of the erection of a building, the carrying out of work, or demolition of a building or work, Council must make its determination to a genuine estimate.

Note: For advice regarding the refund of applicable fees, please refer to the "Refunds" section.

Modifications (Items 4.1, 4.2, 4.3, 4.4 & 4.5 Schedule 4 EPAR 2021)

The fees charged for development and related applications are up to the maximum fees prescribed under Schedule 4 of the Environment Planning and Assessment Regulation 2021.

Modifications

Notes:

Note: For advice regarding the refund of application fees, please refer to the "Refunds" section. .

Request for Review of Determination (Items 7.1, 7.2, 7.3 & 7.4 Schedule 4 EPAR 2021)

The fees charged for development and related applications are up to the maximum fees prescribed under Schedule 4 of the Environment Planning and Assessment Regulation 2021.



Notes:

Note: For advice regarding the refund of applicable fees, please refer to the "Refunds" section.

Other Application Fees

- (i) Integrated development (Item 3.1 Schedule 4 EPAR 2021)
- (ii) Concurrence development (Item 3.2 Schedule 4 EPAR 2021)
- (iii) Additional fee for designated development (Item 3.3 Schedule 4 EPAR 2021)
- (iv) Giving of notice for designated development (Item 3.5 Schedule 4 EPAR 2021)
- (v) Giving of notice for nominated integrated development, threatened species development or Class 1 aquaculture development (Item 3.6 Schedule 4 EPAR 2021)
- (vi) Giving of notice for prohibited development (Item 3.7 Schedule 4 EPAR 2021)
- (vii) Giving of notice for other development for which a community participation plan requires notice to be given (Item 3.8 Schedule 4 EPAR 2021)

Other Public Notification/Advertising for Development and Related Applications

(i) Public notification	\$313.00	\$323.00	\$0.00	\$323.00	3.19%	\$10.00	N	G
(ii) Notification Sign (placed on development sites)	\$45.50	\$47.00	\$0.00	\$47.00	3.30%	\$1.50	N	G
Archiving Fees (per Application Lodgement)								
Aroniving rees (per Application Lougement)								
(i) Up to project value \$100,000	\$39.50	\$41.00	\$0.00	\$41.00	3.80%	\$1.50	N	Е
(ii) Up to project value \$500,000	\$73.00	\$75.50	\$0.00	\$75.50	3.42%	\$2.50	N	Е
(iii) Up to project value \$1,000,000	\$117.00	\$121.00	\$0.00	\$121.00	3.42%	\$4.00	N	Е
(iv) Over project value \$1,000,000	\$155.00	\$160.00	\$0.00	\$160.00	3.23%	\$5.00	N	Е
Activity Applications								
Activity Application for Community Land (Section 68 LGA 1993)	\$390.00	\$402.00	\$0.00	\$402.00	3.08%	\$12.00	N	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Other Advice								
Research and Interpretation advice (up to 2 hours)	\$280.00	\$262.73	\$26.27	\$289.00	3.21%	\$9.00	Υ	G
Additional Hours	\$117.00	\$110.00	\$11.00	\$121.00	3.42%	\$4.00	Υ	G
Refunds (i) Applications								
(a) During assessment (refunded fee to be based on cost of work undertaken)				Based on co	st of work under	taken to date	N	G
(b) If application refused or report prepared						No refund	N	G
(ii) Vegetation Management								
(a) Before assessment	\$29.00	\$30.00	\$0.00	\$30.00	3.45%	\$1.00	N	G
(b) During assessment and/or if application refused						No refund	N	G

Building Works (PCA & Certification Services)

(i) Construction Certificate

(a) General (Where estimated cost of development)

<\$5,000	\$310.00 + 0.5% of cost + GST	Υ	Е
> \$5,000 but < \$100,000	\$425.00 + 0.5% of cost + GST	Υ	Е
	Last year fee \$410.00 + 0.5% of cost + GST		
> \$100,000 but < \$250,000	\$840 + 0.2% of amt > \$100,000 + GST	Υ	E
	Last year fee \$810 + 0.2% of amt > \$100,000 + GST		
> \$250,000 but < \$2 Million	\$1,265.00 + 0.1% of amt > \$250,000 + GST	Υ	Е
	Last year fee \$1,220.00 + 0.1% of amt > \$250,000 + GST		

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(a) General (Where estimated cost of development) [continued]								
> \$2 Million (may apply to total cost for multiple buildings/Ccs for the same development)						Fee by quote	Y	E
(b) Pre-Construction Certificate Meetings								
Fee	\$149.00	\$140.00	\$14.00	\$154.00	3.36%	\$5.00	Υ	Е
Notes:								
Note: Cost referred to is deemed to be the contract price or if there is no contract price	ce, the cost as de	etermined by the	e consent author	ity.				
(c) Application for amendment to Construction Certificate Plans								
Class 1 & 10	\$103.00	\$97.27	\$9.73	\$107.00	3.88%	\$4.00	Υ	G
Class 2 – 9					50% of original (CC fee + GST	Υ	G
(d) Construction Certificate (Private Assessors engaged by Coun	icil)							
Fee				Contractors	Fee + \$100.00 A	Admin Charge	Υ	G
(e) Building Code of Australia – Performance Solutions								
Building Class								
Note: This fee is in addition to normal Construction Certificate/PCA fees								
Class 10 buildings	\$253.00	\$237.27	\$23.73	\$261.00	3.16%	\$8.00	Υ	G
Class 1a buildings/dwelling	\$384.00	\$360.00	\$36.00	\$396.00	3.13%	\$12.00	Υ	G
Class 1b, 2 to 9 buildings – Minimum fee, with additional fee to be negotiated on a case by case basis and subject to a peer review being required (per performance solution)	\$767.00	\$719.09	\$71.91	\$791.00	3.13%	\$24.00	Y	G

Notes:

Note: Performance Solutions required to be referred to NSW Fire & Rescue will require a separate fee to be paid to NSW Fire and Rescue

(f) Civil Engineering – Construction Certificate/Design Assessment

These fees may be charged in addition to building work Construction Certificate fees for larger projects

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Small development								
1st submission each	\$630.00	\$590.00	\$59.00	\$649.00	3.02%	\$19.00	Υ	G
2nd submission each	\$237.00	\$222.73	\$22.27	\$245.00	3.38%	\$8.00	Υ	G
3rd submission and other (per hour – assessment)	\$171.00	\$160.91	\$16.09	\$177.00	3.51%	\$6.00	Υ	G
Medium development								
1st submission each	\$1,320.00	\$1,236.36	\$123.64	\$1,360.00	3.03%	\$40.00	Υ	G
2nd submission each	\$521.00	\$488.18	\$48.82	\$537.00	3.07%	\$16.00	Υ	G
3rd submission and other (per hour – assessment)	\$171.00	\$160.91	\$16.09	\$177.00	3.51%	\$6.00	Υ	G
Major Development Note: This fee is in addition to normal Construction Certificate/PCA fees								
1st submission each	\$2,855.00	\$2,677.27	\$267.73	\$2,945.00	3.15%	\$90.00	Υ	G
2nd submission each	\$1,430.00	\$1,340.91	\$134.09	\$1,475.00	3.15%	\$45.00	Υ	G
3rd submission and other (per hour – assessment)	\$171.00	\$160.91	\$16.09	\$177.00	3.51%	\$6.00	Υ	G
(g) Engineering Inspections – Design Verification (NB Separate to	PCA Critica	l Stage Insp	ections)					
(i) Small development (Dual Occupancies and single unit commercial and industrial developments & buildings and/or 2 lots)	\$615.00	\$576.36	\$57.64	\$634.00	3.09%	\$19.00	Y	G
(ii) Medium development (Multi unit commercial and industrial developments to 5 units or, 3-5 lots)	\$1,590.00	\$1,490.91	\$149.09	\$1,640.00	3.14%	\$50.00	Y	G
(iii) Major Development (Greater than 5 commercial and industrial units or more than 5 lots)	\$6,300.00	\$5,900.00	\$590.00	\$6,490.00	3.02%	\$190.00	Y	G
(ii) Request to issue a Compliance Certificate under Div	vision 6.5 o	f the EPAA	A, 1979					
(a) Issue of a Compliance Certificate for critical stage inspection (in addition to inspection fee)	\$313.00	\$293.64	\$29.36	\$323.00	3.19%	\$10.00	Υ	G
(b) Issue of a Compliance Certificate for other matters – by quote	\$286.00	\$268.18	\$26.82	\$295.00	3.15%	\$9.00	Υ	G
(c) Additional copies of Compliance Certificates	\$76.00	\$71.36	\$7.14	\$78.50	3.29%	\$2.50	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(iii) Complying Development Certificates								
(a) Dwelling House Cost								
<\$200,000	\$1,700.00	\$1,595.45	\$159.55	\$1,755.00	3.24%	\$55.00	Υ	G
\$200,001 to \$500,000	\$2,085.00	\$1,954.55	\$195.45	\$2,150.00	3.12%	\$65.00	Υ	G
> \$500,000	\$2,470.00	\$2,313.64	\$231.36	\$2,545.00	3.04%	\$75.00	Υ	G
(b) Bed & Breakfast Accommodation								
Complying Development Certificate Fee	\$757.00	\$709.09	\$70.91	\$780.00	3.04%	\$23.00	Υ	G
(c) Change of Building Use								
Complying Development Certificate Fee	\$757.00	\$709.09	\$70.91	\$780.00	3.04%	\$23.00	Υ	G
(d) Dwelling Alterations, Additions, Carports and Garages								
< \$50,000	\$757.00	\$709.09	\$70.91	\$780.00	3.04%	\$23.00	Υ	G
\$50,001 to \$100,000	\$975.00	\$913.64	\$91.36	\$1,005.00	3.08%	\$30.00	Υ	G
\$100,001 to \$200,000	\$1,375.00	\$1,290.91	\$129.09	\$1,420.00	3.27%	\$45.00	Υ	G
> \$200,000	\$1,540.00	\$1,445.45	\$144.55	\$1,590.00	3.25%	\$50.00	Υ	G
(e) Sheds in Rural Zones								
Complying Development Certificate Fee	\$757.00	\$709.09	\$70.91	\$780.00	3.04%	\$23.00	Υ	G
(f) Swimming Pools / Spas								
Complying Development Certificate Fee	\$757.00	\$709.09	\$70.91	\$780.00	3.04%	\$23.00	Υ	G
(g) Minor Structures, Pergolas etc.								
Complying Development Certificate Fee	\$592.00	\$554.55	\$55.45	\$610.00	3.04%	\$18.00	Υ	G
(h) Subdivision								
Complying Development Certificate Fee	\$691.00	\$647.27	\$64.73	\$712.00	3.04%	\$21.00	Υ	G

> \$250,000

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(i) Any other development not specified								
Complying Development Certificate Fee					F	ee by quote	Υ	G
(j) Modification of CDC								
(a) Minor Changes	\$258.00	\$241.82	\$24.18	\$266.00	3.10%	\$8.00	Υ	G
(b) Major Changes				50%	6 of Original CD0	C Fee + GST	Υ	G
(iv) Occupation Certificates								
(a) Dwellings (per sole occupancy dwelling), dwelling additions and outbuildings/ swimming pools (where not included in an inspection package)	\$363.00	\$340.00	\$34.00	\$374.00	3.03%	\$11.00	Υ	G
(b) Class 2-9 minor development (including change of use) < \$100,000	\$379.00	\$355.45	\$35.55	\$391.00	3.17%	\$12.00	Υ	G
(c) Class 2-9 major development > \$100,000 (per OC)	\$521.00	\$488.18	\$48.82	\$537.00	3.07%	\$16.00	Υ	G
(d) Occupation Certificates (per building)	\$363.00	\$340.00	\$34.00	\$374.00	3.03%	\$11.00	Υ	G
(e) NSW Fire Brigade Final Fire Safety Report – Administration	\$77.50	\$72.73	\$7.27	\$80.00	3.23%	\$2.50	Υ	G
NSW FB Final Safety Report Fee					At Full Co	ost Recovery	N	G
Note: The NSW Fire Brigade Final Safety Report Fee will be charged as part of the Council will then invoice this amount at the time of the issue of an Occupation Certification (v) PCA Building Inspections (Critical Stage Inspection)	cate (this is to be	· ·	·		•			
(i) General								
Single element i.e. frame, drainage etc.	\$187.00	\$175.45	\$17.55	\$193.00	3.21%	\$6.00	Υ	G
(ii) Building Packages (including Occupation Certificate) (a) Class 1a dwellings, large additions, dual occupancies (per dw For Developments involving >10 dwellings/buildings inspections to be calculated on to	0)	at rates in (V)(i)						
< \$250,000	\$1,265.00	\$1,186.36	\$118.64	\$1,305.00	3.16%	\$40.00	Υ	G

G

\$1,540.00

\$1,445.45

\$144.55

\$1,590.00

3.25%

\$50.00

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(b) Carports / Pergolas / minor work								
Inspection Fee	\$363.00	\$340.00	\$34.00	\$374.00	3.03%	\$11.00	Υ	G
(c) Alterations and additions								
<\$100,000	\$691.00	\$647.27	\$64.73	\$712.00	3.04%	\$21.00	Υ	G
> \$100,000	\$1,070.00	\$1,004.55	\$100.45	\$1,105.00	3.27%	\$35.00	Υ	G
(d) Sheds in rural zones								
Inspection Fee	\$686.00	\$642.73	\$64.27	\$707.00	3.06%	\$21.00	Υ	G
(e) Swimming pools and spas								
Inspection Fee	\$686.00	\$642.73	\$64.27	\$707.00	3.06%	\$21.00	Υ	G
(iii) Building Package Class 2-9 (excluding Occupation Certificate (a) Class 2, 3 & 4 buildings (package for residential works))							
1st dwelling	\$1,160.00	\$1,086.36	\$108.64	\$1,195.00	3.02%	\$35.00	Υ	G
2nd dwelling	\$559.00	\$523.64	\$52.36	\$576.00	3.04%	\$17.00	Υ	G
Each additional dwelling	\$384.00	\$360.00	\$36.00	\$396.00	3.13%	\$12.00	Υ	G
(b) Class 5-9 buildings								
<\$100,000	\$739.00	\$692.73	\$69.27	\$762.00	3.11%	\$23.00	Υ	G
> \$100,001 but < \$500,000	\$1,540.00	\$1,445.45	\$144.55	\$1,590.00	3.25%	\$50.00	Υ	G
> \$500,001 but < \$1,000,000	\$2,305.00	\$2,159.09	\$215.91	\$2,375.00	3.04%	\$70.00	Υ	G
> \$1,000,001 but < \$2,000,000	\$2,630.00	\$2,463.64	\$246.36	\$2,710.00	3.04%	\$80.00	Υ	G
> \$2,000,001 but < \$3,000,000					F	ee by quote	Υ	G
> \$3,000,000 but < \$10,000,000					F	ee by quote	Υ	G
> \$10,000,000					F	Fee by quote	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(vi) Miscellaneous								
(a) Additional copies of certificates	\$72.00	\$67.73	\$6.77	\$74.50	3.47%	\$2.50	Υ	G
(b) Inspections after hours (per hour)	\$302.00	\$283.64	\$28.36	\$312.00	3.31%	\$10.00	Υ	G
(c) Pre Lodgement assessment CC or CDU						Fee by quote	Υ	G
(d) Change of Principal Certifying Authority to Council – Council will quote on the service required where a change of PCA is accepted by Council (or required to be accepted by Council)						Fee by quote	Υ	G
For example, a house may be half completed. If asked to accept the role of Principa well as time to become familiar with the project (BCA assessment of the project & ge inspections required + a \$100 administration fee will apply (OC's in this instance are	neral compliance	with the conse						
(e) Appoint Council as Principal Certifying Authority (PCA) where Council was not appointed to assess and issue the Construction Certificate (CC) or Complying Development Certificate (CDC) – Council will quote on the service required to familiarise with the CC or CDC issued; this is akin to a full assessment of the CC/CDC						Fee by quote	Y	G
Should the PCA role be accepted by Council (or be required to be accepted by Council become familiar with the project (BCA assessment of the project & general compliar required + a \$100 administration fee will apply (OC's in this instance are charged se	nce with the cons							

Subdivision Work (PCA and Certification Services)

(i) Subdivision works Certificate

(a) General

No New Public Road, no ROW, but with other Work (incl. Parks)	\$476.00	\$454.55	\$45.45	\$500.00	5.04%	\$24.00	Υ	G
No New Public Road, with ROW and Other Work				\$6	19.50 + \$8.40/me	tre of ROW	Υ	G
New Public Road and Other Works				\$708.80	+ \$11.60/metre	of new road	Υ	G
Bulk Earthworks Only	\$666.00	\$636.36	\$63.64	\$700.00	5.11%	\$34.00	Υ	G
Water Management Facility					\$315.00 -	+ 0.5% cost	Υ	G
(b) Modification of Subdivision Works Certificate								
Minor/per item or sheet	\$203.00	\$194.55	\$19.45	\$214.00	5.42%	\$11.00	Υ	G
Major/Multiple issues			5	50% of Original	Construction Cer	rtificate Fee	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(c) Pre-Subdivision Works Certificate Review of Requirements								
Construction Certificate Fee	\$191.00	\$182.73	\$18.27	\$201.00	5.24%	\$10.00	Υ	G
(ii) Compliance Certificate								
(a) Engineering Design								
Small subdivision (< 5 lots)	\$615.00	\$587.27	\$58.73	\$646.00	5.04%	\$31.00	Υ	G
Medium subdivision (5 to 40 lots)	\$1,515.00	\$1,450.00	\$145.00	\$1,595.00	5.28%	\$80.00	Υ	G
Large subdivision (> 40 lots)	\$6,145.00	\$5,868.18	\$586.82	\$6,455.00	5.04%	\$310.00	Υ	G
(b) Landscape Plan Assessment								
Small subdivision (area to landscape less than 5,000m2)	\$661.00	\$619.09	\$61.91	\$681.00	3.03%	\$20.00	Υ	G
Large subdivision (area to landscape between 5,000m2 and 10,000m2)	\$1,405.00	\$1,318.18	\$131.82	\$1,450.00	3.20%	\$45.00	Υ	G
Major subdivision (area to landscape greater than 10,000m2)	\$2,130.00	\$1,995.45	\$199.55	\$2,195.00	3.05%	\$65.00	Υ	G
(c) Landscape Inspections								
Subdivision into two lots	\$705.00	\$660.91	\$66.09	\$727.00	3.12%	\$22.00	Υ	G
Subdivision into more than two lots	\$1,455.00	\$1,363.64	\$136.36	\$1,500.00	3.09%	\$45.00	Υ	G
(iii) Subdivision Work Inspections (PCA Inspections)								
Note: Items a,b, c and d are charged separately except when purchased with the road	ds and drainage [see item (e) be	low]					
(a) Sediment and erosion control plans	\$298.00	\$307.00	\$0.00	\$307.00	3.02%	\$9.00	N	G
(b) Traffic Management Plans (TMP)	\$298.00	\$307.00	\$0.00	\$307.00	3.02%	\$9.00	N	G
(c) Common drainage line (CDL)					\$3.68 per lineal r \$3.50 per lineal r	Last year fee	N	G

Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
(iii) Subdivision Work Inspections (PCA Inspections)	[continued]							
(d) All other drainage except roads				\$928 + \$	88.93 per lineal r	metre of pipe	N	G
				\$884 + \$	88.50 per lineal r	Last year fee metre of pipe		
(e) Road and drainage (per road carriageway)				\$1025 + \$3	2.66 per lineal r	netre of road	N	G
				\$976.2 + \$3	1.10 per lineal r	Last year fee netre of road		
(f) Right of Carriageway				\$512.51 + \$	8.93 per lineal r	metre of road	N	G
				\$488.10+\$	8.50 per lineal n	Last year fee netre of road		
(g) On site detention	\$197.00	\$207.00	\$0.00	\$207.00	5.08%	\$10.00	N	G
(h) Miscellaneous (hourly rate)	\$175.00	\$184.00	\$0.00	\$184.00	5.14%	\$9.00	N	G
(i) Reinspection (hourly rate)	\$175.00	\$184.00	\$0.00	\$184.00	5.14%	\$9.00	N	G
(j) Contributions Planning Reinspection Fee	\$638.00	\$658.00	\$0.00	\$658.00	3.13%	\$20.00	N	G
(iv) Subdivision Certificate								
(a) Consolidating allotments and boundary adjustments (Including Exempt Subdivisions)	\$571.00	\$600.00	\$0.00	\$600.00	5.08%	\$29.00	N	G
(b) Where Council is the PCA and has inspected subdivision works				\$1.224	+ \$165.17 per	additional lot	N	G

Year 24/25

Year 25/26

Last year fee \$1,166 + \$157.30 per additional lot (c) Where Council is not the PCA, but engaged by the PCA to do the inspections \$813.50 + \$130.20 per additional lot G (d) Where no CC was issued and no subdivision work required \$848.51 + \$162.96 per additional lot G Last year fee \$808.10 + \$155.20 per additional lot 3.18% (e) Resigning /Endorsement of a certificate, instrument or plan including where \$314.00 \$324.00 \$0.00 \$324.00 \$10.00 G original has been amended, lost or destroyed (f) Strata certificates \$848.51 + \$162.96 per additional lot G Last year fee \$808.10 + \$155.20 per additional lot

	V 04/05							
Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing
Tulii o	(incl. GST)	(excl. GST)	001	(incl. GST)	%	\$	30.	Code
(iv) Subdivision Certificate [continued]								
(g) New and amended 88B/88E Instrument Assessment (including deletion of		\$429 +	· \$85 per addition	onal lot (+ PEX	A lodgement fee	s see below)	N	G
restrictions/easements)		\$408 +	· \$81 per addition	onal lot (+ PEX	A lodgement fee	Last year fee s see below)		
(h) Documents note in (g) requiring lodgement via PEXA (NB additional disbursements/LRS fees will be at the applicants cost)					nants/Restriction ments/transfers/		N	F
					Min. Fee excl. G	SST: \$250.00		
			Positi		Restrictions = \$2 ansfers/other= \$			
					Min. Fee excl. G	ST: \$250.00		
Long Service Levy								
Long service levy to be paid to the Long Service Payments Corporation for all projects costing \$250,000 or more					0	.25% of Cost	N	F
Note – No levy is payable on work costing less than \$250,000								
Public Road Works								
Roadworks – For minor works only (For major works use subdivision fees)	\$520.00	\$536.00	\$0.00	\$536.00	3.08%	\$16.00	N	G
Other Certificates and Fees								
(i) Planning Certificate								
(a) Full (s.10.7 EPAA 1979)	\$174.00	\$174.00	\$0.00	\$174.00	0.00%	\$0.00	N	F
(b) Partial (s.10.7 EPAA 1979)	\$69.00	\$69.00	\$0.00	\$69.00	0.00%	\$0.00	N	F
(ii) Urgency Fee (24 hr response)								
Urgency Fee	\$84.00	\$87.00	\$0.00	\$87.00	3.57%	\$3.00	N	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(iii) Copy of Local Environment Plan (Written Instrument	nt)							
Local Environment Plan Fee	\$39.00	\$39.00	\$0.00	\$39.00	0.00%	\$0.00	N	Α
(iv) Building Information Certificate (a) Section 6.22 Building Certificate Class 1 or Class 10								
Section 6.22 Building Certificate	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	\$0.00	N	F
(b) Other classes								
(i) not exceeding 200 sqm floor area	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	\$0.00	N	F
(ii) 200 sqm – 2,000 sqm floor area					for area exceed	•	N	F
(iii) exceeding 2,000 sqm floor area					or area exceedin	• •	N	F
(iv) where no floor area applies	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	\$0.00	N	F
(c) Additional fee if more than one inspection needed								
Additional Fee	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	\$0.00	N	F
(d) Urgency fee (additional)								
Urgency Fee	\$76.00	\$78.50	\$0.00	\$78.50	3.29%	\$2.50	N	G
(e) Building Information Certificate copy								
Certificate Copy Fee	\$13.00	\$13.00	\$0.00	\$13.00	0.00%	\$0.00	N	F
(f) Building Information Certificate amended								
Certificate Fee	\$64.00	\$66.00	\$0.00	\$66.00	3.13%	\$2.00	N	G
(g) Certified copy of a document								
Certified Copy Fee	\$53.00	\$53.00	\$0.00	\$53.00	0.00%	\$0.00	N	F

	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
(h) Administration fee for cancellation of building certificate								
Administration Fee	\$26.00	\$27.00	\$0.00	\$27.00	3.85%	\$1.00	N	G

Notes:

Note: An additional fee determined as shown below, may be charged for an application for a building certificate in relation to a building where the applicant for the certificate, or the person on whose behalf the application is made, is the person who erected the building or on whose behalf the building was erected and any of the following circumstances apply:

- (a) Where a development consent, complying development certificate or construction certificate was required for the erection of the building and no such consent or certificate was obtained,
- (b) Where a penalty notice has been issued for an offence under section 4.2 of the Environmental Planning and Assessment Act (the Act) in relation to the erection of the building and the person to whom it was issued has paid the penalty required by the penalty notice in respect of the alleged offence (or if the person has not paid the penalty and has not elected to have the matter dealt with by a court, enforcement action has been taken against the person under Division 4 of Part 4 of the Fines Act 1996),
- (c) Where order No 2, 12, 13, 15, 18 or 19 in the Environmental Planning and Assessment Act 1979 has been given in relation to the building unless the order has been revoked on appeal,
- (d) Where a person has been found guilty of an offence under the Act in relation to the erection of the building,
- (e) Where the court has made a finding that the building was erected in contravention of a provision of the Act.

The additional fee payable is the total of the following amounts:

- (a) The amount of the maximum fee that would be payable if the application were an application for development consent, or a complying development certificate (if appropriate), authorising the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application
- (b) The amount of the maximum fee that would be payable if the application were an application to the council for a construction certificate relating to the erection or alteration of any part of the building to which the application relates that has been erected or altered in contravention of the Act in the period of 24 months immediately preceding the date of the application

(v) Outstanding Notice Certificate (s.735A LGA 1993 & Part 9 EPAA 1979)

Outstanding Notice Certificate Fee	\$120.00	\$120.00	\$0.00	\$120.00	0.00%	\$0.00	N	F

(vi) Certificate Under Section 88G(3) of The Conveyancing Act, 1919 (Certificate as prescribed under cl.40 of The Conveyancing Act (General) Regulation, 1988)

(a) No inspection required	\$30.00	\$30.00	\$0.00	\$30.00	0.00%	\$0.00	N	F
(b) Inspection required	\$90.00	\$90.00	\$0.00	\$90.00	0.00%	\$0.00	N	F

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Resited Dwellings								
(i) Inspection fee	\$548.00	\$565.00	\$0.00	\$565.00	3.10%	\$17.00	Ν	G
(ii) Plus – per km (travelling both ways)	\$3.00	\$3.10	\$0.00	\$3.10	3.33%	\$0.10	N	G
Approvals Issued Under Section 68 of the LGA, 199	93							
NB Where Public Notification is required – refer to Public Notification/Advertising sec	tion of Fees & Cha	arges						
(i) Initial Inspection	\$292.00	\$301.00	\$0.00	\$301.00	3.08%	\$9.00	N	G
(ii) Where inspection is requested and is not ready for inspection	\$122.00	\$126.00	\$0.00	\$126.00	3.28%	\$4.00	N	Е
(iii) Reinspection	\$138.00	\$143.00	\$0.00	\$143.00	3.62%	\$5.00	N	E
(iv) Amusement device approval								
(a) 1-3 Devices/rides	\$103.00	\$107.00	\$0.00	\$107.00	3.88%	\$4.00	N	G
(b) 4- 8 devices/ rides	\$199.00	\$205.00	\$0.00	\$205.00	3.02%	\$6.00	N	G
(c) 9-15 devices/rides	\$372.00	\$372.00	\$0.00	\$372.00	0.00%	\$0.00	Ν	G
(d) >15 devices rides			\$372	.00 + \$30.00 p	er device/ride in	excess of 15	N	G
Caravans Approvals								
(i) Special/site specific approval (caravan/ m-home) (LG Act Sec68 Table 1 Part A1)	\$103.00	\$107.00	\$0.00	\$107.00	3.88%	\$4.00	N	G
(ii) Inspection fee	\$133.00	\$137.00	\$0.00	\$137.00	3.01%	\$4.00	N	G
(iii) Reinspection	\$149.00	\$154.00	\$0.00	\$154.00	3.36%	\$5.00	N	G
(iv) Certificate of completion	\$368.00	\$380.00	\$0.00	\$380.00	3.26%	\$12.00	N	G
(v) Private premises approval-caravan/portable/manufactured home	\$109.00	\$113.00	\$0.00	\$113.00	3.67%	\$4.00	N	G
(vi) Caravan /Manufactured Home Park - Approval to Operate (per site/van)	\$6.80	\$7.00	\$0.00	\$7.00	2.94%	\$0.20	N	G
(vii) Re-issue of approval/ change of ownership	\$111.00	\$115.00	\$0.00	\$115.00	3.60%	\$4.00	N	G

Name Install a domestic oil / solid fuel heater (Section 68)	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Application to Install a domestic oil or solid fuel heater NB – Notification may be require – refer to Camden LAP	\$280.00	\$289.00	\$0.00	\$289.00	3.21%	\$9.00	N	G
Fire Safety Certificates								
(b) 4 - 8 Fire Safety Measures	\$0.00	\$140.00	\$14.00	\$154.00	-	\$154.00	Υ	Е
(c) 8 + Fire Safety Measures	\$0.00	\$200.00	\$20.00	\$220.00	-	\$220.00	Υ	Е
Add new building to Fire Safety Register	\$0.00	\$100.00	\$10.00	\$110.00	-	\$110.00	Υ	Е
Issuing of a Notice / order - Compliance cost notice in resect to any costs or expences relating to an investigation that leads t the giving of an order pursuant to the EP & A Act 1979 issued under Schedule 5 Development Control Orders - Part 2 Fire Safety Orders and a Building Products Rectification Order pursuant to the Building Products (Safety) Act 2017	\$0.00	\$750.00	\$75.00	\$825.00	-	\$825.00	Y	E
Reassessment of a Fire Safety Schedule				50	% of the AFSS lo	odgement fee	Υ	Е
50% of the AFSS lodgement fee								
Review / reissue of Fire Safety Schedules for an existing building - historical						Fee by quote	Υ	Е
Section 82 Objection review - Local Government Act	\$0.00	\$780.00	\$78.00	\$858.00		\$858.00	Υ	Е
Stay of penalty - AFSS - apply before due date	\$0.00	\$200.00	\$20.00	\$220.00	-	\$220.00	Υ	Е
Stay of penalty - AFSS overdue								
Stay of penalty - AFSS overdue - applied after overdue date	\$0.00	\$300.00	\$30.00	\$330.00	-	\$330.00	Υ	Е
(a) 1 - 3 Fire Safety Measures	\$94.50	\$90.00	\$9.00	\$99.00	4.76%	\$4.50	Υ	Е
(d) AFSS with a Performance Solutions	\$149.00	\$300.00	\$30.00	\$330.00	121.48%	\$181.00	Υ	Е
(c) Reassessment of unsatisfactory Annual Fire Safety Statements	\$94.50	\$88.64	\$8.86	\$97.50	3.17%	\$3.00	Υ	Е
(d) Fire Safety Assessment & Inspection Service – per hour (min 1 hour)	\$160.00	\$150.00	\$15.00	\$165.00	3.13%	\$5.00	Υ	Е

