

Resourcing Strategy

2025 - 2035 | Executive Report



camden

council

Cover Page and Back Page

Camden Taste 2024

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Acknowledgement **of Country**

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



About this Document

This Resourcing Strategy 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.

Strategic Planning Framework

State and Federal Government - Plans, Strategies and Priorities



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

Resource Management and Population Growth

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

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

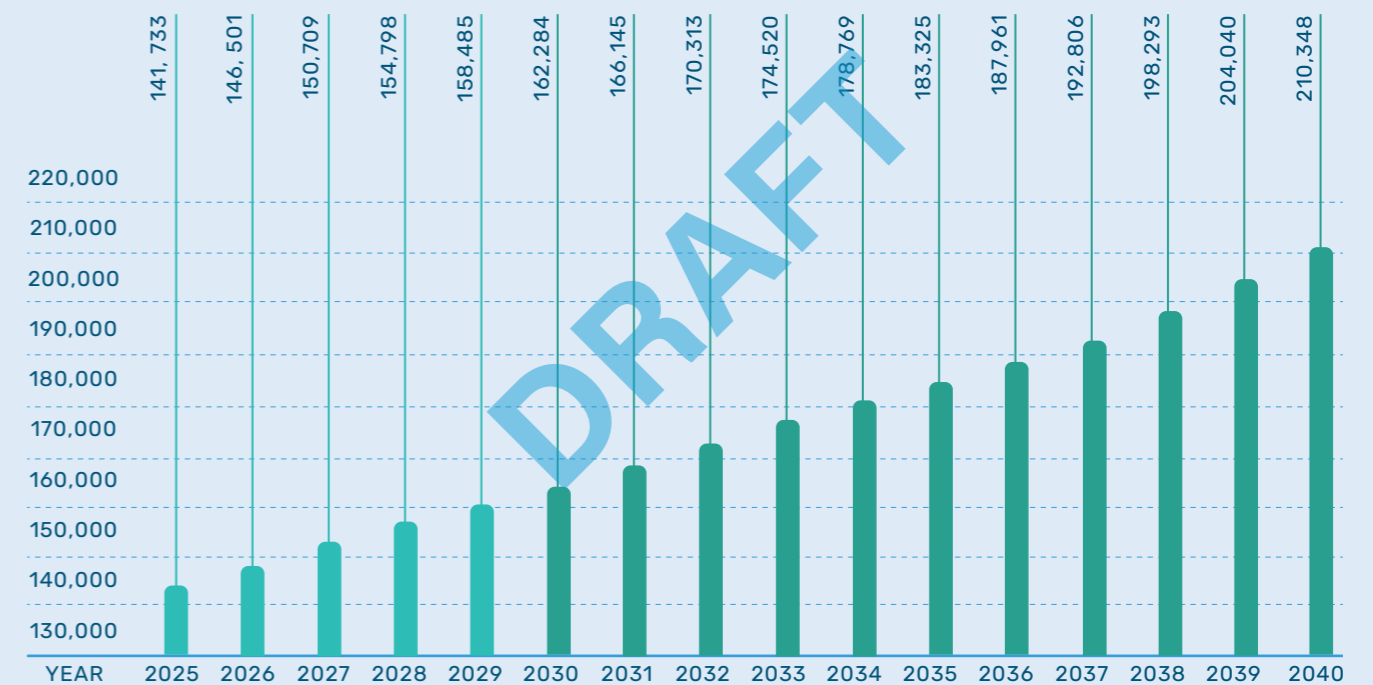
Council actively engages with the community and business sector to understand their priorities, including their 'wants,' 'needs,' and 'expectations.' A summary of stakeholder feedback is included in this document.

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

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

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

Population Forecast



Stakeholders Said

More recreational parks with BBQ and hot water facilities

Friendly atmosphere, old town feel

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

Better public transport options

More employment opportunities for residents

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

Nature is preserved, green spaces, markets, rural community

Well-resourced libraries.

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

Better access to services for people with a disability

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

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

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



Council's Approach to **Resource Management**

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

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

The following pages have detailed information on:

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



Financial Management Planning

The 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 asset-life-cycle where renewal works are required for essential community assets such as roads, buildings, and drainage. While this in-part has been addressed through Council's successful Community Infrastructure Renewal Program (a \$5 million program over four years), the 2025/26 Budget includes an increase in funding for asset renewal of \$15.4million (above existing funding levels) in asset renewal across the Camden LGA. This funding commitment will ensure Council's infrastructure backlog remains well within industry benchmarks and that our residents continue to be able to access assets which are safe, reliable, and fit for purpose.



Asset Management Planning

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 Council-adopted 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.

ASSET MANAGEMENT PLANS

The Asset Management Plans align with the Asset Management Strategy and outlines future work programs for renewal and maintenance. It emphasises the importance of building organisational capacity to enhance asset management planning practices and advance 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.





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.