Lodgement of Annual Fire Safety Statements

Miscellaneous Fees

(i) Search for building records over 5 years (per hour) (minimum charge of 1 hour)

Search Fee	\$88.00	\$91.00	\$0.00	\$91.00	3.41%	\$3.00	N	Е

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(ii) Charge for Staff members services (per hour)								
Staff Services Fee Note: Staff costs include on-costs, but excludes plant & materials costs.	\$187.00	\$175.45	\$17.55	\$193.00	3.21%	\$6.00	Y	G
(iii) Solicitor's enquiries and like research of Council Fil	es and rec	ords (per	hour) (mini	mum chai	ge of 1 ho	ur)		
Solicitor Enquiry Fee	\$171.00	\$177.00	\$0.00	\$177.00	3.51%	\$6.00	N	G
(iv) Copy of tech study/reports – Geotech (written state	ment)							
Copy of tech study/reports	\$83.00	\$85.50	\$0.00	\$85.50	3.01%	\$2.50	N	С
(v) Enquiries and advice requiring investigation and wri	tten respor	nse (per h	our)					
(a) Standard (minimum charge of 1 hour)	\$171.00	\$177.00	\$0.00	\$177.00	3.51%	\$6.00	N	G
(b) Complex (minimum charge of 1 hour)	\$171.00	\$177.00	\$0.00	\$177.00	3.51%	\$6.00	N	G
(vi) Variation of 'Restriction as to User'								
Variation Fee	\$193.00	\$199.00	\$0.00	\$199.00	3.11%	\$6.00	N	G
(vii) Search of Council records relating to contaminated	land (per l	nour)						
Search Fee	\$166.00	\$171.00	\$0.00	\$171.00	3.01%	\$5.00	N	Е
Records, Documents and Copying								
(i) Documents under 15 A4 pages								
Fee	\$32.00	\$33.00	\$0.00	\$33.00	3.13%	\$1.00	N	G
(ii) Documents over 15 A4 pages								
Fee	\$44.50	\$46.00	\$0.00	\$46.00	3.37%	\$1.50	N	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(iii) Policies								
Fee	\$33.50	\$35.00	\$0.00	\$35.00	4.48%	\$1.50	N	G
(iv) Council documents only – per page								
Fee	\$2.60	\$2.70	\$0.00	\$2.70	3.85%	\$0.10	N	G
(v) Property plot								
Fee	\$10.80	\$11.20	\$0.00	\$11.20	3.70%	\$0.40	N	G
(vi) Environmental Impact Statements								
Fee	\$42.50	\$44.00	\$0.00	\$44.00	3.53%	\$1.50	N	G
(vii) Certificate Handling Fee – Registration of Private C Certificates, Compliance Certificate, Occupation Certificate						struction		
Certificate Handling Fee	\$36.00	\$36.00	\$0.00	\$36.00	0.00%	\$0.00	N	F
(viii) Engineering Specifications								
(a) Design	\$86.00	\$89.00	\$0.00	\$89.00	3.49%	\$3.00	N	G
(b) Construction	\$86.00	\$89.00	\$0.00	\$89.00	3.49%	\$3.00	N	G
Digital Products								
(a) Data extraction fee – labour component (per hour, minimum 1 hour)	\$171.00	\$177.00	\$0.00	\$177.00	3.51%	\$6.00	N	G
(b) Cadastre data – per parcel (including lot, DP number, road boundary & road name)	\$14.00	\$14.60	\$0.00	\$14.60	4.29%	\$0.60	N	G
Refundable Bonds & Administration Fees								
(i) Bond Administration Fee – Lodgement								
(a) Cash / Cheque Bond or Deposit	\$203.00	\$210.00	\$0.00	\$210.00	3.45%	\$7.00	N	G

Name	Year 24/25	Y Fee	ear 25/26 GST	Foo	Ingrasas	Ingrasas	GST	Pricing
valle	Fee (incl. GST)	(excl. GST)	GSI	Fee (incl. GST)	Increase %	Increase \$	331	Code
i) Bond Administration Fee – Lodgement [continued]								
· · · · · ·	***	4000.00	^	^	0.4007	A 40.00		
(b) Bank Guarantee	\$387.00	\$399.00	\$0.00	\$399.00	3.10%	\$12.00	N N	G
(c) Rolling Bond Monitoring Fee per hour (minimum 1 hour) Note: 1) Payable at each request to modify, transfer or refund security and/or secured item 2) All bonds permitted by Council or required by a consent will require the above pro 3) Cash Bonds and Bank Guarantees which are lodged as part of a contract to unde	cessing/administ	tration fee.	\$0.00	\$184.00	5.14% s) are exempt from	\$9.00 om Bond Adm		G on Fees.
(d) Bond refunds (per bond)	\$342.00	\$353.00	\$0.00	\$353.00	3.22%	\$11.00	N	G
Applicable to all other bonds lodged after 1 August 2019 (Not applicable for release 2) The refund of Cash Bonds and Bank Guarantees which were lodged as part of a casefund Fee. Refund Fee. Resited Dwellings Bond - Refundable Refundable			vice on Counc	cil's behalf (i.e. te	endered works)	are exempt fro	om the E	Bond
Bond	\$1,430.00	\$1,475.00	\$0.00	\$1,475.00	3.15%	\$45.00	N	Е
iii) Bond Items								
ote – GST applies to any portion of the bond retained.								
(a) Trees/Lot (Rate per tree)	\$363.00	\$374.00	\$0.00	\$374.00	3.03%	\$11.00	N	_
								Е
b) Footpath Construction (per lineal metre)	\$146.00	\$151.00	\$0.00	\$151.00	3.42%	\$5.00	N	E
, ,	\$146.00 \$1,430.00	\$151.00 \$1,475.00	\$0.00 \$0.00	\$151.00 \$1,475.00	3.42% 3.15%	\$5.00 \$45.00	N N	
(c) Filming – Damage Security						·		Е
(c) Filming – Damage Security (d) Public Road Events – Damage Security	\$1,430.00	\$1,475.00	\$0.00	\$1,475.00	3.15%	\$45.00	N	E E
(b) Footpath Construction (per lineal metre) (c) Filming – Damage Security (d) Public Road Events – Damage Security Map Production Map Production	\$1,430.00	\$1,475.00	\$0.00	\$1,475.00	3.15%	\$45.00	N	E E
(c) Filming – Damage Security (d) Public Road Events – Damage Security Map Production Map Production	\$1,430.00	\$1,475.00	\$0.00	\$1,475.00	3.15%	\$45.00	N	E E
(c) Filming – Damage Security (d) Public Road Events – Damage Security	\$1,430.00	\$1,475.00	\$0.00	\$1,475.00	3.15%	\$45.00	N	E E

Name ii) Map Printing & Other Charges	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(a) Basic Map within LGA – A4 size per sheet	\$7.70	\$8.00	\$0.00	\$8.00	3.90%	\$0.30	N	G
(b) Basic Map within LGA – A3 size per sheet	\$15.80	\$16.40	\$0.00	\$16.40	3.80%	\$0.60	N	G
(c) Basic Map within LGA – A2 size per sheet	\$46.50	\$48.00	\$0.00	\$48.00	3.23%	\$1.50	N	G
(d) Basic Map within LGA – A1 size per sheet	\$69.50	\$72.00	\$0.00	\$72.00	3.60%	\$2.50	N	G
(e) Basic Map within LGA – A0 size per sheet	\$91.50	\$94.50	\$0.00	\$94.50	3.28%	\$3.00	N	G
(f) Aerial Photography – A4 size per sheet	\$15.80	\$16.40	\$0.00	\$16.40	3.80%	\$0.60	N	G
(g) Aerial Photography – A3 size per sheet	\$32.00	\$33.00	\$0.00	\$33.00	3.13%	\$1.00	N	G
(h) Aerial Photography – A2 size per sheet	\$61.00	\$63.00	\$0.00	\$63.00	3.28%	\$2.00	N	G
(i) Aerial Photography – A1 size per sheet	\$123.00	\$127.00	\$0.00	\$127.00	3.25%	\$4.00	N	G
(j) Aerial Photography – A0 size per sheet	\$187.00	\$193.00	\$0.00	\$193.00	3.21%	\$6.00	N	G
(k) Property search	\$42.50	\$44.00	\$0.00	\$44.00	3.53%	\$1.50	N	G

Name	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		0000

Environmental & Regulatory Services

Lighting reconfiguration	POA	N	\sim
Lighting reconliquiation	IOA	1.4	

Health Inspections

* Note: Not for profit school canteens/not for profit charities - Reinspection and Improvement Notice Administration Fee/Statutory Fees still apply

Food Premises/Business Annual Administration Fee	\$47.50	\$49.00	\$0.00	\$49.00	3.16%	\$1.50	N	E
Not for profit School Canteens *	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	N	Н
Not for profit – charities	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	N	Н
Additional hourly rate for food premise inspections	\$171.00	\$188.00	\$0.00	\$188.00	9.94%	\$17.00	N	E
Additional kitchen (on same premises)	\$105.00	\$109.00	\$0.00	\$109.00	3.81%	\$4.00	N	Е
Food Act Improvement Notice Administration Fee – Statutory fee	\$330.00	\$330.00	\$0.00	\$330.00	0.00%	\$0.00	N	F
Reinspection	\$105.00	\$109.00	\$0.00	\$109.00	3.81%	\$4.00	N	E
Hairdresser/Beauty salon inspection fee – Local Govt. Act (Non-Skin Penetration Premises)	\$128.00	\$132.00	\$0.00	\$132.00	3.13%	\$4.00	N	E
Reinspection Hairdresser/Beauty salon inspection fee (No skin penetration) Local Govt. Act	\$78.50	\$81.00	\$0.00	\$81.00	3.18%	\$2.50	N	Е
Skin penetration inspection fee – Public Health Act	\$179.00	\$188.00	\$0.00	\$188.00	5.03%	\$9.00	N	Е
Reinspection Skin penetration – Public Health Act	\$103.00	\$109.00	\$0.00	\$109.00	5.83%	\$6.00	N	E
Mortuary Inspection	\$179.00	\$188.00	\$0.00	\$188.00	5.03%	\$9.00	N	Е
Mortuary Reinspection	\$103.00	\$109.00	\$0.00	\$109.00	5.83%	\$6.00	N	Е
Sex Service Premises – Health & Compliance Inspection per hour	\$335.00	\$346.00	\$0.00	\$346.00	3.28%	\$11.00	N	Е
Note: Should a say promise obtain development consent it shall be inspected by C		om coist (C) magnifica		all manadissan a				

Note: Should a sex premise obtain development consent, it shall be inspected by Council Officers every six (6) months or when Council receives a complaint about the operations.

Two Council Officers will inspect and fee charged in one hour increments.

Cost of outstanding Health Notices	\$149.00	\$154.00	\$0.00	\$154.00	3.36%	\$5.00	N	Е
Health Notices/Enquiries	\$149.00	\$154.00	\$0.00	\$154.00	3.36%	\$5.00	N	Е
Section 735A Outstanding Notice Certificate	\$120.00	\$120.00	\$0.00	\$120.00	0.00%	\$0.00	N	F
Public Health Act Improvement Notice/Prohibition Order Administration Fee (non regulated systems – Statutory fee)	\$290.00	\$295.00	\$0.00	\$295.00	1.72%	\$5.00	N	F

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Food Premises/Business Inspection Fee								
Level 0 – low risk food business (Up to 1 hour)	\$144.00	\$149.00	\$0.00	\$149.00	3.47%	\$5.00	N	E
Level 1 – medium and high risk food business (Up to 1 hour)	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е
Not for profit School Canteens *	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	N	Н
Temporary Food Stall in a Public Place								
Food Trading Stall Single Event Approval	\$101.00	\$109.00	\$0.00	\$109.00	7.92%	\$8.00	N	E
Food Trading Stall Annual Event Approval	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е
Food Trading Public Roads Approval	\$335.00	\$346.00	\$0.00	\$346.00	3.28%	\$11.00	N	E
Food Trading Stall Reinspection Fee	\$76.00	\$78.50	\$0.00	\$78.50	3.29%	\$2.50	N	E
Food Notification (temporary food stalls not on Council land)	\$56.00	\$56.00	\$0.00	\$56.00	0.00%	\$0.00	N	Е
Destruction of Stock								
Horses and Cattle					At Full Co	st Recovery	N	G
Sheep and Goats					At Full Co	st Recovery	N	G
Shop Fitouts / Food Premises Inspections								
Food Premises – Shop Fitout Inspection (pre-commencement)	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
Reinspection	\$105.00	\$109.00	\$0.00	\$109.00	3.81%	\$4.00	N	G
Other Shop Fitout Inspections	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
$e.g.\ skin\ pen/hairdressers/barbers/cooling\ towers/public\ swimming\ pools/mortuaring and an expensive problem of the prob$	es							
Microbial Control Inspections								
Cooling Towers (water testing)	\$78.50	\$81.00	\$0.00	\$81.00	3.18%	\$2.50	N	G
Cooling Tower Inspection	\$179.00	\$188.00	\$0.00	\$188.00	5.03%	\$9.00	N	G
Warm Water System Inspection	\$179.00	\$188.00	\$0.00	\$188.00	5.03%	\$9.00	N	G
Subsequent Units On Same Site Inspection	\$89.50	\$92.50	\$0.00	\$92.50	3.35%	\$3.00	N	G
Additional Reinspection	\$179.00	\$188.00	\$0.00	\$188.00	5.03%	\$9.00	N	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Microbial Control Inspections [continued]								
Public Health Act Improvement Notice/Prohibition Order Administration Fee - Regulated system	\$620.00	\$635.00	\$0.00	\$635.00	2.42%	\$15.00	N	F
Swimming Pool Compliance								
(a) Swimming Pool Compliance Certificate (sec 22D)	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	\$0.00	Υ	F
(b) Swimming Pool Compliance Certificate Re-inspection (sec 22D)	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	\$0.00	Υ	F
(c) Exemption under Sec.22	\$250.00	\$250.00	\$0.00	\$250.00	0.00%	\$0.00	N	F
(d) Swimming pool online registration (Administration Fee)	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00	Υ	F

Septic Tank Installations (Domestic)

Domestic Installation Package (not incl. SEAA Application Fee)

Assessment + 4 Inspections + Approval to Operate

Application	\$434.00	\$448.00	\$0.00	\$448.00	3.23%	\$14.00	N	E
Inspection	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е
Installation Inspections (maximum of 3 inspections included)	\$532.00	\$548.00	\$0.00	\$548.00	3.01%	\$16.00	N	Е
Approval to Operate	\$77.50	\$77.50	\$0.00	\$77.50	0.00%	\$0.00	N	Е
Total Package	\$1,230.00	\$1,270.00	\$0.00	\$1,270.00	3.25%	\$40.00	N	Е
Note: Total Package must be paid together								
Additional inspections / Reinspections	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е

Amended septic tank application fee

Amended septic tank application fee – Major (Does not include inspections)	\$358.00	\$369.00	\$0.00	\$369.00	3.07%	\$11.00	N	E
Amended septic tank application fee – Minor (Does not include inspections)	\$171.00	\$177.00	\$0.00	\$177.00	3.51%	\$6.00	N	Е
Amended septic tank application – Additional inspections / Reinspections	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е

Septic Tank Installations (Commercial)

Note: Fees are based on Infrastructure cost

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Septic Tank Installations (Commercial) [continued]								
Package Fee – For Infrastructure Cost < \$20,000	\$1,815.00	\$1,870.00	\$0.00	\$1,870.00	3.03%	\$55.00	N	Е
Assessment + 4 Inspections + Approval to Operate								
Package Fee – For Infrastructure Cost between \$20,000 – \$100,000	\$3,290.00	\$3,390.00	\$0.00	\$3,390.00	3.04%	\$100.00	N	Е
Assessment + 5 Inspections + Approval to Operate								
Package Fee – For Infrastructure Cost > \$100,000	\$3,400.00	\$3,505.00	\$0.00	\$3,505.00	3.09%	\$105.00	N	Е
Assessment + 6 Inspections + Approval to Operate								
External Consultancy Fees – engaged by Council					At Full Co	ost Recovery	N	Е
Inspections/additional inspection/reinspections	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	E
Amended on-site sewer management (OSSM) system a	pplication	Fee						
Minor Amendment – Infrastructure cost < \$20,000 (does not include inspections)	\$171.00	\$177.00	\$0.00	\$177.00	3.51%	\$6.00	N	Е
Minor Amendment – Infrastructure cost \$20,000 – \$100,000 (does not include inspections)	\$280.00	\$289.00	\$0.00	\$289.00	3.21%	\$9.00	N	E
Minor Amendment – Infrastructure cost > \$100,000 (does not include inspections)	\$335.00	\$346.00	\$0.00	\$346.00	3.28%	\$11.00	N	Е
Major Amendment – Infrastructure cost < \$20,000 (does not include inspections)	\$358.00	\$369.00	\$0.00	\$369.00	3.07%	\$11.00	N	Е
Major Amendment – Infrastructure cost \$20,000 – \$100,000 (does not include inspections)	\$620.00	\$639.00	\$0.00	\$639.00	3.06%	\$19.00	N	Е
Major Amendment – Infrastructure cost > \$100,000 (does not include inspections)	\$739.00	\$762.00	\$0.00	\$762.00	3.11%	\$23.00	N	Е
Water Supply – Section 68 LGA Applications (Commonte: Fees are based on Infrastructure cost	mercial)							
Package Fee – For Infrastructure Cost < \$20,000	\$1.815.00	\$1.870.00	\$0.00	\$1.870.00	3.03%	\$55.00	N	Е
Assessment + 4 Inspections + Approval to Operate	ψ1,010.00	ψ1,070.00	ψ0.00	ψ1,070.00	0.0070	Ψ00.00	. •	_
Package Fee – For Infrastructure Cost between \$20,000 – \$100,000	\$3,290.00	\$3,390.00	\$0.00	\$3,390.00	3.04%	\$100.00	N	Е
Assessment + 4 Inspections + Approval to Operate								
Package Fee – For Infrastructure Cost > \$100,000	\$3,400.00	\$3,505.00	\$0.00	\$3,505.00	3.09%	\$105.00	N	E
Assessment + 4 Inspections + Approval to Operate								

	Year 24/25		Year 25/26					Drining
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Water Supply – Section 68 LGA Applications (Com	mercial) [continued]						
External Consultancy Fees – engaged by Council					At Full Co	ost Recovery	N	Е
Inspections/additional inspection/reinspections	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е
Water supply inspection fee (ongoing inspection fee) – per hour – minimum 1 hour	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е
Amended section 68 Water Supply application Fee								
Minor Amendment – Infrastructure cost < \$20,000 (Does not include inspections)	\$171.00	\$177.00	\$0.00	\$177.00	3.51%	\$6.00	N	Е
Minor Amendment – Infrastructure cost \$20,000 – \$100,000 (Does not include inspections)	\$280.00	\$289.00	\$0.00	\$289.00	3.21%	\$9.00	N	Е
Minor Amendment – Infrastructure cost > \$100,000 (Does not include inspections)	\$335.00	\$346.00	\$0.00	\$346.00	3.28%	\$11.00	N	Е
Major Amendment – Infrastructure cost < \$20,000 (Does not include inspections)	\$358.00	\$369.00	\$0.00	\$369.00	3.07%	\$11.00	N	Е
Major Amendment – Infrastructure cost \$20,000 – \$100,000 (Does not include inspections)	\$620.00	\$639.00	\$0.00	\$639.00	3.06%	\$19.00	N	E
Major Amendment – Infrastructure cost > \$100,000 (Does not include inspections)	\$739.00	\$762.00	\$0.00	\$762.00	3.11%	\$23.00	N	Е
Water Carters Approval								
Water carters inspection fee – per hour – minimum – 1 hour	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	Е
Approval to Operate Septic Tank under s68 of the L	ocal Gove	ernment A	ct					
Conventional systems (T beds, Trenches etc.) – Residential – per annum includes first inspection	\$77.50	\$77.50	\$0.00	\$77.50	0.00%	\$0.00	N	G
AWTS – per annum Residential – per annum includes first inspection + 1 effluent warning sign per inspection	\$77.50	\$77.50	\$0.00	\$77.50	0.00%	\$0.00	N	G
Subsequent Inspection fees for Residential Properties	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
Commercial System – per annum Plus Hourly Rate for Inspection and assessment	\$83.50	\$83.50	\$0.00	\$83.50	0.00%	\$0.00	N	G
Commercial System (pump out) – per hour – minimum 1 hour	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
Commercial System (on-site disposal) (per hour) – minimum 1 hour	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
External Consultancy Fees (engaged by Council)					At Full Co	ost Recovery	N	G

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		305
Miscellaneous Septic Tanks Charges								
Request for a Sustainable Effluent Application Area – Residential – Price per system (Administration Fee)	\$93.50	\$96.50	\$0.00	\$96.50	3.21%	\$3.00	N	G
Request for a Sustainable Effluent Application Area (SEAA) – Per Allotment for Proposed Subdivision (Administration Fee)	\$93.50	\$96.50	\$0.00	\$96.50	3.21%	\$3.00	N	G
Pre-purchase Inspection	\$292.00	\$301.00	\$0.00	\$301.00	3.08%	\$9.00	N	G
Out of Hours Inspection – Pre-booked	\$368.00	\$380.00	\$0.00	\$380.00	3.26%	\$12.00	N	G
Order/Proposal from Council to replace Septic System (per hour)	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
External Consultancy Geotech report as required (Orders & Proposals engaged by Council)					At Full Co	ost Recovery	N	G
Wastewater Analysis					At Full Co	ost Recovery	N	G
Effluent Warning Signs (each)	\$6.30	\$6.50	\$0.00	\$6.50	3.17%	\$0.20	N	G
Water Sampling								
Determination of potable supply	\$225.00	\$232.00	\$0.00	\$232.00	3.11%	\$7.00	N	G
Swimming Pools and Spas								
Minimum 3 bacteriological test per pool	\$204.00	\$211.00	\$0.00	\$211.00	3.43%	\$7.00	N	G
Water quality initial pool (primary inspection & test)	\$166.00	\$188.00	\$0.00	\$188.00	13.25%	\$22.00	N	G
Water quality additional pools (test & inspection)	\$84.00	\$87.00	\$0.00	\$87.00	3.57%	\$3.00	N	G
Reinspection Swimming Pools and Spas								
Water quality initial pool (test & reinspection)	\$166.00	\$188.00	\$0.00	\$188.00	13.25%	\$22.00	N	G
Water quality additional pools (test & reinspection)	\$84.00	\$87.00	\$0.00	\$87.00	3.57%	\$3.00	N	G
Facilities and grounds only (no water testing conducted)	\$78.50	\$81.00	\$0.00	\$81.00	3.18%	\$2.50	N	G
Environmental Enforcement / Inspections								
Prevention Notices	\$803.00	\$821.00	\$0.00	\$821.00	2.24%	\$18.00	N	F
Compliance Inspections (per hour, minimum 1 hr)	\$171.00	\$188.00	\$0.00	\$188.00	9.94%	\$17.00	N	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Environmental Enforcement / Inspections [continued]							
Clean up Notices	\$803.00	\$821.00	\$0.00	\$821.00	2.24%	\$18.00	N	F
Compliance Cost/Clean up – cost of clean up					At Full C	ost Recovery	N	G
Noise Control Notices	\$803.00	\$821.00	\$0.00	\$821.00	2.24%	\$18.00	N	F
Underground Petroleum Storage Systems (UPSS) and/or Vapour Recovery Inspection	\$182.00	\$188.00	\$0.00	\$188.00	3.30%	\$6.00	N	G
Underground Petroleum Storage Systems (UPSS) and/or Vapour Recovery Reinspection	\$103.00	\$109.00	\$0.00	\$109.00	5.83%	\$6.00	N	G
Special events (out of office hours) (min. 4 Hours)								
Note: Staff costs include on-costs, but excludes plant & materials costs.								
Professional Staff	\$653.00	\$673.00	\$0.00	\$673.00	3.06%	\$20.00	N	G
Administration Staff	\$261.00	\$269.00	\$0.00	\$269.00	3.07%	\$8.00	N	G
Operational Staff	\$205.00	\$212.00	\$0.00	\$212.00	3.41%	\$7.00	N	G
Plant & Materials						At Cost	N	G
Noxious Weeds Certification								
Issue Certificates	\$151.00	\$156.00	\$0.00	\$156.00	3.31%	\$5.00	N	G
Re-inspection fees	\$166.00	\$171.00	\$0.00	\$171.00	3.01%	\$5.00	N	G
Dog & Cat Registration Fees (Under Companion A	nimals Act)						
Note: registration fees are subject to change in accordance with clause 18 of the Cor	npanion Animals	Regulation 2018	3					
Dog - Additional Fee (dog not desexed by 6 months)	\$184.00	\$184.00	\$0.00	\$184.00	0.00%	\$0.00	N	F
Dog - Registration fee (by 12 weeks or when sold if earlier than 12wk)	\$78.00	\$78.00	\$0.00	\$78.00	0.00%	\$0.00	N	F
Dog - Registration (by eligible pensioner)	\$34.00	\$34.00	\$0.00	\$34.00	0.00%	\$0.00	N	F
Dog - Desexed (sold / transferred from pound/shelter or rehoming Organisation)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	N	F
Dog – Registration Combined fees (for not Desexing dog by 6 months)	\$262.00	\$262.00	\$0.00	\$262.00	0.00%	\$0.00	N	F
Dog – Registrations (not recommended)	\$78.00	\$78.00	\$0.00	\$78.00	0.00%	\$0.00	N	F
Dog – Registration (not recommended eligible pensioner)	\$34.00	\$34.00	\$0.00	\$34.00	0.00%	\$0.00	N	F

	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
Dog & Cat Registration Fees (Under Companion A	nimals Act)	[continued]					
Dog – Registration (recognised breeder)	\$78.00	\$78.00	\$0.00	\$78.00	0.00%	\$0.00	N	F
Dog – Working	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	N	F
Dog – Service of the State	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	Ν	F
Assistance Animal	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	N	F
Cat – Registration fee (by 12 weeks or when sold if earlier than 12wk)	\$68.00	\$68.00	\$0.00	\$68.00	0.00%	\$0.00	N	F
Cat – Registration (eligible pensioner)	\$34.00	\$34.00	\$0.00	\$34.00	0.00%	\$0.00	Ν	F
Cat – Desexed (sold / transferred from pound/shelter or rehoming Organisation)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	Ν	F
Cat – Registration (not recommended)	\$68.00	\$68.00	\$0.00	\$68.00	0.00%	\$0.00	N	F
Cat – Registration (not recommended – eligible pensioner)	\$34.00	\$34.00	\$0.00	\$34.00	0.00%	\$0.00	Ν	F
Annual permit - Cat (not desexed by four months of age)	\$96.00	\$96.00	\$0.00	\$96.00	0.00%	\$0.00	N	F
Cat – Registration (recognised breeder)	\$68.00	\$68.00	\$0.00	\$68.00	0.00%	\$0.00	N	F
Late Registration Fee	\$22.00	\$22.00	\$0.00	\$22.00	0.00%	\$0.00	N	F
Annual permit - Dangerous dog	\$230.00	\$230.00	\$0.00	\$230.00	0.00%	\$0.00	N	F
Annual permit - Restricted dog	\$230.00	\$230.00	\$0.00	\$230.00	0.00%	\$0.00	N	F
Permit late fee	\$22.00	\$22.00	\$0.00	\$22.00	0.00%	\$0.00	N	F
Dog & Cat Control								
Dog release fee first Impounding	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	N	G
Dog release fee for second and subsequent Impounding	\$44.00	\$45.50	\$0.00	\$45.50	3.41%	\$1.50	N	G
Feeding fee per day – Dog				Companion A	Animal Care Fa	cility set fees	N	G
Companion Animal Care and Livestock Holding Facility set fees								
Feeding fee per day – Cat				Companion	Animal Care Fa	cility set fees	N	G
Companion Animal Care and Livestock Holding Facility set fees								
Surrender fee					Min. Fee excl. G	ST: \$250.00	N	Е
Companion Animal Care and Livestock Holding Facility set fees								

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Name Fee Fee GST Fee Increase Increase GST Code (incl. GST) (excl. GST) (excl. GST) (incl. GST) %		Year 24/25		Year 25/26					Pricing
(incl. GST) (excl. GST) (incl. GST) %	Name	Fee	Fee	GST	Fee	Increase	Increase	GST	
		(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Jour

Dog & Cat Control [continued]

[communal								
Dog Adoption Fee	The fee	·			Dog Add	st year fee option Fee nd lifetime egistration	Y	G
Dog Adoption Fee The fee includes purchase, price, vaccination, desexing, microchipping and lifetime Dog adoption fees have been reduced to increase dog adoption rates and reduce th Reducing the length of stay at the pound reduces stress on the animal and reduces	e length of stay a							
Cat Adoption Fee	The fe	·			Cat Adding, microchipping a	st year fee option Fee nd lifetime egistration	Y	G
Cat Adoption Fee The fee includes purchase price, vaccination, desexing, microchipping and lifetime r Cat adoption fees have been reduced to increase cat adoption rates and reduce the Reducing the length of stay at the pound reduces stress on the animal and reduces	length of stay at							
Certificate of Compliance	\$150.00	\$150.00	\$0.00	\$150.00	0.00%	\$0.00	N	F

Animal Stock Impounding Fees

Release Fees

Bull		N	E
	Min. Fee excl. GST: \$25.00		
Stallion		N	E
	Min. Fee excl. GST: \$25.00		
Cow/Steer		N	E
	Min. Fee excl. GST: \$25.00		

	V 0//05		V 07/00					
Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Code
Release Fees [continued]								
Mare/Gelding					Min. Fee excl.	GST: \$25.00	N	E
Sheep/Goat/Pig					Min. Fee excl.	GST: \$20.00	N	E
Sustenance (Per Day) Fees								
Bull Sustenance (Per Day) & Vet Care					Full	cost recovery	N	G
Stallion Sustenance (Per Day) & Vet Care					Full	cost recovery	N	G
Cow/Steer Sustenance (Per Day) & Vet Care					Full	cost recovery	N	G
Mare/Gelding Sustenance (Per Day) & Vet Care					Full	cost recovery	N	G
Sheep/Goat/Pig Sustenance (Per Day) & Vet Care					Full	cost recovery	N	G
Driving fees								
Portable Stockyards used by customer – supplied by Council					\$93	2.00 per hour	N	G
					\$90	Last year fee 0.00 per hour		
Rates for transport of animals - supplied by Council					\$93	2.00 per hour	N	G
					\$90	Last year fee 0.00 per hour		
Rates for transport of animals			Tra	ansport by a co	ontractor at full o	cost recovery	N	G
Dangerous Dog Collar								
Small	\$41.50	\$39.09	\$3.91	\$43.00	3.61%	\$1.50	Υ	G
Medium	\$46.50	\$43.64	\$4.36	\$48.00	3.23%	\$1.50	Υ	G
Large	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G
X-Large	\$57.50	\$54.09	\$5.41	\$59.50	3.48%	\$2.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Dangerous Dog Sign								
Dangerous Dog Sign	\$15.00	\$14.18	\$1.42	\$15.60	4.00%	\$0.60	Υ	G
Abandoned Motor Vehicles								
Abandoned motor vehicle fee includes administration, transport, and storage					At full	cost recovery	N	G
Release Fee	\$97.00	\$90.91	\$9.09	\$100.00	3.09%	\$3.00	Υ	G
Impounded Articles (signs etc.)								
Impounded Articles Large Items e.g.: trolleys, shipping containers & clothing bins Includes administration, seizure, transport, and storage						At Cost	N	G
Release Fee (large size articles)	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	\$3.00	N	С
Storage per day	\$23.00	\$24.00	\$0.00	\$24.00	4.35%	\$1.00	N	С
Release Fee (Standard Size Articles)	\$97.00	\$100.00	\$0.00	\$100.00	3.09%	\$3.00	N	С
Removal per hour (1 hour minimum)	\$50.00	\$51.50	\$0.00	\$51.50	3.00%	\$1.50	N	С

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
	((onon-co-r)		(,	•		
Waste & City Presentation Services								
Domestic Waste Management								
Service Availability Charge	\$128.00	\$128.00	\$0.00	\$128.00	0.00%	\$0.00	N	С
Urban Service								
80L Garbage, Recycling & Green Waste Service	\$359.00	\$399.00	\$0.00	\$399.00	11.14%	\$40.00	N	С
120L Garbage, Recycling & Green Waste Service	\$424.00	\$471.00	\$0.00	\$471.00	11.08%	\$47.00	N	С
240L Garbage, Recycling & Green Waste Service	\$733.00	\$814.00	\$0.00	\$814.00	11.05%	\$81.00	N	С
Rural Service								
80L Garbage & Recycling Service	\$287.00	\$319.00	\$0.00	\$319.00	11.15%	\$32.00	N	С
120L Garbage & Recycling Service	\$359.00	\$399.00	\$0.00	\$399.00	11.14%	\$40.00	N	С
240L Garbage & Recycling Service	\$662.00	\$735.00	\$0.00	\$735.00	11.03%	\$73.00	N	С
Urban Service (Green Waste Exempt)								
80L Garbage & Recycling Service	\$287.00	\$319.00	\$0.00	\$319.00	11.15%	\$32.00	N	С
120L Garbage & Recycling Service	\$359.00	\$399.00	\$0.00	\$399.00	11.14%	\$40.00	N	С
240L Garbage & Recycling Service	\$662.00	\$735.00	\$0.00	\$735.00	11.03%	\$73.00	N	С
Multi Residential Service								
Multi Residential (Including Green Waste) – Per Unit	\$422.00	\$469.00	\$0.00	\$469.00	11.14%	\$47.00	N	С
Multi Residential (Excluding Green Waste) – Per Unit	\$349.00	\$388.00	\$0.00	\$388.00	11.17%	\$39.00	N	С
Domestic Waste – Other Charges								
Additional 80L Garbage Service	\$266.00	\$296.00	\$0.00	\$296.00	11.28%	\$30.00	N	С
Additional 120L Garbage Service	\$394.00	\$438.00	\$0.00	\$438.00	11.17%	\$44.00	N	С
Additional 240L Garbage Service	\$788.00	\$875.00	\$0.00	\$875.00	11.04%	\$87.00	N	С
Additional 240L Recycling Bin	\$102.00	\$114.00	\$0.00	\$114.00	11.76%	\$12.00	N	С

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Domestic Waste – Other Charges [continued]								
Additional 240L Green Waste Bin	\$64.50	\$72.00	\$0.00	\$72.00	11.63%	\$7.50	N	С
Additional Kerbside Collection	\$132.00	\$147.00	\$0.00	\$147.00	11.36%	\$15.00	N	С
Commercial Waste Management								
Commercial three bin service	\$864.00	\$960.00	\$0.00	\$960.00	11.11%	\$96.00	N	D
Commercial Garbage								
240L Garbage Service	\$557.00	\$585.00	\$0.00	\$585.00	5.03%	\$28.00	N	D
Additional 240L Garbage Weekly Collection	\$557.00	\$585.00	\$0.00	\$585.00	5.03%	\$28.00	N	D
360L Garbage Service	\$828.00	\$870.00	\$0.00	\$870.00	5.07%	\$42.00	N	D
Additional 360L Garbage Weekly Collection	\$828.00	\$870.00	\$0.00	\$870.00	5.07%	\$42.00	N	D
660L Garbage Service	\$1,525.00	\$1,605.00	\$0.00	\$1,605.00	5.25%	\$80.00	N	D
Additional 660L Garbage Weekly Collection	\$1,525.00	\$1,605.00	\$0.00	\$1,605.00	5.25%	\$80.00	N	D
Commercial Recycling								
240L Recycling Service	\$340.00	\$357.00	\$0.00	\$357.00	5.00%	\$17.00	N	D
Additional 240L Recycling Weekly Collection	\$340.00	\$357.00	\$0.00	\$357.00	5.00%	\$17.00	N	D
360L Recycling Service	\$462.00	\$486.00	\$0.00	\$486.00	5.19%	\$24.00	N	D
Additional 360L Recycling Weekly Collection	\$462.00	\$486.00	\$0.00	\$486.00	5.19%	\$24.00	N	D
School Service								
240L Garbage Service	\$557.00	\$585.00	\$0.00	\$585.00	5.03%	\$28.00	N	D
Additional 240L Garbage Weekly Collection	\$557.00	\$585.00	\$0.00	\$585.00	5.03%	\$28.00	N	D
240L School Recycling Service	\$161.00	\$170.00	\$0.00	\$170.00	5.59%	\$9.00	N	D
Additional 240L School Recycling Weekly Collection	\$161.00	\$170.00	\$0.00	\$170.00	5.59%	\$9.00	N	D

	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
							_	
Commercial Waste – Other Charges								
Event Bin (minimum of 10 bins)	\$19.00	\$18.18	\$1.82	\$20.00	5.26%	\$1.00	Υ	D
Event Bin Additional Collection	\$19.00	\$18.18	\$1.82	\$20.00	5.26%	\$1.00	Υ	D
Street Bin Service (Internal charge)	\$504.00	\$530.00	\$0.00	\$530.00	5.16%	\$26.00	N	D
Street Bin Service additional weekly collection	\$504.00	\$530.00	\$0.00	\$530.00	5.16%	\$26.00	N	D

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Traffic Planning								
Traffic Data								
Search Fee (includes first location)	\$151.00	\$141.82	\$14.18	\$156.00	3.31%	\$5.00	Υ	G
Per location (second location and thereafter)	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Traffic Management – Permits								
Special Event Permit Application	\$138.00	\$143.00	\$0.00	\$143.00	3.62%	\$5.00	N	G
Traffic Management / Control Plan Review	\$220.00	\$227.00	\$0.00	\$227.00	3.18%	\$7.00	N	G
Rate: \$/hour for non-standard plans, large events								
Heavy Vehicle Application Fee (for class 1 and class 3 vehicle permits)	\$74.00	\$74.00	\$0.00	\$74.00	0.00%	\$0.00	N	F
Flood Management								
Flood Information Fee	\$204.00	\$211.00	\$0.00	\$211.00	3.43%	\$7.00	N	G
Floodplain Management								
Review of Floodplain and Stormwater Management Reports and Models. (E.g. Water Cycle Master Plans, Flood Impact and Risk Assessment (FIRA), Water Quality, Flood Emergency Management etc)						Fee by quote	N	G
Staff Services Fee - Floodplain Management (per hour)	\$181.00	\$187.00	\$0.00	\$187.00	3.31%	\$6.00	N	G
Stormwater Management Levy								
Stormwater Management Service Charge								
Note : The charge on any single Business/Commercial parcel is not to exceed \$1,000	0.00							
Urban Residential Land – non vacant (each rateable parcel)	\$25.00	\$25.00	\$0.00	\$25.00	0.00%	\$0.00	N	F
Urban Residential Land – strata plan units (each rateable parcel)	\$12.50	\$12.50	\$0.00	\$12.50	0.00%	\$0.00	N	F
Business/Commercial Land – non vacant (each 700m2 or part thereof, of surface land area)	\$25.00	\$25.00	\$0.00	\$25.00	0.00%	\$0.00	N	F

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Stormwater Management Service Charge [continued]								
Business/Commercial Land – strata plan units (each 700m2 or part thereof, of surface land area divided equally between all units in development)	\$25.00	\$25.00	\$0.00	\$25.00	0.00%	\$0.00	N	F
Plan Printing Charges								
A2 copy	\$46.50	\$48.00	\$0.00	\$48.00	3.23%	\$1.50	N	С
A1 copy	\$69.50	\$72.00	\$0.00	\$72.00	3.60%	\$2.50	N	С
A0 copy	\$91.50	\$94.50	\$0.00	\$94.50	3.28%	\$3.00	N	С
Note: Notification required – refer to "Public Notification/ Advertising" section in this de Bond required – refer to "Bonds" section in this document for bond advice. For assistance with this application, contact Council's Communications and Events D		dvice.						
Public Road Events (s.144 & 223 RA 1993)	\$1,980.00	\$2,040.00	\$0.00	\$2,040.00	3.03%	\$60.00	N	G
Road Occupancy Work/Truck Zones								
a. Application Fee	\$155.00	\$160.00	\$0.00	\$160.00	3.23%	\$5.00	N	G
b. Occupancy Fee – Work Zone (CBD and shopping precincts) – per m length of zone / week	\$48.50	\$50.00	\$0.00	\$50.00	3.09%	\$1.50	N	G
c. Occupancy Fee – Work Zone (other areas) – per m length of work zone/week	\$48.50	\$50.00	\$0.00	\$50.00	3.09%	\$1.50	N	G
Skip Bin, Crane / Concrete Pump Permits								
a. Application Fee	\$155.00	\$160.00	\$0.00	\$160.00	3.23%	\$5.00	N	G
b. Occupancy Fee – Standing Plant – per m length of plant/week	\$51.00	\$53.00	\$0.00	\$53.00	3.92%	\$2.00	N	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Hoarding Zones								
a. Application Fee								
Fee	\$155.00	\$160.00	\$0.00	\$160.00	3.23%	\$5.00	N	G
b. Occupancy Fee (per metre per month)								
i. 'A' Class Type	\$21.00	\$22.00	\$0.00	\$22.00	4.76%	\$1.00	N	G
ii. 'B' Class Type	\$35.50	\$37.00	\$0.00	\$37.00	4.23%	\$1.50	N	G
Shoring / Ground Anchors								
Application Fee	\$155.00	\$160.00	\$0.00	\$160.00	3.23%	\$5.00	N	G
Traffic Control Assessment – Film Shoots								
Film Shoots – low impact Partial Road Closure Stop/Slow traffic control on local or Council managed roads – Police Consultation	\$144.00	\$149.00	\$0.00	\$149.00	3.47%	\$5.00	N	G
Film Shoots – Medium impact Partial Road Closure – Stop/ Slow traffic control on multilane or state road – Police Consultation	\$401.00	\$414.00	\$0.00	\$414.00	3.24%	\$13.00	N	G
Film Shoots – High Impact Full Road Closure – Traffic Committee process	\$668.00	\$689.00	\$0.00	\$689.00	3.14%	\$21.00	N	G
Annual Charge on Rails, Pipes etc. (Section 611 of	LGA)							
(i) All cables component – per kilometre	\$710.00	\$710.00	\$0.00	\$710.00	0.00%	\$0.00	N	F
(ii) Overhead cable – per kilometre	\$710.00	\$710.00	\$0.00	\$710.00	0.00%	\$0.00	N	F
(iii) Tunnel or Restructure – To be determined based on Land Value and Benefits					Price or	n Application	N	F

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Sport & Recreation

Community Facilities Definition & Notes

- 1 Regular hire hirers who, in a single application, hire the same facility on a minimum 10 consecutive dates (weekly, fortnightly or monthly) for a single purpose in a calendar year
- 2 Casual hire any booking that does not meet the definition of Regular Hire (up to and including 9 bookings in a calendar year)
- 3 All cancellations and amendments to individual dates booked will incur a \$100.00 fee
- 4 All booking cancellations with less than 14 days notice will be subject to no refund of total hire fees (this includes both casual and regular hire bookings)
- 5 Peak Time refers to bookings made on Saturday and Sunday and may apply Public Holidays unless otherwise stated
- 6 Non Peak Time refers to bookings made from Monday to Friday inclusive
- 7 Community rate Individuals and Not for profit (NFP) entities conducting private functions and/or non-commercial activities. To be eligible for community/NFP rate, you must provide a copy of your Certificate of Incorporation or a ruling from the Australian Tax Office that your group is classified as not-for profit (the most appropriate bond relating to the activity will be applied)
- 8 Commercial rate- applicable to all hirers that do not meet the criteria for Community Rate
- 9 Seasonal hirer Any formalised club or sporting association who have a confirmed seasonal hire agreement or licence agreement of any Council sports field in the Camden LGA may be eligible use of any community facility (pending availability) for activities related to the administration and/or management of the club/association (only as determined by Council) at 50% of the hire fee (relocations are dependent on facility availability). The most appropriate bond relating to the activity will be applied at the discretion of Council.
- 10 Harrington Park Community Hall 1 and Hall 2 hire fees includes the use of the craft room for regular hirers if available.
- 11 If a hirer is required to be relocated, Council will offer the same rate of hire that applies to the facility the hire agreement is for, unless a lower hire fee for the facility the booking is relocated to is available. Relocations may be due to maintenance work, facility refurbishment, Local, State or Federal elections or emergency situations however are not limited to these reasons. Relocations are dependent on facility availability.
- 12 Fire Alarm Activation at cost

Community Facilities

Where bond is retained, Council will hold a minimum of \$50 (plus GST) plus any applicable costs (includes additional hours of hire if hirer deemed to have entered or exited the venue outside actual booking hours).

Key Bond Deposit / Key Replacement (per key / per swipe tag)	\$103.00	\$107.00	\$0.00	\$107.00	3.88%	\$4.00	N	G
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Standard Fee for all Community facilities

	Year 24/25		Year 25/26					Pricin
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Venue Hire Bond (includes bond for keys) – Casual Hir	е							
Bond – Low risk	\$390.00	\$402.00	\$0.00	\$402.00	3.08%	\$12.00	N	G
Bond – Medium risk (alcohol served)	\$559.00	\$576.00	\$0.00	\$576.00	3.04%	\$17.00	N	G
Bond – High risk (18th & 21st birthdays)	\$1,160.00	\$1,195.00	\$0.00	\$1,195.00	3.02%	\$35.00	N	G
Meeting Room Bond	\$108.00	\$112.00	\$0.00	\$112.00	3.70%	\$4.00	N	G
Miscellaneous Community Facility Fees								
All fees are minimums. Fees depend on work required.								
Administration Fee for a Breach of Hire	\$60.00	\$56.36	\$5.64	\$62.00	3.33%	\$2.00	Υ	G
Non-exclusive use of storage room/cupboard (per year, only available to current hirer, only if space available) - Large (walk in room)	\$90.55	\$84.82	\$8.48	\$93.30	3.04%	\$2.75	Y	G
Non-exclusive use of storage room/cupboard (per year, only available to current hirer, only if space available) - Medium (cupboard/cage)	\$75.50	\$70.91	\$7.09	\$78.00	3.31%	\$2.50	Υ	G
Rubbish removal	\$138.00	\$130.00	\$13.00	\$143.00	3.62%	\$5.00	Υ	G
Balloon removal (in addition to cleaning costs)	\$138.00	\$130.00	\$13.00	\$143.00	3.62%	\$5.00	Υ	G
Additional cleaning or at quoted cost	\$138.00	\$130.00	\$13.00	\$143.00	3.62%	\$5.00	Υ	G
Non-exclusive use of storage room/cupboard (per year, only available to current hirer, only if space available) - Small (kitchen cupboard)	\$60.00	\$56.36	\$5.64	\$62.00	3.33%	\$2.00	Υ	G
After hours call out fee (if applicable)	\$106.00	\$100.00	\$10.00	\$110.00	3.77%	\$4.00	Υ	G
Fire Alarm Activation						At Cost	Υ	G
Retaining Bonds								
Overstay/Unauthorised Use (outside of hours)					2 x hourly rate o	r part thereof	N	
Regular Hall Hire Amendment Booking Adminstrat	ion Fee							
First change to booking (minimum 14 working days' notice required) will be free of ch		it cancellation for	ee applies for se	econd change	onwards.			

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\$4.00

3.88%

\$103.00

\$97.27

\$107.00

\$9.73

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Code
Birriwa Reserve Community Hall								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$55.50	\$52.27	\$5.23	\$57.50	3.60%	\$2.00	Υ	G
Regular Hire	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Y	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Regular Hire	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
Catherine Field Community Hall								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$55.50	\$52.27	\$5.23	\$57.50	3.60%	\$2.00	Υ	G
Regular Hire	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Community Peak Time (Rate per hour)								
Casual Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Regular Hire	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
Catherine Park Community Centre								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$73.00	\$68.64	\$6.86	\$75.50	3.42%	\$2.50	Υ	G
Regular Hire	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
Regular Hire	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$37.00	\$35.00	\$3.50	\$38.50	4.05%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Regular Hire	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G

Catherine Park Community Centre - Meeting Rooms Commercial Peak Time (Rate per hour) Casual Hire \$45.50 \$42.73 \$4.27 \$47.00 3.30% \$1.50	G G G
Casual Hire \$45.50 \$42.73 \$4.27 \$47.00 3.30% \$1.50 Negular Hire \$40.50 \$38.18 \$3.82 \$42.00 3.70% \$1.50 Negular Hire \$29.50 \$27.73 \$2.77 \$30.50 3.39% \$1.00 Negular Hire \$29.50 \$27.73 \$2.77 \$30.50 3.39% \$1.00 Negular Hire \$26.00 \$24.55 \$2.45 \$27.00 3.85% \$24.55 \$27.00 \$2.45\$ \$27.00 \$	G G
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Community Peak Time (Rate per hour) Casual Hire \$26.00 \$24.55 \$2.45 \$27.00 3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$2.45 \$27.00 \$3.85% \$1.00 \$26.00 \$24.55 \$27.00 \$3.85% \$1.00 \$26.00	G
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Regular Hire \$26.00 \$24.55 \$2.45 \$27.00 3.85% \$1.00 Community Non Peak Time (Rate per hour) Casual Hire \$18.80 \$17.64 \$1.76 \$19.40 3.19% \$0.60 \$14.60 Regular Hire \$13.82 \$1.38 \$15.20 4.11% \$0.60 \$14.60	
Community Non Peak Time (Rate per hour) Casual Hire \$18.80 \$17.64 \$1.76 \$19.40 3.19% \$0.60 \$19.40 \$13.82 \$1.38 \$15.20 4.11% \$0.60 \$10.	G
Casual Hire \$18.80 \$17.64 \$1.76 \$19.40 3.19% \$0.60 \$0.60 Regular Hire \$14.60 \$13.82 \$1.38 \$15.20 4.11% \$0.60 \$0.60	G
Regular Hire \$14.60 \$13.82 \$1.38 \$15.20 4.11% \$0.60	
7 22	
	G
Currans Hill Community Hall	
Office Space – Not for profit groups only (per week) \$94.50 \$88.64 \$8.86 \$97.50 3.17% \$3.00	G
Cancellation / amendment booking administration fee	
Commercial Peak Time (Rate per hour)	
Casual Hire \$55.50 \$52.27 \$5.23 \$57.50 3.60% \$2.00	G
Regular Hire \$52.00 \$49.09 \$4.91 \$54.00 3.85% \$2.00	G
Commercial Non Peak Time (Rate per hour)	
Casual Hire \$44.50 \$41.82 \$4.18 \$46.00 3.37% \$1.50	

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Commercial Non Peak Time (Rate per hour) [continued]								
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Regular Hire	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
Emerald Hills Community Centre								
Commercial Peak Time (Rate Per Hour)								
Casual Hire	\$73.00	\$68.64	\$6.86	\$75.50	3.42%	\$2.50	Υ	G
Regular Hire	\$56.60	\$52.99	\$5.30	\$58.29	2.99%	\$1.69	Υ	G
Commercial Non Peak Time (Rate Per Hour)								
Casual Hire	\$67.50	\$61.36	\$6.14	\$67.50	0.00%	\$0.00	Υ	G
Regular Hire	\$47.50	\$43.18	\$4.32	\$47.50	0.00%	\$0.00	Υ	G
Community Peak Time (Rate Per Hour)								
Casual Hire	\$37.00	\$35.00	\$3.50	\$38.50	4.05%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Non Peak Time (Rate Per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Regular Hire	\$24.00	\$22.47	\$2.25	\$24.72	3.00%	\$0.72	Υ	G

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Code
Gregory Hills Community Centre – Donovan Room	- Hall 1							
Cancellation / amendment booking administration fee								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$73.00	\$68.64	\$6.86	\$75.50	3.42%	\$2.50	Υ	G
Regular Hire	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
Regular Hire	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$37.00	\$35.00	\$3.50	\$38.50	4.05%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Regular Hire	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G
Gregory Hills Community Centre – Molloy Room - H	lall 2							
Commercial Peak Time (Rate per hour)								
Casual Hire	\$55.50	\$52.27	\$5.23	\$57.50	3.60%	\$2.00	Υ	G
Regular Hire	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Community Peak Time (Rate per hour)								
Casual Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Regular Hire	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
Harrington Park Community Centre – Hall 1								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$73.00	\$68.64	\$6.86	\$75.50	3.42%	\$2.50	Υ	G
Regular Hire	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
Regular Hire	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$37.00	\$35.00	\$3.50	\$38.50	4.05%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Regular Hire	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G
Office Space								
Office 1 – Not for Profit Groups only (per week)	\$94.50	\$88.64	\$8.86	\$97.50	3.17%	\$3.00	Υ	G
Office 2 – Not for Profit Groups only (per week)	\$101.00	\$95.45	\$9.55	\$105.00	3.96%	\$4.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Office Space [continued]								
Office 3 – Not for Profit Groups only (per week)	\$101.00	\$95.45	\$9.55	\$105.00	3.96%	\$4.00	Υ	G
Harrington Park Community Centre – Hall 2 Commercial Peak Time (Rate per hour)								
Casual Hire	\$55.50	\$52.27	\$5.23	\$57.50	3.60%	\$2.00	Υ	G
Regular Hire	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Regular Hire	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
Harrington Park Community Centre – Meeting Room	n							
Commercial Peak Time (Rate per hour)								
Casual Hire	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Regular Hire	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$40.50	\$38.18	\$3.82	\$42.00	3.70%	\$1.50	Υ	G

	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
Commercial Non Peak Time (Rate per hour) [continued]								
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Regular Hire	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$18.80	\$17.64	\$1.76	\$19.40	3.19%	\$0.60	Υ	G
Regular Hire	\$14.60	\$13.82	\$1.38	\$15.20	4.11%	\$0.60	Υ	G
Harrington Park Community Centre – Craft Room								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$39.50	\$37.27	\$3.73	\$41.00	3.80%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$22.50	\$21.36	\$2.14	\$23.50	4.44%	\$1.00	Υ	G
Jack Nash Reserve Clubrooms								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Commercial Peak Time (Rate per hour) [continued]								
Regular Hire	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$41.50	\$39.09	\$3.91	\$43.00	3.61%	\$1.50	Υ	G
Regular Hire	\$34.50	\$32.73	\$3.27	\$36.00	4.35%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Regular Hire	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$21.00	\$20.00	\$2.00	\$22.00	4.76%	\$1.00	Υ	G
Regular Hire	\$15.80	\$14.91	\$1.49	\$16.40	3.80%	\$0.60	Υ	G
Mt Annan Community Cottage								
Office Space								
Office space – Not for profit groups only (per week)	\$232.00	\$217.27	\$21.73	\$239.00	3.02%	\$7.00	Υ	G
Narellan Family Child and Community Centre								
Southern Office Suite (Blue) (per week)	\$253.00	\$237.27	\$23.73	\$261.00	3.16%	\$8.00	Υ	G
Includes workroom, 3 x office spaces, reception area and store room								
Northern Office Suite (Red) (per week)	\$232.00	\$217.27	\$21.73	\$239.00	3.02%	\$7.00	Υ	G
Includes workroom, 3 x office spaces, reception area and store room								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$73.00	\$68.64	\$6.86	\$75.50	3.42%	\$2.50	Υ	G

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Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Commercial Peak Time (Rate per hour) [continued]								
Regular Hire	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
Regular Hire	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$37.00	\$35.00	\$3.50	\$38.50	4.05%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Regular Hire	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G
Sandown Rooms – Oran Park Library								
Sandown Rooms								
Catering (does not include use of Kitchen)					Price o	n Application	Υ	G
Sandown Rooms 1, 2 & 3 – Commercial Peak time								
Casual Hire (rate per hour per room)	\$66.50	\$62.27	\$6.23	\$68.50	3.01%	\$2.00	Υ	G
Regular Hire (rate per hour per room)	\$55.50	\$52.27	\$5.23	\$57.50	3.60%	\$2.00	Υ	G
Sandown Rooms 1, 2 & 3 – Commercial Non-Peak time								
Casual Hire (rate per hour per room)	\$50.00	\$46.82	\$4.68	\$51.50	3.00%	\$1.50	Υ	G
Regular Hire (rate per hour per room)	\$39.50	\$37.27	\$3.73	\$41.00	3.80%	\$1.50	Y	G
Casual Hire – day hire per room (8.00am-5.00pm)	\$368.00	\$345.45	\$34.55	\$380.00	3.26%	\$12.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Sandown Rooms 1, 2 & 3 – Community Peak time								
During peak time (Saturday and Sunday) all three rooms must be hired.								
Casual Hire (rate per hour per room)	\$34.50	\$32.73	\$3.27	\$36.00	4.35%	\$1.50	Υ	G
Regular Hire (rate per hour per room)	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Block Hire								
Block package agreements includes use of Sandown 1, 2, 3 and kitchen facilities								
Block 1 (Friday): Available from 4.00 pm to 10:30 pm	\$225.00	\$210.91	\$21.09	\$232.00	3.11%	\$7.00	Υ	G
Block 1 (Weekends): Available from 8.00 am to 12.00 pm	\$209.00	\$196.36	\$19.64	\$216.00	3.35%	\$7.00	Υ	G
Block 2 (Weekend): Available from 12.45 pm to 4.45 pm	\$209.00	\$196.36	\$19.64	\$216.00	3.35%	\$7.00	Υ	G
Block 3 (Weekends): Available from 5.30 pm to 10.30 pm	\$261.00	\$244.55	\$24.45	\$269.00	3.07%	\$8.00	Υ	G
Sandown Rooms 1, 2 & 3 – Community Non-Peak time Note: Kitchen hire fees apply when not hired in conjunction with Sandown Rooms 1,2	2 & 3, kitchen acc	cess must be no	ited on booking a	application.				
Casual Hire (rate per hour per room)	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Regular Hire (rate per hour per room)	\$18.20	\$17.09	\$1.71	\$18.80	3.30%	\$0.60	Υ	G
Casual Hire – day hire per room (8.00am-5.00pm)	\$171.00	\$160.91	\$16.09	\$177.00	3.51%	\$6.00	Υ	G

Lakeside Rooms

Kitchen Fire alarm activation

The Lakeside Room is only available for regular hall hire agreements, and is only available outside the advertised operational hours of the facility.

Lakeside Room - Commercial Peak time

Sandown Rooms - Kitchen Hire - Commercial (per hour)

Sandown Rooms – Kitchen Hire – Community (per hour)

Sandown Rooms - Kitchen Hire (Day rate) Commercial

Sandown Rooms – Kitchen hire (Day rate) community

Kitchen cleaning – imposed if kitchen is not left clean and as found

Casual Hire	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
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\$66.50

\$34.50

\$444.00

\$247.00

\$171.00

\$62.27

\$32.73

\$416.36

\$231.82

\$160.91

\$6.23

\$3.27

\$41.64

\$23.18

\$16.09

\$68.50

\$36.00

\$458.00

\$255.00

\$177.00

3.01%

4.35%

3.15%

3.24%

3.51%

\$2.00

\$1.50

\$14.00

\$8.00

\$6.00

At Cost

Υ

Υ

Υ

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Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Lakeside Room – Commercial Peak time [continued]								
Regular Hire	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G
Lakeside Room – Commercial Non-Peak time								
Casual Hire	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	\$2.00	Υ	G
Regular Hire	\$40.50	\$38.18	\$3.82	\$42.00	3.70%	\$1.50	Υ	G
Lakeside Room - Community Peak time								
Casual Hire	\$35.50	\$33.64	\$3.36	\$37.00	4.23%	\$1.50	Υ	G
Regular Hire	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	\$1.00	Υ	G
Lakeside Room – Community Non-Peak time								
Casual Hire	\$27.00	\$25.45	\$2.55	\$28.00	3.70%	\$1.00	Υ	G
Regular Hire	\$18.80	\$17.64	\$1.76	\$19.40	3.19%	\$0.60	Υ	G
New Community Facility – Hall 1								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$73.00	\$68.64	\$6.86	\$75.50	3.42%	\$2.50	Υ	G
Regular Hire	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
Regular Hire	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$37.00	\$35.00	\$3.50	\$38.50	4.05%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G

	Year 24/25		Year 25/26					
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Community Non Peak Time (Rate per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Regular Hire	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G
New Community Facility – Hall 2								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$55.50	\$52.27	\$5.23	\$57.50	3.60%	\$2.00	Υ	G
Regular Hire	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Y	G
Community Peak Time (Rate per hour)								
Casual Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Regular Hire	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
New Community Facility - Meeting Rooms								
Commercial Peak (Rate per hourly)								
Casual Hire	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Regular Hire	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Commercial Non Peak (Rate per Hour)								
Casual Hire	\$40.50	\$38.18	\$3.82	\$42.00	3.70%	\$1.50	Υ	G
Regular Hire	\$29.50	\$27.73	\$2.77	\$30.50	3.39%	\$1.00	Y	G
Community Peak (Rate per Hour)								
Casual Hire	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Regular Hire	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Community Non Peak (Rate per Hour)								
Casual Hire	\$18.80	\$17.64	\$1.76	\$19.40	3.19%	\$0.60	Υ	G
Regular Hire	\$14.60	\$13.82	\$1.38	\$15.20	4.11%	\$0.60	Υ	G
Spring Farm Community Centre – Hall 1								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$73.00	\$68.64	\$6.86	\$75.50	3.42%	\$2.50	Υ	G
Regular Hire	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
Regular Hire	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$37.00	\$35.00	\$3.50	\$38.50	4.05%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Regular Hire	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G

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	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
Spring Farm Community Centre – Hall 2								
Commercial Peak Time (Rate per hour)								
Casual Hire	\$55.50	\$52.27	\$5.23	\$57.50	3.60%	\$2.00	Υ	G
Regular Hire	\$52.00	\$49.09	\$4.91	\$54.00	3.85%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour)								
Casual Hire	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Regular Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Community Peak Time (Rate per hour)								
Casual Hire	\$32.00	\$30.00	\$3.00	\$33.00	3.13%	\$1.00	Υ	G
Regular Hire	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour)								
Casual Hire	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Regular Hire	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
Narellan Library Meeting Rooms and Community S Office Space (per week)	pace							
Office 1 & 2 - \$218.00 per week	\$218.00	\$204.55	\$20.45	\$225.00	3.21%	\$7.00	Υ	G
Office 3A & 3B - \$109.00 per week	\$109.00	\$102.73	\$20.45	\$113.00	3.67%	\$4.00	Y	G
Storage Room – \$109.00 per week	\$109.00	\$102.73	\$10.27	\$113.00	3.67%	\$4.00	Y	G
Not for profit organisations only	\$225.00	\$210.91	\$21.09	\$232.00	3.11%	\$7.00	Υ	G
Bond for Office Space (Refundable)	\$390.00	\$390.00	\$0.00	\$390.00	0.00%	\$0.00	N	G
Replacement/Lost Keys and Swipe Cards for Office Space (per set)	\$56.50	\$53.18	\$5.32	\$58.50	3.54%	\$2.00	Υ	G

Red Gum and Iron Bark Rooms

(Capacity of 50 people in each room or opened to one space to cater for up to 100 people)

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase s	GST	Pricing Code
				(
Commercial Peak Time (Rate per hour per room)								
Casual Hire	\$65.50	\$61.36	\$6.14	\$67.50	3.05%	\$2.00	Υ	G
Regular Hire	\$54.50	\$51.36	\$5.14	\$56.50	3.67%	\$2.00	Υ	G
Commercial Non Peak Time (Rate per hour per room)								
Casual Hire	\$48.50	\$45.45	\$4.55	\$50.00	3.09%	\$1.50	Υ	G
Regular Hire	\$38.00	\$35.91	\$3.59	\$39.50	3.95%	\$1.50	Υ	G
Community Peak Time (Rate per hour per room)								
Casual Hire	\$33.50	\$31.36	\$3.14	\$34.50	2.99%	\$1.00	Υ	G
Regular Hire	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.00	Υ	G
Community Non Peak Time (Rate per hour per room)								
Casual Hire	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Regular Hire	\$18.20	\$17.09	\$1.71	\$18.80	3.30%	\$0.60	Υ	G

Oran Park Administration Centre Function Rooms

Oran Park Administration Centre Function Rooms are available for limited use subject to availability at the General Manager's discretion. The fee, including any applicable bond, and use is upon application only and will be charged at current market rates less any concessions that may be available under current Council policy.

Tennis Courts Fees

Tennis Courts

Tennis courts are open and free for public use outside of exclusive bookings with the exception of Narellan Facility which requires bookings at all times as this is a locked facility - Fees applicable.

For all facilities bookings are required if floodlighting is requested - fees and charges apply for both court hire and floodlighting. Floodlights available to be booked from 5pm.

Tennis Event / Tournament (per hour / per court)	\$55.00	\$51.82	\$5.18	\$57.00	3.64%	\$2.00	Υ	G
Casual (per hour / per court)	\$18.20	\$17.09	\$1.71	\$18.80	3.30%	\$0.60	Υ	G
Regular (per hour / per court)	\$15.20	\$14.36	\$1.44	\$15.80	3.95%	\$0.60	Υ	G

Year 24/25		Year 25/26					Deining
Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
\$9.60	\$9.00	\$0.90	\$9.90	3.13%	\$0.30	Υ	G
\$21.50	\$20.45	\$2.05	\$22.50	4.65%	\$1.00	Υ	G
\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	G
\$6.00	\$5.64	\$0.56	\$6.20	3.33%	\$0.20	Υ	G
	Fee (incl. GST) \$9.60 \$21.50 \$17.20	Fee (incl. GST) \$9.60 \$9.00 \$21.50 \$20.45 \$17.20 \$16.18	Fee (incl. GST) Fee (excl. GST) GST \$9.60 \$9.00 \$0.90 \$21.50 \$20.45 \$2.05 \$17.20 \$16.18 \$1.62	Fee (incl. GST) Fee (excl. GST) GST (incl. GST) Fee (incl. GST) \$9.60 \$9.00 \$0.90 \$9.90 \$21.50 \$20.45 \$2.05 \$22.50 \$17.20 \$16.18 \$1.62 \$17.80	Fee (incl. GST) Fee (excl. GST) GST (incl. GST) Fee (incl. GST) Increase % \$9.60 \$9.00 \$0.90 \$9.90 3.13% \$21.50 \$20.45 \$2.05 \$22.50 4.65% \$17.20 \$16.18 \$1.62 \$17.80 3.49%	Fee (incl. GST) Fee (excl. GST) GST (incl. GST) Fee (incl. GST) Increase (ncl. GST) Increase (state of the state of th	Fee (incl. GST) Fee (excl. GST) GST (incl. GST) Increase (incl. GST) Increase (incl. GST) GST (incl. GST) \$9.60 \$9.00 \$0.90 \$9.90 3.13% \$0.30 Y \$21.50 \$20.45 \$2.05 \$22.50 4.65% \$1.00 Y \$17.20 \$16.18 \$1.62 \$17.80 3.49% \$0.60 Y

Tennis Courts

Pickleball Courts

Casual (per hour / per court)	\$0.00	\$17.09	\$1.71	\$18.80	-	\$18.80	Υ	G
Casual Coaches (per hour / per court)	\$0.00	\$20.45	\$2.05	\$22.50	-	\$22.50	Υ	G
Floodlights (per hour / per court) – additional to court hire	\$0.00	\$5.64	\$0.56	\$6.20	-	\$6.20	Υ	G
Regular (per hour / per court)	\$0.00	\$14.36	\$1.44	\$15.80	-	\$15.80	Υ	G
Regular Coaches (per hour / per court)	\$0.00	\$16.18	\$1.62	\$17.80	-	\$17.80	Υ	G
School students and school groups (weekdays until 5pm – per hour / per court)	\$0.00	\$9.00	\$0.90	\$9.90	-	\$9.90	Υ	G

Sports Grounds & Parks

- 1 These fees do not apply to grounds subject to lease and licence.
- 2 Bookings made after July 1, will be charged in accordance with the new financial year fees and charges.
- 3 Community rate- Individuals and Not for profit (NFP) entities conducting private functions and/or non-commercial activities. NFP organisations must provide a certificate of incorporation or ruling from the Australian Tax Office advising of their not for profit status.
- 4 Commercial rate- applicable to all hirers that do not meet the criteria for Community Rate.

5 - Schools

Schools within LGA – no fee applies for bookings within school hours. Please note: the casual booking fee for sports grounds will apply for any bookings outside school hours. No bookings through school holidays.

Out of LGA schools – the casual booking fee for sports grounds will be applied (community rate).

6 - Bonds

Applicable to all major events and special events. Where bond is retained, Council will hold a minimum of \$50 (plus GST) plus any applicable costs (includes damage to venue or breach of terms and conditions of hire).

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Miscellaneous Sports Ground Fees								
Unauthorised Use	\$0.00	\$509.09	\$50.91	\$560.00	-	\$560.00	Υ	G
Unscheduled cleaning charge at hirers request						POA	Υ	G
After hours call out fee (for non urgent request)	\$106.00	\$100.00	\$10.00	\$110.00	3.77%	\$4.00	Υ	G
Macarthur Park								
Macarthur Park – Heritage Rose Garden and Terrace Rose Garden, Modern Rose G Booking Fee applicable to each individual section booked)	Sarden, Wisteria	Walk, Azalea W	alk, War Memo	rial and Fern W	alk – Weddings	/ Special Ever	nts (Adn	ninistration
Military Services in War Memorial - (Applicable to any booking from a formalised group/organisation hosting military events. Military services/ceremonies/event)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	Y	G
Resident	\$94.50	\$88.64	\$8.86	\$97.50	3.17%	\$3.00	Υ	G
Non Resident	\$193.00	\$180.91	\$18.09	\$199.00	3.11%	\$6.00	Υ	G
Casual Bookings Sportsgrounds (Hire per day)								
Commercial	\$209.00	\$196.36	\$19.64	\$216.00	3.35%	\$7.00	Υ	G
Community	\$122.00	\$114.55	\$11.45	\$126.00	3.28%	\$4.00	Υ	G
Sportsgrounds (Hire per hour)								
School – Inside LGA (outside school hours)	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.00	Υ	G
School – Inside LGA (within school hours)	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	Υ	G
School – Outside LGA	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.00	Υ	G
Commercial	\$54.50	\$51.36	\$5.14	\$56.50	3.67%	\$2.00	Υ	G
Community	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.00	Υ	G
Netball and Basketball (Hire per hour per court)								
Commercial	\$15.60	\$14.73	\$1.47	\$16.20	3.85%	\$0.60	Υ	G
Community	\$10.40	\$9.82	\$0.98	\$10.80	3.85%	\$0.40	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Synthetic Field (Hire per day)								
Commercial	\$618.00	\$579.09	\$57.91	\$637.00	3.07%	\$19.00	Υ	G
Community	\$309.00	\$290.00	\$29.00	\$319.00	3.24%	\$10.00	Υ	G
School – Inside LGA	\$124.00	\$116.36	\$11.64	\$128.00	3.23%	\$4.00	Υ	G
School – Outside LGA	\$206.00	\$193.64	\$19.36	\$213.00	3.40%	\$7.00	Υ	G
Synthetic Field (Hire per hour)								
Commercial	\$155.00	\$145.45	\$14.55	\$160.00	3.23%	\$5.00	Υ	G
Community	\$77.50	\$72.73	\$7.27	\$80.00	3.23%	\$2.50	Υ	G
School – Inside LGA	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
School – Outside LGA	\$51.50	\$48.64	\$4.86	\$53.50	3.88%	\$2.00	Υ	F
Additional Facilities (Applies to Grounds & Courts)								
Floodlighting (per hour/per basketball court)	\$5.80	\$5.45	\$0.55	\$6.00	3.45%	\$0.20	Υ	G
Floodlighting (per hour/per netball court)	\$8.30	\$7.82	\$0.78	\$8.60	3.61%	\$0.30	Υ	G
Floodlighting (per hour/field)	\$39.50	\$37.27	\$3.73	\$41.00	3.80%	\$1.50	Υ	G
Electricity (per day)	\$38.00	\$35.91	\$3.59	\$39.50	3.95%	\$1.50	Υ	G
Canteen (per day)	\$42.50	\$40.00	\$4.00	\$44.00	3.53%	\$1.50	Υ	G
Amenities Cleaning Fee (per booking)	\$67.50	\$63.64	\$6.36	\$70.00	3.70%	\$2.50	Υ	G
Narellan Sports Hub								
Athletics Track & Field (Hire per day) - Commercial	\$1,290.00	\$1,209.09	\$120.91	\$1,330.00	3.10%	\$40.00	Υ	G
Athletics Track & Field (Hire per day) - Community	\$772.00	\$723.64	\$72.36	\$796.00	3.11%	\$24.00	Υ	G
Athletics Track & Field (Hire per day) - School - Inside LGA	\$741.00	\$694.55	\$69.45	\$764.00	3.10%	\$23.00	Υ	G
Athletics Track & Field (Hire per day) - School - Outside LGA	\$927.00	\$868.18	\$86.82	\$955.00	3.02%	\$28.00	Υ	G
Athletics Track & Field (Hire per day) - School - Zone/Regional/State	\$0.00	\$842.73	\$84.27	\$927.00	∞	\$927.00	Υ	
Athletics Track & Field (Hire per hour) - Commercial	\$258.00	\$241.82	\$24.18	\$266.00	3.10%	\$8.00	Υ	G
Athletics Track & Field (Hire per hour) - Community	\$155.00	\$145.45	\$14.55	\$160.00	3.23%	\$5.00	Υ	G
Athletics Track & Field (Hire per hour) - School – Inside LGA	\$124.00	\$116.36	\$11.64	\$128.00	3.23%	\$4.00	Υ	G
Athletics Track & Field (Hire per hour) - School - Outside LGA	\$155.00	\$145.45	\$14.55	\$160.00	3.23%	\$5.00	Υ	G

	Year 24/25		Year 25/26					Deining
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Narellan Sports Hub [continued]								
Athletics Track & Field (Hire per hour) - School - Zone/Regional/State	\$0.00	\$140.91	\$14.09	\$155.00	-	\$155.00	Υ	G
BBQ Hut (NSH only)	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	G
Criterium (Hire per hour) - Commercial	\$54.50	\$51.36	\$5.14	\$56.50	3.67%	\$2.00	Υ	G
Criterium (Hire per hour) – Community	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.00	Υ	G
Annual Hirers								
Cuthill Reserve								
Cadets (additional Day / casual Hire)	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Archery (1 weekend day and 2 per week per year)	\$1,210.00	\$1,136.36	\$113.64	\$1,250.00	3.31%	\$40.00	Υ	G
Cadets (one day per week per year)	\$390.00	\$365.45	\$36.55	\$402.00	3.08%	\$12.00	Υ	G
Rossmore Park								
Pony Club / Equestrian Events (1 day per week per year)	\$784.00	\$734.55	\$73.45	\$808.00	3.06%	\$24.00	Υ	G
Markets (incl. power)								
Commercial	\$2,305.00	\$2,159.09	\$215.91	\$2,375.00	3.04%	\$70.00	Υ	G
Community	\$204.00	\$191.82	\$19.18	\$211.00	3.43%	\$7.00	Υ	G
Narellan Sports Hub								
Criterium Racing (1 day per week per year)	\$1,210.00	\$1,136.36	\$113.64	\$1,250.00	3.31%	\$40.00	Υ	G
Major Events – Onslow Park Only								
Rates are per day (plus cost of utilities)								
GST applies to any portion of the bond retained.								
Note: Please note for the hire of Onslow Oval – Special Events and events of eco	nomic benefit.							

Onslow Oval (full site) - Commercial Rate

Onslow Oval (full site) - Community Rate

G

G

Υ

\$85.00

\$45.00

\$2,740.00

\$1,430.00

\$2,568.18

\$1,340.91

\$256.82

\$134.09

\$2,825.00

\$1,475.00

3.10%

3.15%

	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Oodo

Rates are per day (plus cost of utilities) [continued]

Camden Show – Utilities Cost Only						At Cost	Υ	G
Security Deposits – Refundable	\$2,085.00	\$1,954.55	\$195.45	\$2,150.00	3.12%	\$65.00	Υ	G

GST applies to any portion of the bond retained.

Note: Please note for the hire of Onslow Oval – Special Events and events of economic benefit, please refer to page 7 of the fees and charges schedule.

Special Events – all other venues

Rates are per day (plus other applicable costs – cleaning, bins, utilities)

Car Park Hire		Υ	G					
Commercial Rates	\$620.00	\$580.91	\$58.09	\$639.00	3.06%	\$19.00	Υ	G
Community Rates	\$313.00	\$293.64	\$29.36	\$323.00	3.19%	\$10.00	Υ	G
Bond Refundable	\$1,160.00	\$1,086.36	\$108.64	\$1,195.00	3.02%	\$35.00	Υ	G

Seasonal Bookings

DEFINITIONS / Notes: (refers to all sports grounds unless otherwise stated)

- 1 Charges are based on one (1) Day per Weekend and two (2) Training Nights per Week additional training nights will be charged accordingly.
- 2 Netball season is based on per court per season
- 3 Athletics season is based on a maximum of 25 hours over Monday Friday per week. additional training nights will be charged accordingly.
- 4 Criterium will be charged at an hourly rate per week per season.
- 5 Use of Canteen, Storage and Floodlighting will be an additional charge to booking fee.
- 6 Charges are based on per field per season.
- 7 Seasons 1 March 31 August or 1 Sept 28 February.
- 8 Pre season training will be charged at the Casual Bookings sports ground rate (per hour).
- 9 Garbage bins 3 bins allocated per venue. Additional bins will be the hirers responsibility to arrange charges for additional bins at commercial rate.

Criterium (Hire per hour) – Community	\$13.40	\$12.55	\$1.25	\$13.80	2.99%	\$0.40	Υ	G

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	Year 24/25		Year 25/26					
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Code
Seasonal Bookings [continued]								
Synthetic Field (per field) – Junior Fees	\$642.00	\$781.82	\$78.18	\$860.00	33.96%	\$218.00	Υ	G
Synthetic Field (per field) – Senior Fees	\$1,285.00	\$1,563.64	\$156.36	\$1,720.00	33.85%	\$435.00	Υ	G
Cricket (per wicket) – Senior Fees	\$942.00	\$882.73	\$88.27	\$971.00	3.08%	\$29.00	Υ	G
Cricket (per wicket) – Junior Fees	\$472.00	\$442.73	\$44.27	\$487.00	3.18%	\$15.00	Υ	G
AFL (per field) – Senior Fees	\$942.00	\$882.73	\$88.27	\$971.00	3.08%	\$29.00	Υ	G
AFL (per field) – Junior Fees	\$472.00	\$442.73	\$44.27	\$487.00	3.18%	\$15.00	Υ	G
Athletics Track & Field- Community	\$2,610.00	\$2,463.64	\$246.36	\$2,710.00	3.83%	\$100.00	Υ	G
Baseball (per diamond) – Senior Fees	\$335.00	\$314.55	\$31.45	\$346.00	3.28%	\$11.00	Υ	G
Baseball (per diamond) – Junior Fees	\$171.00	\$160.91	\$16.09	\$177.00	3.51%	\$6.00	Υ	G
Netball and Basketball (per court) - Fees	\$7.20	\$6.82	\$0.68	\$7.50	4.17%	\$0.30	Υ	G
Floodlighting (per bank of courts per season)	\$72.50	\$68.18	\$6.82	\$75.00	3.45%	\$2.50	Υ	G
Soccer (per field) – Senior Fees	\$602.00	\$564.55	\$56.45	\$621.00	3.16%	\$19.00	Υ	G
Soccer (per field) – Junior Fees	\$302.00	\$283.64	\$28.36	\$312.00	3.31%	\$10.00	Υ	G
Softball (per diamond) - Senior Fees	\$167.00	\$228.18	\$22.82	\$251.00	50.30%	\$84.00	Υ	G
Softball (per diamond) - Junior Fees	\$85.00	\$116.36	\$11.64	\$128.00	50.59%	\$43.00	Υ	G
Rugby League (per field) – Senior Fees	\$602.00	\$564.55	\$56.45	\$621.00	3.16%	\$19.00	Υ	G
Rugby League (per field) – Junior Fees	\$302.00	\$283.64	\$28.36	\$312.00	3.31%	\$10.00	Υ	G
Rugby Union (per field) – Senior Fees	\$602.00	\$564.55	\$56.45	\$621.00	3.16%	\$19.00	Υ	G
Rugby Union (per field) – Junior Fees	\$302.00	\$283.64	\$28.36	\$312.00	3.31%	\$10.00	Υ	G
Additional Training per field Per Nights (as part of a seasonal pa	ckage)							
Synthetic – Floodlighting	\$645.00	\$604.55	\$60.45	\$665.00	3.10%	\$20.00	Υ	G
Synthetic – No Floodlighting	\$262.00	\$245.45	\$24.55	\$270.00	3.05%	\$8.00	Υ	G
Floodlighting	\$258.00	\$241.82	\$24.18	\$266.00	3.10%	\$8.00	Υ	G
No Floodlighting	\$106.00	\$100.00	\$10.00	\$110.00	3.77%	\$4.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Additional training (per court per season)								
One Day/Night Per Week per field (per season)								
Synthetic ground hire and floodlighting – Commercial	\$1,915.00	\$1,795.45	\$179.55	\$1,975.00	3.13%	\$60.00	Υ	G
Synthetic ground hire and floodlighting – Community	\$838.00	\$761.82	\$76.18	\$838.00	0.00%	\$0.00	Υ	G
Synthetic ground hire no floodlighting – Commercial	\$956.00	\$895.45	\$89.55	\$985.00	3.03%	\$29.00	Υ	G
Synthetic ground hire no floodlighting – Community	\$419.00	\$392.73	\$39.27	\$432.00	3.10%	\$13.00	Υ	G
Ground hire and Floodlighting – Community	\$335.00	\$314.55	\$31.45	\$346.00	3.28%	\$11.00	Υ	G
Ground hire and Floodlighting – Commercial	\$668.00	\$626.36	\$62.64	\$689.00	3.14%	\$21.00	Υ	G
Ground hire and No Floodlighting – Community	\$166.00	\$155.45	\$15.55	\$171.00	3.01%	\$5.00	Υ	G
Ground hire and No Floodlighting – Commercial	\$325.00	\$304.55	\$30.45	\$335.00	3.08%	\$10.00	Υ	G
Additional Facilities – seasonal ground hirers								
Canteen/BBQ Hut (non exclusive)	\$204.00	\$191.82	\$19.18	\$211.00	3.43%	\$7.00	Υ	G
Amenities Cleaning Fee (per season – non exclusive use)	\$68.50	\$64.55	\$6.45	\$71.00	3.65%	\$2.50	Υ	G
Seasonal Floodlighting Package (up to 2 nights per week per field)	\$335.00	\$314.55	\$31.45	\$346.00	3.28%	\$11.00	Υ	G
Storage Room (non exclusive)	\$122.00	\$114.55	\$11.45	\$126.00	3.28%	\$4.00	Υ	G
Key Bond Deposit (per key per swipe tag)	\$103.00	\$97.27	\$9.73	\$107.00	3.88%	\$4.00	Υ	G
Deposit for key and light controller will be retained if not returned within 30 days	of last day of hire							
Extra Services								
Can also apply to school use and casual hire of sports ground if applicable								
Clean-up of parks (per field) (per extra clean)	\$396.00	\$370.91	\$37.09	\$408.00	3.03%	\$12.00	Υ	G
Clean-up of canteen or storeroom (per clean)	\$204.00	\$191.82	\$19.18	\$211.00	3.43%	\$7.00	Υ	G

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	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Couc

Cemetery Fees

Definitions

Resident: currently resides in the Camden LGA (Evidence of residency required) Non-resident: not currently living in the Camden LGA.

Internment: act of burial or placing of ashes in a final resting place
Interment Right: an agreement that gives the holder the exclusive right to a specific burial site
Grave digging: all prices exclude grave digging — Council does not provide grave digging services.

Standard: measures a maximum of 0.915m x 2.44m.

Non-standard: measures a maximum of 1.22m x 2.44m.

Childrens/babies: measures a maximum of 600cm x 1m.

Interment Services Levy - A statutory fee applied at the time of each interment service, in addition to the applicable Council fees.

Return of an Interment Right back to Council: where an Interment Right is returned to Council, the Right will be refunded at the purchase price. Administration and Maintenance fees are non-refundable.

Immediate Family: a spouse or former spouse, de facto partner or former de facto partner, child, parent, grandparent, grandchild or sibling. It includes step-relations (eg. step-parents and step-children) as well as adoptive relations. Evidence is this relationship may be requested.

Major monumental works: applies to applications for new monumental works, and when major amendments are made to existing monumental works ie. addition of gutters and slab where they did not form part of the original application and approval, complete demolition or replacement of existing works, replacement of damaged or failed monumental works with new works.

Minor monument works: addition of a vase, statue (or similar) or inscription to existing monumental works/approval and record keeping.

Cemetery Fees

Interment services levy - per ash interment	\$69.30	\$63.00	\$6.30	\$69.30	0.00%	\$0.00	Υ	F
Interment services levy - per burial	\$171.60	\$156.00	\$15.60	\$171.60	0.00%	\$0.00	Υ	F
Site identification / survey for ash and bodily internments	\$615.00	\$576.36	\$57.64	\$634.00	3.09%	\$19.00	Υ	G
Application for Monument Work- applies to applications for new monumental works, and major amendments to existing monuments on burial sites	\$242.00	\$250.00	\$0.00	\$250.00	3.31%	\$8.00	N	G
Interment Right Transfer	\$1,210.00	\$1,250.00	\$0.00	\$1,250.00	3.31%	\$40.00	N	G
Interment Right Transfer - Immediate Family Members	\$80.50	\$83.00	\$0.00	\$83.00	3.11%	\$2.50	N	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Cemetery Fees [continued]								
Search of cemetery records (brief search up to 30 minutes per search – includes phone/copy/postage)	\$65.50	\$67.50	\$0.00	\$67.50	3.05%	\$2.00	N	G
Search of cemetery records (extensive search per individual search – includes phone/copy/postage)	\$247.00	\$255.00	\$0.00	\$255.00	3.24%	\$8.00	N	G
Administration Fee - applies to all reservations, interments, plaque approvals, minor monumental works, exhumations, return of interment right back to Council	\$117.00	\$110.00	\$11.00	\$121.00	3.42%	\$4.00	Y	G
Maintenance fee - applies to all internments	\$182.00	\$170.91	\$17.09	\$188.00	3.30%	\$6.00	Υ	G
Interment Right – Standard								
Non Resident – Camden LGA	\$6,037.00	\$6,220.00	\$0.00	\$6,220.00	3.03%	\$183.00	Ν	G
Resident – Camden LGA	\$3,241.00	\$3,340.00	\$0.00	\$3,340.00	3.05%	\$99.00	N	G
Internment Right – Non-Standard								
Non-Resident - Camden LGA	\$7,521.00	\$7,747.00	\$0.00	\$7,747.00	3.00%	\$226.00	Ν	G
Resident - Camden LGA	\$4,173.00	\$4,300.00	\$0.00	\$4,300.00	3.04%	\$127.00	N	G
Internment Right – Children/Babies								
Non Resident – Camden LGA	\$1,200.00	\$1,240.00	\$0.00	\$1,240.00	3.33%	\$40.00	N	G
Resident – Camden LGA	\$560.00	\$576.00	\$0.00	\$576.00	2.85%	\$16.00	N	G
Interment Right – Columbarium/Sandstone Wall								
Non Resident – Camden LGA	\$1,596.00	\$1,645.00	\$0.00	\$1,645.00	3.07%	\$49.00	N	G
Resident – Camden LGA	\$1,250.00	\$1,290.00	\$0.00	\$1,290.00	3.20%	\$40.00	N	G
Interment Right – Brick Niche Wall								
Non Resident – Camden LGA	\$678.00	\$698.00	\$0.00	\$698.00	2.95%	\$20.00	N	G
Resident – Camden LGA	\$499.00	\$514.00	\$0.00	\$514.00	3.00%	-\$34.00	N	G

	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
Interment Right - Memorial tree/garden								
Non Resident – Camden LGA	\$1,250.00	\$1,290.00	\$0.00	\$1,290.00	3.20%	\$40.00	N	G
Resident – Camden LGA	\$867.00	\$893.00	\$0.00	\$893.00	2.99%	\$26.00	N	G

Leisure and Aquatic Facilities

- Discounts on fees and charges may be offered as part of promotional campaigns or activities.
 Companions accompanying individuals with a disability who hold a valid Companion Card will be granted free admission to Council pool facilities and events.
- Event bookings must arrange for security as a requirement

Oran Park Leisure Centre (OPLC)

Vacation care – specialist (half day)	\$62.00	\$58.18	\$5.82	\$64.00	3.23%	\$2.00	Υ	G
vacation care – specialist (hall day)	Ψ02.00	ψ30.10	ψ0.02	Ψ04.00	3.2370	Ψ2.00		J
Aqua Aerobic								
Aqua Aerobics – Adult (per class)	\$14.40	\$13.64	\$1.36	\$15.00	4.17%	\$0.60	Υ	G
Aqua Aerobics – Concession (per class)	\$9.60	\$9.00	\$0.90	\$9.90	3.13%	\$0.30	Υ	G
Aqua Aerobics Pass - 10 visit pass	\$115.00	\$109.09	\$10.91	\$120.00	4.35%	\$5.00	Υ	G
Aquatics (Casual)								
Adult Casual Swim (per visit)	\$7.50	\$7.09	\$0.71	\$7.80	4.00%	\$0.30	Υ	G
Aquatics Membership Adult - DD fortnightly	\$26.00	\$24.55	\$2.45	\$27.00	3.85%	\$1.00	Υ	G
Aquatics Membership Child/Concession - DD fortnightly	\$21.00	\$20.00	\$2.00	\$22.00	4.76%	\$1.00	Υ	G
Child Casual Swim (per visit)	\$5.80	\$5.45	\$0.55	\$6.00	3.45%	\$0.20	Υ	G
Concession Casual Swim (per visit)	\$5.80	\$5.45	\$0.55	\$6.00	3.45%	\$0.20	Υ	G
Event Charge (per person, per event)	\$8.10	\$7.64	\$0.76	\$8.40	3.70%	\$0.30	Υ	G
Family Swim (2 Adults + 3 Child. or 1 Adult + 4 Child.) per visit	\$23.00	\$21.82	\$2.18	\$24.00	4.35%	\$1.00	Υ	G
Non Staffed Catered Birthday Party (per person)	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.01	Υ	G
Non swim entry (per visit)	\$3.00	\$2.73	\$0.27	\$3.00	0.00%	\$0.00	Υ	G
Sauna, Spa & Steam room (per visit)	\$2.90	\$2.73	\$0.27	\$3.00	3.45%	\$0.10	Υ	G
Swim Adult pass - 20 visit pass	\$120.00	\$109.09	\$10.91	\$120.00	0.00%	\$0.00	Υ	G
Swim Concession pass - 20 visit pass	\$92.80	\$86.36	\$8.64	\$95.00	2.37%	\$2.20	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Lane Hire								
Lane Hire 25m (per hour, per lane) - Commercial (entry fees additional)	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	G
Lane Hire 25m (per hour, per lane) - Community (entry fees additional)	\$15.00	\$14.18	\$1.42	\$15.60	4.00%	\$0.60	Υ	G
Lane Hire 50m (per hour, per lane) - Commercial (entry fees additional)	\$50.00	\$46.82	\$4.68	\$51.50	3.00%	\$1.51	Υ	G
Lane Hire 50m (per hour, per lane) - Community (entry fees additional)	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	G
Swim Squad								
Adult Swim Fit	\$13.60	\$12.73	\$1.27	\$14.00	2.94%	\$0.41	Υ	G
Casual Entry – per visit	\$9.30	\$8.73	\$0.87	\$9.60	3.23%	\$0.31	Υ	G
Development (direct debit, per fortnight)	\$51.50	\$48.64	\$4.86	\$53.50	3.88%	\$2.00	Υ	G
Novice (direct debit, per fortnight)	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Performance Coaching Analysis	\$79.00	\$74.09	\$7.41	\$81.50	3.16%	\$2.50	Υ	G
Pre Squad (direct debit, per fortnight)	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.51	Υ	G
State & National (direct debit, per fortnight)	\$56.00	\$52.73	\$5.27	\$58.00	3.57%	\$2.00	Υ	G
School - Aquatic								
School Aquatic Program (45 minute session 1:10)	\$8.20	\$9.00	\$0.00	\$9.00	9.76%	\$0.80	N	G
School Lessons Swim - DET (entry per head)	\$5.40	\$5.60	\$0.00	\$5.60	3.70%	\$0.20	N	G
School Swim Entry - Carnivals - Inside LGA (includes lane hire)	\$5.00	\$4.73	\$0.47	\$5.20	4.00%	\$0.20	Υ	G
School Swim Entry - Carnivals - Outside LGA (includes lane hire)	\$5.50	\$5.18	\$0.52	\$5.70	3.64%	\$0.20	Υ	G
Swimming Lessons								
Holiday Program per person per 5 lesson block	\$91.00	\$85.45	\$8.55	\$94.00	3.30%	\$3.00	Υ	G
Learn to Swim per lesson	\$18.20	\$19.00	\$0.00	\$19.00	4.40%	\$0.80	N	G
Private Lesson (1st Child) – per visit	\$53.00	\$55.00	\$0.00	\$55.00	3.77%	\$2.00	N	G
Private Lesson (2 Child) – per visit	\$78.50	\$81.00	\$0.00	\$81.00	3.18%	\$2.50	N	G
Health and Fitness (Casual)								
Adult Casual Gym (per visit)	\$21.50	\$20.45	\$2.05	\$22.50	4.65%	\$1.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Health and Fitness (Casual) [continued]								
Concession Casual Gym (per visit)	\$12.00	\$11.27	\$1.13	\$12.40	3.33%	\$0.40	Υ	G
Group Fitness Classes – Adult (per class)	\$21.50	\$20.45	\$2.05	\$22.50	4.65%	\$1.00	Υ	G
Group Fitness Classes – Concession (per class)	\$12.00	\$11.27	\$1.13	\$12.40	3.33%	\$0.40	Υ	G
Group Fitness Classes – Student (per class)	\$16.60	\$15.64	\$1.56	\$17.20	3.61%	\$0.60	Υ	G
Professional service client casual - fitness area – per visit	\$13.80	\$13.09	\$1.31	\$14.40	4.35%	\$0.60	Υ	G
Professional service provider – per visit	\$28.50	\$26.82	\$2.68	\$29.50	3.51%	\$1.00	Υ	G
School PE – Health & Fitness (per student)	\$11.40	\$10.73	\$1.07	\$11.80	3.51%	\$0.40	Υ	G
School PE – Instructor hire (per hour, on top of entry fees if less than 15 students)	\$61.00	\$57.27	\$5.73	\$63.00	3.28%	\$2.00	Υ	G
Student Casual Gym (per visit)	\$16.60	\$15.64	\$1.56	\$17.20	3.61%	\$0.60	Υ	G
Heath and Fitness (Membership)								
Active Membership Adult - DD fortnightly (non-contract)	\$0.00	\$49.09	\$4.91	\$54.00	-	\$54.00	Υ	G
Active Membership Concession - DD fortnightly (non-contract)	\$0.00	\$40.00	\$4.00	\$44.00	-	\$44.00	Υ	G
Centre Membership Adult - 3 month up front	\$317.00	\$297.27	\$29.73	\$327.00	3.15%	\$10.00	Υ	G
Centre Membership Adult - 12 month up front	\$982.00	\$922.73	\$92.27	\$1,015.00	3.36%	\$33.00	Υ	G
Centre Membership Concession - 3 month up front	\$274.00	\$257.27	\$25.73	\$283.00	3.28%	\$9.00	Υ	G
Centre Membership Concession - 12 month up front	\$819.00	\$767.27	\$76.73	\$844.00	3.05%	\$25.00	Υ	G
Centre Membership Pryme - DD fortnightly	\$35.00	\$33.18	\$3.32	\$36.50	4.29%	\$1.50	Υ	G
Corporate Camden Council – 12 month up front	\$727.00	\$680.91	\$68.09	\$749.00	3.03%	\$22.00	Υ	G
Corporate Private business (Min 10 members) – 12 month up-front	\$884.00	\$828.18	\$82.82	\$911.00	3.05%	\$27.00	Υ	G
Family Membership (Includes 2 adults and 3 children under 17 years of age) - DD fortnightly	\$105.00	\$99.09	\$9.91	\$109.00	3.81%	\$4.00	Y	G
Family Membership additional child - DD fortnightly	\$27.00	\$25.45	\$2.55	\$28.00	3.70%	\$1.00	Υ	G
Joining fee - Active Membership	\$0.00	\$71.82	\$7.18	\$79.00	-	\$79.00	Υ	G
Joining fee - Results Membership	\$59.00	\$53.64	\$5.36	\$59.00	0.00%	\$0.00	Υ	G
Results Membership Adult - DD fortnightly (12 month minimum contract)	\$42.00	\$39.55	\$3.95	\$43.50	3.57%	\$1.50	Υ	G
Results Membership Concession - DD fortnightly (12 month minimum contract)	\$35.00	\$33.18	\$3.32	\$36.50	4.29%	\$1.50	Υ	G
Teen Gym Membership - DD fortnightly	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Personal Training - Members								
Personal Training 30 minutes	\$48.00	\$45.00	\$4.50	\$49.50	3.13%	\$1.50	Υ	G
Personal Training 60 minutes	\$85.00	\$80.00	\$8.00	\$88.00	3.53%	\$3.00	Υ	G
Personal Training - Non Members								
Non member – Personal Training 30 minutes	\$69.00	\$65.00	\$6.50	\$71.50	3.62%	\$2.50	Υ	G
Non member – Personal Training 60 minutes	\$105.00	\$99.09	\$9.91	\$109.00	3.81%	\$4.00	Υ	G
Creche								
Creche Casual – per visit	\$6.10	\$5.73	\$0.57	\$6.30	3.28%	\$0.20	Υ	G
Creche Member Pass – 20 visits pass	\$57.00	\$54.55	\$5.45	\$60.00	5.26%	\$3.00	Υ	G
Stadium/Venue Hire								
Badminton (per court, per hour) - Community - Peak	\$23.50	\$22.27	\$2.23	\$24.50	4.26%	\$1.00	Υ	G
Badminton (per court, per hour) - Commercial - Off Peak	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	G
Badminton (per court, per hour) - Commercial - Peak	\$28.50	\$26.82	\$2.68	\$29.50	3.51%	\$1.00	Υ	G
Badminton (per court, per hour) - Community - Off Peak	\$20.00	\$19.09	\$1.91	\$21.00	5.00%	\$1.00	Υ	G
Ball / Shuttlecock / Racket hire – Each	\$2.30	\$2.18	\$0.22	\$2.40	4.35%	\$0.10	Υ	G
Court Casual Hire (per person)	\$6.20	\$5.82	\$0.58	\$6.40	3.23%	\$0.20	Υ	G
Court Hire Pass (per person) – 20 visit pass	\$102.00	\$98.18	\$9.82	\$108.00	5.88%	\$6.00	Υ	G
Facility Hire Bond					25	% of hire fee	N	Е
Full Court Hire (per court, per hour) - Commercial - Off Peak	\$72.00	\$67.73	\$6.77	\$74.50	3.47%	\$2.50	Υ	G
Full Court Hire (per court, per hour) – Commercial – Peak	\$83.00	\$77.73	\$7.77	\$85.50	3.01%	\$2.50	Υ	G
Full Court Hire (per court, per hour) - Community - Off Peak	\$60.00	\$56.36	\$5.64	\$62.00	3.33%	\$2.00	Υ	G
Full Court Hire (per court, per hour) - Community - Peak	\$71.50	\$67.27	\$6.73	\$74.00	3.50%	\$2.50	Υ	G
Half Court Hire (per half court, per hour) - Commercial - Off Peak	\$36.00	\$34.09	\$3.41	\$37.50	4.17%	\$1.50	Υ	G
Half Court Hire (per half court, per hour) - Commercial - Peak	\$41.50	\$39.09	\$3.91	\$43.00	3.61%	\$1.50	Υ	G
Half Court Hire (per half court, per hour) - Community - Off Peak	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	\$1.00	Υ	G
Half Court Hire (per half court, per hour) - Community - Peak	\$35.50	\$33.64	\$3.36	\$37.00	4.23%	\$1.50	Υ	
Meeting room hire (per hour) - Commercial	\$35.00	\$33.18	\$3.32	\$36.50	4.29%	\$1.50	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Stadium/Venue Hire [continued]								
Meeting room hire (per hour) - Community	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	G
Multipurpose room hire (per hour) - Commercial	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Multipurpose room hire (per hour) - Community	\$35.50	\$33.64	\$3.36	\$37.00	4.23%	\$1.50	Υ	G
Stadium Hire – Per Hour - After hours Rate (2 courts)	\$210.00	\$227.27	\$22.73	\$250.00	19.05%	\$40.00	Υ	G
Stadium Hire – Per Hour - After hours Rate (4 courts)	\$420.00	\$454.55	\$45.45	\$500.00	19.05%	\$80.00	Υ	G
Stadium Hire - Per Hour - Large Special Event (Commercial) - After Hours	\$0.00	\$309.09	\$30.91	\$340.00	-	\$340.00	Υ	G
Stadium Hire - Per Hour - Large Special Event (Community) - After Hours	\$0.00	\$172.73	\$17.27	\$190.00	-	\$190.00	Υ	G
Stadium Hire - Per Hour - Medium Special Event (Commercial) - After Hours	\$0.00	\$236.36	\$23.64	\$260.00	-	\$260.00	Υ	G
Stadium Hire - Per Hour - Medium Special Event (Community) - After Hours	\$0.00	\$136.36	\$13.64	\$150.00	-	\$150.00	Υ	G
Stadium Hire - Per Hour - Small Special Event (Commercial) - After Hours	\$0.00	\$154.55	\$15.45	\$170.00	-	\$170.00	Υ	G
Stadium Hire - Per Hour - Small Special Event (Community) - After Hours	\$0.00	\$100.00	\$10.00	\$110.00	-	\$110.00	Υ	G
Stadium room hire – Per Hour	\$23.50	\$22.27	\$2.23	\$24.50	4.26%	\$1.00	Υ	G
Venue Hire – Exclusive Use – Cleaning Fee	\$220.00	\$209.09	\$20.91	\$230.00	4.55%	\$10.00	Υ	G
Sports								
Learn to play (per person, per session)	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Υ	
Little dribblers (per person, per session)	\$11.20	\$10.55	\$1.05	\$11.60	3.57%	\$0.40	Υ	G
School Sport – (per student)	\$7.80	\$7.36	\$0.74	\$8.10	3.85%	\$0.30	Υ	G
Sport Competitions – Team Fees Adults – day competition	\$112.00	\$105.45	\$10.55	\$116.00	3.57%	\$4.00	Υ	G
Sport Competitions – Team Fees Juniors – day competition	\$89.50	\$84.09	\$8.41	\$92.50	3.35%	\$3.00	Υ	G
Sports Competitions – Player Registration Fees – Adults	\$34.50	\$32.73	\$3.27	\$36.00	4.35%	\$1.50	Υ	G
Sports Competitions – Player Registration Fees – Juniors	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	G
Sports Competitions – Team Fees Adults – per game	\$77.50	\$72.73	\$7.27	\$80.00	3.23%	\$2.50	Υ	G
Sports Competitions – Team Fees Juniors – per game	\$62.00	\$58.18	\$5.82	\$64.00	3.23%	\$2.00	Υ	G
Holiday Program								
Holiday program – specialist (full day)	\$62.00	\$58.18	\$5.82	\$64.00	3.23%	\$2.00	Υ	G
Holiday program – specialist (half day)	\$34.50	\$32.73	\$3.27	\$36.00	4.35%	\$1.50	Υ	G
Holiday program (full day)	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	\$2.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Holiday Program [continued]								
Holiday program (half day)	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Vacation care – specialist (full day)	\$99.50	\$93.64	\$9.36	\$103.00	3.52%	\$3.50	Υ	G
Vacation care (full day)	\$83.00	\$77.73	\$7.77	\$85.50	3.01%	\$2.50	Υ	G
Vacation care (half day)	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	\$2.00	Υ	G
Programs for NDIS participants								
Swimability (per person per 60 minutes)	\$99.50	\$93.64	\$9.36	\$103.00	3.52%	\$3.50	Υ	G
Swimability Group (per person per 60 minutes)	\$50.00	\$46.82	\$4.68	\$51.50	3.00%	\$1.50	Υ	
Administration Charges								
Administration fee	\$11.20	\$10.55	\$1.05	\$11.60	3.57%	\$0.40	Υ	G
Direct debit dishonour fee	\$5.60	\$5.27	\$0.53	\$5.80	3.57%	\$0.20	Υ	G
Mount Annan Leisure Centre Aquarobics								
Aqua Aerobics – Adult (Per Class)	\$14.40	\$13.64	\$1.36	\$15.00	4.17%	\$0.60	Υ	G
Aqua Aerobics – Concession (per class)	\$9.60	\$9.00	\$0.90	\$9.90	3.13%	\$0.30	Υ	G
Aqua Aerobics Pass (10 Visits)	\$115.00	\$109.09	\$10.91	\$120.00	4.35%	\$5.00	Υ	G
Aquatics (Casual)								
Adult Casual Swim (per visit)	\$7.10	\$7.09	\$0.71	\$7.80	9.86%	\$0.70	Υ	G
Child Casual Swim (per visit)	\$5.60	\$5.45	\$0.55	\$6.00	7.14%	\$0.40	Υ	G
Concession Casual Swim (per visit)	\$5.60	\$5.45	\$0.55	\$6.00	7.14%	\$0.40	Υ	G
Family Swim (2 Adults + 3 Child. or 1 Adult + 4 Child.) per visit	\$22.00	\$21.82	\$2.18	\$24.00	9.09%	\$2.00	Υ	G
Non swim entry (per visit)	\$3.00	\$2.73	\$0.27	\$3.00	0.00%	\$0.00	Υ	G
Sauna, Spa & Steamroom (per visit)	\$2.90	\$2.73	\$0.27	\$3.00	3.45%	\$0.10	Υ	G
Aquatics Membership Adult - DD fortnightly	\$25.50	\$24.55	\$2.45	\$27.00	5.88%	\$1.50	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Aquatics (Casual) [continued]								
Aquatics Membership Child/Concession - DD fortnightly	\$20.50	\$20.00	\$2.00	\$22.00	7.32%	\$1.50	Υ	G
Swim Adult pass - 20 visit pass	\$114.00	\$109.09	\$10.91	\$120.00	5.26%	\$6.00	Υ	G
Swim Concession pass - 20 visit pass	\$89.50	\$86.36	\$8.64	\$95.00	6.15%	\$5.50	Υ	G
Non Staffed Catered Birthday Party – With Play Equipment (per person)	\$28.00	\$26.36	\$2.64	\$29.00	3.57%	\$1.00	Υ	G
Event Charge (per person, per event)	\$8.10	\$7.64	\$0.76	\$8.40	3.70%	\$0.30	Υ	G
Swim Squad								
Pre Squad (direct debit, per fortnight)	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Novice (direct debit, per fortnight)	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Development (direct debit, per fortnight)	\$51.50	\$48.64	\$4.86	\$53.50	3.88%	\$2.00	Υ	G
State & National (direct debit, per fortnight)	\$56.00	\$52.73	\$5.27	\$58.00	3.57%	\$2.00	Υ	G
Squads								
Casual Entry – per visit	\$9.30	\$8.73	\$0.87	\$9.60	3.23%	\$0.30	Υ	G
Adult Swim Fit	\$13.60	\$12.73	\$1.27	\$14.00	2.94%	\$0.40	Υ	G
Performance Coaching Analysis	\$79.00	\$74.09	\$7.41	\$81.50	3.16%	\$2.50	Υ	G
Schools – Aquatic								
School Swim Entry - Carnivals - Inside LGA (includes lane hire)	\$5.00	\$4.73	\$0.47	\$5.20	4.00%	\$0.20	Υ	G
School Swim Entry - Carnivals - Outside LGA (includes lane hire)	\$5.50	\$5.18	\$0.52	\$5.70	3.64%	\$0.20	Υ	
School Aquatic Program (45 minute session 1:10)	\$8.20	\$9.00	\$0.00	\$9.00	9.76%	\$0.80	N	G
School run lessons – entry p/head (DET)	\$5.40	\$5.09	\$0.51	\$5.60	3.70%	\$0.20	Υ	G
Lane Hire (per hour) non local school	\$40.50	\$38.18	\$3.82	\$42.00	3.70%	\$1.50	Υ	G
Lane Hire (per day) non local school	\$271.00	\$254.55	\$25.45	\$280.00	3.32%	\$9.00	Υ	G
Swimming Lessons								
Learn to Swim per lesson	\$18.20	\$19.00	\$0.00	\$19.00	4.40%	\$0.80	N	G
Holiday Program per person per 5 lesson block	\$91.00	\$94.00	\$0.00	\$94.00	3.30%	\$3.00	N	G

	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase %	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Swimming Lessons [continued]								
Private Lesson (1st Child) – per visit	\$53.00	\$55.00	\$0.00	\$55.00	3.77%	\$2.00	N	G
Private Lesson (2 Child) – per visit	\$78.50	\$81.00	\$0.00	\$81.00	3.18%	\$2.50	N	G
Health and Fitness (Casual)								
Adult Casual Gym (per visit)	\$21.50	\$20.45	\$2.05	\$22.50	4.65%	\$1.00	Υ	G
Student Casual Gym (per visit)	\$16.60	\$15.64	\$1.56	\$17.20	3.61%	\$0.60	Υ	G
Concession Casual Gym (Pensioner, Disability Support) (per visit)	\$12.00	\$11.27	\$1.13	\$12.40	3.33%	\$0.40	Υ	G
Group Fitness Classes – Adult (Per Class)	\$21.50	\$20.45	\$2.05	\$22.50	4.65%	\$1.00	Υ	G
Group Fitness Classes – Student (Per Class)	\$16.60	\$15.64	\$1.56	\$17.20	3.61%	\$0.60	Υ	G
Group Fitness Classes – Concession (Per Class)	\$12.00	\$11.27	\$1.13	\$12.40	3.33%	\$0.40	Υ	G
School PE – Health & Fitness (per student)	\$11.40	\$10.73	\$1.07	\$11.80	3.51%	\$0.40	Υ	G
School PE – Instructor hire (per hour, on top of entry fees if less than 15 students)	\$61.00	\$57.27	\$5.73	\$63.00	3.28%	\$2.00	Υ	G
Professional service provider fee – per visit	\$28.50	\$26.82	\$2.68	\$29.50	3.51%	\$1.00	Υ	G
Professional service client casual fee fitness area – per visit	\$13.80	\$13.09	\$1.31	\$14.40	4.35%	\$0.60	Υ	G
Health and Fitness (Membership)								
Active Membership Adult - DD fortnightly (non-contract)	\$0.00	\$49.09	\$4.91	\$54.00	-	\$54.00	Υ	G
Active Membership Concession - DD fortnightly (non-contract)	\$0.00	\$40.00	\$4.00	\$44.00	-	\$44.00	Υ	G
Joining fee - Active Membership	\$0.00	\$71.82	\$7.18	\$79.00	-	\$79.00	Υ	G
Centre Membership Adult - 12 month up front	\$983.00	\$922.73	\$92.27	\$1,015.00	3.26%	\$32.00	Υ	G
Centre Membership Concession - 12 month up front	\$819.00	\$767.27	\$76.73	\$844.00	3.05%	\$25.00	Υ	G
Centre Membership Adult - 3 month up front	\$317.00	\$297.27	\$29.73	\$327.00	3.15%	\$10.00	Υ	G
Centre Membership Concession - 3 month up front	\$274.00	\$257.27	\$25.73	\$283.00	3.28%	\$9.00	Υ	G
Joining fee - Results Membership	\$59.00	\$53.64	\$5.36	\$59.00	0.00%	\$0.00	Υ	G
Results Membership Adult - DD fortnightly (12 month minimum contract)	\$42.00	\$39.55	\$3.95	\$43.50	3.57%	\$1.50	Υ	G
Results Membership Concession - DD fortnightly (12 month minimum contract)	\$35.00	\$33.18	\$3.32	\$36.50	4.29%	\$1.50	Υ	G
Centre Membership Pryme - DD fortnightly	\$35.00	\$33.18	\$3.32	\$36.50	4.29%	\$1.50	Υ	G
Corporate Camden Council – 12 month up-front	\$727.00	\$680.91	\$68.09	\$749.00	3.03%	\$22.00	Υ	G
Corporate Private business (Min 10 members) – 12 month up front	\$884.00	\$828.18	\$82.82	\$911.00	3.05%	\$27.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Health and Fitness (Membership) [continued]								
Family Membership (Includes 2 adults and 3 children under 17 years of age) - DD fortnightly	\$105.00	\$99.09	\$9.91	\$109.00	3.81%	\$4.00	Y	G
Family Membership additional child - DD fortnightly	\$27.00	\$25.45	\$2.55	\$28.00	3.70%	\$1.00	Υ	G
Fortnightly Direct Debit – Teen Gym	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G
Junior Gym	\$111.00	\$104.55	\$10.45	\$115.00	3.60%	\$4.00	Υ	G
Personal Training								
Personal training 30 minutes (Direct Debit)	\$48.00	\$45.00	\$4.50	\$49.50	3.13%	\$1.50	Υ	G
Personal training 60 minutes (Direct Debit)	\$85.00	\$80.00	\$8.00	\$88.00	3.53%	\$3.00	Υ	G
Personal Training Packs								
Non-member Personal Training								
Non member – Personal training 30 minutes – Upfront	\$69.00	\$65.00	\$6.50	\$71.50	3.62%	\$2.50	Υ	G
Non member – Personal training 60 minutes – Upfront	\$105.00	\$99.09	\$9.91	\$109.00	3.81%	\$4.00	Υ	G
Child Care (fee per visit)								
Creche Casual – per visit	\$6.10	\$5.73	\$0.57	\$6.30	3.28%	\$0.20	Υ	G
Creche Member Multi-visit pass – 20 visits	\$57.00	\$54.55	\$5.45	\$60.00	5.26%	\$3.00	Υ	G
Stadium / Venue Hire								
Facility Hire Bond					2	5% (hire fee)	N	Е
Half Court Hire (per half court, per hour) - Commercial - Off Peak	\$36.00	\$34.09	\$3.41	\$37.50	4.17%	\$1.50	Υ	G
Half Court Hire (per half court, per hour) - Community - Off Peak	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	\$1.00	Υ	G
Half Court Hire (per half court, per hour) - Community - Peak	\$35.50	\$33.64	\$3.36	\$37.00	4.23%	\$1.50	Υ	G
Meeting room hire (per hour) - Community	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	
Stadium Hire - Per Hour - Large Special Event (Commercial) - After Hours	\$0.00	\$309.09	\$30.91	\$340.00	∞	\$340.00	Υ	Е
Stadium Hire - Per Hour - Large Special Event (Community) - After Hours	\$0.00	\$172.73	\$17.27	\$190.00	∞	\$190.00	Υ	
Stadium Hire - Per Hour - Medium Special Event (Commercial) - After Hours	\$0.00	\$236.36	\$23.64	\$260.00	∞	\$260.00	Υ	

	Year 24/25		Year 25/26					Duiniu
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Stadium / Venue Hire [continued]								
Stadium Hire - Per Hour - Medium Special Event (Community) - After Hours	\$0.00	\$136.36	\$13.64	\$150.00	-	\$150.00	Υ	G
Stadium Hire - Per Hour - Small Special Event (Commercial) - After Hours	\$0.00	\$154.55	\$15.45	\$170.00	-	\$170.00	Υ	G
Stadium Hire - Per Hour - Small Special Event (Community) - After Hours	\$0.00	\$100.00	\$10.00	\$110.00	-	\$110.00	Υ	G
Full Court Hire (per court, per hour) – Commercial – Peak	\$83.00	\$77.73	\$7.77	\$85.50	3.01%	\$2.50	Υ	G
Full Court Hire (per court, per hour) - Community - Peak	\$71.00	\$67.27	\$6.73	\$74.00	4.23%	\$3.00	Υ	G
Court Casual Hire (per person)	\$6.20	\$5.82	\$0.58	\$6.40	3.23%	\$0.20	Υ	G
Court Hire Pass (per person) – 20 visit pass	\$102.00	\$98.18	\$9.82	\$108.00	5.88%	\$6.00	Υ	G
Badminton (per court, per hour) - Commercial – Peak	\$28.50	\$26.82	\$2.68	\$29.50	3.51%	\$1.00	Υ	G
Badminton (per court, per hour) - Community - Peak	\$23.50	\$22.27	\$2.23	\$24.50	4.26%	\$1.00	Υ	G
Venue Hire – Exclusive Use – Cleaning Fee	\$220.00	\$209.09	\$20.91	\$230.00	4.55%	\$10.00	Υ	G
Full Court Hire (per court, per hour) – Commercial – Off Peak	\$72.00	\$67.73	\$6.77	\$74.50	3.47%	\$2.50	Υ	G
Full Court Hire (per court, per hour) – Community – Off Peak	\$60.00	\$56.36	\$5.64	\$62.00	3.33%	\$2.00	Υ	G
Badminton (per court, per hour) - Commercial - Off Peak	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Υ	G
Badminton (per court, per hour) - Community - Off Peak	\$20.00	\$19.09	\$1.91	\$21.00	5.00%	\$1.00	Υ	G
Half Court Hire (per half court, per hour) - Commercial - Peak	\$41.50	\$39.09	\$3.91	\$43.00	3.61%	\$1.50	Υ	G
Stadium Hire – Per Hour – After hours Rate	\$210.00	\$227.27	\$22.73	\$250.00	19.05%	\$40.00	Υ	G
Multipurpose room hire (per hour) - Commercial	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Multipurpose room hire (per hour) - Community	\$35.50	\$33.64	\$3.36	\$37.00	4.23%	\$1.50	Υ	G
Meeting room hire (per hour) - Commercial	\$35.00	\$33.18	\$3.32	\$36.50	4.29%	\$1.50	Υ	G
Stadium room hire – Per Hour	\$23.50	\$22.27	\$2.23	\$24.50	4.26%	\$1.00	Υ	G
Ball / Shuttlecock / Racket Hire - Each	\$2.30	\$2.18	\$0.22	\$2.40	4.35%	\$0.10	Υ	G
Sports								
Sports Competitions – Team Fees Adults – per game	\$77.50	\$72.73	\$7.27	\$80.00	3.23%	\$2.50	Υ	G
Sports Competitions – Team Fees Juniors – per game	\$62.00	\$58.18	\$5.82	\$64.00	3.23%	\$2.00	Y	G
Sports Competitions – Player Registration Fees – Adults	\$34.50	\$32.73	\$3.27	\$36.00	4.35%	\$1.50	Y	G
Sports Competitions – Player Registration Fees – Juniors	\$25.00	\$23.64	\$2.36	\$26.00	4.00%	\$1.00	Y	G
School Sport – Per Student (with instructor provided)	\$7.80	\$7.09	\$0.71	\$7.80	0.00%	\$0.00	Y	G
Learn to play – per person per session	\$17.20	\$16.18	\$1.62	\$17.80	3.49%	\$0.60	Y	G
Louis to play per person per session	Ψ17.20	ψ10.10	Ψ1.02	ψ17.00	0.4070	ψ0.00	•	J

	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
	((5.0.1.551)		(, v	·		
Sports [continued]								
Little dribblers – per person per session	\$11.20	\$10.55	\$1.05	\$11.60	3.57%	\$0.40	Υ	G
Sport Competitions – Team Fees Adults – day competition	\$112.00	\$105.45	\$10.55	\$116.00	3.57%	\$4.00	Υ	G
Sport Competitions – Team Fees Juniors – day competition	\$89.50	\$84.09	\$8.41	\$92.50	3.35%	\$3.00	Υ	G
Holiday program								
Holiday program (full day)	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	\$2.00	Υ	G
Holiday program – specialist (full day)	\$62.00	\$58.18	\$5.82	\$64.00	3.23%	\$2.00	Υ	G
Holiday program (half day)	\$29.00	\$27.27	\$2.73	\$30.00	3.45%	\$1.00	Υ	G
Holiday program – specialist (half day)	\$34.50	\$32.73	\$3.27	\$36.00	4.35%	\$1.50	Υ	G
Vacation care (full day)	\$83.00	\$77.73	\$7.77	\$85.50	3.01%	\$2.50	Υ	G
Vacation care – specialist (full day)	\$99.50	\$93.64	\$9.36	\$103.00	3.52%	\$3.50	Υ	G
Vacation care (half day)	\$53.00	\$50.00	\$5.00	\$55.00	3.77%	\$2.00	Υ	G
Vacation care – specialist (half day)	\$62.00	\$58.18	\$5.82	\$64.00	3.23%	\$2.00	Υ	G
Programs for NDIS participants								
Swimability (per person per 60 minutes)	\$99.50	\$93.64	\$9.36	\$103.00	3.52%	\$3.50	Υ	G
Swimability Group (per person per 60 minutes)	\$50.00	\$46.82	\$4.68	\$51.50	3.00%	\$1.50	Υ	G
Administration Charges								
Direct debit dishonour fee	\$5.60	\$5.27	\$0.53	\$5.80	3.57%	\$0.20	Υ	G
Administration fee	\$11.20	\$10.55	\$1.05	\$11.60	3.57%	\$0.40	Υ	G
Multi Centre (Membership)								
Camden Memorial Swimming Pool								
Admission Fees								
School Swim Entry - Carnivals - Outside LGA (includes lane hire)	\$5.00	\$4.73	\$0.47	\$5.20	4.00%	\$0.20	Υ	G
School Swim Entry - Carnivals - Inside LGA (includes lane hire)	\$4.50	\$4.27	\$0.43	\$4.70	4.44%	\$0.20	Υ	G
Child	\$4.40	\$4.18	\$0.42	\$4.60	4.55%	\$0.20	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Admission Fees [continued]								
Adult	\$5.20	\$4.91	\$0.49	\$5.40	3.85%	\$0.20	Υ	G
Concession	\$4.40	\$4.18	\$0.42	\$4.60	4.55%	\$0.20	Υ	G
Family Swim (2 adults and up to 3 children)	\$14.60	\$13.82	\$1.38	\$15.20	4.11%	\$0.60	Υ	G
Adult 20 Visit Pass (paid upfront)	\$76.00	\$72.73	\$7.27	\$80.00	5.26%	\$4.00	Υ	G
Child/Concession 20 Visit Pass (paid upfront)	\$63.00	\$60.91	\$6.09	\$67.00	6.35%	\$4.00	Υ	G
Child/Concession Season Ticket (paid upfront)	\$173.00	\$162.73	\$16.27	\$179.00	3.47%	\$6.00	Υ	G
Adult Season Ticket (paid upfront)	\$219.00	\$205.45	\$20.55	\$226.00	3.20%	\$7.00	Υ	G
Family Season Ticket (2 adults and up to 3 children)	\$512.00	\$480.00	\$48.00	\$528.00	3.13%	\$16.00	Υ	G
Non swim entry (per visit)	\$2.30	\$2.18	\$0.22	\$2.40	4.35%	\$0.10	Υ	G
Event Charge (per person per event)	\$5.60	\$5.27	\$0.53	\$5.80	3.57%	\$0.20	Υ	G
Learn to Swim per lesson	\$17.60	\$19.00	\$0.00	\$19.00	7.95%	\$1.40	N	G
School Aquatic Program	\$8.20	\$9.00	\$0.00	\$9.00	9.76%	\$0.80	N	G
DET School Aquatic – Pool Entry	\$4.10	\$4.30	\$0.00	\$4.30	4.88%	\$0.20	N	G
Swim Squad								
Pre Squad (direct debit – per fortnight, per child)	\$44.50	\$41.82	\$4.18	\$46.00	3.37%	\$1.50	Υ	G
Novice (direct debit – per fortnight, per child)	\$47.50	\$44.55	\$4.45	\$49.00	3.16%	\$1.50	Υ	G
Development (direct debit – per fortnight, per child)	\$51.50	\$48.64	\$4.86	\$53.50	3.88%	\$2.00	Υ	G
State & National (direct debit – per fortnight, per child)	\$56.00	\$52.73	\$5.27	\$58.00	3.57%	\$2.00	Υ	G
Aqua Aerobics – Casual per session	\$13.00	\$12.18	\$1.22	\$13.40	3.08%	\$0.40	Υ	G
Aqua Pass (10 visits)	\$103.00	\$100.00	\$10.00	\$110.00	6.80%	\$7.00	Υ	G
Lane Hire – per hour	\$51.00	\$48.18	\$4.82	\$53.00	3.92%	\$2.00	Υ	G
Lane Hire – per day	\$280.00	\$262.73	\$26.27	\$289.00	3.21%	\$9.00	Υ	G
Lane Hire - Non Camden School Carnival - per lane, per hour	\$34.50	\$32.73	\$3.27	\$36.00	4.35%	\$1.50	Υ	G
After Hours Hire Fee whole Complex – per hour	\$215.00	\$201.82	\$20.18	\$222.00	3.26%	\$7.00	Υ	G
After Hours Hire Fee Bond – Refundable	\$625.00	\$644.00	\$0.00	\$644.00	3.04%	\$19.00	N	G
Picnic Area Booking – per hour	\$28.50	\$26.82	\$2.68	\$29.50	3.51%	\$1.00	Υ	G
Multipurpose Room Booking – per hour	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Group Fitness Classes – Adult (per class)	\$21.50	\$20.45	\$2.05	\$22.50	4.65%	\$1.00	Υ	G

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Name	Year 24/25		Year 25/26					Pricing
	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
Swim Squad [continued]								
Group Fitness Classes – Student (per class)	\$16.60	\$15.64	\$1.56	\$17.20	3.61%	\$0.60	Υ	G
Group Fitness Classes – Concession (per class)	\$12.00	\$11.27	\$1.13	\$12.40	3.33%	\$0.40	Υ	G

Name	Year 24/25		Year 25/26					Driging
	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Jour
				-				

Community Outcomes

Julia Reserve Facility

Auditorium

Community (NFP/community group) - peak (Saturday and Sunday) - casual (one off booking or hirers who do not meet the definition of regular hire)

Community – peak – casual	\$94.00	\$88.18	\$8.82	\$97.00	3.19%	\$3.00	Υ	G
Community – non-peak – casual	\$70.00	\$65.91	\$6.59	\$72.50	3.57%	\$2.50	Υ	G
Commercial - Peak - Casual	\$121.00	\$113.64	\$11.36	\$125.00	3.31%	\$4.00	Υ	G
Commercial - Non Peak - Casual	\$90.50	\$85.00	\$8.50	\$93.50	3.31%	\$3.00	Υ	G

Block Packages (Auditorium)

Community Charges

Block 1: 8am-12noon	\$211.00	\$198.18	\$19.82	\$218.00	3.32%	\$7.00	Υ	G
Block 2: 12.45pm-4.45pm	\$211.00	\$198.18	\$19.82	\$218.00	3.32%	\$7.00	Υ	G
Block 3: 5.30pm-10.30pm	\$211.00	\$198.18	\$19.82	\$218.00	3.32%	\$7.00	Υ	G

Commercial Charges

Block 1: 8am-12noon	\$267.00	\$250.91	\$25.09	\$276.00	3.37%	\$9.00	Υ	G
Block 2: 12.45pm-4.45pm	\$267.00	\$250.91	\$25.09	\$276.00	3.37%	\$9.00	Υ	G
Block 3: 5.30pm-10.30pm	\$267.00	\$250.91	\$25.09	\$276.00	3.37%	\$9.00	Υ	G

Activity Room 1

Community – peak – casual	\$42.50	\$40.00	\$4.00	\$44.00	3.53%	\$1.50	Υ	G
Community – non-peak – casual	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Commercial - Peak - Casual	\$54.21	\$50.76	\$5.08	\$55.83	2.99%	\$1.63	Υ	G
Commercial - Non Peak - Casual	\$40.50	\$38.18	\$3.82	\$42.00	3.70%	\$1.50	Υ	G

	Year 24/25		Year 25/26					Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase	GST	Code
	(IIICI. 651)	(excl. GG1)		(IIICI. GGT)	70			
Activity Room 2								
Community – peak – casual	\$42.50	\$40.00	\$4.00	\$44.00	3.53%	\$1.50	Υ	G
Community – non-peak – casual	\$31.00	\$29.09	\$2.91	\$32.00	3.23%	\$1.00	Υ	G
Commercial - Peak - Casual	\$55.00	\$51.82	\$5.18	\$57.00	3.64%	\$2.00	Υ	G
Commercial - Non Peak - Casual	\$40.50	\$38.18	\$3.82	\$42.00	3.70%	\$1.50	Υ	G
Additional Charges for Use of Kitchen & AV Facility								
Bond						Min \$500.00	N	G
Audio Visual package (Auditorium) - Hourly-Min 3 hrs	\$100.00	\$90.91	\$9.09	\$100.00	0.00%	\$0.00	Υ	G
Use of kitchen, after 6pm on a weekday - Hourly Rate, minimum 3 hours	\$80.00	\$75.00	\$7.50	\$82.50	3.13%	\$2.50	Υ	G

\$80.00

\$166.00

\$75.00

\$155.45

\$7.50

\$15.55

\$82.50

\$171.00

3.13%

3.01%

\$2.50

\$5.00

At Cost + GST

Library Fees & Charges

Kitchen Fire Alarm Activation

Use of kitchen, weekends - Hourly, Min 3 hours

Imposed if kitchen is not left clean and as found

Kitchen Cleaning - imposed if kitchen is not left clean and as found

Note: Companions of holders of a companion card will receive free admission to Council's Library facilities & events when assisting a person with a disability.

Library Fines

First & Second Notice	\$4.10	\$4.30	\$0.00	\$4.30	4.88%	\$0.20	N	Α
Third Notice	\$5.70	\$5.90	\$0.00	\$5.90	3.51%	\$0.20	N	Α
Lost or damaged item processing fee	\$8.00	\$8.30	\$0.00	\$8.30	3.75%	\$0.30	N	Α
Replacement cost for lost or damaged item						At Cost	N	Α
Replacement of lost membership card	\$5.20	\$5.40	\$0.00	\$5.40	3.85%	\$0.20	N	Α
Reservations								
Inter library loan – processing fee	\$2.40	\$2.27	\$0.23	\$2.50	4.17%	\$0.10	Υ	Α

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	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Reservations [continued]								
Inter library loan – Charges levied upon Camden Library Services					Full Co	ost Recovery	Υ	Α
Library Photocopier and PC Printing								
Black and white A4 (per print)	\$0.20	\$0.18	\$0.02	\$0.20	0.00%	\$0.00	Υ	Α
Black and white A3 (per print)	\$0.40	\$0.36	\$0.04	\$0.40	0.00%	\$0.00	Υ	Α
Colour A4 (per print)	\$0.50	\$0.45	\$0.05	\$0.50	0.00%	\$0.00	Υ	Α
Colour A3 (per print)	\$1.00	\$0.91	\$0.09	\$1.00	0.00%	\$0.00	Υ	Α
Local Studies Research for Commercial organisation per hour	\$62.00	\$58.18	\$5.82	\$64.00	3.23%	\$2.00	Υ	Α
Library carry bags	\$4.70	\$4.45	\$0.45	\$4.90	4.26%	\$0.20	Υ	G
USB Thumb Drives	\$14.00	\$13.27	\$1.33	\$14.60	4.29%	\$0.60	Υ	G
Local Studies Photographic images copy fee								
300 DPI JPEG file	\$27.00	\$24.55	\$2.45	\$27.00	0.00%	\$0.00	Υ	Α
800 DPI JPEG file	\$48.00	\$43.64	\$4.36	\$48.00	0.00%	\$0.00	Υ	Α
Copying fee 300 DPI JPEG File	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	\$1.00	Υ	С
Copying fee 800 DPI JPEG File	\$51.50	\$48.64	\$4.86	\$53.50	3.88%	\$2.00	Υ	С
Postage and packaging within Australia	\$9.60	\$9.00	\$0.90	\$9.90	3.13%	\$0.30	Υ	Α
Library Programs								
3D Club Printing Setup Fee	\$10.00	\$9.09	\$0.91	\$10.00	0.00%	\$0.00	Υ	Α
3D Printing per hour/part thereof	\$5.70	\$5.36	\$0.54	\$5.90	3.51%	\$0.20	Υ	Α
Visiting Writers Event Book Sale Commission						At 10%	Υ	G
Library – Adult Programs						At Cost	Υ	G
Library – Youth Programs						At Cost	Υ	G
Library – Children's Program						At Cost	Υ	G

	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Oode

Narellan Library Meeting Rooms and Community Space

Design and Create Space

Design & Create Space available for approved Library Learning programs at no fee as library provides tutors/supervision.

Community per day (includes use of equipment)	\$84.00	\$79.09	\$7.91	\$87.00	3.57%	\$3.00	Υ	G
Commercial per day (includes use of equipment)	\$171.00	\$160.91	\$16.09	\$177.00	3.51%	\$6.00	Υ	G
Community per hour (includes use of equipment)	\$15.20	\$14.36	\$1.44	\$15.80	3.95%	\$0.60	Υ	G
Commercial per hour (includes use of equipment)	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	\$1.00	Υ	G
Technical/Facilitator Assistance per hour	\$74.00	\$69.55	\$6.95	\$76.50	3.38%	\$2.50	Υ	G
Bond required for use of equipment	\$55.50	\$57.50	\$0.00	\$57.50	3.60%	\$2.00	N	G

The Space (main area) – inline with library operating hours

Main Space available for approved Library Learning programs at no fee as library provides tutors/supervision.

Community – Hourly rate (laptops available for use)	\$24.00	\$22.73	\$2.27	\$25.00	4.17%	\$1.00	Υ	G
Commercial – Hourly Rate (laptops available for use)	\$45.50	\$42.73	\$4.27	\$47.00	3.30%	\$1.50	Υ	G
Technical/Facilitator Assistance per hour	\$74.00	\$69.55	\$6.95	\$76.50	3.38%	\$2.50	Υ	G
Bond required for use of equipment	\$225.00	\$232.00	\$0.00	\$232.00	3.11%	\$7.00	N	G

Record & Mix Space

Record & Mix Space available for approved Library Learning programs at no fee as library provides tutors/supervision.

Digital Recording Studio - Free use of space by emerging artist as part of council's cultural development project up to 20 hours per year.

Community per day (includes use of equipment)	\$84.00	\$79.09	\$7.91	\$87.00	3.57%	\$3.00	Υ	G
Commercial per day (includes use of equipment)	\$171.00	\$160.91	\$16.09	\$177.00	3.51%	\$6.00	Υ	G
Community per hour (includes use of equipment)	\$14.60	\$13.82	\$1.38	\$15.20	4.11%	\$0.60	Υ	G
Commercial per hour (includes use of equipment)	\$30.00	\$28.18	\$2.82	\$31.00	3.33%	\$1.00	Υ	G
Technical/Facilitator Assistance per hour	\$74.00	\$69.55	\$6.95	\$76.50	3.38%	\$2.50	Υ	G
Bond required for use of equipment	\$225.00	\$232.00	\$0.00	\$232.00	3.11%	\$7.00	N	G

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		000
Family Day Care Fees								
Administration Levy – payable by parents (per hour per child)	\$1.45	\$1.50	\$0.00	\$1.50	3.45%	\$0.05	N	Α
Professional Partnership Fee (per week)	\$55.50	\$75.00	\$0.00	\$75.00	35.14%	\$19.50	N	Α
Enrolment Fee – payable by parents (1st Child)	\$61.00	\$63.00	\$0.00	\$63.00	3.28%	\$2.00	N	Α
Fee Schedule Variation (payable by the Educator for additional variations to independent fee schedules after one free variation per Educator per annum)	\$33.50	\$35.00	\$0.00	\$35.00	4.48%	\$1.50	N	Α
Enrolment Fee – payable by parents – 2nd and additional child	\$17.20	\$17.80	\$0.00	\$17.80	3.49%	\$0.60	N	Α
Late Timesheet Fee (exceptional circumstances considered)	\$12.40	\$12.80	\$0.00	\$12.80	3.23%	\$0.40	N	Α
Educator Registration and Start Up Package	\$308.00	\$318.00	\$0.00	\$318.00	3.25%	\$10.00	N	Α
Annual Educator Registration Fee	\$39.00	\$40.50	\$0.00	\$40.50	3.85%	\$1.50	N	Α

	Year 24/25		Year 25/26					Briging
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Jour

Economic Development & Activation

Camden Civic Centre - Marketing Packages

Boost Post						POA	N	С
Dedicated Electronic Direct Mail	\$0.00	\$90.91	\$9.09	\$100.00	-	\$100.00	Υ	С
Graphic Design Fee	\$0.00	\$68.18	\$6.82	\$75.00	-	\$75.00	Υ	С
Poster Distribution – Camden Town Centre	\$0.00	\$90.91	\$9.09	\$100.00	-	\$100.00	Υ	С
Priority show on sale						POA	Υ	С
Promotion Pack 1						POA	Υ	С
(Included with promoter package; website listing, 2 facebook posts, inclusion in mail	chimp newsletter	, in venue promoti	on.					
Promotion Pack 2	\$0.00	\$272.73	\$27.27	\$300.00	-	\$300.00	Υ	С
Quarterly venue flyer	\$0.00	\$63.64	\$6.36	\$70.00	-	\$70.00	Υ	С

Camden Civic Centre – Space Hire Fees

Note: A 10% discount will apply to weekend commercial space hire rates for businesses within the Camden LGA

Terrace

Daily – Private Event	\$0.00	\$400.00	\$40.00	\$440.00	-	\$440.00	Υ	С
Hourly – Private Event	\$0.00	\$50.00	\$5.00	\$55.00	-	\$55.00	Υ	С

Auditorium

Catered Event Hire	\$600.00	\$545.45	\$54.55	\$600.00	0.00%	\$0.00	Υ	G

Function Space Hire is applied to catered events, where catering is calculated as a minimum of \$35 per head for adult patron catering. Hire is for a maximum period of 5 hours. Fee relates to Auditorium or Gallery Weekend events.

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing
Name	(incl. GST)	(excl. GST)	331	(incl. GST)	%	s s	001	Code
Space Hire – Midweek Off Peak per hour								
Commercial Rate	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	\$0.00	Υ	G
Off Peak Charges apply to bookings that:								
Fall between January and August Events held prior to 10am Where a mimimum of 4 hours Auditorium hire or 2hours hire Gallery applies Conditions apply Consideration will be given during peak times where vacancy exists within 7 days of	an enquiry.							
Community Rate	\$120.00	\$109.09	\$10.91	\$120.00	0.00%	\$0.00	Υ	G
Off peak charges apply to bookings that: Fall between January to August Event bookings are held prior to 10am daily Where a during peak times where vacany exists within 7 days of an enquiry	a minimum of 4ho	ours hire of Aud	itorium or 2hour	s Gallery applie	s Conditions app	oly Considerati	ion will	be given
Space Hire – Midweek day rate (6 hour day or 6 hour evening)								
Commercial Rate	\$1,000.00	\$909.09	\$90.91	\$1,000.00	0.00%	\$0.00	Υ	G
Applies to mid week bookings between 9am Monday and Friday 12 noon.								
Community Rate	\$600.00	\$545.45	\$54.55	\$600.00	0.00%	\$0.00	Υ	G
Applies to mid week bookings Monday 9am - Friday 12 noon								
Space Hire – Weekend Off Peak per hour								
Commercial Rate	\$180.00	\$163.64	\$16.36	\$180.00	0.00%	\$0.00	Υ	G
Hourly rate applies to longer bookings, overtime and late to leave.								
Community Rate	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	\$0.00	Υ	G
Hourly rate applies to longer bookings, overtime and late to leave								
Space Hire – Weekend day rate (6 hour day or 6 hour evening)								
Commercial Rate	\$1,350.00	\$1,227.27	\$122.73	\$1,350.00	0.00%	\$0.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Space Hire – Weekend day rate (6 hour day or 6 hour evening)	continued]							
Community Rate	\$880.00	\$800.00	\$80.00	\$880.00	0.00%	\$0.00	Υ	G
Ferguson Gallery								
Catered Event Hire	\$600.00	\$545.45	\$54.55	\$600.00	0.00%	\$0.00	Υ	G
Space Hire – Midweek Off Peak per hour								
Commercial Rate	\$120.00	\$120.00	\$12.00	\$132.00	10.00%	\$12.00	Υ	G
Hourly rate applies to longer bookings, late to leave or overtime								
Community Rate	\$100.00	\$100.00	\$10.00	\$110.00	10.00%	\$10.00	Υ	G
Hourly rate applies to longer bookings, late to leave, or overtime								
Space Hire – Midweek day rate (6 hour day or 6 hour evening)								
Commercial Rate	\$660.00	\$600.00	\$60.00	\$660.00	0.00%	\$0.00	Υ	G
Community Rate	\$440.00	\$400.00	\$40.00	\$440.00	0.00%	\$0.00	Υ	G
Space Hire – Weekend Off Peak per hour								
Commercial Rate	\$120.00	\$120.00	\$12.00	\$132.00	10.00%	\$12.00	Υ	G
Hourly rate applies to longer bookings, overtime and late to leave								
Community Rate	\$100.00	\$100.00	\$10.00	\$110.00	10.00%	\$10.00	Υ	G
Hourly rate applies to longer bookings, overtime and late to leave								
Space Hire – Weekend day rate (6 hour day or 6 hour evening)								
Commercial Rate	\$880.00	\$800.00	\$80.00	\$880.00	0.00%	\$0.00	Υ	G
Community Rate	\$660.00	\$600.00	\$60.00	\$660.00	0.00%	\$0.00	Υ	G

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Undercroft								
Undercroft – Room One (Training)								
Space Hire – Midweek Hourly								
Commercial Rate	\$35.00	\$31.82	\$3.18	\$35.00	0.00%	\$0.00	Υ	G
Community Rate	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	\$0.00	Υ	G
Space Hire – Midweek day rate								
Commercial Rate	\$220.00	\$200.00	\$20.00	\$220.00	0.00%	\$0.00	Υ	G
Community Rate	\$150.00	\$136.36	\$13.64	\$150.00	0.00%	\$0.00	Υ	G
Space Hire – Weekend hourly								
Commercial Rate	\$38.00	\$34.55	\$3.45	\$38.00	0.00%	\$0.00	Υ	G
Community Rate	\$35.00	\$31.82	\$3.18	\$35.00	0.00%	\$0.00	Y	G
Space Hire – Weekend day rate								
Commercial Rate	\$220.00	\$200.00	\$20.00	\$220.00	0.00%	\$0.00	Υ	G
Community Rate	\$180.00	\$136.36	\$13.64	\$150.00	-16.67%	-\$30.00	Υ	G
Undercroft – Room Two (Community)								
Weekend Event Hire	\$0.00	\$500.00	\$50.00	\$550.00	-	\$550.00	Υ	С
Space Hire – Midweek Hourly								
Commercial Rate	\$55.00	\$50.00	\$5.00	\$55.00	0.00%	\$0.00	Υ	G
Community Rate	\$33.00	\$30.00	\$3.00	\$33.00	0.00%	\$0.00	Υ	G
Space Hire – Midweek day rate								
Commercial Rate	\$300.00	\$272.73	\$27.27	\$300.00	0.00%	\$0.00	Υ	G
Community Rate	\$180.00	\$163.64	\$16.36	\$180.00	0.00%	\$0.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Space Hire – Weekend hourly								
Commercial Rate	\$65.00	\$59.09	\$5.91	\$65.00	0.00%	\$0.00	Υ	G
Community Rate	\$44.00	\$40.00	\$4.00	\$44.00	0.00%	\$0.00	Υ	G
Space Hire – Weekend day rate								
Commercial Rate	\$330.00	\$300.00	\$30.00	\$330.00	0.00%	\$0.00	Υ	G
Community Rate	\$250.00	\$227.27	\$22.73	\$250.00	0.00%	\$0.00	Υ	G
Digital Space Mid Week Hourly								
Commercial	\$0.00	\$27.27	\$2.73	\$30.00	-	\$30.00	Υ	G
Community	\$0.00	\$22.73	\$2.27	\$25.00	-	\$25.00	Υ	G
Mid Week Daily								
Artist						POA	N	G
Commercial	\$0.00	\$200.00	\$20.00	\$220.00	-	\$220.00	Υ	G
Community	\$0.00	\$136.36	\$13.64	\$150.00	-	\$150.00	Υ	G
Weekend Hourly								
Commercial	\$0.00	\$34.55	\$3.45	\$38.00	-	\$38.00	Υ	G
Community	\$0.00	\$31.82	\$3.18	\$35.00	-	\$35.00	Υ	G
Weekend Daily								
Commercial	\$0.00	\$227.27	\$22.73	\$250.00	-	\$250.00	Υ	G
Community	\$0.00	\$163.64	\$16.36	\$180.00	-	\$180.00	Υ	G
Mayoral Room								
Commercial Hire – day rate Mon- Sun	\$0.00	\$150.00	\$15.00	\$165.00	-	\$165.00	Υ	G

	Year 24/25		Year 25/26					Pricing	
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code	
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		0000	

Mayoral Room [continued]

Community Hire	Available to community hirers of adjacent spaces during business or operating hours at no	N
	cost.	

Package Discounts

10% discount – space hire bookings of three or more consecutive days	10% discount	Y	G
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Camden Civic Centre – Services

Artist of the Month Fee						POA	Υ	G
Arts technician	\$0.00	\$80.00	\$8.00	\$88.00	-	\$88.00	Υ	G
Cleaning Fee	POA - Hou	rly casual staff rate	e applied, minin	num three hou	rs, charged on co	st recovery basis	Υ	G
Promoter change of date					50% of spa	ace hire fee	Υ	G
Promoter Fee (incl.relevant Venue, AV, Staffing and Marketing)						POA	Υ	G
Tutors					Inc	dustry Rate	Υ	G
Contractor or Service Charge					(Cost + 10%	Υ	G
Staffing Services per hour Weekday	\$55.00	\$51.82	\$5.18	\$57.00	3.64%	\$2.00	Υ	G
Staffing Services per hour Saturday	\$59.50	\$55.91	\$5.59	\$61.50	3.36%	\$2.00	Υ	G
Staffing Services per hour Sunday	\$66.50	\$62.27	\$6.23	\$68.50	3.01%	\$2.00	Υ	G
Staffing Services per hour Public Holiday	\$83.00	\$77.73	\$7.77	\$85.50	3.01%	\$2.50	Υ	G
Staffing Services – call out of hours	\$83.00	\$77.73	\$7.77	\$85.50	3.01%	\$2.50	Υ	G
Catering Delivery within 15km	\$36.50	\$34.55	\$3.45	\$38.00	4.11%	\$1.50	Υ	G
Ticket Sale Fee per ticket	\$4.00	\$3.64	\$0.36	\$4.00	0.00%	\$0.00	Υ	G
Community Concert Ticket Selling Fee	\$2.70	\$2.55	\$0.25	\$2.80	3.70%	\$0.10	Υ	G
Community Concert ticket selling fee applied to events with nominal ticket cost. Co	onditions apply							

continued on next page ...

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Camden Civic Centre – Services [continued]								
Audio Visual Package Operator (up to 6 hours), lighting and sound	\$600.00	\$600.00	\$60.00	\$660.00	10.00%	\$60.00	Υ	G
Fee includes single operator for up to 6 hours Included - standard stage lighting and sound, side projectors. Lighting is established as a preset- lighting configuration changes are not included in Additional fees apply for additional staff and time. Does not include effect lighting, hazer, or video link. Audio visual equipment MUST be operated by the Centre staff.	n this fee.							
Audio Visual Package Complete – includes operator, sound, lighting effects, video link	\$1,300.00	\$1,181.82	\$118.18	\$1,300.00	0.00%	\$0.00	Υ	G
Complete AV package includes standard package with extras: Effect lighting, video link to foyer, gallery and change room facilities, hazer and follow Operator for 6 hours. Additional fees are applied for headsets, additional operators and time. Lighting configuration changes are not included in this fee.	w spot.							

Camden Civic Centre – Exhibitions and Shows

Art Screen Hire						POA	N	G
Expo Stall hire						Market Rate	Υ	G
Hanging and curation						POA	Υ	G
Painting removal						POA	Υ	С
Fair Admission per person						Market Rate	Υ	G
Expo and Fair Stall Fees per day per site	\$200.00	\$181.82	\$18.18	\$200.00	0.00%	\$0.00	Υ	G
Fee applies to Trestle Table display only - commercial entity.								
Wedding and Bridal Expo per site						Market Rate	Υ	G
Fee for approximate display size equivalent to 3sqm. Commercial exhibitors only.								
Art exhibition and commissions					At Market Rat	e (incl GST)	Υ	G

	Year 24/25		Year 25/26					Delaine
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Camden Civic Centre – Equipment Hire								
Art Screen Hire – Exhibition Only per screen	\$25.00	\$22.73	\$2.27	\$25.00	0.00%	\$0.00	Υ	G
Linen Hire – Large (Tablecloths) each	\$15.00	\$13.64	\$1.36	\$15.00	0.00%	\$0.00	Υ	G
Linen Hire - Small (Napkins / tea towels) each	\$2.50	\$2.27	\$0.23	\$2.50	0.00%	\$0.00	Υ	G
Camden Civic Centre - Audio Visual Extr	as Hiro							
	as illic							
Additional Technical equipment						POA	N	G
Data Projector Hire	\$0.00	\$45.45	\$4.55	\$50.00	-	\$50.00	Υ	G
DI Boxes	\$0.00	\$22.73	\$2.27	\$25.00	-	\$25.00	Υ	G
Follow spot with operator						POA	N	G
Gaff Tape	\$0.00	\$18.18	\$1.82	\$20.00	-	\$20.00	Υ	G
Haze Machine	\$0.00	\$27.27	\$2.73	\$30.00	-	\$30.00	Υ	G
Lapel Microphones	\$0.00	\$90.91	\$9.09	\$100.00	-	\$100.00	Υ	G
Laptop hire	\$0.00	\$27.27	\$2.73	\$30.00	-	\$30.00	Υ	G
Radio Microphones	\$0.00	\$63.64	\$6.36	\$70.00	-	\$70.00	Υ	G
Remote clicker	\$0.00	\$18.18	\$1.82	\$20.00	-	\$20.00	Υ	G
Set Load in and out						POA	N	G
Camden Civic Centre – Cancellation, Dar	mages and Bonds							
			** **					
Access Key Bond	\$0.00	\$100.00	\$0.00	\$100.00	-	\$100.00	N	G
AV Bond – Auditorium	\$0.00	\$2,000.00	\$0.00	\$2,000.00	-	\$2,000.00	N	G
Equipment Bond – Digital Space	\$0.00	\$100.00	\$0.00	\$100.00	-	\$100.00	N	G
Promoted Show date change	Calculated a	s 50% of space	hire fee. Cance	elled within six v	weeks of the sch	neduled date.	Ν	G

continued on next page ...

Name	Year 24/25 Fee	Fee	Year 25/26 GST	Fee	Increase	Increase	GST	Pricing
Name	(incl. GST)	(excl. GST)	631	(incl. GST)	""" "" "" "" "" "" "" "" "" "" "" "" ""	filcrease \$	001	Code
Camden Civic Centre – Cancellation, Damages and	Bonds [c	ontinued]						
Bond – High Risk	\$2,000.00	\$2,000.00	\$0.00	\$2,000.00	0.00%	\$0.00	N	G
Note:								
Bond High Risk applies to high-risk parties such as dance parties on the upper leve Bond - Medium Risk applies to milestone birthday parties and functions where alcohother bookings subject to the Bond - Low Risk								
Bonds may be retained to cover damages and cleaning fees where required								
Low risk bonds apply to all events unsupervised by Council staff.								
Bond – Medium Risk	\$1,000.00	\$1,000.00	\$0.00	\$1,000.00	0.00%	\$0.00	N	G
Bond – Low Risk	\$500.00	\$500.00	\$0.00	\$500.00	0.00%	\$0.00	N	G
Bond – Audio Visual	\$2,000.00	\$2,000.00	\$0.00	\$2,000.00	0.00%	\$0.00	N	G
Cancellation – Non Refundable Deposit						At 30%	N	G
Cancellation – Promoter Non Refundable Deposit	\$1,000.00	\$909.09	\$90.91	\$1,000.00	0.00%	\$0.00	Υ	G
Damages – damage to rooms, equipment etc.						Cost + 10%	Υ	G
Cleaning Fee						Cost + 10%	Υ	G
Change of Date – general booking	\$35.00	\$50.00	\$0.00	\$50.00	42.86%	\$15.00	N	G
Camden Civic Centre – Public Holiday Surcharges								
Space Hire Public Holiday surcharge – Upper Level						At 30%	Υ	G

	Year 24/25		Year 25/26				В	ricing
Name	Fee	Fee	GST	Fee	Increase	Increase		Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$,	Joue

Notes:

- 1. Weekend rates apply from 12pm Friday to Sunday
- 2. Weekday rates apply from Monday to 11.59am Friday
- 3. Off peak rates apply between January and August and prior to 10am year round.
- 4. The applicable hourly rate will apply to requests for longer booking periods or late to leave guests.
- 5. Minimum of four hour hire applies to the Civic Centre Auditorium
- 6. Minimum of two hour hire applies to the Ferguson Gallery
- 7. Function Space Hire rates require a minimum spend of \$35 / head on catering for events. Minimum spend does not apply to funerals and wakes or room hire in the Undercroft
- 8. Market rates apply to catered wedding and function packages
- 9. For larger stall spaces multiple site hire may be applied
- 10. Ticket sale fees exclude third party processing fees
- 11. Community rate Individuals and Not for profit (NFP) entities conducting private functions and/or non-commercial activities. To be eligible for community/NFP fees, you must provide a copy of your Certificate of Incorporation or a ruling from the Australian Tax Office that your group is classified as not-for profit.
- 12. Commercial rate- applicable to all hirers that do not meet the criteria for Community Rate.
- 13. Bond High Risk applies to high risk parties such as dance parties on the upper level. Bond Medium Risk applies to milestone birthday parties and functions where alcohol is served. Other bookings subject to the Bond Low Risk.
- 14. Bonds may be retained to cover damages and cleaning fees where required
- 15. Day rate fees are for 6 hours either AM or PM
- 16. Low risk bonds only apply to events unsupervised by Council staff

Photography and Videography Fees

Alan Baker Art Gallery – Commercial location hire per day (out of hours)	\$565.00	\$513.64	\$51.36	\$565.00	0.00%	\$0.00	Υ	G
Alan Baker Art Gallery – Commercial location hire per hour	\$170.00	\$154.55	\$15.45	\$170.00	0.00%	\$0.00	Υ	G

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Stall Space Hire Fees								
Community Event Stallholder/Vendor Site Fees/Commercial/Food or other for profit	\$51.50	\$48.64	\$4.86	\$53.50	3.88%	\$2.00	Υ	
Community Event Stallholder/Vendor Site Fees/Not-for-profit	\$0.00	\$0.00	\$0.00	\$0.00	0.00%	\$0.00	Υ	
Cultural Activation Market Stall per event	\$50.00	\$45.45	\$4.55	\$50.00	0.00%	\$0.00	Υ	G
Souvenir Sales								
Souvenirs, cards and postcards, general merchandise						Market Rate	Υ	G
Art Class and Workshop Fees								
Art Class and Workshop Fees Staff Services per hour - Saturday	\$88.00	\$82.73	\$8.27	\$91.00	3.41%	\$3.00	Y	G
•	\$88.00 \$110.00	\$82.73 \$103.64	\$8.27 \$10.36	\$91.00 \$114.00	3.41% 3.64%	\$3.00 \$4.00	Y	G
Staff Services per hour - Saturday		· · · · · · · · · · · · · · · · · · ·	·	*		·		G G
Staff Services per hour - Saturday Staff Services per hour - Sunday	\$110.00	\$103.64	\$10.36	\$114.00	3.64%	\$4.00	Υ	
Staff Services per hour - Saturday Staff Services per hour - Sunday Staff Services per hour - Weekday	\$110.00 \$70.00	\$103.64 \$65.91	\$10.36 \$6.59	\$114.00 \$72.50	3.64% 3.57%	\$4.00 \$2.50	Y Y	G
Staff Services per hour - Saturday Staff Services per hour - Sunday Staff Services per hour - Weekday Childrens - Single Class	\$110.00 \$70.00 \$15.60	\$103.64 \$65.91 \$14.55	\$10.36 \$6.59 \$1.45	\$114.00 \$72.50 \$16.00	3.64% 3.57% 2.56%	\$4.00 \$2.50 \$0.40	Y Y Y	G G
Staff Services per hour - Saturday Staff Services per hour - Sunday Staff Services per hour - Weekday Childrens - Single Class Childrens - Term Class - 8weeks	\$110.00 \$70.00 \$15.60 \$124.00	\$103.64 \$65.91 \$14.55 \$116.36	\$10.36 \$6.59 \$1.45 \$11.64	\$114.00 \$72.50 \$16.00 \$128.00	3.64% 3.57% 2.56% 3.23%	\$4.00 \$2.50 \$0.40 \$4.00	Y Y Y	G G G
Staff Services per hour - Saturday Staff Services per hour - Sunday Staff Services per hour - Weekday Childrens - Single Class Childrens - Term Class - 8weeks Adults - Single Class	\$110.00 \$70.00 \$15.60 \$124.00 \$26.00	\$103.64 \$65.91 \$14.55 \$116.36 \$24.55	\$10.36 \$6.59 \$1.45 \$11.64 \$2.45	\$114.00 \$72.50 \$16.00 \$128.00 \$27.00	3.64% 3.57% 2.56% 3.23% 3.85%	\$4.00 \$2.50 \$0.40 \$4.00 \$1.00 \$4.00	Y Y Y Y	G G G

Camden Town Farm

Produce Market

Camden Produce Markets - Per MGPL agreement (per day)	\$0.00	\$363.64	\$36.36	\$400.00	∞	\$400.00	Υ	Е
Stall space without power (per stall per market)	\$13.90	\$13.00	\$1.30	\$14.30	2.88%	\$0.40	Υ	G
Stall space with power (per stall per market)	\$21.00	\$20.00	\$2.00	\$22.00	4.76%	\$1.00	Υ	G

	Year 24/25		Year 25/26					Driging
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Oouc

Regular Function Venue Hire

Venue: Farm View Pavilion (Toilet block access included for Categories B & C only)

Category A - Agricultural, Education & Community (Not for Profit Events)

Toilet block hire	\$0.00	\$50.45	\$5.05	\$55.50	-	\$55.50	Υ	G
Monday – Thursday (per day)	\$124.00	\$116.36	\$11.64	\$128.00	3.23%	\$4.00	Υ	G
Friday, Saturday, Sunday (per day)	\$155.00	\$145.45	\$14.55	\$160.00	3.23%	\$5.00	Υ	G
Friday, Saturday & Sunday (3 day Booking) Category B – Parties, Celebrations, Ceremonies, Photography	\$308.70	\$290.91 Events	\$29.09	\$320.00	3.66%	\$11.30	Y	(
Friday, Saturday & Sunday (3 day Booking) Category B – Parties, Celebrations, Ceremonies, Photography Monday – Thursday (per day)			\$29.09 \$46.27	\$320.00 \$509.00	3.66%	\$11.30 \$15.00	Y	(
Category B – Parties, Celebrations, Ceremonies, Photography	& Commercial	Events					Y	

Category C – Weddings Receptions

Monday – Thursday (per day)	\$618.00	\$579.09	\$57.91	\$637.00	3.07%	\$19.00	Υ	G
Friday, Saturday, Sunday (per day)	\$1,085.00	\$1,018.18	\$101.82	\$1,120.00	3.23%	\$35.00	Υ	G
Friday, Saturday & Sunday (3 day Booking)	\$2,165.00	\$2,027.27	\$202.73	\$2,230.00	3.00%	\$65.00	Υ	G

Special Event Venue Hire (Farm View Pavilion & Barn, Bull & Market Paddocks)

Category D – Agricultural, Education & Community (Not for Profit Events)

Venue: Farm View Pavilion & Barn, Bull & Market Paddocks (Toilet block not included)

Toilet block hire	\$0.00	\$50.45	\$5.05	\$55.50	-	\$55.50	Υ	G
Monday – Thursday (per day)	\$186.00	\$174.55	\$17.45	\$192.00	3.23%	\$6.00	Υ	G
Friday, Saturday, Sunday (per day)	\$232.00	\$217.27	\$21.73	\$239.00	3.02%	\$7.00	Υ	G
Friday, Saturday & Sunday (3 day Booking)	\$464.00	\$434.55	\$43.45	\$478.00	3.02%	\$14.00	Υ	G

Category E – Commercial & Other Events

Venue: Farm View Pavilion & Barn, Bull & Market Paddocks (*Includes use of toilet block)

continued on next page ...

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Category E – Commercial & Other Events [continued]								
Monday – Thursday (per day)	\$741.00	\$694.55	\$69.45	\$764.00	3.10%	\$23.00	Υ	G
Friday, Saturday, Sunday (per day)	\$1,300.00	\$1,218.18	\$121.82	\$1,340.00	3.08%	\$40.00	Υ	G
Friday, Saturday & Sunday (3 day Booking)	\$2,593.08	\$2,436.36	\$243.64	\$2,680.00	3.35%	\$86.92	Υ	G
Other Charges								
Daily paddock hire rate, per paddock	\$0.00	\$361.82	\$36.18	\$398.00	-	\$398.00	Υ	G
Small groups up to 20 people – Casual Hire (Mon - Thurs only, max 2 hours)	\$3.70	\$3.55	\$0.35	\$3.90	5.41%	\$0.20	Υ	G
Onsite Bins (5)	\$82.50	\$77.27	\$7.73	\$85.00	3.03%	\$2.50	Υ	G
Cleaning per area/open pavilion including waste removal (as required)	\$253.00	\$237.27	\$23.73	\$261.00	3.16%	\$8.00	Υ	G
Onsite Toilet Cleaning (as required)	\$112.00	\$105.45	\$10.55	\$116.00	3.57%	\$4.00	Υ	G
Lost Key Charge	\$57.00	\$59.00	\$0.00	\$59.00	3.51%	\$2.00	N	G
Agricultural Charges								
Agistment per beast (> 4 months old) (per week)	\$0.00	\$8.91	\$0.89	\$9.80	-	\$9.80	Υ	G
Cattle hire per day	\$0.00	\$15.27	\$1.53	\$16.80	-	\$16.80	Υ	G
Hay Sales						Market Rate	Υ	G
Bonds and Security Deposits Refundable								
Note: Hirers are responsible for all costs for damage and/or loss above & beyond the	value of the Bon	d						
GST is payable on portion of bond that is retained								
Bond – Low Risk (Determined by Council)	\$566.00	\$585.00	\$0.00	\$585.00	3.36%	\$19.00	N	G
Bond – High Risk (Determined by Council)	\$1,135.00	\$1,170.00	\$0.00	\$1,170.00	3.08%	\$35.00	N	G
Bicentennial Park Hire Fees								
Arena & Grounds Hire (per day)								
School Event Charge, per day	\$0.00	\$909.09	\$90.91	\$1,000.00	-	\$1,000.00	Υ	G

continued on next page ...

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Arena & Grounds Hire (per day) [continued]								
Exclusive use of Park, incl. facilities and equipment, but excl. clubhouses/pavillions	\$1,415.00	\$1,327.27	\$132.73	\$1,460.00	3.18%	\$45.00	Y	G
Arena Hire (Main, Circus, Special Purpose Arenas, Part XC course with jumps)	\$443.00	\$415.45	\$41.55	\$457.00	3.16%	\$14.00	Υ	G
Arena Hire (Campdraft/Rodeo, Polocrosse, Dressage, Pony Club & Parking)	\$366.00	\$342.73	\$34.27	\$377.00	3.01%	\$11.00	Υ	G
Cross Country Course (including use of XC jumps)	\$736.00	\$690.00	\$69.00	\$759.00	3.13%	\$23.00	Υ	G
Filming/Photography per location per day	\$649.00	\$608.18	\$60.82	\$669.00	3.08%	\$20.00	Υ	G
Bump-in/ Bump-out days (per day, per precinct)	\$72.50	\$68.18	\$6.82	\$75.00	3.45%	\$2.50	Υ	G
Pavilion Hire – Functions								
Main Pavilion	\$0.00	\$416.36	\$41.64	\$458.00	-	\$458.00	Υ	G
Southern Pavilion	\$0.00	\$540.91	\$54.09	\$595.00	-	\$595.00	Υ	G
Pavilion/Clubhouse Hire (when booked in conjunction	with an are	na)						
Main Pavilion (Exeter Street)	\$0.00	\$208.18	\$20.82	\$229.00	-	\$229.00	Υ	G
Pony Clubhouse	\$0.00	\$112.73	\$11.27	\$124.00	-	\$124.00	Υ	G
Southern Pavilion (Sheathers Lane)	\$0.00	\$208.18	\$20.82	\$229.00	-	\$229.00	Υ	G
Other Pavilion Hire								
Main or Southern Pavilion - Meetings & Seminars - per hour (minimum 4 hour charge)	\$0.00	\$30.91	\$3.09	\$34.00	-	\$34.00	Υ	G
Northern Pavilion (Open Pavilion)	\$0.00	\$224.55	\$22.45	\$247.00	-	\$247.00	Υ	G
Equestrian Fees								
Horse Fee – Event – per day	\$2.90	\$2.73	\$0.27	\$3.00	3.45%	\$0.10	Υ	G
Horse Yard (Steel) – per day	\$5.20	\$4.91	\$0.49	\$5.40	3.85%	\$0.20	Υ	G
Camping Fees								
Camping per site per night	\$29.00	\$21.82	\$2.18	\$24.00	-17.24%	-\$5.00	Υ	G

Name Fee (incl. GST) Fee (excl. GST) Fee (excl. GST) Fee (incl. GST) Fee (incl. GST) Fee (incl. GST) Increase (incl. GST) Property Recreational Riding \$0.00 \$59.00 \$0.00 \$59.00 - \$59.00 N Adult (per annum) \$124.00 \$116.36 \$11.64 \$128.00 3.23% \$4.00 Y	
Recreational Riding Key/s deposit – Refundable \$0.00 \$59.00 \$0.00 \$59.00 - \$59.00 N Adult (per annum) \$124.00 \$116.36 \$11.64 \$128.00 3.23% \$4.00 Y	
Key/s deposit – Refundable \$0.00 \$59.00 \$0.00 \$59.00 - \$59.00 N Adult (per annum) \$124.00 \$116.36 \$11.64 \$128.00 3.23% \$4.00 Y	
Adult (per annum) \$124.00 \$116.36 \$11.64 \$128.00 Y	iding
	dable
Child < 17 years (per annum) \$62.00 \$58.18 \$5.82 \$64.00 3.23% \$2.00 Y	annum)
Daily Rider Rate (Casual) \$13.00 \$12.18 \$1.22 \$13.40 3.08% \$0.40 Y	ual)
Fixed Charges – All Users	– All Users
Arena Lighting (per hour) \$37.00 \$35.00 \$3.50 \$38.50 4.05% \$1.50 Y	ur)
Onsite Bins (10) \$164.65 \$154.45 \$15.45 \$169.90 3.19% \$5.25 Y	
Cleaning fee per arena/open pavilion/club house/toilets \$273.00 \$256.36 \$25.64 \$282.00 3.30% \$9.00 Y	a/open pavilion/club house/toilets
Waste removal per 0.5 cubic meter \$46.50 \$43.64 \$4.36 \$48.00 3.23% \$1.50 Y	cubic meter
Key/s deposit – Refundable \$54.00 \$59.00 \$0.00 \$59.00 \$0.00 \$	dable
PA system/BBQ and gas (per item) with other hire \$68.00 \$64.09 \$6.41 \$70.50 3.68% \$2.50 Y	as (per item) with other hire
Fill water jump \$168.00 \$158.18 \$15.82 \$174.00 3.57% \$6.00 Y	
Electricity Usage Charges (actuals + 10% service fee) (read before and after event) Actual Cost plus 10% Y	ges (actuals + 10% service fee) (read before and after
Annual Charges – User Groups	s – User Groups
Cobbitty Pony Club (per CPC agreement) \$1,670.00 \$1,568.18 \$156.82 \$1,725.00 \$55.00 Y	er CPC agreement)
Camden Show (per CSS agreement) \$7,320.00 \$6,854.55 \$685.45 \$7,540.00 \$220.00 Y	SS agreement)
Bonds	
(Hires are responsible for all costs for damage and/loss above & beyond the value of the Bond). GST applies to any portion of the bond retained.	
Pavilion and Arena Hire – per facility – Low risk (determined by Council) \$565.95 \$585.00 \$0.00 \$585.00 \$19.05 N	re – per facility – Low risk (determined by Council)
Pavilion and Arena Hire – per facility – High Risk (determined by Council) \$1,135.00 \$1,170.00 \$0.00 \$1,170.00 \$3.08% \$35.00 N	e – per facility – High Risk (determined by Council)



Economy & Place

Business Events

Workshop Ticket	Tickets range from \$10 to \$120 per person.	Υ	Α
	Note: Council may offer complimentary tickets to business events and workshops.		
	Min. Fee excl. GST: \$9.09		
	Last year fee Tickets range from \$10 to \$120 per person.		
	Min. Fee excl. GST: \$9.09		
Networking Event Ticket	Tickets range from \$10 to \$50 per person.	Υ	Α
	Note: Council may offer complimentary tickets to business events and workshops.		
	Min. Fee excl. GST: \$9.09		
	Last year fee Tickets range from \$10 to \$50 per person.		
	Min. Fee excl. GST: \$9.09		
Formal Event Ticket	Tickets range from \$55 to \$150 per person.	Υ	Α
	Note: Council may offer complimentary tickets to business events and workshops.		
	Min. Fee excl. GST: \$50.00		
	Last year fee Tickets range from \$50 to \$150 per person.		
	Min. Fee excl. GST: \$45.45		

	Year 24/25		Year 25/26					Driging
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Couc

Public Road Activity, Restoration & Private Works

Public Road Activity

Failure To Lodge Application Fee *Applies to work conducted without Council permit/consent in place. Covers the cost of investigative and administrative work required for restoration of Council's assets.	\$540.00	\$540.00	\$0.00	\$540.00	0.00%	\$0.00	N	G
Site Establishment cost					Price on a	Application	N	G
All Establishment Costs associated with items such as Traffic and Pedestrian Manage significant earthworks or topsoil and assessing or obtaining Road Occupancy Licence								ite safe,
Cancellation Fee	\$93.50	\$96.50	\$0.00	\$96.50	3.21%	\$3.00	N	Α
Note: Application fees will not be refunded where assessment has been completed or completed	approval issued.	. An administration	n fee will apply	for cancellation	ns where an asse	essment has	been pa	rtially
(i) Driveway Crossings – Non Standard Driveway	\$505.00	\$521.00	\$0.00	\$521.00	3.17%	\$16.00	N	G
Note: Includes 1st inspection – additional charges apply for re-inspections. If multiple of Refunded fee for partial assessment is based on cost of works undertaken to date	driveways are pro	oposed, additiona	I inspection fe	e for each addit	ional driveway is	added to ap	plication	fee.
(ii) Driveway Crossings – Standard Driveway	\$379.00	\$391.00	\$0.00	\$391.00	3.17%	\$12.00	N	G
Note: Includes 1st inspection – additional charges apply for re-inspections see (iv)								
(iii) Driveway Crossings – Commercial / Industrial	\$658.00	\$678.00	\$0.00	\$678.00	3.04%	\$20.00	N	G
Note: Includes 1st inspection – additional charges apply for re-inspections								
(iv) Additional Formwork/Final Inspections/Reinspection	\$176.00	\$182.00	\$0.00	\$182.00	3.41%	\$6.00	N	G
(v) Reissuing of Unexpired Vehicular Footpath Crossing Levels and Specification	\$52.00	\$54.00	\$0.00	\$54.00	3.85%	\$2.00	N	G
(vi) Vehicular Gutter Crossing	\$253.00	\$261.00	\$0.00	\$261.00	3.16%	\$8.00	N	G
(vii) Street Alignment Levels	\$204.00	\$211.00	\$0.00	\$211.00	3.43%	\$7.00	N	G
(viii) Road Opening Permit (Public utility and new service connections)	\$242.00	\$250.00	\$0.00	\$250.00	3.31%	\$8.00	N	G
Note: For connections associated with new building work, 1 Permit per dwelling/ build	ing is applicable))						
Non-standard Road Opening Permit	\$477.00	\$492.00	\$0.00	\$492.00	3.14%	\$15.00	N	G
Public Infrastructure Damage Inspection Fee								
(a) In ground pool	\$242.00	\$250.00	\$0.00	\$250.00	3.31%	\$8.00	N	Α
(b) Dwelling additions (> \$50,000)	\$242.00	\$250.00	\$0.00	\$250.00	3.31%	\$8.00	N	Α

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	Year 24/25		Year 25/26					Pricin
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Cod
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
Public Infrastructure Damage Inspection Fee	[continued]							
(c) Dwellings	\$318.00	\$328.00	\$0.00	\$328.00	3.14%	\$10.00	N	Α
(d) Commercial/Industrial (new work – excluding shop fit out)	\$318.00	\$328.00	\$0.00	\$328.00	3.14%	\$10.00	N	Α
Road Restoration Fees								
Site Establishment Fee					Price or	n Application	N	G
				ı	Min. Fee excl. G	ST: \$615.00		
All Establishment Costs associated with items such as Traffic and Pedestria								site sa
significant earthworks or topsoil and assessing or obtaining Road Occupand	cy Licences will be charge	d at cost in addit	tion to the nomi	nated Fees and	Charges. Appli	es to all works	S.	
Roads (per sqm)								
Asphaltic concrete (AC) road surfaces greater than 100mm thickness					Price or	n Application	N	G
DGB20 – Heavy duty unsealed shoulder 200mm thickness					Price or	n Application	N	G
DGB 20 / unsealed shoulder 100mm thickness					Price or	n Application	N	G
Asphaltic concrete 100mm thickness								
Areas to 5m2 (per sqm)	\$453.00	\$467.00	\$0.00	\$467.00	3.09%	\$14.00	N	G
Areas 5m2 to 10m2 (per sqm)	\$428.00	\$441.00	\$0.00	\$441.00	3.04%	\$13.00	N	G
Areas 10m2 to 20m2	\$370.00	\$382.00	\$0.00	\$382.00	3.24%	\$12.00	N	G
Areas above 20m2	\$358.00	\$369.00	\$0.00	\$369.00	3.07%	\$11.00	N	G
Medium/light duty asphaltic concrete 50mm thickness								
Areas to 5m2 (Per sqm)	\$347.00	\$358.00	\$0.00	\$358.00	3.17%	\$11.00	N	G
Areas 5m2 – 10m2	\$323.00	\$333.00	\$0.00	\$333.00	3.10%	\$10.00	N	G
Areas 10m2 to 20m2 (per sqm)	\$289.00	\$298.00	\$0.00	\$298.00	3.11%	\$9.00	N	G
Areas above 20m2 (per sqm)	\$275.00	\$284.00	\$0.00	\$284.00	3.27%	\$9.00	N	G

News	Year 24/25		Year 25/26				ОСТ	Pricing
Name	Fee (incl. GST)	Fee (excl. GST)	GST	Fee (incl. GST)	Increase %	Increase \$	GST	Code
Footpaths (per sqm)								
Standard Brick or concrete pavers on a 50mm thickness or	n a granula sub-bas	e						
Areas to 5m2 (per sqm)	\$382.00	\$394.00	\$0.00	\$394.00	3.14%	\$12.00	N	G
Areas 5m2 – 10m2 (per sqm)	\$335.00	\$346.00	\$0.00	\$346.00	3.28%	\$11.00	N	G
Areas 10m2 to 20m2 (per sqm)	\$312.00	\$322.00	\$0.00	\$322.00	3.21%	\$10.00	N	G
Areas above 20m2 (per sqm)	\$300.00	\$309.00	\$0.00	\$309.00	3.00%	\$9.00	N	G
Town Centre paving on 100mm steel reinforced sub base to	o Town Centre spec	cifications p	er m2					
Areas to 5m2 (per sqm)	\$867.00	\$894.00	\$0.00	\$894.00	3.11%	\$27.00	N	G
Areas 5m2 – 10m2 (per sqm)	\$797.00	\$821.00	\$0.00	\$821.00	3.01%	\$24.00	N	G
Areas 10m2 to 20m2 (per sqm)	\$739.00	\$762.00	\$0.00	\$762.00	3.11%	\$23.00	N	G
Areas above 20m2	\$679.00	\$700.00	\$0.00	\$700.00	3.09%	\$21.00	N	G
Concrete Footpath 100mm thick Steel Reinforced								
Areas to 5m2 (per sqm)	\$446.00	\$460.00	\$0.00	\$460.00	3.14%	\$14.00	N	G
Areas 5m2 – 10m2 (per sqm)	\$358.00	\$369.00	\$0.00	\$369.00	3.07%	\$11.00	N	G
Areas 10m2 to 20m2 (per sqm)	\$335.00	\$346.00	\$0.00	\$346.00	3.28%	\$11.00	N	G
Areas above 20m2 (per sqm)	\$300.00	\$309.00	\$0.00	\$309.00	3.00%	\$9.00	N	G
Topsoil up to 150mm thickness & Grass per m2								
Areas 0m2 – 20m2	\$144.00	\$149.00	\$0.00	\$149.00	3.47%	\$5.00	N	G
Areas above 20m2	\$138.00	\$143.00	\$0.00	\$143.00	3.62%	\$5.00	N	G
Driveways (per sqm) based on minimum of 10m2								
Light Duty 125mm	\$446.00	\$460.00	\$0.00	\$460.00	3.14%	\$14.00	N	G
Heavy duty 175mm	\$534.00	\$551.00	\$0.00	\$551.00	3.18%	\$17.00	N	G
Driveway Pavers on 100mm concrete steel reinforced base					Price o	n Application	N	G

	Year 24/25		Year 25/26					Pricing
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		Sout

Kerb and Gutter Restoration Fees (per Linear Metre)

Site Establishment Fee					Price on	Application	N	G
					Min. Fee excl. GS	T: \$615.00		
All Establishment Costs associated with items such as Traffic and Pedestrian Manag significant earthworks or topsoil and assessing or obtaining Road Occupancy Licence								site safe,
Laybacks (Residential) based on minimum 5.6m (excludes saw cutting and asphalt reinstatement)	\$417.00	\$430.00	\$0.00	\$430.00	3.12%	\$13.00	N	G
Laybacks (Industrial) based on minimum 7m (excludes saw cutting and asphalt reinstatement)	\$471.00	\$486.00	\$0.00	\$486.00	3.18%	\$15.00	N	G
Kerb & Gutter based on Minimum 10m (excludes saw cutting and asphalt reinstatement)	\$471.00	\$486.00	\$0.00	\$486.00	3.18%	\$15.00	N	G
Asphalt reinstatement along length of layback (min 4.1 metres)	\$118.00	\$122.00	\$0.00	\$122.00	3.39%	\$4.00	N	G
Kerb only – concrete based on minimum 10m (excludes saw cutting and asphalt reinstatement)	\$264.00	\$272.00	\$0.00	\$272.00	3.03%	\$8.00	N	G
Concrete dish crossing based on minimum 10m (excludes saw cutting and asphalt reinstatement)	\$453.00	\$467.00	\$0.00	\$467.00	3.09%	\$14.00	N	G
Lintel for Concrete Pit based on 1.8m (excludes saw cutting and asphalt reinstatement)					Price on A	Application	N	G
Kerb outlet	\$314.00	\$324.00	\$0.00	\$324.00	3.18%	\$10.00	N	G
Sawcutting					Price on .	Application	N	G

Erection of Barricades

(a) Barricades/Parra webbing erected during working hours (Cost per hour)

Barricades/Parra Fee					Price on A	Application	N	G
(b) Barricades erected outside working hours (Cost per	hour)							
Barricades Fee					Price on A	Application	N	G
(c) Daily Charge for the hire of the following equipment								
(i) Barricade Lights – each per day	\$5.00	\$5.20	\$0.00	\$5.20	4.00%	\$0.20	N	G

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Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
(c) Daily Charge for the hire of the following equipment	[continued]							
(ii) Barricades – each per day	\$7.50	\$7.80	\$0.00	\$7.80	4.00%	\$0.30	N	G
(iii) Standard Signs – each per day	\$14.60	\$15.20	\$0.00	\$15.20	4.11%	\$0.60	N	G
(iv) Star Pickets – each per day	\$3.20	\$3.30	\$0.00	\$3.30	3.13%	\$0.10	N	G
(v) Barrier Mesh – per metre per day	\$2.60	\$2.70	\$0.00	\$2.70	3.85%	\$0.10	N	G
(vi) Cones – each per day	\$3.90	\$4.10	\$0.00	\$4.10	5.13%	\$0.20	N	G
Directional Signs Sign only installed								
Sign blade of a sign with white font on blue or brown background	\$410.00	\$384.55	\$38.45	\$423.00	3.17%	\$13.00	Υ	G
Sign & Post Installed								
Sign blade and post consisting of a sign with white font on blue or brown	\$607.00	\$569.09	\$56.91	\$626.00	3.13%	\$19.00	Υ	G
background on a Galvanised pole								
Sign & Powder Coated Post installed								
Sign blade and post consisting of a sign with white font on blue or brown background on a Powder Coated pole	\$648.00	\$607.27	\$60.73	\$668.00	3.09%	\$20.00	Y	G



Private Works, Section 67 Local Govt. Act, 1993

- 1. Council will undertake private works on the basis that all costs, including the recovery of labour (see below) and plant are covered, plus a 15% margin.
- 2. The person requesting the work is to be informed in writing beforehand that the quotation is given based on current costs and therefore the price stated therein may be subject to adjustment related to the actual costs applicable at the date of execution of the work.
- 3. Labour Costs and Overheads to be calculated as follows: (Wage Rate x No. of Hours Work) + 33% Wage On-Costs + 15% Margin + 10% GST Note: Excludes any Plant usage costs.
- 4. Special Note: Council reserves the right to fix fees for special projects where such are not necessarily included in the above.
- 5. Public authorities will be required to reimburse Council in full for fees provided above for Council's costs incurred in dealing with the application.
- 6. All proposed works to be assessed by Civil Construction and Maintenance Officer and are only available in conjunction with closely associated works undertaken by Council

Name	Year 24/25 Fee (incl. GST)	Fee (excl. GST)	Year 25/26 GST	Fee (incl. GST)	Increase %	Increase \$	GST	Pricing Code
Open Space & Sustainability								
Sustainability (Miscellaneous)								
Security Deposit (Refundable)	\$125.00	\$125.00	\$0.00	\$125.00	0.00%	\$0.00	N	G
For loan items including the portable water stations								
Electric Vehicle Charger Usage Fee								
Electric Vehicle Charger Usage Fee	\$0.30c/k\	Vh + credit card	charges for the	first 4 hours, th	nen \$2.00 for eac	ch 15 mins in	Υ	G
					0,000	o or i riouro.		
	Φ0.00 - /IAA/I-			4.0.1		Last year fee		
	\$U.30C/KVVN	+ credit card ch	arges for the firs	st∠ nours, then	\$2.00 for each 1 exces	s of 2 hours		

Tree Removal/Pruning – Development Applications & Permits

Note: Pensioner card must be presented for pensioner discounted fees.

Note: an additional fee is required for those applications that are required to be notified to adjoining neighbours. Refer to Public Notification/Advertising section, part (v).

Note: For advice regarding the refund of application fees, please refer to the "Refunds Section".

(i) Tree removal Development Application/Permit Assessment Fee for number of trees (CI 250 EPAR 2000)

1-10 trees	\$145.00	\$150.00	\$0.00	\$150.00	3.45%	\$5.00	Ν	F
11+ trees	\$285.00	\$294.00	\$0.00	\$294.00	3.16%	\$9.00	N	F
Pensioner Discount								
1-10 trees	\$75.00	\$77.50	\$0.00	\$77.50	3.33%	\$2.50	N	F
11+ trees	\$145.00	\$150.00	\$0.00	\$150.00	3.45%	\$5.00	N	F
(ii) Tree Pruning Development Application/Permit Asse	ssment Fee	for number	of Trees					
1-10 trees	\$75.00	\$77.50	\$0.00	\$77.50	3.33%	\$2.50	N	F

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	Year 24/25		Year 25/26					Deining
Name	Fee	Fee	GST	Fee	Increase	Increase	GST	Pricing Code
	(incl. GST)	(excl. GST)		(incl. GST)	%	\$		
(ii) Tree Pruning Development Application/Permit Asse	essment Fee	e for numb	er of Trees	[continued]			
11+ trees	\$145.00	\$150.00	\$0.00	\$150.00	3.45%	\$5.00	N	F
Pensioner Discount								
1-10 trees	\$35.00	\$36.50	\$0.00	\$36.50	4.29%	\$1.50	N	F
11+ trees	\$75.00	\$77.50	\$0.00	\$77.50	3.33%	\$2.50	N	F
(iii) Pre-DA/Permit site inspection of trees and vegetati	on							
1-10 trees	\$75.00	\$77.50	\$0.00	\$77.50	3.33%	\$2.50	N	F
11+ trees	\$145.00	\$150.00	\$0.00	\$150.00	3.45%	\$5.00	N	F
Pensioner Discount								
1-10 trees	\$35.00	\$36.50	\$0.00	\$36.50	4.29%	\$1.50	N	F
11+ trees	\$75.00	\$77.50	\$0.00	\$77.50	3.33%	\$2.50	N	F
Tree Planting								
Commercial (non-subdivision) Landscape Inspections (hourly rate, minimum of hour)	\$180.00	\$186.00	\$0.00	\$186.00	3.33%	\$6.00	N	F
Commercial offset replacement tree planting (per Tree)	\$750.00	\$773.00	\$0.00	\$773.00	3.07%	\$23.00	N	F
Residential offset Planting (per Tree)	\$375.00	\$387.00	\$0.00	\$387.00	3.20%	\$12.00	N	F



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Disclaimer

The information contained in this document provides a general overview on the long-term financial position, and Council reserves the right to make changes accordingly.



SWIMMING POOL INSPECTION PROGRAM P2.0238.4

www.camden.nsw.gov.au

SWIMMING POOL INSPECTION PROGRAM

DIRECTORATE: Planning and Environment

BRANCH: Environment & Regulatory Services

CATEGORY: 1

1. Purpose

- 1.1. This program has been developed to comply with the Swimming Pools Act 1992 (the Act) and its regulations, which require Council to implement a Swimming Pools Inspections Program.
- 1.2. The <u>policy Policy</u> outlines Council's role and responsibility in ensuring swimming pool barriers are compliant and <u>in</u> the issuing of Certificates of Compliance.

2. Alignment with Community Strategic Plan

2.1. Council's Community Strategic Plan 2036 identifies five key directions to guide Council towards achievement of the vision for Camden to 2036 that "Camden is a connected, diverse, and thriving community, embracing opportunities of growth, while valuing our rich heritage and protecting and sharing responsibility for our natural environment".

The following objectives and strategies are applicable to this Policy and relevant to the key direction of W3: Our community has opportunities to design and build safe and inviting places for all to enjoy:

- W3.1 Implement programs targeting key community safety concerns
- W3.1.3 Conduct patrols and inspections to encourage safe behaviours and check compliance with safety guidelines
- W3.1.3.2 Conduct inspections in accordance with Council's Swimming Pool Inspection Program and increase education and awareness of safety issues.

3. Scope

3.1. This <u>policy Policy</u> applies to every <u>residential</u> premise within the Camden Local Government Area (LGA) which contains a swimming pool for private use and pools identified as mandatory under the Act.

3.2. The policy Policy provides information for Council staff, Registered Certifiers, pool owners and the wider community.

4. Objectives

The objectives of this Policy are to outline:

- 4.1. The role of Council <u>in</u> conducting swimming pool barrier inspections for the purpose of issuing Certificates of Compliance and subsequent fees.
- 4.2. The role of Registered Certifiers <u>in</u> conducting swimming pool barrier inspections for the purpose of issuing Certificates of Compliance and certificates of non-compliance.
- 4.3. The requirements for properties with a swimming pool that are being sold or leased.
- 4.4. The Ddefinition of a mandatory swimming pool and Council's role in ensuring compliance with the Act. Swimming Pools Act 1992.

5. Policy Statement

5.1—The Inspection Program

- 5.1.1—From October 2013, all Councils have been required to have in place and implement a program for swimming pool inspections.
- 5.1.2 Councils are required to inspect swimming pools in accordance with the adopted inspection program.

5.1. Properties being sold or rented/leased

- 5.1.1. From 29 April 2016, new laws were introduced applying to properties for sale or lease within NSW.
- 5.1.2. Properties to be leased with a pool must be Registered (certificate of registration). and have a Certificate of Compliance, or a relevant occupation certificate.
- 5.1.3. Properies Properties to be sold with a pool must have: a Certificate of Compliance, or a relevant occupation certificate and certificate of registration, or a certificate of non-compliance.
- 5.1.4. A property may be sold with a non-compliance certificate attached to the contract of sale. The Regulation allows the new owner a period of 90 days from the date of acquisition of the premises to rectify the barrier (unless the certificate states identifies that the swimming pool poses a significant risk to public safety).

- 5.1.5. The 90-day grace period does not apply to the new owner if the contract for sale contained a certificate of non-compliance that stated-identifies that the pool 'poses a 'significant risk' to safety.
- 5.1.6. The owner of the premises on which a swimming pool is situated must ensure that the swimming pool is at all times surrounded by a child-resistant barrier in accordance with the Act.
- 5.1.7. Council may issue an Order / Direction requiring the pool to be brought into compliance at any time, regardless of whether the premises are for sale. The decision to issue an order shall be determined by; having regard to whether the pool poses a significant risk, any representation received by Council in response to a Notice of Proposed Order and the safety risks to the public.

5.2. Mandatory and high risk pools inspectionsed every three years

5.2.1. The Act requires premises on which there is tourist and visitor accommodation or more than two dwellings to have their pool inspected at least once every three years.

This includes:

- Tourist/visitor accommodation, serviced apartments, hotels, motels, backpackers accommodation, bed and breakfasts, farm stay accommodation, Airbnb and any other accommodation of this nature.
- Multi-occupancy Developments, serviced apartments and premises with more than two dwellings.
- 5.2.2. The approved provider of a family day care service must ensure that any swimming pool at a family day care residence or approved family day care venue is fenced in accordance with the requirements for fencing a new swimming pool under the Act. Operators of family day care in the Camden Council Local Government Area are required to ensure that any pool or spa on their premise is assessed every three years to ensure compliance with the Act.
- 5.2.3. In accordance with the Act, premises with a valid Certificate of Compliance or a Relevant Occupation Certificate are considered compliant and will not be inspected by Council.
- 5.2.4. Council will keep a register of the pools within its area that require mandatory inspection.
- 5.2.5. Premises with mandatory pools will be required to engage Council or a Registered Certifier for the purpose of an inspection and obtaining a Certificate of Compliance.

- 5.2.6. For a Certificate of Compliance to be_issuedassessed by Council, the relevant application form and fee will need to be lodged engaging Council to complete the certification workfor this service.
- 5.2.7. Council will take appropriate steps to inform owners of premises requiring mandatory inspections of their responsibility under the Act and the process for obtaining a Certificate of Compliance.

5.3. What is a Pool Certificate of Compliance?

- 5.3.1. A Certificate of Compliance is issued from the NSW Government Swimming Pool Register once the pool has been inspected and assessed by Council or a Registered Certifier in accordance with the requirements of <u>The the Act.</u>
- 5.3.2. The swimming pool must be registered on the NSW Swimming Pool Register prior to the inspection.
- 5.3.3. The Pool must fully comply with the Act, including Part 2 Access to Swimming Pools.
- 5.3.4. A Certificate of Compliance remains valid for a period of 3-three years from the date on which it is issued. The certificate becomes invalid if an order is issued under section 23 of the Act in respect of the swimming pool.
- 5.3.5. A pool may be inspected by Council if a complaint has been received with respect to pool safety, or there is good reason to suspect the pool no longer complies with the pool safety requirements, even if a Certificate of Compliance has been previously issued.

5.4. What happens if a Pool Certificate of Compliance cannot be issued?

- 5.4.1. A Certificate of Compliance cannot be issued if the pool does not meet the requirements of the Act. In such a case, either Council or the Registered Certifier must issue a Certificate of Non-Compliance and a notice in accordance with the Act and Regulations, including specifying the non-compliance/s and works required.
- 5.4.2. If the works are not undertaken within the required timeframe, Council may take regulatory action for the pool to be brought into compliance. Regulatory action may include serving a formal order-Direction under section 23 of the Act, issuing a penalty notice or, where appropriate, take legal action.

5.4.3. Under section 23A of the Act, where there is non-compliance <u>or failure to comply</u> with an <u>order-Direction</u>, or if the Council considers that the requirements of the <u>order-Direction</u> need to be carried out urgently as there is a significant risk to public safety, Council or persons engaged by the Council may enter the land and carry out some or all of the requirements of the <u>order-Direction</u>. The reasonable costs of carrying out the work may be recovered as a debt by Council.

5.5. Inspections carried out by Registered Certifiers

- 5.5.1. A Registered Certifier may inspect a swimming pool to issue a Certificate of Compliance. If the pool has not met all the requirements, the certifier must provide a written notice to the owner of the pool.
- 5.5.2. The written notice must set out why the pool has not met the requirements, the steps that need to be taken in order to meet those requirements and whether the pool poses a significant risk to public safety.
- 5.5.3. The Registered Certifier must forward a copy of the notice to Council:
 - a) Immediately, if the Registered Certifier is of the opinion that the swimming pool poses a significant risk to public safety, or
 - b) Six weeks after the date of inspection, if a Certificate of Compliance is not issued for the swimming pool before that time.

5.6. Section 22E Notices received by Council

- 5.6.1. Pools will be prioritised and actioned based on whether the pool has been deemed to pose a significant risk or non-significant risk and the non-compliances noted within the report received by Council.
- 5.6.2. Pools identified as a significant risk shall be inspected by Council's authorised officer. The officer may issue a_n order_Direction under section 23 of the Act to address the significant safety risks.
- 5.6.3. When Council's authorised officer inspects the pool, it is for the purpose of addressing the significant safety risks. A Certificate of Compliance will not be issued.
- 5.6.4. For a Certificate of Compliance to be <u>issued_assessed</u> by Council, the relevant application form and fee will need to be lodged, engaging Council to complete the certification workfor these services.
- 5.6.5. Any inspection carried out by Council's authorised officer is independent of any other inspections undertaken by a Registered Certifier.

5.7. Inspections carried out by Council

- 5.7.1. Council will undertake the inspection of swimming pools in compliance with the Act. Swimming pools which will be inspected by Council as follows:
 - Mandatory pools in compliance with section 22B of the Act where an appropriate application is lodged with Council (notingthat Registered Certifiers may also inspect Mandatory or High RiskHigh-Risk Pools and issue Certificates of Compliance where the requirements of the Act are met).
 - Notices received by from Registered Certifiers where the pool is identified as a significant risk to public safety.
 - <u>A Cc</u>omplaint received alleging contravention of the Act.
 - Applications for <u>a_Swimming Pool Certificate of Compliance</u> received by Council.

5.8. Fees and charges

5.8.1. The Act provides that Council may charge a fee for the inspections carried out, being a fee that is no greater than the maximum fee prescribed by the Regulation. Council's fees and charges for pool inspections are set out in the annual Fees and Charges Schedule, available on Council's website.

5.9. Education and Awareness

- 5.9.1. Pool owner education and awareness is essential in contributing to the success of the program.
- 5.9.2. An ongoing community education and awareness program will be delivered through community publications, media releases, website information, owner self-assessment pool fence checklists and pool safety authorised officer interaction with the public.

5.10. General Pool Owner Responsibilities

- 5.10.1. The owner of the premises on which a swimming pool or swim spa is situated must ensure that the swimming pool or swim spa is at all times surrounded by a child-resistant barrier:
 - a) That separates the swimming pool or swim spa from any residential building situated on the premises and from any place (whether public or private) adjoining the premises, and

- b) That is designed, constructed, installed and maintained in accordance with the standards prescribed by the regulations.
- 5.10.2. The occupier of a premises with a swimming pool, swim spa, or spa, must maintain a child resistant barrier to the pool or spa in a good state of repair as an effective and safe child-resistant barrier.
- 5.10.3. Owners of swimming pools, swim spas, and spa are required to register them on the online NSW State Government Register. This can be accessed and completed by owners free of charge at www.swimmingpoolregister.nsw.gov.au

6. Roles and Responsibilities

6.1. The Manager Environment and Regulatory Services:

The Manager Environment and Regulatory Services will be responsible for this Procedure and will coordinate the following functions in relation to the Procedure:

- Keeping the program current
- Reporting
- Investigating breaches and enforcing compliance
- Implementing training, education, and monitoring strategies (when needed)
- Providing a point of contact about the meaning and application of the program.

7. Reporting

- 7.1. Council must include in its annual report (under section 428 of the *Local Government Act 1993*) the number of swimming pool inspections that:
 - involved tourist and visitor accommodation,
 - covered premises with more than two dwellings, or
 - led to the issuance of:
 - a certificate of compliance (section 22D of the Act), or
 - o a certificate of non-compliance (clause 21 of this the Regulation).

8. Evaluation

- 8.1. The success of this Policy will be measured by:
 - No reported breaches of this Policy

9. Review

9.1. This Policy will be reviewed every three years or more frequently as required.

10. Definitions

Acquisition The date on which the sale of the premises is completed.

Registered Certifier A person registered under the *Building and Development Certifiers Act 2018* acting in respect of matters to which the registration applies.

The Act means the NSW-Swimming Pools Act 1992.

Certificate of Compliance (In respect of swimming pools) is a certificate issued under section 22D of the Swimming Pools Act 1992.

Multioccupancy Development A building or buildings that is, or are, situated on a premises that consists of more than two dwellings.

The Regulation means the Swimming Pools Regulation 2018.

Relevant Occupation Certificate (in-In respect of a swimming pool) is an occupation certificate issued under the *Environmental Planning and Assessment Act 1979* that is less than three years old and that authorises the use of the swimming pool.

Spa Pool

Any excavation, structure or vessel in the nature of a spa pool, floatation tank, tub or the like. A typical spa pool contains only seating and water jets.

Swimming Pool An excavation, structure or vessel:

- a) That is capable of being filled with water to a depth greater than 300 mm, and
- b) That is solely or principally used, or that is designed, manufactured or adapted to be solely or principally used, for the purpose of swimming, wading, paddling or any other human aquatic activity, and includes a spa pool but does not include a spa bath, anything that is situated within a bathroom or anything declared by regulations not to be a swimming pool for the purposes of this the Act.

Swim Spa

Any excavation, structure or vessel that may include a combination of seating, water jets and an area for swimming and/or water play. Swim spas may include jets designed to swim against, an attachment to aid in swimming or an area that does not contain seating, that may be used for water play. Swim spas may be used in the same manner as a pool and therefore are to be surrounded by a compliant pool fence. 'Attachment' may include but is not limited to swim pole, harness and floatation devices.

Tourist and Visitor Accommodation

A building or place that provides temporary or short-term accommodation on a commercial basis and includes backpacker's accommodation, bed and breakfast accommodation, farm stay accommodation, hotel or motel accommodation, and serviced apartments.

11. Related Materials

11.1. Related Legislation

- Building Code of Australia
- Education and Care Services National Regulations
- Swimming Pools Act 1992
- Swimming Pools Regulations 2018

11.2. Related Policies, Procedures and Other Guidance Material

- Environment and Regulatory Services Enforcement Policy
- Education and Care Services National Regulations

Approval and Revie	ew .
Responsible Branch	Environment & Regulatory Services
Responsible Manager	Manager Environment & Regulatory Services
Date Adopted	Council [DD Mm YYYY]
Version	4
EDMS Reference	19/141099
Date of Next Review	[Generally three years from last adoption]

Version (Version Control									
Version	Date Adopted	Approved By	EDMS Ref.	Description						
1	14/07/2015	Council	15/165459	Initial adoption of policy						
2	14/05/2019	Council	19/141099	Minor amendments						
3	28/07/2022	Executive Leadership Group	19/141099	Minor amendments						
4			19/141099	New template format, and minor amendments						





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Provision of Expenses and Facilities to Individual Councillors from 1 July 2024 - 31 December 2024

	el Expenses - General	Counci Inducti		Professional Development	C	onferences & Seminars	ICT Expenses		Computer Hardware & Mobile Purchases*	Travel Expenses - Interstate	vel Expenses - Overseas	Spouse & Partner Expenses	С	arer Expenses	Home Exper Facilit	ises, ies &	Other Expense	6	TOTAL
Cr A Cagney	\$	\$	-	\$ -	\$	3,209.69	\$ 299.8		3,559.49	\$ -	\$	\$ -	\$	5,032.51	Statio	nery -	\$ 432.2	8 \$	12,533.86
Cr Campbell	\$ -	т		\$ -		3,209.70		-	3,559.48		\$	A .		-	\$			-	7,233.16
Cr Fedeli	\$ -	\$	-	\$ -	\$	788.17		_	3,559.48		\$ -	\$ -	\$	-	\$		-	\$	4,647.54
Cr Ferreri	\$ 188.10	\$	-	\$ -	\$	-	\$ 159.8	3 \$	4,013.12	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	4,361.05
Cr McLean	\$ 957.10	\$	-	\$ -	\$	2,341.53	\$ 299.8	9 \$	3,559.48	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	7,158.00
Cr Quinnell	\$ -	\$	-	\$ -	\$	-	\$ 159.8	3 \$	3,559.48	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	3,719.31
Cr Rahman	\$ -	\$	-	\$ -	\$	2,421.53	\$ 159.8	3 \$	3,559.48	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	6,140.84
Cr Sicari	\$ -	\$	-	\$ -	\$	-	\$ 159.8	3 \$	4,013.11	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	4,172.94
Cr Suri	\$ 724.14	\$	-	\$ -	\$	2,421.53	\$ 159.8	3 \$	4,013.12	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	7,318.62
Cr C Cagney	\$ 432.25	\$	-	\$ -	\$	218.88	\$ 122.7	3 \$	-	\$ -	\$ -	\$ -	\$	-	\$	727.50	\$ -	\$	1,501.36
Cr Dommaraju	\$ -	\$	-	\$ -	\$	788.17	\$ 122.7	3 \$	-	\$ -	\$ -	\$ -	\$	-	\$	-	\$ 227.7	3 \$	1,138.63
Cr Farrow	\$ -	\$	-	\$ -	\$	-	\$ 122.7	3 \$	-	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	122.73
Cr Symkowiak	\$ -	\$	-	\$ -	\$	-	\$ 122.7	3 \$	-	\$ -	\$ -	\$ -	\$	-	\$	-	\$ -	\$	122.73
Cr Zammit	\$ -	\$	-	\$ -	\$	-	\$ 122.7	3 \$	-	\$ -	\$ -	\$ -	\$	-	\$	-	\$ 164.0	9 \$	286.82
All Councillors	\$ -	\$ 10,7	750.00	\$ -	\$	-	\$ -	\$	-	\$ -	\$ -	\$ -	\$	-	\$ 1	,161.10	\$ -	\$	11,911.10
TOTAL	\$ 2,301.59	\$ 10,7	750.00	\$ -	\$	15,399.20	\$ 2,612.3	6 \$	33,396.24	\$ -	\$ -	\$ -	\$	5,032.51	\$ 1	,888.60	\$ 988.1	9 \$	72,368.69

^{*} The itemised expenses for Councillor Induction and Computer Hardware & Mobile Purchases relate to the induction program and issuing of equipment for the Councillors elected for the 2024-2028 Council term and were provided in accordance with the Payment of Expenses and Provision of Facilities to the Mayor and Councillors Policy.



Investment Summary Report February 2025

Camden Council Executive Summary - February 2025



Investment Holdings	Sources of Funds
THVC3thCht Holding3	bources of runds

	Amount (\$)	Current Yield (%)
Cash	33,230,577	4.29
Term Deposit	273,000,000	5.10
	306,230,577	

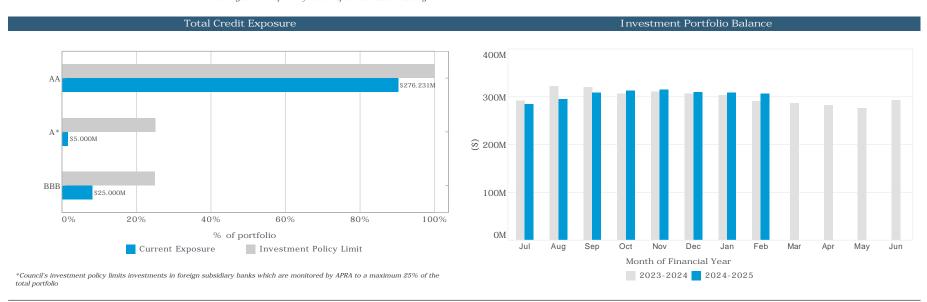
Term to Maturity

	Amount (\$)	Policy Max		
Between 0 and 1 years	306,230,577	100%	100% a	
	306,230,577			

Percentages in this report may not add up to 100% due to rounding

	Amount (\$)
Section 7.11 Developer Contributions	178,068,033
Restricted Grant Income	58,497,835
Externally Restricted Reserves	16,128,235
Internally Restricted Reserves	39,829,441
General Fund	13,707,033
Total Funds Invested	306,230,577

Council's investment portfolio has decreased by \$2.225M since the January reporting period. The decrease primarily relates to capital and operating expenditure during the month.





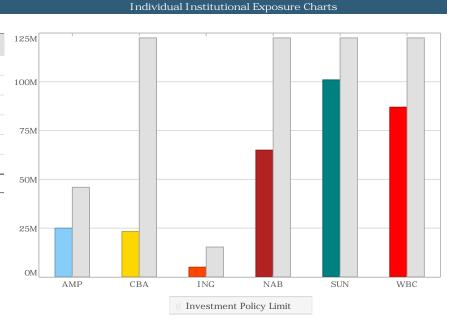
Page 2 of 6.

Camden Council Individual Institutional Exposures Report - February 2025



	Current Ex	posures	Policy	Limit	Capacity
AMP Bank (BBB+)	25.000M	8.16%	45.935M	15.00%	20.935M
Commonwealth Bank of Australia (AA-)	23.231M	7.59%	122.492M	40.00%	99.262M
ING Bank Australia [Foreign Sub] (A*)	5.000M	1.63%	15.312M	5.00%	10.312M
National Australia Bank (AA-)	65.000M	21.23%	122.492M	40.00%	57.492M
Suncorp Bank (AA-)	101.000M	32.98%	122.492M	40.00%	21.492M
Westpac Group (AA-)	87.000M	28.41%	122.492M	40.00%	35.492M
	306.231M				

Individual Institutional Exposures

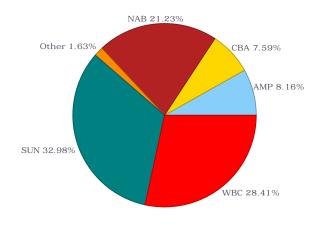


^{*}Council's investment policy limits investments in foreign subsidiary banks which are monitored by APRA to a maximum 5% of the total portfolio in any single entity

Council's portfolio is within its individual institutional investment policy limits.

Council's portfolio is within its term to maturity investment policy limits.

Council's portfolio complies with the NSW Ministerial Investment Order.

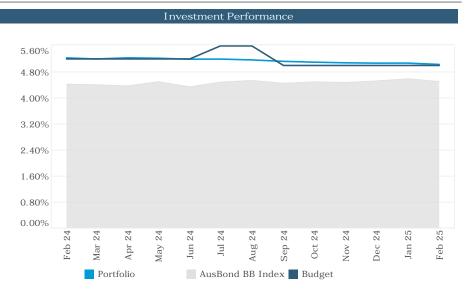




Camden Council Performance Summary - February 2025



Interest Summary	Interest Summary					
Interest Summary as of February 2025						
Number of Investments	49					
Average Days to Maturity	144					
Weighted Portfolio Yield	5.03%					
Cash Accounts Yield	4.29%					
Highest Rate	5.45%					
Lowest Rate	4.78%					
Budget Rate	5.00%					
Average BBSW (30 Day)	4.20%					
Average BBSW (90 Day)	4.21%					
Average BBSW (180 Day)	4.29%					
Official Cash Rate	4.10%					
AusBond Bank Bill Index	4.51%					



Interest Received During the 2024/2025 Financial Year									
	February	Cumulative	Original Budget	Revised Budget					
General Fund	\$369,376	\$2,735,971	\$2,552,000	\$3,177,000					
Restricted	\$909,673	\$7,667,146	\$9,187,000	\$11,212,600					
Total	\$1,279,049	\$10,403,117	\$11,739,000	\$14,389,600					

Historical Performance Summary (% pa)								
	Portfolio	AusBond BB Index	Outperformance					
Feb 2025	5.03%	4.51%	0.52%					
Last 3 months	5.06%	4.54%	0.52%					
Last 6 months	5.08%	4.51%	0.57%					
Financial Year to Date	5.11%	4.51%	0.60%					
Last 12 months	5.14%	4.48%	0.66%					

Investment Performance

Council's portfolio returned 5.03%pa on a weighted average yield basis during February. This compares favourably with the Ausbond Bank Bill Index's return of 4.51%pa for the month.



Camden Council Investment Holdings Report - February 2025



Cash Accounts						
Amount (S)	Current	Institution	Credit	Current	Deal	Reference
Amount (\$)	ield (%)	Tristitution	Rating	Value (\$)	No.	Kererence
6,530,576.92	4.05%	Commonwealth Bank of Australia	AA-	6,530,576.92	545023	General Acct
10,000,000.00	4.75%	AMP Bank	BBB+	10,000,000.00	545261	31d Notice
16,700,000.00	4.10%	Commonwealth Bank of Australia	AA-	16,700,000.00	535548	Call Acct
33,230,576.92				33,230,576.92		

Term Depo	osits									
Maturity	Amount (\$)	Rate	Institution	Credit	Purchase	Amount plus	Deal	Accrued	Coupon	Reference
Date				Rating	Date	Accrued Int (\$)	No.		Frequency	
3-Mar-25	5,000,000.00	4.93%	Westpac Group	AA-	21-Aug-24	5,129,665.75	545372	129,665.75	At Maturity	3766
3-Mar-25	5,000,000.00	5.07%	Suncorp Bank	AA-	28-Aug-24	5,128,486.30	545416	128,486.30	At Maturity	3768
5-Mar-25	5,000,000.00	5.18%	Suncorp Bank	AA-	22-May-24	5,200,813.70	545098	200,813.70	At Maturity	3747
12-Mar-25	5,000,000.00	5.05%	National Australia Bank	AA-	11-Mar-24	5,245,582.19	544925	245,582.19	At Maturity	3738
19-Mar-25	5,000,000.00	5.10%	Westpac Group	AA-	29-May-24	5,192,821.92	545113	192,821.92	At Maturity	3749
26-Mar-25	10,000,000.00	5.09%	Suncorp Bank	AA-	23-Sep-24	10,221,728.77	545507	221,728.77	At Maturity	3776
27-Mar-25	5,000,000.00	5.00%	National Australia Bank	AA-	27-Mar-24	5,232,191.78	544966	232,191.78	At Maturity	3739
2-Apr-25	5,000,000.00	5.32%	Suncorp Bank	AA-	14-Jun-24	5,189,479.45	545183	189,479.45	At Maturity	3754
8-Apr-25	5,000,000.00	5.35%	Suncorp Bank	AA-	19-Jun-24	5,186,883.56	545200	186,883.56	At Maturity	3755
15-Apr-25	5,000,000.00	5.19%	ING Bank (Australia)	A*	15-Apr-24	5,227,506.85	545009	227,506.85	At Maturity	3742
22-Apr-25	5,000,000.00	5.35%	Suncorp Bank	AA-	19-Jun-24	5,186,883.56	545201	186,883.56	At Maturity	3756
29-Apr-25	5,000,000.00	5.17%	Westpac Group	AA-	24-Apr-24	5,220,256.16	545038	220,256.16	At Maturity	3743
6-May-25	5,000,000.00	4.84%	Westpac Group	AA-	27-Aug-24	5,123,320.55	545398	123,320.55	At Maturity	3767
13-May-25	5,000,000.00	5.25%	National Australia Bank	AA-	8-May-24	5,213,595.89	545075	213,595.89	At Maturity	3744
20-May-25	5,000,000.00	4.90%	National Australia Bank	AA-	28-Aug-24	5,124,178.08	545415	124,178.08	At Maturity	3769
29-May-25	5,000,000.00	5.24%	Westpac Group	AA-	29-May-24	5,198,115.07	545112	198,115.07	At Maturity	3748
4-Jun-25	5,000,000.00	4.96%	Suncorp Bank	AA-	4-Sep-24	5,120,942.47	545453	120,942.47	At Maturity	3771
10-Jun-25	5,000,000.00	5.20%	AMP Bank	BBB+	7-Aug-24	5,146,739.73	545329	146,739.73	At Maturity	3764
16-Jun-25	5,000,000.00	5.20%	AMP Bank	BBB+	14-Aug-24	5,141,753.42	545356	141,753.42	At Maturity	3765
18-Jun-25	5,000,000.00	5.25%	National Australia Bank	AA-	12-Jun-24	5,188,424.66	545168	188,424.66	Annually	3753
24-Jun-25	5,000,000.00	4.96%	National Australia Bank	AA-	4-Sep-24	5,120,942.47	545452	120,942.47	At Maturity	3772



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Camden Council Investment Holdings Report - February 2025



										o council C
Maturity Date	Amount (\$)	Rate	Institution	Credit Rating	Purchase Date	Amount plus Accrued Int (\$)	Deal No.	Accrued Interest (\$)	Coupon Frequency	Reference
26-Jun-25	5,000,000.00	5.30%	National Australia Bank	AA-	26-Jun-24	5,180,054.79	545212	180,054.79	At Maturity	3757
2-Jul-25	10,000,000.00	5.45%	National Australia Bank	AA-	1-Jul-24	10,362,835.62	545220	362,835.62	Annually	3758
9-Jul-25	10,000,000.00	5.10%	Suncorp Bank	AA-	9-Oct-24	10,199,808.22	545548	199,808.22	At Maturity	3778
17-Jul-25	5,000,000.00	5.33%	National Australia Bank	AA-	17-Jul-24	5,165,741.10	545255	165,741.10	At Maturity	3760
24-Jul-25	5,000,000.00	5.08%	Suncorp Bank	AA-	25-Oct-24	5,088,378.08	545582	88,378.08	At Maturity	3781
31-Jul-25	10,000,000.00	5.27%	Westpac Group	AA-	30-Jul-24	10,308,980.82	545307	308,980.82	At Maturity	3762
5-Aug-25	5,000,000.00	5.16%	Suncorp Bank	AA-	2-Dec-24	5,062,909.59	545666	62,909.59	At Maturity	3788
13-Aug-25	5,000,000.00	5.10%	Suncorp Bank	AA-	10-Oct-24	5,099,205.48	545559	99,205.48	At Maturity	3779
14-Aug-25	5,000,000.00	5.16%	Suncorp Bank	AA-	13-Dec-24	5,055,134.25	545705	55,134.25	At Maturity	3791
20-Aug-25	5,000,000.00	5.07%	Suncorp Bank	AA-	16-Oct-24	5,094,454.79	545568	94,454.79	At Maturity	3780
26-Aug-25	6,000,000.00	5.17%	Suncorp Bank	AA-	4-Dec-24	6,073,938.08	545675	73,938.08	At Maturity	3789
3-Sep-25	5,000,000.00	4.94%	Westpac Group	AA-	2-Sep-24	5,121,808.22	545436	121,808.22	At Maturity	3770
10-Sep-25	5,000,000.00	4.85%	National Australia Bank	AA-	11-Sep-24	5,113,609.59	545486	113,609.59	At Maturity	3773
17-Sep-25	5,000,000.00	4.80%	Westpac Group	AA-	18-Sep-24	5,107,835.62	545498	107,835.62	At Maturity	3774
24-Sep-25	5,000,000.00	4.90%	Westpac Group	AA-	23-Sep-24	5,106,726.03	545506	106,726.03	At Maturity	3775
1-Oct-25	5,000,000.00	4.88%	National Australia Bank	AA-	30-Sep-24	5,101,610.96	545529	101,610.96	At Maturity	3777
7-Oct-25	5,000,000.00	5.04%	Suncorp Bank	AA-	5-Dec-24	5,059,375.34	545684	59,375.34	At Maturity	3790
14-Oct-25	5,000,000.00	5.05%	AMP Bank	BBB+	8-Jan-25	5,035,972.60	545724	35,972.60	At Maturity	3792
21-Oct-25	5,000,000.00	5.10%	Westpac Group	AA-	24-Oct-24	5,089,424.66	545583	89,424.66	At Maturity	3782
30-Oct-25	5,000,000.00	5.08%	Westpac Group	AA-	30-Oct-24	5,084,898.63	545589	84,898.63	At Maturity	3783
4-Nov-25	5,000,000.00	5.07%	National Australia Bank	AA-	27-Nov-24	5,065,284.93	545655	65,284.93	At Maturity	3733
11-Nov-25	7,000,000.00	5.12%	Westpac Group	AA-	8-Nov-24	7,110,956.71	545620	110,956.71	At Maturity	3784
18-Nov-25	5,000,000.00	5.18%	Westpac Group	AA-	13-Nov-24	5,076,635.62	545631	76,635.62	At Maturity	3785
25-Nov-25	5,000,000.00	5.14%	Westpac Group	AA-	18-Nov-24	5,072,523.29	545640	72,523.29	At Maturity	3786
2-Dec-25	5,000,000.00	4.96%	Suncorp Bank	AA-	22-Jan-25	5,025,819.18	545745	25,819.18	At Maturity	3794
17-Dec-25	5,000,000.00	4.98%	Suncorp Bank	AA-	14-Jan-25	5,031,380.82	545734	31,380.82	At Maturity	3793
29-Jan-26	5,000,000.00	4.88%	Suncorp Bank	AA-	29-Jan-25	5,020,723.29	545756	20,723.29	At Maturity	3795
3-Feb-26	10,000,000.00	4.78%	Westpac Group	AA-	3-Feb-25	10,034,049.32	545762	34,049.32	At Maturity	3796
2	273,000,000.00					279,690,387.96		6,690,387.96		



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